



Responsible
committed and
rising to every challenge

積極承擔 跨越挑戰



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.

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、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。



◀ Working and playing hard – a social gathering enhances team spirit among HKTB staff
 旅發局員工全情投入工作之餘，亦積極參與企業活動，有助培育團隊精神

▼ The HKTB organises briefings to update the media on its activities
 旅發局舉辦簡報會向傳媒講解最新工作資訊



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

“Strategic marketing is a key discipline at the HKTB that allows us to identify the most productive geographic markets and the many different segments within them, such as specific age groups and special interests. This ensures we achieve the best possible return on investment from our marketing spend.”

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 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.

架構及管理

旅發局成員

旅發局共有20位成員，廣泛代表旅遊及相關行業不同的界別，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。

市場推廣及業務發展委員會

「旅發局的工作重點之一，是制訂具策略性的推廣方針，務求鎖定帶來最大效益的市場及客群，例如特定年齡組別或興趣的旅客，確保用於宣傳推廣的投資，能賺取最大的回報。」

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。

► Spreading the message of love and care at Hong Kong WinterFest
「香港繽紛冬日節」宣揚愛與關懷的訊息



Product and Event Committee

"We are continually developing our range of attractions and creating a rich mix of events that add to Hong Kong's excitement and interest. This strategy ensures that Hong Kong remains one of the most dynamic tourist destinations in the world and gives visitors a rich and rewarding experience."

Committee Chairman, Mr Robert Chow

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 and Finance Committee

"We operate world-class systems in both finance and manpower planning. In the financial sphere, the HKTB applies the same kind of rigour and discipline encountered in the private sector. In human resources, we ensure we have a framework in place that motivates our staff at every level."

Committee Chairman, Mr Stanley Ko BBS JP

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.

產品及活動委員會

「我們不斷拓展本港旅遊特色的種類，又舉辦各具姿彩的大型活動，藉此提升香港的旅遊吸引力和優勢，務求香港繼續成為全球其中一個最活力充沛的旅遊勝地，為旅客帶來愉快而且豐富的體驗。」

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

「旅發局採用世界級的財務及人力資源規劃系統。在財務範疇方面，旅發局沿用私營界別所採取的嚴謹及紀律守則；而在人力資源方面則有完善架構，推動各級員工精益求精。」

委員會主席高鑑泉先生

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



◀ A Chinese New Year greeting from senior HKTB staff
旅發局管理層向各位拜年

▼ Presenting a citation to the Most Courteous Immigration Control Officer of the Immigration Department
頒贈紀念狀表揚入境事務處最有禮貌的員工



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

“Corporate governance is a key issue at the HKTB and one that we take very seriously. The HKTB is committed to implementing and maintaining a range of internal control systems to ensure the highest possible level of transparency 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 next page). 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

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

「企業管治是旅發局非常重視和認真處理的一環，我們致力推行及維持一系列內部調控系統，保持最高的透明度，並確保遵從相關守則。」

委員會主席陳南祿先生

這個委員會會就企業管治、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，由一位主席和另外四位旅發局成員組成，並由總稽核擔任秘書。

管理層

旅發局內七大部門(見右頁)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15個辦事處及

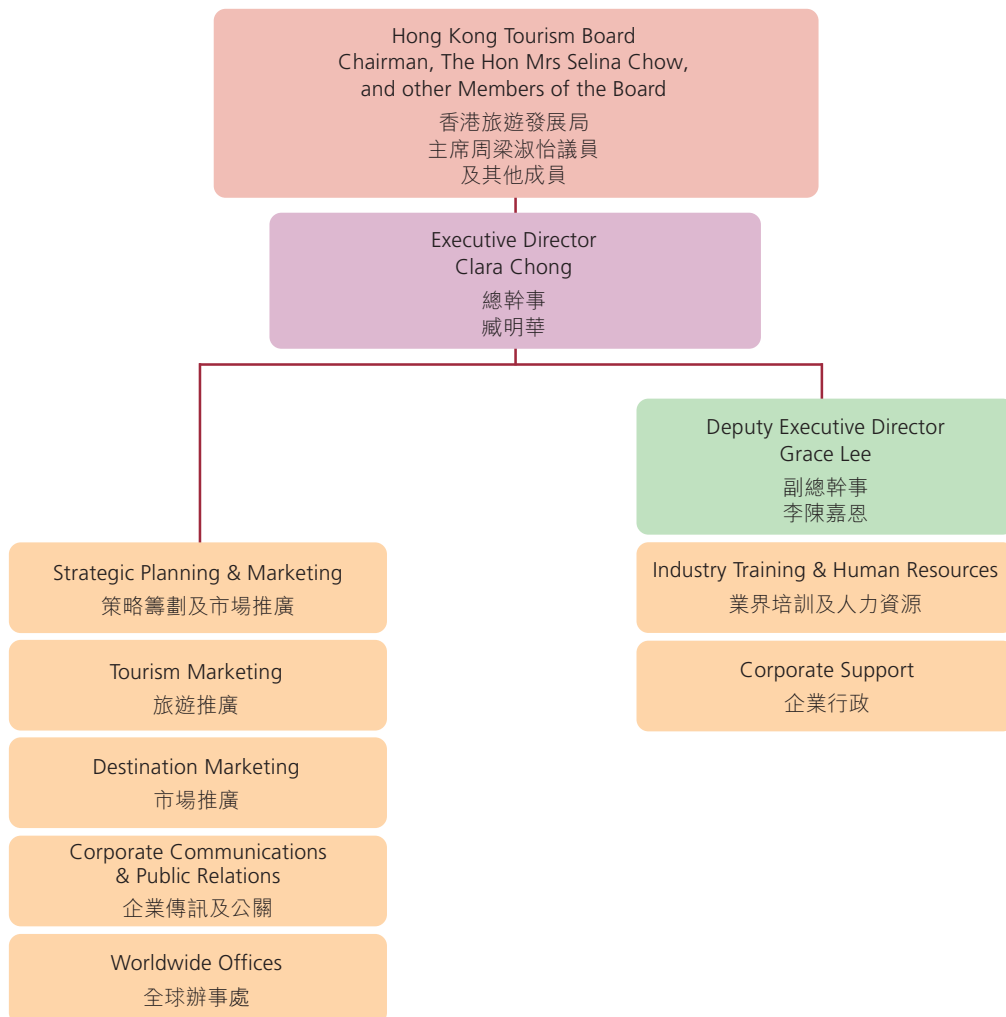
► A corporate gathering brings key representatives of the overseas business community and consular corps up-to-date on the HKTB's activities
 舉辦企業聚會，向海外商會及駐港使節代表講解旅發局最新活動資訊



15 worldwide offices and eight representatives, 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.

八個代辦直接由總幹事督導，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





◀▲ Close community co-operation – local groups perform at the International Chinese New Year Night Parade
「新春國際匯演之夜」廣邀本地表演隊伍演出，與社區團體緊密合作

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 2005, the total HKTB headcount numbered 315, of whom 89 were stationed outside Hong Kong. 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, and consistent terms and conditions of employment that apply to all staff. These 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 on code of conduct guidelines and procedures. The Employees' Handbook also provides full and specific guidance on employee behaviour.

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2005年3月31日，旅發局員工編制共315人，其中派駐香港以外的共89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，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，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。



◀ The HKTB presents its plans to the travel industry at its annual Tourism Overview, which is also attended by Members of the Board (right)
旅發局在旅遊業簡報會，向業界講解未來大計，旅發局的成員亦出席支持(右)

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 (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 web site, PartnerNet, and other relevant channels.

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「香港旅遊業網」及其他相關渠道，發放予業界參考。