

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	VICKY DARYANANI	Student ID number:	2327286
Programme:	DBA		
Module:	Converting Research into Practice		
Module code:	HKBM7020	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Dr Alice Te	Internal Verifier:	Dr Eddie Yu
Assignment Title:	Report	Word count (or equivalent):	7500 words (+/-10%)

Submission deadline:	19 February 2024	Return date of provisional marks & written feedback:	10 March 2024
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Title / Research Question: Does Hong Kong still remain a viable destination for long-term employment to the Western professional expatriate and, if not, what can be done?

Introduction / General Background:

I came up with this project idea given its very high significance in present-day Hong Kong and how globally competitive the city will remain in terms of being an attractive place to work to aspiring professionals from the West (including my own children who will very likely go abroad for their tertiary education). I was born and brought up here in Hong Kong though I personally relate (and always have) to the expatriate community given my upbringing (for example, going to an international high school); so I believed this to be a very worthwhile study that will be of interest to many.

Whilst there has been a lot written about the supposed competitive demise of Hong Kong, the government is still undoubtedly trying to regain its global image since reopening post-COVID late in 2022 in terms of both business trade and tourism. However, most research to date has been very superficial with limited analysis from a theoretical framework, which is what this paper will attempt to tackle; primarily focusing on Hong Kong's competitive standing in the global (namely Western) professional community.

I will analyse the most relevant and recent (given the on-going nature of the topic) academic articles within the below theoretical concepts to more objectively evaluate where Hong Kong currently lies and what the local government can do in order to maintain or improve its overall competitiveness in terms of global talent; otherwise continue to fall prey to the continuous negative press versus directly and positively confronting the critics:

- **Global talent attraction / competition**
- **Global talent management / development**
- **Knowledge economy (Technology and Innovation, ESG, Green Finance)**

The composition of employment of Westerners in Hong Kong has evolved over the years due to various factors, including economic shifts, changes in immigration policy, geopolitical tensions, and global events. Here's an overview of how things have changed over the last 30 years:

Pre-1997 (Before the Handover)

- Hong Kong under British administration: significant presence of British nationals and other Western expatriates given they could move to and work in Hong Kong without the need for a work visa.
- Westerners employed in senior positions across various sectors, including finance, trade, law, and manufacturing.

Post-1997 (After the Handover to China on July 1, 1997)

- Concern about the future autonomy of the region, but Hong Kong continued to maintain its capitalist system and hence stay a global financial hub.
- Expatriate professional community remained significant, though the composition began to diversify with more incoming global talent from regions other than the West (for example, from other Asian regions like India).

2000s to Early 2010s

- Growth of the Chinese economy and gradual integration with Mainland China influenced the types of jobs and opportunities available in Hong Kong.
- Westerners in Hong Kong began to face increasing competition across all levels and industries from Mainland professionals and expatriates from other parts of Asia.

Late 2010s to Early 2020s

- Due to the global financial crisis and the growing US-China trade wars, there were fluctuations in the demand for Western talent given a more regional trade focus holistically.
- The rise of Shanghai and Beijing as financial centres also provided alternative destinations for Western professionals albeit Hong Kong was still the preferred choice as the “Gateway to China” given its continuing independent government legislation.

Mid-2020s Onward

- Implementation of the National Security Law in 2020 to curb growing social protests across the city immediately dented the perception of Hong Kong's independence from the Mainland in transparent business deals and its overall regulatory environment.
- The COVID-19 pandemic brought travel restrictions and quarantine measures, which impacted the mobility of international workers along with their family members significantly from January 2020 to around March 2023.

As such, the extent to which Hong Kong continues to attract Western professional expatriates has been influenced by several factors:

- **Geopolitical Developments:** Shifts in international relations and policies, especially between China and Western countries, has impacted priorities regarding the workforce. The ongoing Sino-US political tension along with the respective immigrations stances by other Western governments (like the UK and Canada) have dented Hong Kong's global image somewhat by opening their respective doors to welcome local residents wishing to leave the city.
- **Hong Kong's Autonomy:** International concerns about the autonomy of Hong Kong have led to changes in foreign policy from Western nations, which include changes in trade relations, visa agreements, and advisories that can influence the decisions of businesses and expatriates. Shifts in financial regulatory practices, possibly influenced by Mainland China, have affected Hong Kong's status as a financial hub and its appeal to international businesses and professionals given concerns on overall business transparency.
- **Economic Policy Shifts:** Economic policies that favour Mainland integration over international business continue to change the economic landscape, affecting job opportunities for Western professionals. Whilst Hong Kong is still viewed as an international gateway to China, many professional jobs are now only Greater China-focused with very little (if any) regional or global coverage. Also, with a deep connection to China and its current economic plight, the long-term negative impact on Hong Kong's own economy will continue for a while.
- **Local Talent Development:** There is increased emphasis on developing and utilising local talent, which indirectly affects the demand for expatriates, by the government

ensuring basic primary, secondary, tertiary as well as professional continuing education is readily available for its local population to be future-ready in terms of skills required.

- Global Mobility Trends: The general trend of global mobility and competition for international talent among countries have also shaped how Hong Kong positions itself. We have seen first hand how Singapore has benefitted from our perceived slow reopening after the pandemic where many expatriates both voluntarily and involuntarily moved there (where some transfers were also driven by the ongoing political tension, especially by US firms looking to relocate their regional headquarters outside Hong Kong).

In summary, while Western expatriates have historically played a significant role in Hong Kong's economy, their composition in the employment market has over recent times been greatly influenced by the territory's evolving relationship with Mainland China, changes in the global economy, and specific recent events like the National Security Law enactment and the COVID-19 pandemic. It seems that this trend may continue where “almost 30 per cent of Hong Kong’s international and private schools expect non-local student applications to drop by 13 per cent annually over the next five years” (William Yiu, 2024).

As a Special Administrative Region of China, Hong Kong has historically been very keen on maintaining its status as an international financial and business hub, which includes being an attractive place to invest, work and live for Western professionals. The local government, along with business communities, have typically been concerned with policies and factors that influence the city's global competitiveness and attractiveness to foreign talent to ensure it continues to maintain an international business presence complimented by cultural diversity.

To help keep pace with the global talent war, the Hong Kong Government has come up with several work visa schemes available for more seasoned professionals seeking employment in Hong Kong (especially the Top Talent Pass Scheme - point 4 below):

1. General Employment Policy (GEP): The GEP is the primary work visa scheme for professionals who have a confirmed offer of employment in Hong Kong. To be eligible, you must possess special skills, knowledge, or experience that is not readily available in the local workforce (has to be proven by and applied for by the company).

2. Quality Migrant Admission Scheme (QMAS): The QMAS is a quota-based scheme that targets highly skilled individuals who want to move Hong Kong that meet specific prerequisites, such as having a good educational background, a confirmed job offer, or exceptional achievements in their field.
3. Employment for Professionals in Specific Fields: There are specific work visa schemes tailored for professionals in certain fields, such as teachers, doctors, nurses etc. (many of whom are professionals and from all over the world). These schemes have their own set of requirements and eligibility criteria.
4. The Top Talent Pass Scheme (hereafter “TTPS”) seeks to attract top talents with rich work experience and good academic qualifications from all over the world to explore opportunities in Hong Kong. These top talents include high-income talents and graduates from the world’s top universities. Persons who wish to apply to enter the HKSAR under the TTPS are not required to have secured an offer of employment in the HKSAR upon application. They may be granted 24 months’ stay one time limitation only without other conditions of stay provided that normal immigration requirements are met (Immigration Department, 2024).

Note - I have not included the Admission Scheme for Mainland Talents and Professionals (ASMTTP) visa scheme as it is fully China-focused nor the Immigration Arrangements for Non-local Graduates (IANG) student visa scheme since it is only tailored to overseas tertiary students as this study will primarily focus on Western expatriates already in the workforce.

Literature Review

Key concepts: **Global talent attraction / competition**

Global talent management / development

**Knowledge economy (Technology and Innovation, Environmental
Social and Governance, Green Finance)**

Global talent attraction refers to the process of attracting highly skilled individuals from around the world to work in a particular country, region, or organisation. It involves implementing strategies and practices aimed at enticing talented professionals to relocate and contribute their expertise to the local economy or workforce. This strategy has been deployed and improvised upon by all countries worldwide to ensure their global competitiveness albeit with varying success. Those countries that have historically been able to provide a supporting ecosystem consisting of a strong infrastructure, a stable government and favourable incentives to both company and individual have usually benefitted over the long-term.

Global talent management refers to the strategic approach and practices used by organisations to attract, develop, and retain talented employees on a global scale. It involves identifying and nurturing high-potential individuals across different countries and cultures, and aligning their skills and capabilities with the organisation's goals and objectives. Talent is recognized as a critical driver of organisational success, and that these organisations must have effective strategies in place to attract, develop, and retain top talent in a highly competitive global marketplace.

Whilst this concept is primarily driven internally at the organisational level, it nonetheless has to be fully supported by the country in which the global firm operates in. As such, easy access to a highly educated and skilled workforce (both locals and expatriates) that the local government helps to further nurture via continuing education, training, and lifelong learning is paramount to both attracting as well as keeping its current talent intact despite increasing global competition.

A knowledge-based economy, also known as a 'knowledge economy', is an economic system where the primary drivers of economic growth are innovation, research and development, and the effective use of technology and information. The focus is on creating and leveraging knowledge as a key resource to enhance productivity, competitiveness, and overall economic

performance. Needless to say, the local government must work hand-in-hand with its business communities to ensure that this medium- to long-term goal becomes a reality by providing the necessary infrastructure, capital via tax breaks and overall support for the benefit of all, including future generations of talent.

Key features of a knowledge economy include easy access to Information and communication technologies (ICT) tools, a highly educated and skilled workforce, the dominance of industries that rely heavily on knowledge and intellectual capital like information technology, biotechnology, pharmaceuticals, telecommunications, financial services, research and development, and creative industries. Intellectual property protection is crucial in a knowledge-based economy as is global connectivity i.e. being interconnected on a global scale where information, knowledge, and ideas can flow freely across borders, facilitated by advancements in communication and transportation.

Overall, the available relevant literature to the Research Question at hand is very limited and superficial; hence the purpose behind this research. Whilst there have been some useful concepts and theories explored in the fields of both Talent Attraction and Talent Management, it has been very general in nature and more relevant to specific industries and/or countries. There is very limited focus on Hong Kong and its recent plight over the last five years stemming from the social unrest in 2019 followed by the tough quarantine measures employed from 2020 onwards. Hong Kong has always had its own unique position in the world stemming from a small city state that was, till more recently, the world's fourth largest stock exchange (www.youtube.com, 2024).

I have also come across articles investigating how countries continue to differentiate themselves in terms of re-inventing their economies (for example, like in the Middle East - Dubai and Riyadh - Ewers et al., 2021) in order to attract foreign investment and set up shop there. By becoming more "Knowledge Based" through the pillars of Technology and Innovation, Environmental, Social and Governance, Green Finance etc. they have been able to set up specialist ecosystems that are best in class globally and, as such, attract both foreign capital as well as their respective workforces to relocate there.

This can apply to Hong Kong too if planned and throughout in the right way. In today's knowledge-based world, employees with sought after technical (and soft) skills are arguably the most important resource to the success of the local economy. If Hong Kong could reposition itself as a frontrunner in a specific industry or field which is (and will continue) to thrive globally then it can naturally continue to keep its stature as a competitive economy that transcends the political cross-winds that it currently seems caught up in.

Wise Lam, PricewaterhouseCoopers Hong Kong Private Client Services Partner (2023) said, "Investments in capacity building for ESG talents and attracting overseas professionals in green finance are also important. Initiatives, such as the enhancement of the GSF Capacity Building Funding Scheme, will strengthen expertise in sustainable finance and Hong Kong's leading position in green finance."

Research Aims & Objectives:

Note - The aim here is not to address or question Hong Kong as a tourist destination but its attractiveness as a long-term work destination to Western professional or 'white-collar' expatriate (verses from the 'blue-collar' or service industry)

Primary Research Question / Aim: Does Hong Kong still remain a viable destination for long-term employment to the Western professional expatriate and, if not, what can be done?

2nd level Research Questions:

- Are the various measures used by the government helping regain the trust and bring back / attract new Western professionals to work in Hong Kong?
- Are Western professionals who are currently working in Hong Kong looking to stay and work here over the foreseeable future?
- What underlying strategy(ies) are being employed by the government to rebuild Hong Kong's business image and attract foreign investment for its future "knowledge-based economy"?

My first Research Objective is to help comprehensively (i.e. both theoretically as well as practically) answer my primary Research Question, which is "Does Hong Kong still remain a viable destination for long-term employment to the Western professional expatriate and, if not, what can be done?". As previously stated, whilst there have been many newspaper articles about Hong Kong's current talent woes, there has been very little academic analysis done to date which comprehensively tries to dissect where Hong Kong really is, and where it is actually headed to, in terms of its ability to still attract the top most talents from across the globe.

My main Research Question is certainly a loaded question but nevertheless fairly direct to determine if Hong Kong can still attract the brightest global talents from across the other side of the world. Whilst the expectation is that there will still continue to be professionals from across Asia who will continue to relocate to Hong Kong for various professional and personal reasons, I am not sure the same can be said for the predominantly caucasian workforce given recent a paradigm shift in terms of influential social and political factors.

Given Hong Kong through its history (predominantly before the handover back to the Chinese) had a very vibrant and diverse international talent pool to choose from, the same cannot be said for now and begs to question what the future indeed holds in terms of the city's overall global competitive standing. This is the primary research objective of my study and hopefully provokes both theorists and business leaders alike in realistically predicting what Hong Kong's position will be in the global talent market and how best to address the situation (if, and as needed).

This leads to my second Research Objective being what can the local government do to address the situation both in the near- and long-term? Whilst my study will not be able to fully address the foreseeable challenges, I am hoping to gain some valuable insights from both my primary and secondary research to set up the foundation for others to start from and move forward in light of the on-going volatility, uncertainty, complexity, and ambiguity (VUCA) environment. Certain lower-hanging fruits might be available for the government to consider such as critically reviewing our more recent talent visa schemes to determine its overall effectiveness and accordingly adjusting them (if required) to be more fit for purpose for the benefit of all those concerned.

Proposed Methodology

Primary Research (Individual-based): Interview a minimum 30 Western professionals (on an anonymous basis) who are currently working in Hong Kong to gather their honest views of the current employment climate in Hong Kong and their foreseeable future career plans.

Get a variety of nationality, ethnicity, age, business sector employed in and seniority etc. to ensure a diverse sample size. I will reach out to my primary network circle of ex-colleagues and acquaintances who still remain in Hong Kong to ask if they would be open to having an informal discussion on this topic over a coffee or lunch. To add to the probability of the final sample, I will consider putting out a request on my LinkedIn profile to gather more visibility where anyone can view my post and respond. So long as they are of caucasian descent and have been working in Hong Kong at professional level for the last 3 years then they would qualify.

Note - I would also need to clearly define what I mean by 'professional' in terms of seniority and title (easily accessible) and/or current salary (more confidential and to only request if required).

Interviews will be unstructured with open-ended questions to discover underlying central themes given the various reasons people may have on why they are working in Hong Kong, their current observations and foreseeable career plans. Whilst there will be the same foundational questions (and, as much as possible, asked in the same order) for each interviewee to maintain some level of standardisation, it will be an open format so that they are no perceived boundaries and anyone can bring up any related topic to ensure deep lying conversations. If needed, I will try my best to 'steer' the conversations back towards the focused Research Questions at hand should the discussions start to venture into a different tangent.

Secondary Research (Country-based):

1) Analyse how many work employment work visas have been issued (and actually used) plus analyse the applicants' demographics - focus on nationality, ethnicity, age, work background. Also research on when they applied and how quickly they found employment (and via what means e.g. referral or job advertisement).

2) Review the current employment rate in Hong Kong and ongoing trends (cover 2020-2025 for five-year review). Determine which business sectors have grown in employment over the past few years (post-pandemic) and are likely to continue to grow in the future (as per the Government's Census and Statistics Department). How many of these areas have benefitted from foreign workers versus local hires (why, and by how much)? Can these sectors and the respective jobs be classified as white vs blue collar?

Research Approach - Both Qualitative (via primary research and interviews) and Quantitative (via secondary research and reviewing of government and census data). This hybrid approach will ensure higher relevance to the subject at hand where I will be able to analyse the target group's current viewpoints which can be stacked against relevant background data over the target five-year period (2020 to 2025) to hopefully come up with realistic and accurate predictions. When both sets of data are carefully analysed holistically, it should hopefully provide a more comprehensive understanding of whether Hong Kong truly still remains a viable destination for long-term employment to the Western professional expatriate.

Given the overall complexity of the topic at hand, qualitative research is definitely required as it can help the target group fully portray their individual perspectives along with their unique feelings and experiences. As such, I am hoping to gain an accurate insider's view and gather new insights from the interviews which can be further analysed and tested against the on-going theories of talent acquisition, talent management and a knowledge-based economy. Nonetheless, this study's analysis will also remain open to any new emerging possibilities that arise in relation to the Research Questions given the dynamics of the VUCA world we live in, and to confirm data saturation for this study.

Quantitative research too will be very helpful by providing a framework from which to further analyse and compare the raw data results from my primary research. For example, government figures of current and past employment rates for Hong Kong already possess statistical significance from which to conduct objective data analysis. Hence, any deductions made from quantitative research can be highly generalised and representative of a larger population.

Research Design (Research Methods) - It is important to maintain the overall reliability and validity of my findings by following the '9 Strategies approach' (Alice To, 2024). As such, I will ensure:

- 1) Triangulation: using multiple sources such as interviews and government data
- 2) Reflexivity: critically reflecting of any of my own biases and assumptions
- 3) Member Checking: sharing my findings with the interviewees and seeking their feedback to ensure additional insights and reaffirm the viability of the findings
- 4) Peer Debriefing: via external review of fellow researchers, I can uncover any potential biases and alternative interpretations of my research
- 5) Thick Description: ensuring transferability and applicability of my findings to other theoretical contexts to ensure credibility and overall trustworthiness of my research
- 6) Sampling Strategies: ensuring purposeful and strategic sample techniques ranging from non-probability to probability samples for diverse perspectives
- 7) Saturation; ensuring no new themes or insights emerge from the data collected where the findings are based on a comprehensive understanding of the research topic
- 8) Audit Trail: maintaining a detailed audit trail, including documenting the research process, data collection procedures and analytical decisions made. This in turn will ensure the highest ethical standards of my research.
- 9) Peer Review: seeking external peer review of my overall research findings and methodology by carefully selected 2 supervisors to guide me throughout the course of my final study.

Data Analysis approach - Likely via Content Analysis to undercover patterns and interconnections between interviewees and thereby identify underlying central themes. The aim here is to overcome any lack of research rigour and quality by ensuring “a dynamic, intuitive and creative process of inductive reasoning, thinking and theorising” (Bosit, 2023: 143). I will attempt to interpret and highlight all major themes that I came across throughout the research process by drawing up a Concept Map.

Through Content Analysis, the aim is to transform qualitative input into quantitative data to help make reliable conclusions. By approaching my interview data with predetermined biases, I will hopefully identify common themes as I search the materials organically. As the interviews are ongoing throughout 2025, I will continue to read the transcripts, annotate them,

conceptualise the data, segment the data then finally analyse the individual segments to look for similarities and/or interconnections.

Pilot Study: I plan to conduct it in the 1st half of 2025 to ensure the viability of my Research Questions by conducting interviews on a small convenient sample of eight Western professionals currently working in Hong Kong, and then analysing all data to determine viability for the full study. In the interest of time, this non-probability sampling method should be deemed appropriate given the purpose of the pilot study. For the full study, I will highly likely include a more random sample size to limit selection bias and increase the generalisation of the findings.

If the research proposal is feasible and supported by the findings from my pilot study, the aim will be to finally interview a minimum of 30 of them which should be a big enough sample to be representative of the Western expatriate community. This theoretical density should be sufficient enough in that any observations uncovered courtesy of the study will be representative of any hypotheses generated.

Expected Outcomes & Contributions

Answer main and secondary Research Questions as listed above.

Identify key gaps in terms of future growth areas and local skills shortages to best determine which industries would most benefit from overseas talents now and in the coming years. Also, recommend to the Hong Kong Government on how to come up with a more effective and efficient system to allocate employment visas primarily in these gaps for the greater benefit to Hong Kong's overall economy (similar to Australia and Singapore will do later this year).

The government can accordingly employ these data models in the short-medium term future to ensure viable economic growth across all sectors whilst maintaining a healthy balance between local and overseas hires, and continuing to keep a low unemployment rate of below 3% (Census and Statistics Department, 2023). In this way, the international business community will be confident of continuing to operate out of Hong Kong given its abundant and well-trained talent workforce.

For those specific industries where foreign professional hires are high in demand, the government can look to promote these openings well in advance and use the appropriate regional and global channels to ensure a wide audience whilst ensuring the respective visa policy is fit for purpose. In the interim, the government can also look to fill the gap of the technical skills filled by foreign hires by promoting continuing education of its current working population whilst also working with educational bodies to organically grow such skills from an early age in primary and secondary education (e.g. STEAM).

Of course, the overall situation is subject to change given the close global inter-connectivity (especially between Hong Kong and China) and other relevant Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors; so the government will need to continue to closely monitor and ideally be proactive in its action to safeguard its competitive image, economy and talent workforce. Nevertheless, this study can be the foundation for our local think-tanks to leverage off to continue its research for the betterment of Hong Kong's international future presence, and accordingly make recommendations to the government and public bodies.

In addition, there will also be significant theoretical contributions towards business and management studies with regards to future human capital development in Hong Kong. Hopefully my research will set the foundation for more academic scholars to critically evaluate the city's current and future competitive landscape through the lens of other relevant concepts or theories (or further dive into my research by applying the theories behind talent acquisition, talent management and a knowledge-based economy in a newer context). Accordingly the government and respected think tanks can work closely with the academics to help chart a growing and robust HR strategy for the betterment of all concerned irrespective of the various headwinds that will no doubt continue to sway Hong Kong's economic growth globally.

Research Plan of Work and Timetable

1Q-2Q 2025: Primary (including Pilot Study) & Secondary Research

3Q-4Q 2025: Primary Research (ongoing)

1H 2026: Working on Report

2H 2026: Finalising Report

Note - Above high-level Research Plan will include monthly catch-ups with my Supervisors to ensure that my overall direction and focus remains on course.

The majority of the work for this study will be conducting an expected minimum of 30 interviews as well as reviewing and thoroughly analysing all the data within the transcripts to determine common underlying themes and responses. The initial aim is a minimum eight interviews as a pilot study (including review of all the data gathered) by the end of first half 2025. In parallel, I will ensure all the secondary research is carried out. This should be more readily available given government released data like the unemployment rate and growth of specific industries though further details of all the work visas approved (including high-level demographics of the applicants) and actually being used might take more time.

Based on the data received and the initial analysis gathered, I will then accordingly discuss with my supervisors to determine whether the study is feasible to continue with. Assuming it will be, I will aim to complete all primary research (i.e. open-ended interviews) by no later than end of 2025 to ensure that any initial underlying themes or patterns observed are further supported by this further research and analysis. To add to the credibility and trustworthiness of my study, I will attempt to interview Western expatriates that I personally do not know or have had a previous connection with so that my evaluation of their responses are not biased in any way. In addition, I will ensure to keep in constant touch with both my supervisors as well as fellow peers to gather their critical feedback and help identify any potential biases and/or provide any alternative interpretations; thereby confirming my study's data saturation.

Bibliography

Ewers, M.C., Khattab, N., Babar, Z. and Madeeha, M. (2021). Skilled migration to emerging economies: the global competition for talent beyond the West. *Globalizations*, 19(2), pp.1–17. doi:<https://doi.org/10.1080/14747731.2021.1882816>.

Kerr, W.R. (2020). The Gift of Global Talent: Innovation Policy and the Economy. *Innovation Policy and the Economy*, 20, pp.1–37. doi:<https://doi.org/10.1086/705637>.

Lo, M.F. and Tian, F. (2019). Enhancing competitive advantage in Hong Kong higher education: Linking knowledge sharing, absorptive capacity and innovation capability. *Higher Education Quarterly*. doi:<https://doi.org/10.1111/hequ.12244>.

www.amcham.org.hk. (n.d.). *2023 Chief Executive Policy Address - AmCham Submission | The American Chamber of Commerce in Hong Kong*. [online] Available at: <https://www.amcham.org.hk/news/2023-chief-executive-policy-address-amcham-submission>

PricewaterhouseCoopers (n.d.). *From resilience to resurgence, Hong Kong is paving the way forward with confidence and vision*. [online] PwC. Available at: <https://www.pwchk.com/en/press-room/press-releases/pr-200923.html>

Standard, T. (n.d.). *Concerns over talent scheme vetting process*. [online] The Standard. Available at: <https://www.thestandard.com.hk/section-news/section/11/259858/Concerns-over-talent-scheme-vetting-process>

Standard, T. (n.d.). *36,000 move to HK under Top Talent Pass Scheme*. [online] The Standard. Available at: <https://www.thestandard.com.hk/section-news/section/4/260044/36>

South China Morning Post. (2023). *Where are the expats? Hong Kong's talent drive fails to bring back foreigners*. [online] Available at: <https://www.scmp.com/news/hong-kong/hong-kong-economy/article/3235132/where-are-expats-hong-kongs-talent-drive-fails-bring-back-foreigners-and-its-worrying-some-experts>

South China Morning Post. (2023). *Can reopened Hong Kong reverse its talent exodus to Singapore?* [online] Available at:

https://www.scmp.com/week-asia/people/article/3209048/hong-kongs-talent-exodus-singapore-can-it-be-reversed-and-new-wave-expats-inbound?module=hard_link&pgtype=article

Roach, S. (2024). It pains me to say Hong Kong is over. *Financial Times*. [online] 12 Feb. Available at:

<https://www.ft.com/content/27a2c28e-d28b-444c-97fd-4616ed32c675?shareType=nongift>

www.immd.gov.hk. (n.d.). *Top Talent Pass Scheme | Immigration Department*. [online]

Available at: <https://www.immd.gov.hk/eng/services/visas/TTPS.html>.

Rev (2023). *How to Analyse Interview Transcripts in Qualitative Research*. [online] Rev. Available at:

<https://www.rev.com/blog/transcription-blog/analyze-interview-transcripts-in-qualitative-research>.

Hotjar (2022). *5 Qualitative Data Analysis Methods*. [online] www.hotjar.com. Available at:

<https://www.hotjar.com/qualitative-data-analysis/methods/>.

South China Morning Post. (2024). *30% of Hong Kong international schools expect expat applications to fall*. [online] Available at:

<https://www.scmp.com/news/hong-kong/education/article/3251983/30-hong-kong-international-schools-expect-expat-applications-fall-over-next-5-years-some-predict>

www.roedl.com. (n.d.). *Work visa for Singapore – a more elaborate application procedure...*

[online] Available at:

<https://www.roedl.com/insights/singapore-work-visa-application-transparency-employee-transfer>

www.censtatd.gov.hk. (n.d.). *Labour Force, Employment and Unemployment*. [online]

Available at: <https://www.censtatd.gov.hk/en/scode200.html>.

www.youtube.com. (n.d.). *India Tops Hong Kong as World's Fourth-Largest Stock Market*.
[online] Available at: <https://www.youtube.com/watch?v=fuQeRmPNfTk>

To, A. (2023). HKBM 7020: Converting Research into Practice (Course Materials). *University of Wales Trinity Saint David DBA*.