

EXECUTIVE DIRECTOR'S STATEMENT

總幹事導言

We hope to boost Hong Kong's image overseas and strengthen the "Hong Kong brand" in the long run.

長遠而言，我們期望提升香港的形象，令「香港」這個品牌傳遍海外。

Executive Director, Anthony Lau
總幹事 劉鎮漢



Highlights 2007概覽

Visitor Arrivals 訪港旅客人次

Estimate 原訂預測 26.4 million (百萬)

Actual 實際數字 **28.2 million** (百萬)

+11.6%

Total Tourism Expenditure Associated to Inbound Tourism 與入境旅遊相關的總開支

Estimate 原訂預測 HK\$124.4 billion (十億港元)

Actual 實際數字 **HK\$140.5 billion** (十億港元)

+16.4%

Overnight Visitor Per Capita Spending 過夜旅客人均消費

Estimate 原訂預測 HK\$4,763 (港元)

Actual 實際數字 **HK\$5,122** (港元)

+6.7%

Average Length of Stay of Overnight Visitors (Nights)

過夜旅客平均逗留時間(晚)

3.28 (2006: 3.46)

Satisfaction of Overnight Visitors (Max score 10)

過夜旅客滿意程度(滿分為10分)

8.2 (2006: 8.0)

2007 was a year for celebrations. First we had the 10th anniversary of the establishment of the Hong Kong Special Administrative Region (HKSAR); we also had the 50 years of partnership between the Hong Kong Tourism Board (HKTB) and the tourism industry. And the results the industry achieved were equally momentous.

While our city celebrates these achievements, we at the HKTB have to press ahead and continuously reinvent our strategies to enlarge Hong Kong's destination appeal on the world stage. At the same time, as the marketing arm that drives all those promotional campaigns, it is a must to improve our efficiency.

In the past year, I feel privileged to have had the opportunity to shape the development of the organisation and improve its operations. During the year, we were in the spotlight with questions raised about the effectiveness of HKTB's campaigns and resource management as well as its corporate governance. It certainly was not an easy time for us. With the support of the Board, my team and I have put enormous effort into devising measures that enhance our efficiency and ensure the prudent use of resources.

My mission, besides implementing improvement measures internally, is to ensure Hong Kong's brand image is marketed in the best possible way, and that the HKTB creates and adds value to our tourism industry. It is important that our promotions continue to excite visitors from around the world.

The 2008 Beijing Olympics provided us the perfect platform for marketing. Putting the issue of economic benefits aside, for us, exposure is the catchword of the game.

Hence, since my taking office last August, among the first few projects I took on was the Olympic Equestrian promotion we launched in New Zealand, followed closely by similar initiatives in the UK. Thanks to my great team at the HKTB, all our Olympic Equestrian promotions were unique, be they for long- or short-haul markets. Specific market strategies were devised, because we wanted the promotions to truly connect with our audience.

Through the Olympics opportunity, we hope to boost Hong Kong's image overseas and strengthen the "Hong Kong brand" in the long run. That said, developing new markets remains one of our key priorities. During the year, exciting growth was seen in arrivals from emerging markets such as India, the Middle East and Russia. We are committed and have geared up to further grow the three markets in the next few years.

2007年委實是值得慶賀的一年，除了是香港特別行政區(香港特區)成立10周年，亦標誌著香港旅遊發展局(旅發局；前身為香港旅遊協會)與業界合作的50年，而且，旅遊業再次取得佳績，實在令人欣喜。

在這歡欣的一年，旅發局上下繼續竭力推陳出新，加強香港在國際旅遊市場的吸引力。與此同時，作為推廣香港旅遊業的機構，我們亦不斷提升效率，力求盡善盡美。

這一年，外界對旅發局的推廣成效、資源運用及企業規管甚表關注，我們當然不欲有負期望。年內，我積極推動旅發局改善運作和提升效率，與同事們費盡心思，推出多項措施，並在理事會的支持下，全力提升效率，確保善用每分資源。

在局內推行改進措施的同時，對外，我們則力求以嶄新而有效的手法推廣香港的品牌形象，為旅遊業作出貢獻。最重要是不斷為旅客呈獻新驚喜、新體驗。

2008北京奧運為香港帶來的推廣良機可謂千載難逢，我們當然不會放過。即使不談實際的經濟效益，這項世紀盛事營造的推廣效應，絕對不容忽視。

因此，我在2007年8月上任後，立即前往新西蘭和英國推廣香港協辦奧運馬術比賽的訊息。為確保有效針對目標客群，我們度身設計特定的推廣策略。全賴同事們的努力，各項針對長、短途市場的推廣，成績均相當不俗。

協辦奧運的推廣效應是長遠的。我們期望把握這個契機，進一步提升香港的形象，令「香港」這個品牌傳遍海外。當然，除了形象推廣，開拓新市場的工作也不容鬆懈。在旅遊業的努力下，年內來自印度、中東和俄羅斯這些新興市場的旅客均明顯增加，未來數年，我們會繼續拓展這些市場。

Still on the note of development, MICE (meetings, incentives, conferences, and exhibitions) is also high on our agenda. The Chief Executive announced in his 2007–08 Policy Address that the Government would lead a cross-sector steering committee to review and formulate development strategies for the MICE sector. The HKTB will do the best it can to support the initiative. As a member of the committee, we do feel honoured – and excited indeed – to be able to contribute to the road map for this segment.

Our path has not been one without challenge though. There has been much debate on the rise of Macau and the significance it poses to regional travel. Despite divergent views, Macau's burgeoning development has become one of the pluses for the entire regional tourism industry. There could not have been a better time for us to step up collaboration with the enclave indeed. Leveraging on the growing trend toward multi-destination travel, we have started working with Macau and the Pearl River Delta region to expand itineraries that bundle tourism attractions of the region.

Regardless of the external factor, we believe in the virtue of staying clear-headed and striving for the best. We have to constantly review our strategies and create the "wow" effect in our work. That is where our creativity comes in. For instance, this year, we introduced a new element in our New Year Countdown celebration. With the support of our trade partners, we have staged a very successful event at Two ifc – one of the world's 10 tallest buildings – with fireworks heralding the dawn of 2008. Notable media coverage was achieved, with some 200 TV stations and international media capturing countdown images of Hong Kong.

Also, tapping into the trend of using the Internet to research travel destinations, we have developed and launched several web-based marketing initiatives on popular social networking sites. Among them

會議、展覽及獎勵旅遊（會展旅遊業）也是我們的重點。行政長官在2007–08年度施政報告提出，由政府領導跨界別督導委員會，統籌會展旅遊業的發展策略。旅發局將竭盡所能，全力配合這方面的工作。事實上，對於能夠成為委員會的成員，參與推動會展旅遊業，旅發局感到莫大的榮幸和振奮。

不過，旅遊業仍面對重重挑戰。例如近年澳門在旅遊業大展拳腳，便引起外界關注。無論如何，澳門的蓬勃發展，的確有助帶旺整個地區的旅遊業，因此，香港正把握「一程多站」旅遊的大趨勢，與澳門甚至珠江三角洲地區加強合作，開發更多串連區內不同景點的旅遊行程。

儘管旅遊業時刻都受外圍因素影響，但只要我們保持果斷清醒，全力以赴，必能取得理想成果。為了讓旅客耳目一新，我們必須不斷推陳出新，注入新創意和構思。去年除夕，我們便在維港舉辦別開生面的新年倒數，首次在位列全球十大高樓之一的國際金融中心二期外牆舉行煙火表演，與市民及旅客迎接2008年。在業界的支持下，這項活動相當成功，並且吸引全球200多家電視台及媒體報道，將維港的影像傳遍世界。

此外，隨著網上搜尋旅遊資訊成為趨勢，我們在各個受歡迎的網站進行網上推廣，包括在視像分享平台YouTube推出「樂在真香港頻道」，並在





are the "Hong Kong Reality Channel" on video-sharing platform, YouTube, and the "Hong Kong Sticker Album" application on Facebook. Through these channels, potential visitors from different segments can easily view the fascinating aspects of our city any time, anywhere.

Achievements as such did not come easily. Without the dedication and hard work of my team at the HKTB, it would have been a very different story. My appreciation goes to each and every member of the HKTB, their passion and professionalism have made the challenges during the past 12 months less insurmountable, and successes within easier reach.

Thanks must also go to all our industry partners, trade associations*, charitable organisations like The Hong Kong Jockey Club and attractions such as Hong Kong Disneyland, Hong Kong Wetland Park, Madame Tussauds Hong Kong, Ngong Ping 360 and Ocean Park Hong Kong, just to name a few, for their most wonderful and unfailing support to the HKTB all these years. Without their trust and help, none of our campaigns would have had the result we intended. Another note of thanks must be dedicated to academics and local universities, for their sound advice, and readiness to help map out a better future for our tourism industry. Last but certainly not the least, my heartfelt thanks also go to the various government departments, especially the Tourism Commission, as well as all related parties such as The Hong Kong Trade Development Council, for their great support and guidance through thick and thin.

If 2007 was the highlight of our work, 2008 will be even more so. Thanks for being part of this exciting journey. I hope to journey on with you in our pursuit to create even more fascinating campaigns for our industry. Together, we will achieve that.

Executive Director
Anthony Lau

Facebook推出「Hong Kong Sticker Album」，讓有愈來港的旅客，隨時隨地、輕輕鬆鬆瀏覽香港的繽紛影像。

上述及其他各項工作，都是旅發局群策群力的成果，全部均得來不易。我衷心感謝局內每位同事盡心盡力，在推廣香港的工作崗位上，一直保持著熱誠及專業精神，與旅發局面對每項挑戰。

我亦衷心感謝所有旅遊業夥伴、業內各相關組織*和香港賽馬會等慈善機構，以及香港迪士尼樂園、香港濕地公園、香港杜莎夫人蠟像館、昂坪360和香港海洋公園等旅遊景點，多年來一直對旅發局作出莫大支持。我們的推廣活動得以順利進行、達到預期效果，實在有賴他們的信任和協助。我亦感謝各位學者和各家大學，為旅遊業的日後發展提供了很多寶貴意見。最後，我亦衷心感謝各政府部門，特別是旅遊事務署，以及香港貿易發展局等所有相關機構，在過往日子裏，對旅發局給予全力支持與指導。

假如說2007年是我們全力以赴的一年，2008年則肯定有過之而無不及。在此，我感謝業界和社會對我們的支持和寶貴意見。在未來的日子，旅發局期望與各界繼續並肩同行，合力推出更多精彩的活動，推動旅遊業再創佳績。

總幹事
劉鎮漢

* Especially the organising committee of the "50 Years of Tourism: Creating Milestones Together" Programme, namely the Board of Airlines Representatives Hong Kong; Federation of Hong Kong Hotels Owners; Hong Kong Association of Registered Tour Coordinators; Hong Kong Exhibition & Convention Industry Association; Hong Kong Hotels Association; Travel Industry Council of Hong Kong; Hong Kong Association of China Travel Organisers; Hong Kong Association of Travel Agents; Hongkong Japanese Tour Operators Association; Hongkong Taiwan Tourist Operators Association; Hong Kong Inbound Tour Operators Association; and Hong Kong Inbound Travel Association.

* 特別是「旅業50載 共創新里程」活動籌委會成員：香港航空公司代表協會、香港酒店業主聯會、香港註冊導遊協會、香港展覽會議業協會、香港酒店業協會、香港旅遊業議會、香港中國旅遊協會、香港旅行社協會、香港日本人旅客手配業社協會、港台旅行社同業商會、香港入境團旅行社協會和香港入境旅遊接待協會。