

# 企業成功在於創造價值

## Business success lies in value creation

本刊記者 Staff reporter

企業可用多種方法創造價值，令顧客得益更多，並賺取更多利潤。

**Companies can create value in various ways so as to bring more benefit to customers and make more profit.**

### 創造價值是成功關鍵

**旅**遊業競爭激烈，旅行社如何才能脫穎而出？議會前獨立理事李金漢教授，曾於二零零八年為議會對香港的旅行社行業進行研究，結果發現表現越好的旅行社，越注重創造價值。由此可見，創造價值是企業成功的要素。

由於創造價值對行業發展很重要，議會於二零一零年再委託李教授研究創造價值的方法。參與研究的旅行社有五家，即雅達旅運有限公司、旅行世界有限公司、攜程旅行網(香港)有限公司、東瀛遊旅行社有限公司、香港中國旅行社有限公司，它們的經營策略闡明了五種創造價值的方式。二零一三年四月十七日，李教授在「企業創值的可能方向」研討會上，向會員旅行社講述創造價值的概念和方法。雅達旅運和香港中國旅行社的代表也出席了研討會，與會員交流。

### 五種創值方式

李教授表示，企業要創造價值，就要提高服務品質，令顧客得益更多，並且儘可能把成本降低，以賺取更多利潤。如圖一所示，品質與成本之間的空間，就是企業創造出來的價值。品質越高、成本越低，價值就越大。如品質高、成本也高，價值就會減少。他特別指出，一般人做買賣只會注意價格，但其實價格對創造價值並不重要。在創造出來的價值中，價格高低只會影響顧客利益和企業利潤的分配：價格上升，顧客利益會減少，而企業利潤則增多；價格下調，則顧客利益會增加，而企業利潤卻減少。因此，單單調整價格並不能創造價值。

### Value creation is key to success

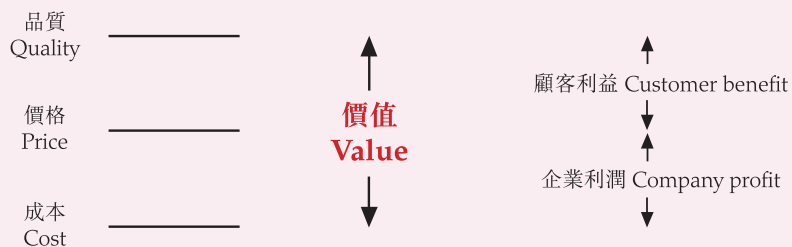
**I**n a fiercely competitive travel industry, how can a travel agent stand out from others? A study on Hong Kong's travel agent industry by former TIC Independent Director Prof. Lee Kam Hon in 2008 found that the better a travel agent performed, the more importance it attached to value creation. This indicates that value creation plays a critical role in the success or otherwise of a business.

Prof. Lee was commissioned by the TIC again in 2010 to study how to create value given the importance of value creation to the development of the industry. Five travel agents took part in the study, namely Arrow Travel Agency Limited, Holiday World Tours Limited, Ctrip.com (Hong Kong) Limited, EGL Tours Company Limited and China Travel Service (Hong Kong) Limited, whose business strategies illustrated five modes of value creation. On 17 April 2013, Prof. Lee introduced member agents to the concept and modes of value creation at the seminar on "Possible Orientations for Value Creation". Representatives of Arrow Travel Agency and China Travel Service (Hong Kong) were also present at the seminar to talk about their own experiences.

### Five modes of value creation

Prof. Lee remarked that if a company wants to create value, it needs to improve service quality in order to bring more benefit to customers, and to lower cost as far as possible in order to increase profit. As shown in Figure 1, the space between quality and cost is the value created by the company. As quality is raised and cost reduced, value will increase. And if quality and cost are both raised, value will decrease. He particularly pointed out that price, though generally considered the focus of a deal, is in fact not important in value creation. **Price change only reallocates the created value between customer benefit and company profit: whereas a higher price will reduce customer benefit and raise company profit, a lower price will raise customer benefit and reduce company profit. Price change alone, therefore, does not create value.**

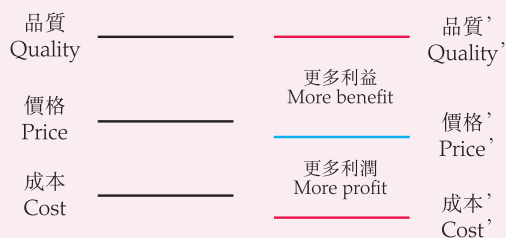
圖一：品質、價格、成本與創造價值  
Figure 1: Quality, price, cost and value creation



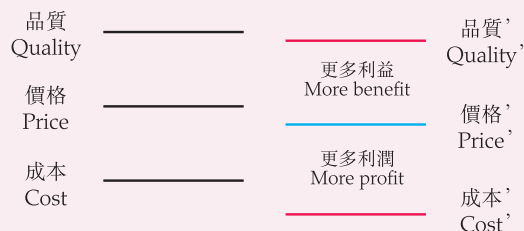
既然價值取決於品質和成本，企業要創造價值，就有以下五種可能方式：

Since value is determined by quality and cost, there are five possible modes of value creation:

圖二：創值方式 I — 減成本  
Figure 2: Value Creation I – Cut cost



圖三：創值方式 II — 略降品質但大減成本  
Figure 3: Value Creation II – Reduce quality but reduce cost even more



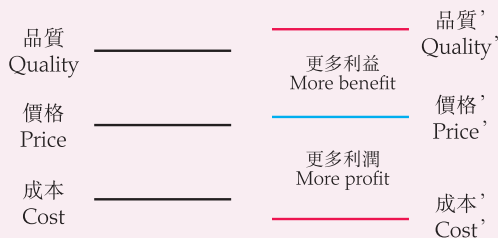
圖四：創值方式 III — 改善品質  
Figure 4: Value Creation III – Improve quality



圖五：創值方式 IV — 略加成本但品質大升  
Figure 5: Value Creation IV – Increase cost but improve quality even more



圖六：創值方式 V — 改善品質同時減成本  
Figure 6: Value Creation V – Increase quality and reduce cost



**減成本(圖二)：**減低成本但不降低服務品質。舉例說，旅行社可向長期顧客提供優惠。旅行社由於熟悉他們的需要，可迅速為他們提供服務，因而節省了成本，顧客又可從優惠中得益。

**略降品質但大減成本(圖三)：**把品質稍為降低但同時令成本大減。旅行社可安排旅客入住三星級而不是五星級酒店，那樣服務水平雖然稍降，但顧客可以較低價錢享用服務，而旅行社大減成本就可獲利更多。

**改善品質(圖四)：**提升服務品質而保持成本不變，那樣只要把價格稍為調高，就既可令顧客得益更多，企業也可賺取更多利潤。旅行社可帶旅客光顧獲「優質旅遊服務」計劃認證的商號，旅客不用擔心買到冒牌貨，服務品質因而提升。

**略加成本但品質大升(圖五)：**成本上升會令價格上調壓力增加，但只要服務質素大幅改善，顧客仍樂意多付錢去購買更佳的服务。旅行社可為日漸富有的旅客提供優質產品，這些產品雖然成本較高，但會帶來更多利潤。

**同時改善品質並減低成本(圖六)：**如能同時提升品質並降低成本，創造出來的價值就更大，顧客和企業的得益也更多，這是最理想的創值模式。安排內地旅客觀賞賽馬可視為這類例子之一。

## 業者經驗

雅達旅運的譚光舜先生表示，他的公司主要經營票務、企業會議展覽及獎勵旅遊；他認為中小型旅行社雖然資源有限，但勝在靈活多變，更能緊貼顧客的需要，提供適切的服務。香港中國旅行社的姚思榮議員則談到，內地旅遊市場九十年代中進一步開放，中旅社銳意改革以迎接競爭，包括開發多元化旅遊產品，擴大分銷網絡，提升員工專業水平等。他們都認為，旅行社無論大小，只要能利用自己的優勢滿足顧客需要，就會有發展空間。

李教授總結說，創造價值是企業營運的基石；做生意應以顧客而不是公司為中心。旅行社要好好掌握顧客的需要，並培訓員工，使他們重視顧客的需要。他建議旅行社別著眼於價格競爭，應該不斷為顧客和企業增值，這樣行業才能健康發展。✎

**Cut cost (Figure 2):** Cost is lowered but quality is not. For example, travel agents may have special offers for long-term customers. In such a way, the customers benefit from the special offers, and the cost of serving them is reduced since the agents understand their needs and less time is needed.

**Reduce quality but reduce cost even more (Figure 3):** Quality is slightly reduced but cost is significantly brought down. For instance, travel agents may arrange 3-star instead of 5-star hotels for visitors so that they can enjoy a slightly inferior service at a lower price and the agents can gain more profit by greatly reducing the cost.

**Improve quality (Figure 4):** If quality is improved and cost remains the same, a small increase in price will bring more benefit to customers and more profit to the company. Travel agents may take visitors to shops accredited by the Quality Tourism Services Scheme so that they do not need to worry about buying counterfeit goods. Service quality is enhanced as a result.

**Increase cost but increase quality even more (Figure 5):** Although an increase in cost will cause upward pressure on price, customers will be willing to pay more so long as quality is greatly improved. Travel agents may offer higher quality products to customers who become better off. The cost of these products is higher but the profit will also be bigger.

**Increase quality and reduce cost (Figure 6):** If quality is enhanced and cost is lowered at the same time, the value created will be higher. This is the ideal mode of value creation since both the customers and the company enjoy more benefit. Treating mainland tourists to horse racing may be considered one such example.

## Trader experience

Mr Tommy Tam of Arrow Travel Agency, specialising in ticketing and corporate MICE business, believed that in spite of their limited resources, small and medium travel agents are more flexible and therefore can pay closer attention to the needs of their customers and provide them with tailor-made services. The Hon Mr Yiu Si Wing of China Travel Service (Hong Kong) told the audience how his company met the challenges following the further opening-up of the mainland tourism market in the mid-1990s through various reforms such as diversifying products, expanding distribution channels and raising the professional standard of staff. Both of them considered that travel agents, big and small alike, can find their niche for development if they make use of their strengths to satisfy customers' needs.

Prof. Lee concluded that value creation is the cornerstone of a business, which should focus on its customers rather than on itself. Travel agents should grasp the needs of their customers, and train their staff to take good care of such needs. He advised that travel agents should keep creating value for customers and for themselves rather than competing on price if the industry is to grow in a healthy way. ✎