

## HKIRC Strategic Plan 2021 -2023

### Introduction:

The Strategic Plan has been updated to reflect a changing market landscape. As the Internet market keeps evolving rapidly, we must recognize that the shifting landscape has resulted in the company having to face greater challenges in achieving excellence. The Plan is to:

- identify organizational challenges and strategic portfolios which can help the team to excel and bring the company to a new height.
- ensure the company operates in a sustainable manner and at the same time taking care the interests of the Internet community and related stakeholders.

The three-year plan highlights our vision, founding mission, our values, and strategic objectives as the guiding principles for the team to overcome barriers, create appropriate solutions, and make best use of resources to meet the challenges ahead.

### Our Vision:

.hk and .香港 are the most preferred top-level domains and the brand identity for Hong Kong residents, companies and organizations. In addition, Hong Kong is a leading city in inclusive, secure, innovative and international Internet and e-Commerce centre.

### Our Mission:

HKIRC is a non-profit-making organization that is committed to providing, and supervising the provision of .hk and .香港 Internet domain names registration, resolution and related services in an uninterrupted, effective, customer-centric and sustainable manner. In addition, HKIRC promotes Hong Kong as an inclusive, secure, innovative and international city for the Internet and encourages the use of Internet and the related technologies.

### Our Values:

In performing its mission, HKIRC is guided by a core values set, including

- (a) Pursuit of excellence
- (b) Effectiveness
- (c) Integrity
- (d) Care
- (e) Innovation
- (f) Leadership

These general principles and values continue to guide the activities of HKIRC. Linked to this core values set, five key strategic objectives were being identified.

## Strategic Objectives

- (1) Organizational Excellence
- (2) Operational Efficiency
- (3) Technological Innovation
- (4) Community Engagement
- (5) Business Innovation and Sustainability

These strategic themes will form and shape the company's direction and business objectives over the forthcoming years. **Organizational Excellence**

Proper corporate governance enables the Board and management to pursue objectives that are in the interests of the organization and its stakeholders, facilitates effective monitoring and encourages an organization to use its resources more efficiently. Transparency, accountability and integrity are key concepts in the promotion of good corporate governance. HKIRC will achieve organizational excellence through three strategic alignments, namely 1) corporate governance and control, 2) openness and transparency, and 3) corporate social responsibilities.

Strategic Focus	Key Success Factors
High standard corporate governance and control	<ul style="list-style-type: none"> <li>• Act in the interests of the Internet community in Hong Kong and the global Internet community, without undue interference by any stakeholders</li> <li>• Conduct governance review as needed to ensure governance and control measures are effective and meet the prevailing market needs</li> <li>• Conduct regular audits on different aspects e.g. security audit, ISO certifications</li> </ul>
Openness and transparency	<ul style="list-style-type: none"> <li>• Conduct activities in an open and transparent manner that ensures wide public access to all relevant information</li> <li>• Balanced attention will be given to the interests of all stakeholders in the local Internet community</li> <li>• Maintain a Consultative &amp; Advisory Panel (CAP) and any other consultative panels as needed</li> <li>• Expand membership base and promote member participation</li> </ul>
Corporate Social Responsibilities	<ul style="list-style-type: none"> <li>• Uphold the rights of data privacy and freedom of speech, of publication, of</li> </ul>

	<p>communication and of religious belief in accordance with the laws in force in Hong Kong in the management and administration of .hk domain names</p> <ul style="list-style-type: none"><li>• Effective use of retained earnings to support community projects, and initiatives that can help to foster the development of local Internet community</li></ul>
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## Operational Efficiency

Operational efficiency is the capability of an organisation to deliver products or services to its customers in the most cost-effective manner but still ensuring the high quality of its products, service and support. In order to attain operational efficiency, an organisation needs to leverage the resources that contribute most to its success and utilizing the best of its workforce, technology and business processes. Three key strategies are formulated, including 1) efficient registration and administration service, 2) effective customer service and 3) comprehensive distribution channel.

Strategic Focus	Key Success Factors
Efficient registration and administration service	<ul style="list-style-type: none"> <li>• Maintain an efficient and reliable registration system together with Registrars</li> <li>• Allow registration to be done through different platforms including desktop computers, mobile devices, tablets, etc.</li> <li>• Operate and maintain a stable, secure and interoperable domain name system which abides by the policies and technical requirements laid down by ICANN</li> </ul>
Effective customer support service	<ul style="list-style-type: none"> <li>• Provide a complaint handling mechanism to address issues arising from domain name registration service and other services provided by HKIRC and Registrars</li> <li>• Maintain domain name dispute resolution process, with reference to industry practice</li> </ul>
Comprehensive distribution channel	<ul style="list-style-type: none"> <li>• Accredited Registrars system to recruit quality Registrars from all geographical locations</li> <li>• Increase distribution channel for customer to register and manage the .hk domain names</li> </ul>

## Technological Innovation

Technology and innovation are key drivers of competitive advantage in today's knowledge economy. No company can stand still under the pressure of competition and rising customer expectations. An organization needs to constantly enhance products and service quality and increase responsiveness to market demand.

As the registry for .hk top level domain names, apart from maintaining a reliable DNS for the community, HKIRC should also understand what kind of innovation is viable, when to innovate and how to do it successfully. Key strategic focus are 1) Demonstrate technological capability and leadership, 2) Pioneering technology innovations and 3) Protect .hk domains against cyber risks.

Strategic Focus	Key Success Factors
Demonstrate technological capability and leadership	<ul style="list-style-type: none"> <li>• Maintain seamless, robust, secure and uninterrupted DNS services</li> <li>• Adopt industry best practice and act as a role model for the industry</li> <li>• Achieve top tier IT infrastructure performance at 99.999% uptime in a year</li> </ul>
Pioneering technology innovations	<ul style="list-style-type: none"> <li>• Constantly explore and introduce new technologies to the local Internet community with the aim to enhance the safety of the HK Internet infrastructure (e.g. DNSSEC)</li> <li>• To be innovative in the provision of new services, and to anticipate and respond flexibly to new technological and market developments which may impact domain name sourcing, registration and usage, e.g. .hk LOCK and .hk WATCH in the past</li> </ul>
Protect .hk domains against cyber risks	<ul style="list-style-type: none"> <li>• Close collaboration with legal authorities, law enforcement agencies and related organisations</li> <li>• Implement measures timely to combat against cyber risks e.g. phishing, faked website, typo squatting etc.</li> <li>• Promote cybersecurity awareness to different stakeholders in the chain of trust</li> </ul>

	such as ISPs, DNS hosting service providers, domain registrars etc.
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## Community Engagement

Community engagement is a process to proactively identify community values, concerns and aspirations with the objective to incorporate those values, concerns and aspirations into a decision-making process or processes. The final goal is to establish an ongoing partnership with the community to ensure that the community's priorities and values continue to shape services and deliverables.

HKIRC understands the importance of engagement with the community and therefore will enhance the connections with both local and international Internet community and contribute to foster Hong Kong as a leading digital city in the region. Key strategies fall into three focus: 1) Promote .hk as a unique brand, 2) Connect to the global Internet community and 3) Community Projects

Strategic Focus	Key Success Factors
Promote .hk as a unique brand	<ul style="list-style-type: none"> <li>• Create added value to .hk domains and build up its branding</li> <li>• Promote local companies to use .hk as an indicator of their presence in HK and the origin of their products and services</li> <li>• Explore individual use of .hk domain names</li> </ul>
Connect to the global Internet community	<ul style="list-style-type: none"> <li>• Collaborate <i>with</i> Internet Corporation for Assigned Names and Numbers. Organization (ICANN), Country Code Names Supporting Organisation (ccNSO), Asia Pacific Top Level Domain Association (APTLD), Chinese Domain Name Consortium (CDNC), Asia-Pacific <i>Internet</i> Research Alliance (APIRA) etc. to understand the development of Internet technologies and bring them to HK if applicable</li> <li>• Actively participate in international Internet organizations including the policy making, decision making process</li> <li>• Host international Internet conference in HK, e.g. APTLD meeting, APIRA meeting, CDNC meeting or ICANN meeting</li> </ul>
Community Projects	<ul style="list-style-type: none"> <li>• Engage the Internet community with different projects e.g. Best .hk Website Award, Digital Market Place,</li> </ul>

	<p>Web Accessibility Recognition Scheme, Cyber Security program to SME so as to promote the adoption of best practices and create awareness of ICT developments.</p> <ul style="list-style-type: none"> <li>Promote HK as an international centre for e-commerce and to encourage for the benefit of the HK community a better understanding and use of Internet and related technology.</li> </ul>
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## Business Innovation and Sustainability

Business innovation is the creation and adoption of something new that generates business value. This includes new products, services, or processes. Business sustainability represents resiliency over time – businesses that can survive shocks because they are intimately connected to the economic, social and environmental systems.

HKIRC aims to achieve these via three strategic initiatives. They are 1) maintaining a balance of the ecosystem, 2) exploring new products and services, and 3) repositioning of HKIRC and HKDNR

Strategic Focus	Key Success Factors
Maintain a balanced ecosystem	<ul style="list-style-type: none"> <li>All stakeholders including the HK government in the ecosystem are well connected and working together closely</li> <li>Maintain a reasonable number of quality Registrars from different geographical locations</li> <li>Enhance the contractual arrangement between HKIRC and Registrars</li> <li>Explore the market potential of the mainland China market and move on with the PRC licensing issue on .hk domain registration at an opportune time.</li> </ul>
Explore new products and services	<ul style="list-style-type: none"> <li>HKIRC to promote security related products and services, e.g. DNSSEC, brand protection, etc.</li> <li>Encourage digital inclusion type of products and services</li> <li>Provide training service and accredit recognized practitioners</li> </ul>

	<p>e.g. accredited practitioner of web accessibility, DNSSEC etc.</p> <ul style="list-style-type: none"><li>• New category of .hk domain e.g. the new category for Great Bay Area.</li></ul>
Repositioning of HKIRC and HKDNR	<ul style="list-style-type: none"><li>• Build up individual identity of HKIRC and HKDNR as the functions of the two companies are different</li><li>• HKDNR: be a role model of using new technology for other registrars</li><li>• HKIRC to actively involving in community projects, help promoting Hong Kong as a ICT hub in the region</li></ul>