



# Report Summary (Certificate of Merit)

## 報告摘要 (優異獎)



Hong Thai Travel Services Limited

*Provided by Hong Thai Travel Services Limited*  
本報告摘要由康泰旅行社有限公司提供

Hong Thai Travel Services Limited (Hong Thai Travel) is a private company and was established in 1966. We have been the travel agent used by the largest number of individuals in the Hong Kong travel industry for six consecutive years (2001 – 2006), according to Nielsen Media Research.

Hong Thai Travel is positioned as “One-stop Travel Department Store” providing a wide variety of travel products and services ranging from guided-tour, air ticket, hotel reservation, air ticket plus hotel package, Your Own Tour (YO2), customized tour, inbound tour, admission ticket for local attractions, travel insurance, etc. We operate 28 branches with over 1,000 staff throughout Hong Kong. In 2000, we pioneered a Call Centre which provides the longest service hour in the industry and the 3G-hotline service is introduced to the Call Centre in 2004.

Hong Thai Travel’s vision is “to be the customer’s mostly loved travel agent brand”. In achieving that, we aim to be a company that is innovative, receptive to change and socially responsible that renders high quality travel services, while maintaining a high degree of professionalism and integrity toward the company’s stakeholders.

### Leadership

Owing to keep customers’ loyalty and sustain the leading position in travel industry, the General Manager has identified our competitive edges and defined our vision, mission, values, strategic objectives together with six strategic focuses which are the basis for senior management to develop their action plans. With the commitment of the top management and according to our service pledge – “We make it for you”, the “GUEST” service concept (i.e. Greeting, Understanding, Efficiency, Special Treatment and Thankfulness) is established to enhance the service quality for both internal and external customers. In order to get staff / suppliers’ involvement, the two-way communication through various channels for all levels are highly encouraged and widely adopted.

As an innovative and socially responsible organization, we play an active role in contributing to the community. The top management

康泰旅行社有限公司（康泰旅行社）成立於一九六六年，是一間私人機構。根據尼爾森媒體研究的市場調查報告，康泰旅行社於二零零一年至二零零六年連續六年成為參加人數全港最多的旅行社。

康泰旅行社以「一站式旅遊百貨」作為市場定位，提供多元化的旅遊產品和服務，當中包括旅行團、代訂機票及酒店、自遊行、YO2 靈活自主團、獨立包團、入境遊、本地景點門票、旅遊綜合保險等。康泰旅行社現時設有廿八間分社遍佈全港各區，並聘用超過一千多名員工。此外，康泰旅行社於二零零零年率先創立服務時間最長的電話報名中心，亦於二零零二年首創三頻視像專線服務。

康泰旅行社的願景是「成為顧客最鍾愛的旅行社品牌」。為實現此願景，我們勇於創新及不斷求變；盡力履行社會責任；實踐承諾，為顧客提供至真至誠的旅遊服務。

### 領導才能

為保持顧客的忠誠和維持在旅遊業的領導地位，總經理根據我們的競爭優勢，確立了公司的願景、使命、價值及策略目標，而高層管理人員則依據六大策略焦點制定行動計劃。憑著高層管理的支持及秉承「為您做得到」的服務承諾，公司遂全面推行 GUEST 服務概念 — 分別為「待客有禮」、「細心聆聽」、「工作效率」、「細緻服務」，以及「感謝顧客」，以提升對內部和外部顧客的服務質素。此外，為鼓勵員工及供應商的全面參與，康泰旅行社廣泛採用不同形式的雙向溝通渠道，務求與不同層面的人員建立良好的溝通。



always encourages staff to support social services.

### Strategic Planning

The business environment is ever-changing and dynamic. In the strategic development process, we identified our strengths, weaknesses, opportunities and threats. The strategic planning process is market and customer driven. The top management directs six strategic focuses which are interrelated to support our strategic objective – “To sustain our leading position in Hong Kong travel industry”.

The senior management then based on these aspects to develop action plans and set measurable objectives and the key performance will be evaluated regularly. The key performance indexes include new products design and establishment, maintain high tour confirmation and high staff satisfaction rates, low employee turnover rates so as to increase in revenue and gross profit.

### Customer and Market Focus

Hong Thai Travel divides the target market into three main segments, namely guided tours, Your Own Tour(YO2) and Air ticket-plus-hotel package in order to target different types of customers.

Travel is a service-oriented industry. To be outstanding among the intense competition, we aim at providing the best services. We have developed various channels to collect customer’s feedback for product development and service enhancement, such as customer post-tour questionnaire, tour leader post-tour report, customer telephone spot check, customer services hotline, Web Page, Mystery shopper’s programme, focus group, etc.

We treasure every customer’s feedback as it is beneficial to us. All customers’ complaints will be investigated and evaluated thoroughly. If corrective or preventive action is needed, related departments will be informed to take follow-up actions and those cases will be shared with other departments to avoid repeatable mistakes. If new idea is generated which is feasible and good for our products or services, we

作為一間創新及對社會有承擔的公司，我們會主動貢獻及回饋社會，而最高管理層亦不斷鼓勵員工支持及參與社會服務。

### 策略性規劃

商業環境是不停變化及互動的，在策略發展過程中，我們會確認公司內的強項和弱項，以及外在環境的機會和威脅，而策略計劃過程是以市場和顧客作為主導，至於最高管理層指示的六個策略焦點，則與我們的策略目標 — 「在香港旅遊業維持領導地位」互相呼應。

高層管理基於以上方向，建立行動計劃和制定可量度的目標，並定期就關鍵績效指標作檢討，這些指標包括了新產品的設計及開發；保持高成團率和高員工滿意度；低員工流失率等，以達致收入和盈利的增長。

### 顧客及市場焦點

康泰旅行社把目標市場劃分為三大類，包括旅行團、YO2 靈活自主團，以及機票和酒店套票，以迎合不同顧客的需求。

旅遊是以服務為本的行業，要從激烈的競爭中突圍而出，我們致力提供最佳的服務。透過不同渠道收集顧客意見，以幫助產品開發和提升服務，例如顧客完團問卷、領隊完團報告、電話意見調查、顧客服務熱線、網頁、神秘人調查，以及顧客意見小組等。

我們重視每位顧客的反饋，並認為顧客的意見對我們而言是非常有幫助的，因此，我們會就所有顧客的投訴作詳細調查及檢討，如發現有需要糾正或做預防



will introduce and apply it certainly as maintaining high customer satisfaction level is vital.

### Measurement, Analysis, and Knowledge Management

Internally, all departments track and analyze respective data, and the findings will be brought up for review during various meetings attended by the top and senior management. Frontline staff collect and input the customer data into the company's own computer system, which helps to measure how diversified Hong Thai Travel's customer base and sales are. We conduct employee surveys to measure employee satisfaction level and evaluate data from workshops, product briefings and seminars to determine the degree of effectiveness of the programmes.

Externally, the appointments of marketing research firms for collecting comparative data allow the company to measure its performance against competitors, and ensure all internal and external data collected are properly used to cope with the ever-changing business environment. To have an effective and efficient way to share information, intranet is our main channel for staff to access all valuable information.

### Human Resource Focus

We believe staff are our invaluable assets and resources. Recruiting and retention of suitable candidates in the right job doing the right things is a paramount of importance for the success of the company.

By providing attractive remuneration and benefits, clear and attainable career path, recognize contribution and achievement, plentiful and effective training, staff can be retained, motivated and satisfied with their job. Transparency of performance management system is emphasized not only for evaluation and recognition of staff performance, but also for the consideration of reward system.

In order to have a two-way communication between the management and staff, various effective channels were launched, such as the formation of committee of Quality, Services, Marketing

行動，相關部門會跟進，亦會與其他部門分享有關個案，以免重蹈覆轍。如有可行及有助公司產品或服務的構想，我們均會採納，因為我們深信維持高顧客滿意度是極重要的。

### 評估、分析和知識管理

對內部而言，所有部門須按各自數據進行分析，並把有關結果在最高及高層管理出席的各個會議中提出，並加以檢討。前線員工收集顧客資料後會輸入電腦系統，以便深入了解康泰旅行社的顧客群及銷售情況。另外，我們透過員工意見調查以測量員工滿意度，並把專題研討會、產品簡介會及座談會等收集的數據進行分析，以檢討有關活動的成效。

對外方面，我們會委派市場調查公司收集有關數據加以分析，並與競爭對手作比較，以確保所有內外收集到的數據均會適當地運用，使公司能迎合不斷轉變的商業環境。此外，為了使資訊能更有效及更快地與員工分享，公司的內聯網成為員工取得寶貴資訊的重要途徑。

### 人力資源焦點

我們深信員工是非常寶貴的財產和資源，聘用及保留合適的員工，使員工各展所長，是一家公司成功的關鍵。

我們提供完善的薪酬福利制度；清晰及可達到的晉升前景；認同員工的貢獻與成就，以及充足和有效的培訓，以保留和激勵員工，使他們從工作中得到滿足感。此外，高透明度的工作表現評核制度，除可評估及認同員工的表現外，更可作為獎賞制度的參考。



prestige programme (QSM) and Communication Enhancement Plan (CEP) successively.

### Process Management

Customer focus and strive for continuous improvement are the main concerns in our process management. We ensure to provide quality products and services to our customers by strengthening the product development process as well as our well-designed service enhancement process.

Through the six supporting processes, i.e. Quality Control Process, Human Resources Process, Supplier Management Process, Financial Management Process, IT Supporting Process and After Sales Service Process, we can find out and minimize the gaps between our customers' expectations for service offerings and the customers' perceptions of the service received. Apart from identifying our customers' needs, comprehensive supplier selection, monitoring and control, Customer Services Department, Quality Assurance Department and Operations Department work closely to ensure our services are conformed to what we committed and make corrective and preventive actions when necessary.

### Results

Apart from being profitable, our significant result of our effective management could be shown from various awards, "The travel agent used by the largest number of individuals" for six consecutive years (2001-2006), thematic tours, extremely low staff turnover rate, high customer and staff satisfaction rate and abundant external staff awards, etc. It further proves that Hong Thai Travel has sustained its favourable position as a market leader in the Hong Kong out-bound travel industry.

Continuous improvement is vital importance for running the business. Hong Thai Travel focuses on three different aspects, including business, external and internal customers, to make positive changes continuously.

為加強管理層和員工之間的雙向溝通，康泰旅行社持續推行多種有效方法，例如：先後舉辦優越計劃及深化交流計劃座談會，務求達致良好溝通。

### 程序管理

顧客焦點和持續改善是程序管理的重要考慮，我們加強產品發展過程及完善服務提升過程，以確保提供優質產品和服務予顧客。

透過六個支援過程，包括品質監控過程、人力資源過程、供應商管理過程、財務管理過程、資訊科技支援過程，以及售後服務過程，我們致力找出並減少顧客對服務的期望與接受服務時感受的差距。除確定顧客的需要外，對供應商的揀選、監管和控制，我們均有完善的制度。此外，顧客服務部、品質監控部和營運部緊密聯繫，以確保所承諾的與事實相符，亦會於需要時作糾正及預防行動。

### 業績

有效的管理結果，除可從盈利上反映外，亦可從獲得多個獎項中得到證明，而連續六年成為參加人數全港最多、主題特色團種、極低員工流失率、高顧客及員工滿意度，以及員工在外得到大量的獎項等，亦進一步印證了康泰旅行社在香港外遊行業處於市場領導者的地位。

不斷改善對營商極其重要，康泰旅行社將繼續著重業務、外部和內部顧客三大範疇，以收持續改善之效。