



Hong Thai Travel Services Limited (Hong Thai) was established in 1966. We are a “One-stop Travel Department Store” offering comprehensive travel products and services. Our Managing Director Mr. Jackie Wong, JP is widely recognized as one of the leaders in the travel industry of Hong Kong. Our motto, “We make it for you”, is Hong Thai’s commitment to continuously develop better and more innovative travel services.

Hong Thai’s determination and ability in developing new products is the key to our success. We work closely with tourism boards and ground handling agents worldwide to bring the newest travel destinations to our customers. We identify customer groups based on their characteristics and lifecycle, then tailor make fitting travel products and services to enhance customer experience and cultivate loyalty. Our human resources strategy makes Hong Thai a place of open communication and preferred place to work in.

Leadership



康泰旅行社有限公司（康泰）成立於一九六六年，以「一站式旅遊百貨」為市場定位，致力提供多元化、優質的旅遊產品及服務。而康泰董事長黃士心太平紳士被傳媒尊稱為「旅遊教父」，引領全體員工以「為您做得到」的理念於旅遊路線、產品和服務方面不斷推陳出新，精益求精。

領導才能

我們透過不同渠道讓每位員工瞭解及實踐公司的願景、使命及核心價值。



為給予顧客更大的信心，康泰成為全港首間向顧客履行「加倍開心承諾」的旅行社，包括：「成團承諾」、「價格保證承諾」、「百分百行程承諾」，令顧客能安心地以合理價格盡早籌備旅程。再者，康泰於二零零八年從未收到香港旅遊業議會或任何機構作出之投訴。此外，又定期進行財務上外審及內審程序，確保企業正常運作。

此外，我們以營辦旅遊專長將愉快歡樂的體驗延伸至兒童身上。康泰於二零零三年



報告摘要 (銀獎)

Hong Thai internalizes Vision, Mission and Core Values (VMV) to all levels of our workforce through channels such as senior management briefing and culture ambassadors conducting small group sharing with frontline staff.

We are the first travel agent in Hong Kong to provide concrete service guarantees, namely “Departure Guarantee”, “Price Guarantee”, and “Itinerary Guarantee”. These promises make our customers worry-free since they usually book their trips months in advance. In addition, we are in full compliance with the Travel Industry Council of Hong Kong’s regulations. We also conduct regular external and internal financial audits to ensure proper organizational governance in place. Through these practices we demonstrate our leadership by defining a reliable and trustworthy industrial service standard.

Hong Thai leverages our expertise in bringing happiness to underprivileged children communities. In 2003, we established the “Hong Thai Sheen Hok Action for Love” helping them in Hong Kong and overseas alike. In addition to frequent visits to the Evangel Children’s Home, we continuously organize travel activities for the children in need.

Strategic Planning

Hong Thai undergoes an annual strategic planning cycle that is led by a taskforce from all departments. They match up potential opportunities and threats from external environment with our strength and weakness in internal competence, forming strategic initiatives in 4 perspectives - Financial, Customer, Internal Business Process, Learning & Growth. We can thus derive these initiatives into action plan, which is reviewed through performance review.

In recent years, we have developed many first-of-its-kind travel products and services, such as:

- HK local tour during SARS period

成立「康泰善學暖流行動」，呼籲顧客捐出外幣零錢幫助有需要的小孩。而我們除探訪「播道兒童之家」院童外，更會為他們組織外遊活動，如：「綠田園環保體驗之旅」及「播道兒童之家飛行計劃」等。

策略性規劃

康泰每年由各部門代表制定策略性規劃，透過分析外圍環境的機遇與威脅，以及企業內部優勢與弱點，從而定立「財政」、「顧客」、「內部程序」，以及「學習與成長」四大策略性方針。綜合各方針能闡釋整個規劃細節，通過表現報告作持續改善。

近年，我們不斷拓展多個領先同儕的旅遊產品及服務，包括：

- 二零零三年沙士期間的香港本地遊
- 結合旅行團與自遊行兩者之特點與好處的 - YO2 靈活自主團
- 城中名人作榮譽領隊的特色主題團
- 以時令活動作包裝的系列式旅遊產品：春夏的「2F 花果系列」，及秋冬的「4S 系列」

客戶及市場焦點

康泰採用「Customer Touch Point」策略，整合並瞭解顧客需要、全面提升顧客旅程前至旅程完結後的體驗，建立長期顧客關係。

我們從市場研究公司取得更多市場資訊，了解顧客特性及決策因素。而地方接待提供的寶貴資料，亦令我們可拓展最嶄新、合適的旅遊產品來滿足不同顧客群的需要。



報告摘要 (銀獎)

- Your Own Tour (YO2) that combines the best in guided tour and free individual travel
- A series of tour with celebrity as tour escort
- Theme-based travel products: Ski, hot Spring, Sea, Spa (4S Series) and Flowers & Fruits (2F Series)

Customer and Market Focus

Hong Thai adopts a “Customer Touch Point” approach to visualize and integrate the collection of customer needs, enhancing customer experience (before, during and after travel) and building customer engagement and relationship.

We engage with market research institutes to understand the demographics and key decision factors of our target markets. Together with gathering valuable information from closely allied ground handling agents we develop the most up-to-date and appropriate travel products to our different customer segments.

Other ways to capture customer voices:

- Through focus group and post-tour satisfaction survey
- E-newsletter, discount coupons and birthday cards
- Seasonal and thematic travel seminars

Hong Thai adopts a “Cycling Complaint Management System” to resolve customer complaints and implement preventive measures. We are the first travel agent obtained ISO 10002:2004 certification.

Measurement, Analysis, and Knowledge Management

Our Key Performance Indicators (KPIs) management system collects performance data from our accounting system to build accessible performance reports for analysis.

Hong Thai adopts the latest technology to raise operational efficiency. We are the first retail travel agency in Hong Kong to launch an online hotel / ticket booking and payment system.

收集顧客聲音的方法：

- 透過焦點小組及完團滿意度問卷
- 電子業務資訊、折扣優惠券及生日咭
- 季節性或主題式的旅遊講座

康泰採用「循環意見處理系統」，有效地處理顧客意見及進行持續改善。康泰更是業界首間獲得 ISO 10002:2004 顧客滿意度 - 投訴管理體系證書的旅行社。

評估、分析和知識管理

我們的關鍵績效指標管理系統能收集表現數據，提供績效報告來作詳細分析。

康泰以先進科技不斷優化營運效率，我們於二零零七年成為全港首間旅行社提供網上即時機票、酒店訂購服務；現時更以稱心優質的服務全面推行「顧客體驗計劃」。此外，康泰特設知識中心讓同事可彼此分享寶貴經驗，內容包括圖片庫、顧客旅遊喜好及銷售服務技巧等。

工作團隊焦點

目前康泰有一半員工任職超過五年，全因我們重視團隊合作性，為員工提供愉快正面的工作環境，透過彈性的工作性質，令他們能於世界各地擴闊視野。

為增強雙向溝通，分行主管會被邀出席每兩星期舉行一次的營運會議，而管理層更會經常到訪各分社，或以輕鬆午餐形式建立親密夥伴關係。

我們根據員工事業發展提供合適的職業培訓，並為員工表現作詳盡評核。



報告摘要 (銀獎)

We have launched a Customer Relationship Management (CRM) system recently to more effectively provide tailored travel products. We also establish a Knowledge Center to share valuable experiences among the others. Contents include photo gallery, customer travel preferences and sales and service techniques.

Workforce Focus

We engage our staff through strong teamwork, positive working atmosphere, worldwide exposure and flexible job nature. Hence we are proud that more than half of our employees have worked with us for more than 5 years.

Branch in-charges are invited to join an operational meeting every two weeks, while the senior management frequently visits branches and host casual lunches for two-way interactions.

Our performance appraisal is integrated with a competency based career model and linked with training and development needs.

We maintain our workforce with a healthy work-life and obtain a balance with entertainment through family gatherings, sports, hobby activities, and travelling programmes.

Employee satisfaction survey is conducted twice a year to gauge staff engagement level in ten different aspects. Focus group and casual meeting with senior management also provide additional and timely insights on need and feedback from workforce.

Process Management

To ensure a happy and memorable trip for our customers, we strive to manage our process to enrich our core competency as innovative, flexible, strong network with ground handling agents, agility and a reliable and leading brand. Each of the key operation process has well-defined process measurement metrics.

我們樂於為員工提供健康工作模式，使其於家庭、運動、興趣及旅遊各方面均取得平衡。

每兩年進行一次的「僱員滿意度調查」，以評估員工們於十個範疇內的滿意度。員工焦點小組及與領導層的簡便會議，亦令我們有更多渠道及時間瞭解員工需要。

程序管理

為確保顧客享有一個開心愉快、精彩難忘的旅程，我們不斷優化營運流程，以創新意念、靈活多變、與生意夥伴的良好關係及深受信賴的品牌為致勝之道。此外，每個運作流程都具可量化的審計指標，使流程管理更易掌握，問題亦能得以高效處理。

由總經理率領多個部門員工組成的「危機處理小組」，以靈活快捷的決策應付各項突發事故；身在海外工作的領隊更可隨時致電「危機處理小組」從而得到即時援助。

我們透過「OSEM」及「CEP」等會議，致力改善運作流程，藉此提升生產力。就二零零八年，我們成功減省電話中心電話查詢等候時間達百分之六十，而整體獲改善的計劃共有廿六個。

業績

根據尼爾森媒體研究的市場調查報告，康泰已連續八年成為參加人數全港最多的旅行社。龐大客量令我們可保持沒有任何長期負債，及具充足流動資金來應付未來的挑戰。



報告摘要 (銀獎)

We established a cross-department Emergency Task Force (ETF) which is directly headed by General Manager to tackle any unforeseen emergency. Tour escort are empowered to contact the ETF for support in case of urgency during the trip.

We adopt a comprehensive process enhancement mechanism to improve our service by different project teams such as Operation & Service Enhancement Meeting (OSEM) and Communication Enhancement Plan (CEP). We significantly reduced the average minute of waiting time per call at call center by 60%. In 2008, 26 improvement projects were conducted.

Results

According to Nielsen Media we are the travel agent used by the largest number of people in Hong Kong for 8 consecutive years. We are able to maintain zero long-term debt and stable cash flow from 2006 to 2008 and well prepared for the upcoming challenges.

From 2006 to 2008, 90% of our customers rate our service as "Excellent" or "Very Good". Number of compliments received from customers has doubled, while, that of complaints have reduced by half.

We keep our innovation as an ongoing practice. From 2006 to 2008, we launched more than 50 new types of product each year. According to an external marketing survey conducted by Insights in 2007, Hong Thai was rated as the best travel agent in all 14 aspects, with particularly higher score in friendly image, high tour confirmation rate, comprehensive travelling routes and popularity of travel agent.

二零零六至二零零八年期間，我們被顧客評為「優」及「良」的滿意度逾百分之九十；顧客投訴亦減約五成，獲表揚的事件更有逾一倍的增長。

康泰認為「勇於創新、不斷求變」為持續發展的必備條件，因此於二零零六至二零零八年期間，我們成功開拓逾五十款的旅遊產品。根據獨立市場研究公司 Insight 於二零零七年進行的市場調查顯示，康泰於十四個範疇中均被選為最佳旅行社。此外，康泰更以親切形象、高度保證成團率、多元化旅遊路線選擇及受歡迎程度超越同儕。