

# Executive Director's Statement

## 總幹事導言

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### Staying flexible and challenging the status quo

The past year has certainly been an eventful one for us all. It presented us with both exceptional opportunities – most notably the 2008 Beijing Olympic Games – as well as unprecedented challenges, as much of the world fell into the grips of a harsh financial crisis.

#### 靈活應變 尋求突破

對香港旅遊業來說，2008年可謂是既盛事紛陳但又變動頗多的一年。其中，北京首度舉辦奧運，為香港帶來千載難逢的推廣機遇；但另一方面，金融危機席捲全球，則令旅遊業面對重重挑戰。

This has been a year when we all have had to dig deep. More than ever, we have had to draw on the resources – and resourcefulness – of our teams here in Hong Kong and worldwide to quickly adapt to the changing market dynamics. We have to stay flexible, rethink traditional patterns and challenge the status quo.

#### *Scoring our own Olympic success*

A major part of our work in 2008/09 was promoting Hong Kong's brand identity as an Olympic co-host city. Leveraging the spotlight on the Beijing Olympics, we took Hong Kong to the global audiences through a range of marketing activities, positioning Hong Kong as a cosmopolitan and vibrant international city.

這一年，旅遊業須全力迎接各種機遇和克服挑戰。處身瞬息萬變的市場環境，旅發局一方面集合香港及全球辦事處之力，迅速回應市況，另一方面，亦須保持靈活應變，不斷尋求突破。

#### 借奧運熱潮推廣香港

2008年北京奧運成為全球焦點。借此良機，我們在2008/09年度的重點工作，是推廣香港為奧運協辦城市，透過連串全球推廣活動，提升香港作為國際都會的形象。



Courtesy: Sing Tao Daily  
圖片鳴謝：《星島日報》

## Visitor Arrivals

訪港旅客人次

**+4.7%**

year-on-year growth 同比增長

**29.5** <sup>百萬</sup> million

Actual 實際數字

**30.4** <sup>百萬</sup> million

Estimate 原訂預測

One of our anchor promotions was a pan-regional campaign in collaboration with heavyweight TV channels, in which we promoted the credentials of Hong Kong as a world-class travel destination with the help of our home-grown sports stars and celebrities. Showcasing to the world our joy and pride as an Olympic city, we installed a gigantic illuminated Olympic-ring structure on the Tsim Sha Tsui waterfront, which added to the stunning backdrop of our city skyline and created a lasting image of Hong Kong.

### *Adapting to the changing global environment*

As the impact of the global financial crisis swept across different markets in the third quarter of 2008, we reviewed our investment strategies for the key markets. We re-deployed our marketing resources to the short-haul markets, and ramped up our promotions to boost visitor arrivals. We also focused resources on specific segments, such as the young and family segments, within short-haul markets.

For the long-haul markets, we maintained a presence to ensure continued visibility of our destination brand.

例如，我們與區內多家大型電視台合作推出電視宣傳攻勢，邀請本港體壇名將和演藝紅星介紹香港的魅力所在。為向全球展示香港為奧運協辦城市，我們在尖沙咀海旁設置巨型奧運五環，配合維港璀璨夜景，讓旅客留下深刻印象。

### *迎接外圍變遷*

踏入2008年第三季，全球爆發金融危機，我們立即採取應對措施，重新部署在主要市場的推廣策略。我們將資源調配到短途市場，加大宣傳力度，同時集中向年輕和家庭客群推廣，吸引這些旅客。至於長途市場方面，我們則維持一定的推廣，保持香港的知名度。

## Total Tourism Expenditure Associated to Inbound Tourism

與入境旅遊相關的總開支

**+11.7%**

year-on-year growth 同比增長

**HK\$158.9** <sup>十億港元</sup> billion

Actual 實際數字

**HK\$152.7** <sup>十億港元</sup> billion

Estimate 原訂預測

## Overnight Visitor Per Capita Spending

過夜旅客人均消費

**+6.2%**  
year-on-year growth 同比增長

**HK\$5,439** 港元  
Actual 實際數字

**HK\$5,411** 港元  
Estimate 原訂預測

### Breaking new ground

During the year, we continued to innovate and devise new approaches and channels of promotion. Among these was the Hong Kong Halloween Treats. Riding on the Halloween celebrations in the city, which hold strong appeal to the young segment in the region, we created this brand new promotional window – on top of our summer and winter promotions – to drive arrivals.

With the immense popularity of the Internet, we enhanced our digital marketing efforts on various fronts. On top of upgrading the DiscoverHongKong.com website, we strengthened partnership with leading travel portals and websites, as well as social networking sites, such as YouTube and Facebook, to expand the reach of our promotions. Applications were also developed for the mobile platform.

Our other new venture was the *Ding Ding Hong Kong Tram Guide*, available in both web and print versions. Highlighting the dining spots and attractions along the tram route, the Guide has, since its launch, evolved to become a valuable PR platform for promoting this culturally unique part of Hong Kong heritage in various markets.

### Deepening our partnership

We all recognise the importance of partnership, and this year the value of strategic relationships was doubly important. In recognition of the hardship faced this year by our local tourism industry, we extended a range of measures to support our trade partners, helping them to get their voices better heard at international trade shows and expand their market reach through a series of travel missions.

Another important area of partnership has been collaboration with tourism partners in the Pan-Pearl River Delta region, including Macau. Through the years, the HKTB has been actively promoting itineraries featuring Hong Kong and other Mainland cities, capitalising on our city's position as a regional travel hub and the gateway to Mainland China, and taking advantage of the increased global trend for multi-destination travel.

This year, we saw the fruit of our effort. With the creative and committed input from partners in both Hong Kong and Macau, we rolled out the "A Day in Two Cities" itinerary, allowing visitors to enjoy the two SARs in a single trip with ease and comfort.

Such valuable partnership is a key part of our strategy to position Hong Kong as a 'must-visit' city in any China itinerary and indeed the hub to travel around the Pearl River Delta. It was a genuine example of win-win, and a direction in which we see a lot of future potential.

### 作出新嘗試

年內，我們繼續尋求以新手法和渠道吸引旅客。香港的萬聖節慶祝活動向來受到區內年輕客歡迎，所以我們特別推出「香港萬聖狂歡月」，在冬、夏兩季以外，開闢新的推廣時段，帶動旅客訪港。

鑑於近年互聯網普及程度日增，我們進一步利用不同電子渠道推廣。除了提升 DiscoverHongKong.com 網站的功能外，亦與受歡迎的旅遊入門網站，以及 YouTube 和 Facebook 等社交網站加強合作，擴大宣傳工作的接觸面。另外，我們亦著力開發手機適用的應用程式，方便旅客獲得資訊。

另一新項目是「叮叮香港電車地圖」，我們透過推出指南及網站，生動有趣地推介電車沿線的美食和景點。這項目推出後，瞬即成為一個極佳的平台，有助我們在多個市場推廣香港的文化傳統。

### 強化合作關係

旅發局一直深明夥伴合作的重要性，在市場環境突變下，夥伴合作顯得尤其重要。鑑於本地業界面對重重挑戰，旅發局在年內採取多項措施，協助業界在國際展銷會爭取更多曝光，並透過舉辦更多業務洽談會，擴闊業界的市場網絡。

我們亦致力與澳門等泛珠三角地區地區的夥伴合作。香港作為區內旅遊樞紐和內地的門戶城市，地位優越，加上一程多站旅遊已是全球趨勢，近年我們已不斷積極推廣包括香港及各個內地城市的行程。

我們喜見這些合作在年內取得美滿成果。在港、澳業界共同努力下，兩地首次推出創新的「澳門、香港雙城遊」，讓旅客在一次行程中，輕鬆走訪兩地。

這種合作關係，對於將香港打造為前往中國時的必經城市及珠三角旅遊樞紐，實在非常重要。而這種「雙贏」的合作模式，亦尚有很大的發展空間。

#### Average Length of Stay of Overnight Visitors (Nights)

過夜旅客平均逗留時間(晚)

2007 3.3

2008 **3.3**

#### Satisfaction of Overnight Visitors (Max score 10)

過夜旅客滿意程度(滿分為10分)

2007 8.2

2008 **8.2**



### *Building for the future*

Also underpinning our market investment strategy was our commitment to nurturing new emerging markets, namely India, the Middle East and Russia. In October 2008, we appointed a representative based in Dubai. Through market outreach activities, we built the networks that are so essential to our future promotions.

Our other long-term investment is MICE (meetings, incentives, conventions and exhibitions). In November 2008, we officially launched the Meeting & Exhibitions Hong Kong, or MEHK, office, making use of the additional funding from the Government. We steered ahead with this important initiative to entrench our strong position as Asia's preferred MICE destination, so that we are ready to capture the opportunities when the cycle turns.

### *Striving for the best*

In 2008/09, we continued to look for ways of improving our standards of governance and accountability through new and enhanced frameworks, and to deepen the valuable relationship with our many stakeholder groups.

I would like to take this opportunity to thank each and every one of our staff. They are all, without exception, committed to the work of the HKTB, and dedicated to promoting the appeal of Hong Kong to the millions of people who visit our city each year.

Equally, as a team we are hugely grateful for the wise counsel, guidance and advice from the Members of our Board, all of whom bring so much to the strategic direction of our work. Our heartfelt thanks also go to our industry partners, trade associations and various government departments, in particular the Commerce and Economic Development Bureau and Tourism Commission, for their unfailing support and assistance.

Looking ahead into 2010, the economic uncertainty prevails. As we confront the changing market dynamics, our future tourism success will be deeply rooted in our ability to initiate change – to anticipate new trends, develop fresh approaches and exploit burgeoning opportunities. By challenging the status quo, we can sustain and create tourism growth for the long term.

*Executive Director*  
**Anthony Lau**

### *創建將來*

談到拓展市場，我們正全力開拓印度、中東和俄羅斯這類新興市場。其中，我們已於2008年10月在杜拜委任中東地區代辦，透過擴大市場覆蓋和建立網絡，為日後的推廣工作鋪路。

另一項長遠目標是進一步發展會議、展覽及獎勵旅遊。我們運用政府的額外撥款，在2008年11月正式成立「香港會議及展覽拓展部」以進一步鞏固香港作為亞洲首選會展獎勵旅遊之都的地位，待經濟好轉，立即把握這方面的商機。

### *力求進步*

當然，我們向外推廣香港的同時，亦不忘繼續提升自身的效率和水平，包括採用新措施和改善原有機制，力求強化企業管治和問責，並且鞏固與持份者的關係。

每年，旅發局向全球以千萬計的人士推廣，吸引他們來訪，這實在有賴局內上下每位員工努力不懈，熱誠工作，我謹此感謝他們付出努力。

當然，我亦感謝旅發局全體成員給予的指引和意見，並衷心感謝旅遊業夥伴、業界組織和各政府部門，特別是商務及經濟發展局和旅遊事務署，一直支持和協助旅發局的工作。

展望2010年，經濟前景仍存在不明朗因素。面對市況不定，本港旅遊業成功與否，端視乎我們能否勇於革固鼎新，高瞻遠矚，尋求新方法，並且捉緊每個發展機遇。我深信，只要時刻準備就緒，不斷尋求突破，必定能夠令香港旅遊業保持長遠和穩定的發展。

*總幹事*  
**劉鎮漢**