

主席報告 Chairman's Report



今年十二月初，本人將完成第二任議會主席任期，並將按《議會會章》規定，退位讓賢，卸下主席重任。過去約六年間，業界的高低起伏殊難預測，既曾有沙士過後經濟大幅反彈而帶來的暢旺市況，亦有目前金融海嘯及人類豬流感所引發的種種困頓。這是本人最後一份主席報告，現將一向念茲在茲之事申述如下，以供會員細思。

金融海嘯去年九月在美國爆發，迅即波及世界各國各地，香港自難獨善其身。猶幸各地政府立時採取種種措施，是次危機才不致惡化成另一次經濟大蕭條。可是，人類豬流感約於今年四、五月在各地擴散，近日疫潮的第二波更已在一些國家出現，令會員縱在經濟漸現復甦跡象的環境下，亦不敢對未來過份樂觀。

In early December this year, I will complete my second term as Chairman of the TIC, and will hand over this very important position to another industry member as required by the M&A of the TIC. During the past six years or so, the industry has undergone many unexpected vicissitudes: whereas we once saw a very robust market as the economy rebounded sharply after the SARS crisis, we are currently experiencing many difficulties triggered by the financial meltdown and human swine flu. This being my last Chairman's Report, I will mention several matters which I deem to be very important and which I hope members will ponder.

Since the financial meltdown broke out in the United States in September last year, almost all countries and places, including Hong Kong, were engulfed by it. Thanks to various measures promptly implemented by governments everywhere, the crisis was not allowed to deteriorate into another Great Depression. However, with outbreaks of human swine flu beginning to emerge in many places around April and May this year, and a second wave of the pandemic rearing its ugly head in some countries in recent days, members cannot but be cautiously optimistic about the future even though there are already signs of a recovery.

會員目前所面對的困境，令本人深切感到，旅遊業昔日利潤豐厚的日子或已一去不返。由過去十餘年的景況可知，二十一世紀勢將轉變頻生，無論經濟、政治，還是勞資關係，均將有頻繁的急遽轉變。因此，會員尤須妥善裝備自身，探尋更佳的營運模式，提升技術水平，追趕全球領先趨勢，藉以扭轉利潤率日見萎縮的趨勢。

為協助會員加強專業技能，品質保障基金去年底向每家會員提供港幣三千元培訓資助，每個屬會亦獲得港幣二十萬元，用於為其會員舉辦文化、教育等活動。誠然，些許培訓款項不足以培訓所有員工，但提供培訓資助的本意並不在此，而是希望促使會員重視培訓，瞭解公司必須由上而下大力推動策略創新，方能勝過競爭對手。

今年四、五月時，人類豬流感在世界各地陸續爆發，致使會員的營業額一落千丈。議會鑒於不少會員陷入困境，於是立即行動，反覆游說政府，務求紓困措施能早日推出。終於，政府於五月底公佈一連串措施以協助會員渡過難關。雖然市況由八月起已有復甦跡象，但議會仍會密切留意經營環境，有需要時再次游說當局提供協助。

過去十年間，航空公司與會員時生糾紛，如削減佣金、網上銷售、即日取消機票等等，令雙方的夥伴關係大不如前。今年十月，法航及荷航率先將佣金減至百分之三，更已宣佈明年四月起將取消所有佣金。議會對此非常關注，因此於十月十四日召開特別會員大會，一則聽取會員意見，二則顯示業界團結一致，堅

The difficulties currently faced by members have made me feel profoundly that the good old days when hefty profits were ready for members to grab might be gone forever. From the situations in the past dozen years or so, it is quite apparent that the 21st century will be rife with all kinds of changes, and whether they are related to economic or political issues or labour relations, they will all occur rapidly and frequently. As a result, members should properly equip themselves, strive for better business models and higher skill levels and chase after leading global trends, in order to reverse the trend of constantly dwindling profit margins.

To help members upgrade their professional skills, the Bonding Fund provided late last year each member with a HK\$3,000 subsidy for training purposes and each Association Member HK\$200,000 for organising cultural or educational activities for their own members. The training subsidy was, of course, not sufficient for members to train all of their staff, and in fact it was not meant to be that. Rather, it was intended to heighten members' awareness of the importance of training and of the necessity to forcefully initiate top-down strategic innovation in order to outperform competitors.

In April and May this year, outbreaks of human swine flu began to be recorded in various parts of the world. Impacts of the pandemic were devastating, plunging members' business turnover into free fall. In view of the dire situation many members found themselves in, the TIC immediately jumped to action and persistently lobbied the Government for relief measures to be launched as quickly as possible. In late May, the Government finally announced a series of relief measures to help members tide over the many difficulties facing them. Although signs of a pickup were spotted starting from August, the TIC will continue to keep a close eye on the business environment and lobby the Government again whenever any necessary assistance is required.

During the past 10 years, there were plenty of disputes between airlines and members such as commission cuts, online selling and same-day voiding, making the partner relationship between both sides much worse than before. In October this year, Air France and KLM were the first two airlines to have reduced agency commission



二零零九年一月十九日，廣州市旅遊局、廣州市人民政府的代表訪問議會，雙方討論了《更緊密經貿關係的安排》的最新措施。
Representatives of the Tourism Administration of Guangzhou Municipality and the People's Government of Guangzhou Municipality visited the TIC on 19 January 2009. The latest CEPA measures were discussed during their meeting.

決反對實施零佣金。此外，議會正諮詢一名資深大律師的法律意見，以期全面研究航空公司與會員的合約關係，從而決定將採取何種策略，以及如何應付經營環境的轉變。

會員或許並未想過，當局若允許某行業施行自律監管，亦即明確肯定該行業業者的自律能力。獲得如此肯定的行業不勝枚舉，律師行業如是，會計師行業如是，旅行社行業當然亦如是。議會擔起行業自律監管的工作已超過二十年，一向竭力完善監管機制，務求符合各方殷切期望。舉例而言，理事會最近即已定出多種進一步提高議會透明度的措施，可望在籌備工作完成後一一公佈並實施。

本人十分榮幸，在過去起伏無狀的六年間擔任主席，得以領導議會，為業界與會員稍盡一己綿力。本人在任期間所推動的政策，既有已為會員帶來相當利益

to 3% and even announced that no more commission would be provided from April next year. The TIC was very concerned about such moves, and held an Extraordinary General Meeting on 14 October in order to solicit members' views on the matter and to show the industry's unanimous and strong opposition to zero commission. The TIC is now seeking the legal advice of a senior counsel in an effort to fully analyse the contractual relationship between airlines and members, whereby the strategies to be taken and ways to cope with the changing business environment will be determined.

It may not be noticed by members that if the authorities allow a profession to have self-regulation, that very fact itself clearly signifies official recognition of the ability of members of the profession to exercise self-discipline. Many a profession has earned such recognition: the legal profession, the accounting profession and, of course, the travel agent profession. Having taken up the responsibility of self-regulation for over 20 years, the TIC has always committed to improving the regulatory regime in order to fulfil the intense expectations of all the parties concerned. For instance, the Board of Directors has recently agreed on a whole range of measures aimed at further enhancing the transparency of the TIC, which will be announced and implemented when the preparatory work is completed.

I am very honoured to have been at the helm of the TIC for the past six years or so, thus allowing me to serve the industry and members



議會先後為票務、外遊和入境旅行社舉辦會員論壇，藉以探討如何應付業界面對的挑戰，並思索日後的發展方向。圖為議會主席何栢霆先生在二零零九年三月十七日的外遊旅行社論壇上發言。
The TIC held three members' forums for ticketing, outbound and inbound travel agents with a view to discussing ways to tackle the challenges faced by the industry and pondering their future paths. TIC Chairman Mr Ronnie Ho spoke at the outbound forum held on 17 March 2009.

者，如旅遊保險代理登記制度的實施，亦有至今未克完成者，如旅遊業風險管理研究項目。至於本人兩屆主席任內的整體成績如何，且留待全體會員評議與判斷。

最後，各位理事及委員無私地為業界服務，所有會員及屬會對議會時加策勵，政府各相關部門及其他機構經常支持議會，本人均萬分感激。議會辦事處的職員盡職盡責，令理事會的政策得以順利推行，本人在此亦衷心感謝。



主席
何栢霆 JP

二零零九年十月十六日

during this very tumultuous period. Among the policies which I have promoted, some of them have already borne profitable fruit for members, such as the implementation of the travel insurance agents registration scheme, and some others are yet to be completed, such as the Research Project on Risk Management for the Travel Industry. As for the overall performance of my two terms of Chairmanship, I would like to leave it to all members to judge and comment.

Finally, my profound gratitude goes to all directors and committee members, who have selflessly served the industry; all member agents and Association Members, which have frequently prodded the TIC into doing better; and the relevant government departments and other organisations, which have always supported the TIC. I would also like to wholeheartedly thank all the staff members of the Executive Office, whose devotion and dedication have made possible the smooth implementation of policies of the Board of Directors.

Ronnie Ho JP
Chairman

16 October 2009