

Corporate Review | 企業資訊

A Dedicated Team

Responsive, creative and motivated

團隊精神 創意無限 靈活進取



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) on 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 upon their arrival. These include 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 missions are to maximise the social and economic contribution made by tourism 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.

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.

香港旅遊發展局

香港旅遊協會（旅協）於1957年根據政府法例成立，並於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和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》為旅發局訂定六項工作目標：

- 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。

Structure and Management

The Board

The Board of the HKTb comprises 20 Members, who represent a broad cross-section of the tourism and related industries. 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.

Marketing and Business Development Committee

“By targeting those segments and markets offering the highest yield and potential, and by highlighting Hong Kong's new attractions and hidden treasures, the 2006 Discover Hong Kong Year campaign encapsulates the HKTb's key marketing strategies. It also provides an effective platform for the long-term growth of our tourism industry.”

Committee Chairman, Mr Tang Kwai Nang BBS JP

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

架構及管理

旅發局成員

旅發局共有20位成員，均由香港特區政府委任，並廣泛代表旅遊及相關行業不同的界別，包括客運商、旅館營運人、持牌旅行社代理商、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。

市場推廣及業務發展委員會

「『精采香港旅遊年』推廣計劃貫徹旅發局的主要市場推廣策略，以高效益及高潛力的客群和市場為對象，推廣香港的嶄新旅遊景點及較少為人知的旅遊寶藏。此外，計劃亦提供了有效的平台，促進香港旅遊業的長遠發展。」

委員會主席鄧桂能先生

這個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



▲ As well as providing memorable experiences for visitors, our Mega Events programme helps build our relationship with the local community
大型活動一方面為旅客帶來難忘的旅遊體驗，同時亦讓市民大眾參與其中



▲ By taking part in various community events, the HKTb helps spread awareness of the role and importance of our tourism industry
藉著參與各種社群活動，旅發局致力提高各界對旅遊業的認知和重視

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 the HKTB Management and the General Manager, Strategic Planning and Marketing acting as Secretary.

Product and Event Committee

“Hong Kong’s remarkable success as one of the world’s preferred tourism destinations has always depended on the astonishing diversity and high quality of the experiences we offer our visitors. The many new attractions that opened in the past two years have considerably enhanced this appeal – and we’ll be drawing on all our creative powers to devise even more ways of delighting and exciting our guests in the future.”

Committee Chairman, Mr Robert Chow BBS

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 and 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 the HKTB Management and the General Manager, Destination Marketing acting as Secretary.

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、代表旅發局管理層的總幹事，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

「香港能成為全球其中一個受歡迎的旅遊勝地，最重要是我們能夠為旅客帶來多元化及優質的旅遊體驗。過去兩年，多項新景點相繼落成，大大提升香港的吸引力。未來，我們會全力發揮創意，不斷推陳出新，務求旅客享受到最多姿多采的體驗。」

委員會主席周融先生

這個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，並就新產品和基礎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具體的推行方案。該委員會每季開會一次，由一位主席、另外五位旅發局成員、代表旅發局管理層的總幹事，以及擔任秘書的市場推廣總經理組成。



▲ At 2005 Hong Kong WinterFest, a genuine Santa Claus from Lapland takes the message of Love and Care to the disadvantaged 在「2005 香港繽紛冬日節」期間，專程由芬蘭來港的聖誕老人，傳達愛與關懷的訊息



▲ HKTB Chairman Mrs Selina Chow and astronauts Nie Haisheng (left) and Fei Junlong (right) light up Hong Kong's Dazzling Christmas Tree 旅發局主席周梁淑怡議員聯同航天員聶海勝(左)和費俊龍(右)，為「千色聖誕樹」主持亮燈儀式

Staff and Finance Committee

“To ensure the most effective use of financial and human resources, we adhere to the highest standards in terms of financial and manpower planning. We subject the Board’s financial statements to a meticulous review process, and we also make sure that staff members are not only equipped with the necessary skills and competence, but also highly motivated.

**Former Committee Chairman, Mr Stanley Ko BBS JP
(Mr Ko retired from the Board on 15 July 2006)**

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, such as 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 the HKTB Management and the General Manager, Industry Training & Human Resources acting as Secretary.

財務及編制委員會

「為確保最有效地運用財政及人力資源，旅發局一向遵循最高規格的財務及人力資源規劃。旅發局的財務報表均經過嚴謹的審閱程序。同時，我們亦致力聘用合適的人才，並鼓勵員工以積極進取的態度工作。」

**委員會前任主席高鑑泉先生
(高先生於2006年7月15日卸任旅發局的成員)**

這個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，如辦公室租約等。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、代表旅發局管理層的副總幹事，以及擔任秘書的業界培訓及人力資源總經理組成。



▲ Community involvement in our tourism effort is represented by the local performers taking part in the 2006 Cathay Pacific International Chinese New Year Night Parade
社會各界一直積極支持旅發局的工作，由本地表演團體踴躍參與「2006國泰航空新春國際匯演之夜」可見一斑

Audit Committee

“To ensure the highest standards of corporate effectiveness, discipline and transparency, as well as to be a model corporate citizen, we are committed to implementing the most wide-ranging and rigorous systems of internal control and compliance.”

Committee Chairman, Mr Philip Chen SBS JP

This committee provides advice to the Board on corporate governance matters, adequacy of internal controls and the effectiveness and efficiency of reviewed HKTB operations. It 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 as well as reviews conducted by relevant agencies or regulatory authorities. It also 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, and the Chief Internal Auditor acting as Secretary.

Management

The HKTB's activities are conducted through seven major divisions (see below). 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 15 worldwide offices and six representatives, come under the direct supervision of the Executive Director, while the Industry Training & Human

稽核委員會

「旅發局致力推行最全面及嚴謹的內部調控和遵規系統，務求在企業成效、紀律和透明度方面，均達至最高的水平，並且成為企業公民的模範。」

委員會主席陳南祿先生

這個委員會就企業管治、內部調控是否充足，以及旅發局運作的成效及效率，向旅發局成員提供建議。委員會並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由相關機構或監管機關審查所得的重要結果和建議。委員會亦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組成，並由總稽核擔任秘書。

管理層

旅發局透過七大部門（見下圖）推行各項業務和活動，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，以及旅發局設於世界各地的15個辦事處及六個代辦直接由

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



Resources, and Corporate Support divisions are supervised by the Deputy Executive Director.

Internal Control and Compliance

The Board ensures that satisfactory systems and procedures of internal control are in place. These make certain that management policies are adhered to, assets are safeguarded, operations are efficient and effective, fraud and error are prevented and detected, accurate and complete accounting records are compiled, and financial information is prepared in a timely manner. The HKTB's bidding and expense-claim procedures are governed by stringent financial policies and controls, which comply with Independent Commission Against Corruption (ICAC) guidelines. The Audit Committee reviews the effectiveness of all control and compliance procedures.

At 31 March 2006, the total HKTB headcount numbered 321, of whom 95 were stationed outside Hong Kong. Beginning in mid-2004, the Industry Training & Human Resources division implemented a Compensation and Benefit Review for all worldwide offices, an exercise similar to the review for Head Office in the previous year, with the objective of benchmarking the HKTB practices with the market, and driving employee performance by establishing consistent compensation and benefits policies in the long term. A comprehensive review of the performance-management system of the HKTB was also conducted during the year, to enhance the effectiveness of the system for driving employee performance.

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。

內部調控及遵規

旅發局成員負責確保內部調控的制度和程序達至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2006年3月31日，旅發局員工編制共321人，其中派駐香港以外共95人。在2004年中，業界培訓及人力資源部開始檢討全球各辦事處的員工補償及福利，總辦事處於對上年度已進行類似的檢討，藉此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。此外，旅發局於年內全面檢討評估員工工作表現的機制，務求提高機制的成效，以鼓勵員工提升工作表現。



▲ Members of the Consular Corps and overseas chambers of commerce learn about the HKTB's activities at a corporate gathering
來自世界各地的領事及商會代表，透過企業聚會了解旅發局所舉辦的活動



▲ The HKTB's annual Tourism Overview offers an invaluable opportunity to present our strategies and exchange views with our industry partners
每年一度的「香港旅業展望」簡報會，提供寶貴的機會，讓旅發局向業界夥伴簡介工作策略，並跟與會者交流意見

All these reviews have established a new grading structure, and consistent terms and conditions of employment that have enabled the HKTB to retain and motivate staff more effectively.

The HKTB expects a high level of integrity from its employees, using training sessions and briefings to acquaint staff with 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 representation in a number of strategy groups and forums. These include the Hong Kong Exhibition and Convention Industry Association; the Advisory Committee of Travel Agents; the East Asian Games Planning Committee and Major Sports Events Planning Committee; the Greater Pearl River Delta Business Council; the Travel & Tourism Education Programme; the Industry Advisory Committee of the Hong Kong Polytechnic University's Department of Hotel & Tourism Management; the Vocational Training Council's Hotel, Catering and Tourism Training Board; the Training Board of the Chinese Cuisine Training Institute; The Chinese University of Hong Kong's Advisory Committee on Hotel and Tourism Management; and the Harbour-Front Enhancement Committee. The HKTB also has observer status on the Business Environment Council's Coalition on Sustainable Tourism taskforce.

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 Marketing 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 (UNWTO), 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 website, PartnerNet, and other relevant channels.

根據以上檢討結果，旅發局訂定了一套全新等級制度，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。

旅發局期望僱員擁有高度誠信，因此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操守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。這些工作小組及會議包括：香港展覽會議業協會、旅行代理商諮詢委員會、東亞運動會規劃委員會、大型體育活動事務委員會、大珠三角商務委員會、旅遊及旅遊業課程、香港理工大學酒店及旅遊業管理學院顧問委員會、職業訓練局酒店業、飲食業及旅遊業訓練委員會、中華廚藝學院訓練委員會、香港中文大學酒店及旅遊管理諮詢委員會，以及共建維港委員會。旅發局並以觀察成員身分參與商界環保協會的可持續發展旅遊工作小組。

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、參與亞太旅遊協會等，又與區內其他配套旅遊點簽訂或續簽合作備忘。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，而旅發局又是地區旅遊組織如亞太旅遊協會的成員，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策劃宣傳及推廣的資料，透過旅發局專為業界而設的網站「香港旅業網」及其他相關渠道，發放予業界參考。