



V i s i o n

高瞻遠矚

Working together,  
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團結一致 優勢顯現



### About the HKTB

The Hong Kong Tourist Association (HKTA), which was established by Government Ordinance in 1957, was reconstituted as the Hong Kong Tourism Board (HKTB) with effect from 1 April 2001. Unlike the former HKTA, which was an association of members, the HKTB has no affiliation to any specific sector or organisation within the industry and is able to support the interests of Hong Kong's tourism in its entirety.

The primary responsibilities of the HKTB are to market and promote Hong Kong as a destination worldwide, as well as to take initiatives to enhance visitors' experiences once they arrive. This includes making recommendations to the Hong Kong Special Administrative Region (SAR) Government and other relevant bodies on the range and quality of visitor facilities.

The HKTB's mission is to maximise the social and economic contribution that tourism makes to the community of Hong Kong, and to consolidate Hong Kong's position as a unique, world-class and most desired destination.

The six objectives of the HKTB, as defined under the Hong Kong Tourism Board Ordinance 2001, are :

- to endeavour to increase the contribution of tourism to Hong Kong
- to promote Hong Kong globally as a leading international city in Asia and a world-class tourist destination
- to promote the improvement of facilities for visitors
- to support the Government in promoting to the community the importance of tourism
- to support, as appropriate, the activities of persons providing services for visitors to Hong Kong
- to make recommendations to and advise the Chief Executive [of the Hong Kong SAR] in relation to any measures which may be taken to further any of the foregoing matters.

In this respect the HKTB, which is a Government-subsidised body, and the Tourism Commission, which is a Government department, have distinct but complementary roles. The Tourism Commission is primarily responsible for formulating Government policies, plans and strategies for tourism development, as well as co-ordinating the work of other Government bureaux and departments on developments that have an impact on tourism.

### Structure and management

#### The Board

The Board of the HKTB comprises 20 Members, who represent a broad cross-section of the tourism industry. Members of the Board are appointed by the Hong Kong SAR Government and include primarily representatives of passenger carriers, hotel operators, licensed travel agents, tour operators, retailers and restaurant operators.

The Board is the governing body of the HKTB, and is given the authority to exercise the general powers conferred upon it by the Hong Kong Tourism Board Ordinance. The Board is also empowered to appoint committees to oversee various aspects of the HKTB's operations. The various committees are described in the following paragraphs.

## 香港旅遊發展局

香港旅遊協會(旅協)於1957年根據法例成立，並在2001年4月1日改組為香港旅遊發展局(旅發局)。旅發局與前旅協不同，不再沿用會員制度，與業內任何界別或組織亦無從屬關係，能更有效地為本港整體旅遊業提供支援和服務。

旅發局的主要職能是在世界各地宣傳和推廣香港為旅遊勝地，以及提升旅客在香港的旅遊體驗，更就本港旅遊設施的範疇和質素，向香港特別行政區(香港特區)政府和有關機構提供建議。

旅發局的使命是要盡量提升旅遊業對香港社會及經濟的貢獻，並致力鞏固香港作為別具特色、最令人嚮往的世界級旅遊點的地位。

2001年的《香港旅遊發展局條例》為旅發局訂定6項工作目標：

- 致力擴大旅遊業對香港的貢獻；
- 在全世界推廣香港為亞洲區內一個具領導地位的國際城市和位列世界級的旅遊目的地；
- 提倡對旅客設施加以改善；
- 在政府向公眾推廣旅遊業的重要性的過程中給予支持；
- 在適當的情況下支持為到訪香港旅客提供服務的人的活動；
- 就促進以上事宜所可採取的措施向[香港特別行政區]行政長官作出建議及提供意見。

旅發局是政府資助機構，旅遊事務署則是屬政府部門，兩者角色分明而相輔相成。旅遊事務署的主要職責是要就香港旅遊業的發展，為政府制定政策、計劃及策略，並就影響旅遊業發展的事項，統籌各有關政府部門的工作。

## 架構及管理

### 旅發局成員

旅發局共有20位成員，廣泛代表旅遊業內外不同的界別，由香港特區政府委任，包括有客運商、旅館營運人、持牌旅行代理商、旅遊經營商、零售商及食肆營運人。

全體成員組成一個監管旅發局的組織，有權行使《香港旅遊發展局條例》賦予的一般權力，並獲授權委任不同的委員會，監督旅發局不同範疇的運作，各委員會的資料詳載如下。

### **Marketing & Business Development Committee**

This committee provides strategic input and advice to the Board on its marketing direction and business development, reviews and endorses the Board's draft annual business plan, and advises on new marketing directions and opportunities, global developments affecting tourism in Hong Kong, and strategies for enhancing the Board's external communications and industry relations. The committee meets quarterly and comprises a Chairman, five other Board Members, the Executive Director representing Management and the General Manager, Strategic Planning and Marketing acting as Secretary.

### **Product & Event Committee**

This committee advises on the development of product and event strategy, and evaluates the contribution of any initiatives to the HKTB's overall marketing direction, as set by the Marketing & Business Development Committee. It also provides strategic input and makes recommendations on new product and infrastructure development, reviews and approves the Product and Event Strategy Plan, and approves the concepts and high-level implementation of Mega Events. The committee meets quarterly, with membership comprising a Chairman, five other Board Members, the Executive Director representing Management and the General Manager, Destination Marketing acting as Secretary.

### **Staff & Finance Committee**

The committee reviews and endorses financial matters, including financial policies, management control, the HKTB's Annual Budget and reviews of operational efficiency and mid-year revised estimates, annual audit year-end accounts, and matters requiring the resolution of the Board (e.g. office lease). It also reviews and endorses manpower planning, human resources policies, terms and conditions of employment, and the creation, promotion and deletion of senior managerial positions. The committee meets every four months, with membership comprising a Chairman, four other Board Members, the Deputy Executive Director representing Management and the General Manager, Industry Training & Human Resources acting as Secretary.

### **Audit Committee**

This committee ensures sound corporate governance is in place, and that the HKTB complies with applicable legislation, regulation and internal policies. It also reviews and endorses the annual audit plan to ensure adequate audit coverage of critical operations, reviews major findings, recommendations and the implementation of actions arising from internal audit reviews and corruption-prevention assignments, advises management on internal controls and reviews the annual audited financial statement before submission to the Board. The committee meets every four months and comprises a Chairman, four other Board Members, the Executive Director and Deputy Executive Director representing Management, and the Chief Internal Auditor acting as Secretary.

### **Management**

The HKTB's activities are conducted through seven major divisions (see diagram opposite). Of these, the divisions of Strategic Planning & Marketing, Tourism Marketing, Destination Marketing, Corporate Communications & Public Relations and Internal Audit, in addition to the Board's network of 13 worldwide offices and 8 representatives (see pages 98 to 100), come under the direct supervision of the Executive Director, while the Industry Training & Human Resources and Corporate Support divisions are supervised by the Deputy Executive Director.



## 市場推廣及業務發展委員會

這委員會就旅發局的市場推廣方向及業務發展提供策略和意見，檢討和確認旅發局草擬的全年業務計劃，就新的市場推廣方向和契機、影響香港旅遊業的國際市場發展趨勢，及改善旅發局對外的溝通和業界關係的策略提供建議。委員會每季開會一次，由一位主席、另外五位旅發局成員、代表管理層的總幹事，以及擔任秘書的策略籌劃及市場推廣總經理組成。

## 產品及活動委員會

這委員會就產品及活動的發展策略提供寶貴意見，評估市場推廣及業務發展委員會制定的計劃對旅發局整體市場推廣方向的貢獻，並就新產品和基建設施的發展提供策略意見和建議，檢討和審批產品和活動策略計劃，以及審批大型活動的概念和推行的具體方案。該委員會每季開會一次，由一位主席、另外五位旅發局成員、代表管理層的總幹事，以及擔任秘書的市場推廣總經理組成。

## 財務及編制委員會

這委員會負責檢討和確認有關財務的事項，包括財務政策、管理監控、旅發局的周年財務預算、檢討營運效率及半年修訂估計、每年的年終帳目審核報告，以及需要旅發局成員議決的事項(如辦公室租約)。委員會又負責檢討和確認員工規劃、人力資源政策、聘用條款及條件，以及高級管理職位的增設、晉升及刪減。委員會每四個月開會一次，由一位主席、另外四位旅發局成員、代表管理層的副總幹事，以及擔任秘書的業界培訓及人力資源總經理組成。

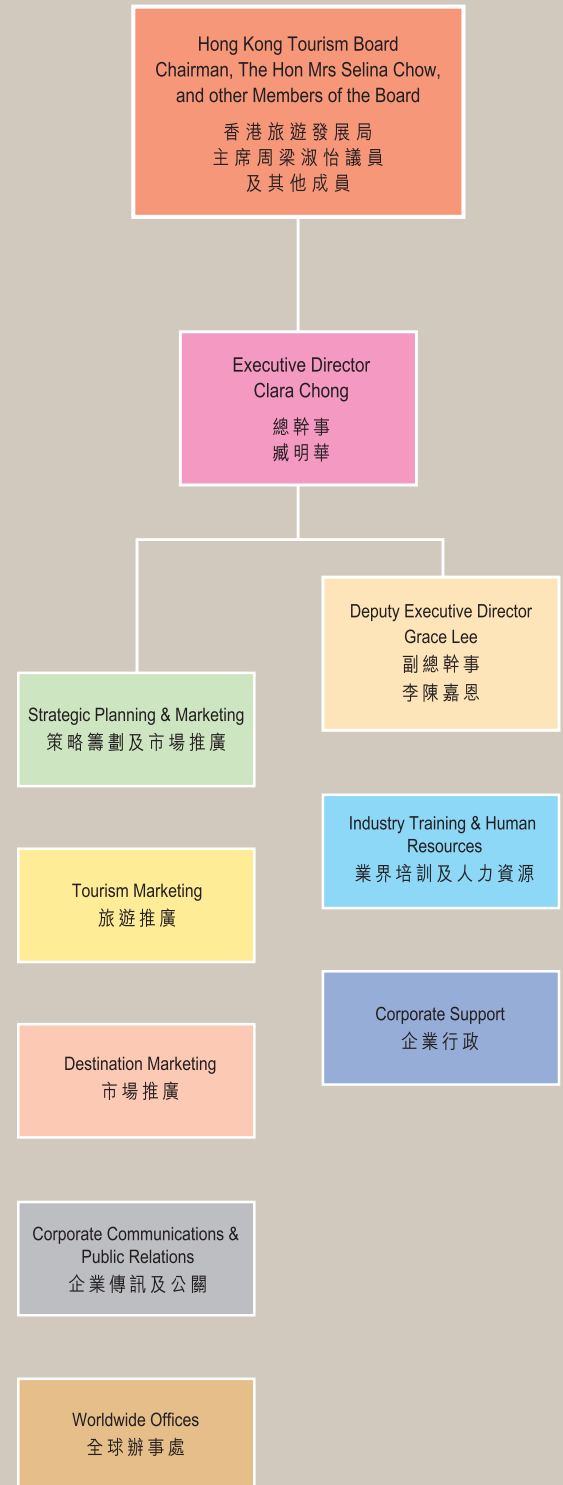
## 稽核委員會

這委員會負責確立旅發局具備健全的企業管治，並遵從適當的法例、規則和內部政策。委員會檢討及確認周年核數計劃，確保充分稽查重要的業務運作，檢討和執行所有在內部審查和防止貪污的工作上發現的重大事項和建議，就內部調控的工作向管理層提供建議，以及預先審批向各位成員提交的周年審核財務報表。委員會每四個月開會一次，由一位主席、另外四位旅發局成員、代表管理層的副總幹事，以及擔任秘書的總稽核組成。

## 管理層

旅發局內七大部門(見附表)執行各項業務和活動，其中策略籌劃及市場推廣部、旅遊推廣部、市場推廣部、企業傳訊及公關部、稽核部，以及旅發局設在世界各地的13個辦事處及8個代辦(見第98至100頁)直接由總幹事督導，業界培訓及人力資源部，及企業行政部則向副總幹事匯報。

## HKTB Organisational Structure 香港旅遊發展局組織架構



### Internal control and compliance

The Board is responsible for ensuring that satisfactory systems and procedures of internal control are in place. These ensure management policies are adhered to and assets are safeguarded, as well as efficient and effective operation, the prevention and detection of fraud and error, the compilation of accurate and complete accounting records and the timely preparation of financial information. Stringent financial policies and controls complying with Independent Commission Against Corruption (ICAC) guidelines govern the HKTB's bidding and expenses-claims procedures. The Audit Committee reviews the effectiveness of all control and compliance procedures.

At 31 March 2004, the total HKTB headcount numbered 315, of whom 89 were stationed outside Hong Kong. This compares with a total of 311 at the same date in 2003 and 318 in 2002. Beginning in late 2002, the Industry Training & Human Resources division implemented a Compensation and Benefit Review for Head Office, aimed at benchmarking HKTB practices with the market, and driving employee performance by establishing consistent compensation and benefits policies in the long term.

The review established a new grading structure, as well as revised reward philosophies and policies, and consistent terms and conditions of employment that apply to all staff. These have enabled the HKTB to retain and motivate staff more effectively, and have also resulted in considerable revisions to the Employees' Handbook.

The HKTB expects a high level of integrity from its employees, using training sessions and briefings to acquaint staff on code of conduct guidelines and procedures. The Employees' Handbook also provides full and specific guidance on employee behaviour.

### Advisory role and industry functions

The HKTB works closely with the tourism industry and relevant Government departments through its participation in a number of strategy groups and forums. These include the Tourism Strategy Group, the Joint Council of the Travel Industry of Hong Kong, the Hong Kong Convention, Exhibition and Corporate Event Marketing Forum, and the Hong Kong Cruise Forum. Participation in such groups not only enhances the Board's co-operation with the trade, but also reinforces its advisory role with Government.

In addition, the HKTB participates in joint tourism-promotion organisations and co-operates with complementary destinations, through such bodies as the Guangdong, Hong Kong and Macau Tourism Organisation, the Pan-Pearl River Delta grouping and the Pacific-Asia Travel Association (PATA), as well as signing or renewing memoranda of understanding with complementary destinations around the region. The HKTB also contributes to the formulation of international tourism policy through Hong Kong's associate membership of the World Tourism Organization (WTO), the specialist tourism agency of the United Nations, as well as through the Board's membership of regional groupings such as PATA.

The HKTB also supports the industry by conducting extensive research into visitor profiles, preferences, spending and length of stay. This research data, along with other information that can help trade partners plan their marketing and development activities more effectively, is shared with the industry through a dedicated HKTB web site, PartnerNet, and other relevant channels.

## 內部調控及遵從法例

旅發局成員負責確保內部調控的制度和程序達致滿意水平而且行之有效，此舉可以確定管理政策得以遵循，資產得以保障，而且運作暢順而有效率，能防止及偵察欺詐和謬誤，制訂準確完備的會計帳目，以及確保財務資料能適時準備妥當。旅發局執行嚴格的財務政策和監控制度，投標和支付開支的程序均遵照廉政公署的指引。稽核委員會並檢討所有控制和遵守程序的成效。

於2004年3月31日，旅發局共有員工315人，其中派駐香港以外的共89人，而在2003及2002財政年度結束當日，分別聘用員工311名及318人。在2002年底，業界培訓及人力資源部檢討總辦事處員工的補償及福利，評估旅發局有關政策在市場的定位，並設置長遠而統一的補償及福利政策，以推動僱員發揮更佳的工作表現。

這檢討訂定了一套全新的等級制度，修訂獎賞理念和政策，以及訂定統一適用於全體僱員的聘用條件，讓旅發局能更有效地挽留及激勵員工，為此旅發局已多次更新僱員手冊。

旅發局期望僱員擁有高度誠信，透過舉辦培訓課程及簡報會，讓僱員熟悉行為守則的指引和程序。僱員手冊亦就員工的行為訂定詳盡和特定的指引。

## 諮詢角色及業界功能

旅發局透過參與多個策略工作小組及會議，與業界及政府有關部門緊密聯繫，不僅有助促進旅發局與業界的合作，更強化旅發局為政府提供諮詢和建議的功能。這些工作小組和會議包括旅遊業策略小組、香港旅遊業聯會，香港會議展覽及企業活動市場推廣工作小組，以及郵輪旅遊工作小組。

此外，旅發局又與其他旅遊推廣機構及配套旅遊點合作，例如組成粵、港、澳旅遊推廣機構、泛珠三角區域組織、參與太平洋亞洲旅遊協會等，又與區內其他配套旅遊點簽訂或更新合作備忘。香港是聯合國轄下推廣和發展旅遊機關 — 世界旅遊組織 — 的聯繫會員，而旅發局又是太平洋亞洲旅遊協會轄下地區小組的成員，所以在制定國際旅遊業政策方面亦竭誠作出貢獻。

旅發局亦就旅客特徵、喜好、消費及留港時間等各方面進行廣泛研究，並將這些數據，聯同其他有助業界夥伴有效地策劃宣傳及推廣活動的資料，透過旅發局專為業界而設的網站「旅業網」及其他相關渠道，發放予業界參考。