



Best Managed Organizations Award — Small Organizations (NGOs)

最佳管理機構獎 — 小型機構（非牟利機構）

Hong Kong Arts Festival Society Limited
香港藝術節協會有限公司



香港藝術節
Hong Kong Arts Festival

Report Summary

Provided by the Hong Kong Arts Festival Society Limited

Company Background

The Hong Kong Arts Festival (HKAF), launched in 1973, operates with a clear mission to present an international arts festival of the highest artistic standard, enriching Hong Kong's cultural life, stimulating wider public interest in the arts and encouraging cross-cultural exchange.

The HKAF's work is delivered through four strategic pillars:

- Festival Programme: A world-renowned annual festival with 120 to 200 performances of about 45 to 55 programmes, featuring 1,200 to 1,800 leading international and local artists in the genres of Western opera, traditional Chinese opera, classical and contemporary music, jazz, world music, ballet and contemporary dance, theatre in Cantonese, Putonghua, English and foreign languages, family programmes, and cutting-edge arts tech. The HKAF also nurtures local artists and creative works, having commissioned and produced more than 250 local works to date.
- Arts Education: With a 34-year legacy of youth development, the Festival's "Young Friends" scheme has reached more than 850,000 students, fostering students' lifelong appreciation of the arts. Its arts education activities also include close to 80 workshops offered on campus or in community locations each year.
- Community Engagement (Festival PLUS): The HKAF also engages members of the public through talks, seminars, masterclasses, guided cultural tours, family days, flash mobs, exhibitions, film screenings and so on, making the arts accessible to different sectors of the community.
- Inclusion Leadership ("No Limits"): Co-presented with The Hong Kong Jockey Club Charities Trust since 2019, "No Limits" is a leading arts event in Asia focused on promoting inclusion through the arts by featuring outstanding disabled artists and providing barrier-free arts experiences for people of all abilities.

The HKAF employs approximately 68 full-time staff, supported by additional production teams during the Festival period. Reaching an estimated 300,000 people each year, the HKAF continues to sustain its role as a Hong Kong cultural icon, a premier arts event in Asia, a key East-meets-West platform for international cultural exchange and a major international arts festival.

Leadership and Governance

- The HKAF is a non-profit organization governed by an Executive Committee and three sub-committees (Programme, Finance and Development), ensuring strong governance.
- The HKAF has in place robust governance policies on conflict-of interest, procurement controls, code of conduct and so on, and its values-driven leadership prioritizes artistic excellence.

報告摘要

本報告由香港藝術節協會有限公司提供

公司背景

香港藝術節（「藝術節」）於1973年揭幕，是國際藝壇中重要的文化盛事，使命是塑造具最高藝術水準的藝術節，豐富香港文化生活、啟發公眾對藝術的興趣，並促進文化交流。

藝術節的工作建基於四大策略支柱：

- 藝術節節目：每年匯聚1,200至1,800位頂尖國際及本地藝術家，呈獻45至55套節目、合計120至200場演出，涵蓋西方歌劇、傳統戲曲、古典及當代音樂、爵士樂、世界音樂、芭蕾舞及當代舞蹈、戲劇（粵語、普通話、英語及外語）、親子節目和藝術科技。藝術節亦積極培育本地藝術家及創作，迄今已委約及製作逾250套本地作品。
- 藝術教育：藝術節「青少年之友」計劃旨在培養年輕一代欣賞藝術的素養，34年來惠及逾八十五萬名學生。藝術教育還包括每年近80場在校園或社區舉辦的工作坊。
- 社區參與（「加料節目」）：透過講座、研討會、大師班、文化導賞遊、家庭日、快閃活動、展覽、電影放映等多元活動，讓不同社群均能接觸藝術。
- 共融領袖（「無限亮」）：藝術節自2019年起與香港賽馬會慈善信託基金合辦的「無限亮」，是亞洲領先的共融藝術計劃，透過呈獻優秀殘障藝術家的演出，推動社會共融，並為不同能力人士提供無障礙的藝術體驗。

藝術節現有約68名全職員工，於節期前後另聘額外製作團隊支援。藝術節每年接觸約三十萬人，持續發揮其作為香港文化標誌、亞洲頂尖藝術盛事、東西文化交流重要平台，以及主要國際藝術節的角色。

領導與管治

- 藝術節為非牟利機構，由執行委員會和下設的三個小組委員會（節目、財務及發展）監督，確保有效的管治。
- 藝術節設有完善管治政策，包括利益申報、採購、行為守則等，並堅持以價值為本，在藝術上至臻卓越。



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Operations

- To present more than 120 performances and over 300 outreach activities each year, the HKAF effectively manages a complex supply network involving international and local performers, crew, creatives, agencies, venues and technical partners, as well as flight, freight, hotel and logistics providers worldwide.
- Comprehensive risk management, contingency planning, insurance protection and emergency preparedness processes enable the HKAF to maintain operational resilience in an increasingly volatile global environment.

Workforce

- Continuous learning and talent development are integral to the HKAF's people strategy, operating with a lean and agile workforce. Besides company-wide training, employees enjoy subsidies for attending performances and individual job-related training. High-potential younger staff are encouraged to participate in major international arts markets, festivals and industry forums.
- The HKAF promotes an open and collaborative culture through regular management meetings, staff engagement sessions, cross-department communication and wellness initiatives spearheaded by a dedicated Staff Wellness Task Force.

Customer and Markets

- The Festival attracts around 90,000 ticket buyers annually and consistently achieves attendance rates of approximately 90%, reflecting good marketing strategy and effective programme planning.
- Fundraising income of nearly HK\$70 million bears witness to the Festival's ability to develop and nurture corporate, foundation and community supporters.
- "Young Friends" has reached more than 850,000 students during the past 34 years and continues to nurture future arts audiences.
- "No Limits", launched in 2019, is recognized as a leading inclusive arts initiative in Asia.

營運

- 每年舉辦逾120場演出及逾300項外展活動的藝術節，高效地管理複雜的供應網絡，包括國際及本地表演者、製作團隊、創作團隊、經紀公司、場地、技術夥伴，以及全球航班、貨運、酒店和物流供應商等。
- 透過風險管理、應變計劃、保險及緊急應變機制，藝術節在多變的全球環境中維持營運穩定與韌性。

工作團隊

- 藝術節保持工作團隊精簡而靈活，重視持續學習與人才發展。除提供跨組織全員培訓，亦資助員工觀賞演出及參與個人培訓，並鼓勵具潛力的年青員工參與環球主要藝術市場、藝術節及業界論壇。
- 藝術節透過定期的管理層會議、跨部門合作會議、員工交流活動，以及由員工福祉小組帶領的員工關懷活動，追求開放協作的文化。

客戶與市場

- 藝術節每年吸引約九萬名購票人士，入座率長期維持約90%，反映市場推廣及節目策劃得宜。
- 籌款收入接近七千萬港元，反映藝術節能與贊助機構、慈善基金會及社區支持者發展良好合作關係。
- 「青少年之友」計劃過去34年已惠及逾八十五萬名學生。
- 於2019年成立的「無限亮」已成為亞洲領先的共融藝術節。



Though small in size, the Hong Kong Arts Festival team works together with passion each year to bring exceptional international and local cultural programmes, diverse educational and outreach activities, as well as inclusive arts through the "No Limits" project to the community.

香港藝術節團隊規模雖不算大，卻每年均齊心協力，為市民帶來精彩的國際及本地文化節目、多元化的教育及外展活動，以及推動藝術共融的「無限亮」計劃。



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Finance

- The HKAF has built a diversified funding model combining box office revenue (approximately 24%), sponsorships and donations (approximately 44%, and government subsidies and matching grants (approximately 32%). Compared with similar arts organizations, the HKAF relies significantly more on self-generated income.
- Disciplined financial management, sustained surplus performance, strong reserves, diversified revenue streams, effective cost control and active fundraising have enabled the HKAF to maintain long-term financial sustainability.

Strategy

- The HKAF's strategy prioritizes artistic excellence. While balancing financial sustainability, audience expectations and market developments, the HKAF remains committed to curating programmes of the highest artistic quality.
- The HKAF continuously measures the effectiveness of its strategies through performance indicators such as box office results, media coverage and digital engagement, sponsor and donor retention status, quantitative and qualitative surveys on audience/teacher/student satisfaction and engagement levels, and impact measurement studies.

Organizational Learning

- Continuous learning and innovation form an integral part of the HKAF's management approach. Knowledge sharing is facilitated through management meetings, programme reviews, Festival debriefings and cross-department collaboration.
- The HKAF encourages innovation in both artistic programming and audience engagement. Festival PLUS, arts tech programming and "No Limits" continue to expand the boundaries of audience participation and cultural experience while strengthening HKAF's relevance in a rapidly changing environment.

Community Relationships

- Through long-standing partnerships with the HKSAR Government, educational institutions, sponsors, arts organizations and community groups, the HKAF creates meaningful cultural and social impact beyond the Festival stage. Its education, outreach and inclusion initiatives promote cultural participation, nurture young talent and make the arts accessible to diverse communities.

財務

- 收入來自多個渠道：票房約佔24%、贊助及捐款約佔44%、政府撥款及配對資助約佔32%。票房與籌款收入佔比顯著高於大部分同類藝術機構。
- 憑藉嚴謹的財務管理、持續的盈餘表現、可靠的儲備、多元化的收入來源、有效的開支控制及積極的籌款，藝術節得以維持長遠財務穩健。

策略

- 策略方面，在兼顧財務可持續性、觀眾期望及市場發展狀況的同時，藝術節堅持以「追求藝術上的卓越」為首要考量。
- 藝術節透過票房、媒體報導及數碼互動數據、贊助商及捐助者的持續支持、觀眾/教師/學生的滿意度與參與度的質性與量性調查，以及影響力評估研究等指標，持續衡量其策略成效。

組織學習

- 鼓勵持續學習與創新是藝術節管理的重要一環，並透過管理層會議、節目檢討、節後總結及跨部門協作，促進知識交流。
- 藝術節積極推動節目策劃及觀眾參與模式的創新。透過「加料節目」、藝術科技及「無限亮」，拓展藝術體驗。

社區連結

- 藝術節透過與香港特區政府、教育界、商界、藝文機構及社區團體長期合作，把藝術從舞台向外擴展。其藝術教育、外展及共融計劃，培育青年人才，並推動不同社群接觸藝術。



Hong Kong Arts Festival is a major annual international event, bringing together 1,200–1,800 leading international and local artists who present 120–200 performances and around 300 "PLUS" and educational activities.

香港藝術節為國際文化盛事。每年邀請1,200-1,800位國際及本地優秀藝術家，呈獻120-200場演出及約300項「加料」與教育活動。