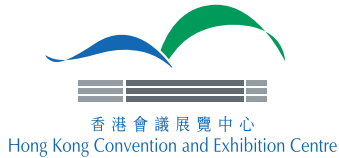


Grand Award – Hong Kong Convention and Exhibition Centre (Management) Limited

大獎 – 香港會議展覽中心(管理)有限公司



Report Summary

Provided by Hong Kong Convention and Exhibition Centre (Management) Limited

Company Background

Hong Kong Convention and Exhibition Centre (Management) Limited (“HML”), a member of NWS Holdings Limited, provides “First Class World Standard” management exclusively for the Hong Kong Convention and Exhibition Centre (“HKCEC”), an iconic venue owned by the Hong Kong SAR Government and the Hong Kong Trade Development Council. The HKCEC has been repeatedly recognised as “Best Convention and Exhibition Centre in Asia” by leading industry professionals, an achievement HML is proud of.

HML has served over 50,000 exhibitions and other events, and an accumulated attendance of over 135 million since 1988, making significant contributions to Hong Kong.



報告摘要

本報告摘要由香港會議展覽中心(管理)有限公司提供

公司背景

香港會議展覽中心(管理)有限公司(簡稱「會展管理公司」)為新創建集團有限公司的成員,專責香港會議展覽中心(簡稱「會展中心」)提供世界級管理服務,多年來屢次獲業界翹楚推選為「亞洲最佳會議展覽中心」,傲視同儕。會展中心的業權由香港特區政府及香港貿易發展局共同擁有。

自1988年會展中心開幕以來,會展管理公司已服務逾50,000個展覽及其他活動,共接待了超過1.35億人次,為香港作出巨大貢獻。

HML provides world-class services for users, visitors and guests of the HKCEC, a venue which has been consistently awarded the title of ‘Best Convention and Exhibition Centre in Asia’ by leading industry professionals. About 1,000 events held at the HKCEC every year contribute significant economic benefits to the city, and helps raise the international image of Hong Kong. 會展管理公司為香港會議展覽中心提供世界級服務,不但使會展中心享譽國際,更於多年來多次獲業內人士推選為「亞洲最佳會議及展覽中心」,傲視同儕,為香港爭光。每年在會展中心舉行的約1,000個活動不僅為香港帶來巨大的經濟效益,更有助提升香港的國際形象。

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Leadership

HML is led by its nine-member Executive Leadership Committee, headed by the Managing Director.

- Vision – “To be among the best exhibition and convention centres globally, renowned for excellence and hosting the world’s greatest events while enhancing Hong Kong’s international image.”
- Mission – “To consistently deliver superb customer care through the provision of world class facilities and services with a responsive and enthusiastic team of professionals guided by a high level of integrity, pride, passion and industry knowledge.”

HML walks the talk. Based on this set of V&M, eight Guiding Principles were adopted and referred to in HML’s daily decisions: Leadership, Integrity, Safety and Security, Technology Enhancement, Sustainable Development, Communication, Continuous Improvement and Creativity.

領導才能

會展管理公司由九名成員組成的行政委員會帶領，並由董事總經理領導。

- 抱負 — 「我們致力令香港會議展覽中心成為全球最佳展覽及會議場地之一，並提供卓越服務及舉辦環球盛事而馳名國際，進一步提升香港的國際形象。」
- 經營宗旨 — 「我們承諾以專業團隊憑藉高度的誠信、傲視同儕的優越感、無限的工作熱誠和豐富的行業知識，迅速和熱切地為客戶提供世界級的設施和服務，做到時刻關顧和滿足客戶的最高標準。」

會展管理公司身體力行，在日常決策中落實並堅守八項指導原則：領袖、誠信、安全、技術提昇、持續發展、溝通、改進及創意。



HML consistently delivers superb customer care through the provision of world class facilities and services with an experienced and enthusiastic team of professionals guided by a high level of integrity, passion and industry knowledge.

會展管理公司的專業團隊憑藉高度誠信，工作熱誠和豐富經驗及行業知識，為客戶提供世界級的設施和服務，做到時刻關顧和滿足客戶的最高標準。

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Strategy

As a member of a listed company, HML operates on commercial principles. At the same time, HML serves public interest by optimising its wider benefits to Hong Kong and maintaining the HKCEC's infrastructure and service advantages over local and overseas competitors. Exhibitions, especially trade fairs, make significant contributions to Hong Kong. According to the 2018 Economic Impact Study by the Hong Kong Exhibition & Convention Industry Association, exhibitions contributed \$58.6 billion to the economy and created employment equivalent to 77,000 full-time jobs. In addition, commercial connections made at exhibitions generate tremendous business opportunities for Hong Kong's SMEs. Successful events are excellent platforms for telling the Hong Kong story.

Based on above overriding principles, HML's most important strategy is to nurture the HKCEC's portfolio of recurrent trade exhibitions, being the largest revenue contributor for HML. This is reflected in HML's customer, operations, workforce and knowledge management. The target is to keep the proportion of recurrent trade exhibitions versus all exhibitions at more than half. High satisfaction and repeat rates are boosted through extending impeccable customer services.

Customers

The HKCEC Booking Protocol and Policy summaries HML's priority of tenancy allocation to recurrent exhibitions. All booking requests are assessed using the same principles with no preferential treatment. Transparency and fairness are upheld.

Voices of customers are considered "constructive feedback" and shared openly among all management staff. The process to identify opportunities for improvement, rectification actions and target timeline is subject to stringent audit.

To deliver superb customer care, HML acted as key driver in an industry task force in securing Government's HK\$1,020 million anti-epidemic Convention and Exhibition Industry Subsidy Scheme ("CEISS") and subsequently the HK\$1.4 billion Incentive Scheme for Recurrent Exhibitions ("ISRE").

策略

作為一家上市公司的成員，會展管理公司按商業原則營運，同時促進香港整體公眾利益及確保會展中心在基礎設施及服務上保持競爭優勢。展覽活動，特別是商貿展覽，為香港帶來重要貢獻。根據香港展覽會議業協會公布的《2018年香港展覽業對香港經濟貢獻研究報告》顯示，展覽業為香港經濟帶來586億港元的消費開支貢獻，同時創造相等於77,000個全職職位。此外，香港中小企通過參與各個展覽會，與業界人士建立的商業聯繫，帶來無限商機。圓滿成功的展覽活動更成為宣揚香港故事的絕佳平台。

基於上述原則，會展管理公司最主要的業務策略是針對最大的收入來源 — 擴充會展中心的經常性商貿展覽，並反映在客戶、營運、工作團隊和知識管理各範疇的管理上。目標是通過不斷完善的客戶服務，提升客戶滿意度和重覆使用率，以達至會展管理公司將經常性商貿展覽佔所有展覽會數目的比例維持在一半以上。

客戶

會展管理公司恪守場地預訂常規和政策，所有租用申請均按透明及劃一的原則進行評估，確保公平公正。

會展管理公司一向視顧客意見為「建設性的回饋」，並讓所有管理層閱覽，尋找和識別改善空間，以及制定糾正措施，並對其目標和時間表的流程進行嚴格審核。

為提供卓越的客戶服務，會展管理公司在會展業界專責小組中發揮關鍵作用，先後爭取到政府批出「防疫抗疫基金」會議展覽業資助計劃的10.2億港元資助以及「定期展覽獎勵計劃」的14億港元資助。

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Measurement, Analysis, and Knowledge Management

The comprehensive Event Business Management Software (“EBMS”) stores HML’s customer database and learnings from events – crucial for retaining and servicing recurrent events.

HML is the first and only organisation in Hong Kong that has been awarded ISO20121 Event Sustainability Management System, focusing on 23 matters of concern grouped under “environment”, “social” and “economic” spectra. Disciplined upload of relevant guidelines and records addressing these matters of concern to a companywide system ensures procedures and experiences are carried on even with staff turnover. A “Legal Register” listing all legislatures relevant to HML is used as a constant reminder to comply.

Workforce

HML’s leadership believes in transparency. Company direction, upcoming projects, awards and compliments are shared at biennial All Staff Meetings.

To recruit and retain qualified talents to serve repeat customers, every effort is made to foster a safe and comfortable working environment. HML encourages talents to reach their full potential by sending them to attend courses abroad developed by professional associations, to exchange knowledge with peers from other venues.

Operations

Event Managers (“EM”) provide professional advice and coordinate services for each event, covering logistics, crowd management, access control, safety and security, food and beverage and other supporting processes. During COVID, EMs monitored frequent updates of anti-epidemic regulations and ensured compliance by each individual organiser.

HML’s Emergency Preparedness Manual covers scenarios such as fire, bomb threats, severe typhoon, power outage, etc. The manual is observed and reviewed regularly.

評估、分析和知識管理

會展管理公司利用活動業務管理軟件儲存客戶數據和活動相關資訊，這對於為經常性展覽活動提供服務及確保活動扎根會展中心發揮著關鍵作用。

會展管理公司是香港首間，也是唯一一間獲得「ISO20121活動可持續發展管理系統」認證的機構，肯定了會展管理公司在環境、社會及經濟三大範疇中的23項可持續發展。會展管理公司恆常上載各指引及記錄到指定的內部系統，確保即使有員工離職，相關程序及工作亦會得到貫徹執行。會展管理公司編製了「法律登記冊」，列出與其有關的法例法規，提醒員工時刻遵守。

工作團隊

會展管理公司管理團隊高度重視透明度。透過一年兩次的員工大會，管理層會分享公司的發展方向、未來發展項目、近期所獲獎項等等。

為招聘及保留優秀人才以服務長期客戶，會展管理公司致力為員工營造安全和舒適的工作環境。會展管理公司亦派人才到海外參與由專業協會舉辦的課程，好讓他們和各地業界交流，從而鼓勵他們發揮潛能。

營運

項目經理為每項活動提供專業意見和統籌服務，涵蓋物流安排、人流管理、出入管理、安全及保安、餐飲及其他配套流程。疫情期間，項目經理監察頻頻更新的防疫規定，確保各主辦機構在合法合規的前提下順利完成活動。

會展管理公司制定並定期檢視應急手冊，內容涵蓋火災、炸彈恐嚇、強颱風、停電等事故。

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Results

- All major recurrent trade fairs staged at the HKCEC before COVID are returning to the HKCEC in 2023 or 2024. The number of recurrent trade exhibitions is expected to reach 70, as in pre COVID years, as a result of HML's customer care and partnership, representing 55% of all exhibitions.
- 85% of exhibitions in Hong Kong in 2019 were held at the HKCEC and even higher market share is projected for upcoming years.
- Activity level and revenue is expected to return to pre COVID level in FY2024/25.
- Customers' feedback has shown excellent results: FY2022/23 overall performance rating was 87% and staff performance was 92%. 99% indicated intention to repeat their events at the HKCEC.
- 36% of HML staff has 10 or more years of seniority, reflecting their loyalty and pride. The latest Employee Engagement Survey scored almost 80%.
- Emphasis on integrity and corporate governance has resulted in 100% compliance in all third-party audits on financial processes, sustainability, building condition and services, etc.
- Chiller replacement, plus other initiatives, successfully reduced electricity consumption by 20% comparing with 2018.
- HML has secured numerous industry awards over the years, the latest being 2023 Operations and Services Award organised by UFI – The Global Association of the Exhibition Industry. LEED and BEAM certifications are expected within 2023.

業績

- 所有於疫情前定期在會展中心舉辦的大型商貿展覽將於2023年或2024年陸續重返會展中心，同時預計，年度經常性商貿展覽的數目將達70個，相等於展覽數量總數的55%，即回復到疫情前的水平。
- 2019年，香港85%的展覽都在會展中心舉行，預計此市場份額將於未來幾年進一步提高。
- 預計活動及收入可於2024/25財政年度回復至疫情前的水平。
- 2022/23財政年度客戶意見調查結果的整體評分為87%，員工表現評分為92%，99%的客戶表示會再次使用會展中心。
- 36%的員工服務年資達到10年或以上，最新的員工投入度調查評分亦接近80%。會展管理公司從未發生員工致命工傷事故。
- 100%符合財務、可持續發展、樓宇狀況及服務設施等第三方審核標準，並無錄得任何違規事故。
- 透過更換製冷機及採取其他節能措施，成功將用電量從2018年的水平減少20%。
- 多年來，會展管理公司榮獲眾多業界獎項，包括最近獲國際展覽業協會(UFI)頒發的2023年營運及服務大獎，並預計將於2023年內獲得LEED及BEAM認證。