



Report from The Board of Examiners

(Gold Award)

評審委員會報告

(金獎)



McDonald's is the world's largest quick service restaurant organization, with more than 30,000 restaurants in more than 100 countries worldwide. McDonald's Restaurants (Hong Kong) Limited was established in 1975. The first McDonald's restaurant was located at Paterson Street, Causeway Bay. Today there are over 200 McDonald's restaurants in Hong Kong, and more than 10,000 McDonald's staff.

Leadership

McDonald's Gold Standard (QSCV Winning Formula), relating to food quality, customer service, cleanliness and value, is well executed by its senior leaders. This includes the excellent deployment of the company's Vision, Mission and Values, setting and communicating clear strategic directions and objectives, promoting transparent, 2-way communication with all stakeholders, to senior leaders spending time "on the ground," at restaurants on a regular basis.

McDonald's shows strong commitment to governance and corporate social responsibility. The company has built a strong structure for compliance, linking global and local channels. Code of Conduct training and certification are mandatory for all leaders and other key positions. Training in Ethics is offered to all staff. The company is systematically involved in community support, including the employment of the disabled and the elderly.

Strategic Planning

McDonald's demonstrates excellence in strategy planning, with well-executed strategy development and implementation. The strategic planning process is structured and rigorous and involves the entire workforce, driven by the leadership team. The company develops its strategic objectives under a comprehensive model, called 4As (Affordability, Accessibility, Authenticity and Appealing). Its strategies are well aligned with its VMV and are holistic in covering all aspects of the business. Strategies and actions are fact-based, leveraging on strong research and consumer insights. Key indicators, such as Key Performance,

麥當勞是全球最大的速食服務機構，在全世界一百多個國家擁有三萬餘家連鎖速食店。麥當勞有限公司創立於一九七五年，首間餐廳位於銅鑼灣百德新街。目前香港已有二百多家麥當勞餐廳，員工人數超過一萬。

領導才能

公司高層領導貫徹了麥當勞對食品品質、客戶服務、清潔和核心價值的黃金準則（QSCV 必勝方案），完滿地落實公司的願景、使命和價值觀，確定並傳遞清晰的策略方向和目標，促進所有持分者的雙向、透明溝通，高層領導定期實地考察餐廳。

麥當勞十分注重公司的管治和社會責任。公司建立起堅實的架構，連結本地與全球渠道。所有領導人員和關鍵員工都必須通過《行為準則》的培訓和認證。公司全體員工都需要接受操守培訓。公司還系統地參與社區支援活動，包括僱用殘疾人士和長者。

策略性規劃

麥當勞有優異的策略規劃，其開展和落實也同樣卓越。策略性規劃制定的程式結構緊密有序，在領導團隊帶領下，所有員工都參與其中。策略的目標環繞 4As（價廉物美、方便快捷、貨真價實、討人喜愛）要求，策略的制定與公司願景、使命與價值觀相一致，考慮了一切營運上可能出現的課題。策略行動規劃都以客觀數據為基礎，充分利用調研和客戶回饋的啟發。關鍵績效、業務穩健狀況、品牌正面形象等重要業務指標定期作全面管理和調整。

客戶焦點

麥當勞十分重視客戶意見，建立多重渠



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Business Health, Brand Health, etc., are managed holistically and updated regularly.

Customer Focus

McDonald's strongly emphasizes the Voice of the Customer. The company has created multiple channels to listen to its customers, both current and potential. These channels cover brand health monitoring, in-depth focus groups, media/digital, as well as mystery shopping, enabling the company to quickly evolve product offerings catering to its customers' changing needs.

The company engages its customers and builds good relationships with a range of localized and customized initiatives, such as various loyalty programmes, dedicated local store marketing, partnerships with local organizations, etc. In addition, Store Managers are empowered to respond to customer feedback within 24 hours.

Measurement, Analysis, and Knowledge Management

McDonald's demonstrates excellent knowledge management. It effectively uses a variety of tools to collect, track, monitor and analyze data and information, sharing knowledge and best practices across various levels of staff as well as strategic partners.

The company is meticulous in measuring and analyzing key aspects of the business, e.g. sales, product mix, quality, customer satisfaction, speed and accuracy of service, staff friendliness, restaurant cleanliness, etc., and benchmarking against set targets, for continuous improvement and innovation.

The company's information technology spans an impressive database of internal and external information, managed with clearly defined requirements and measurements, and founded on accuracy, integrity, reliability, timeliness, security and confidentiality. Disaster recovery plans are thorough and well thought out, with regular drills. The company's "glocalization" approach integrates its global IT resources for the local market.

道，收集現有和潛在客戶的心聲。通過這些渠道，包括品牌正面形象監控、深度焦點訪談、傳統媒體 / 電子渠道，以及神秘顧客等，公司可以掌握客戶多變的需求，迅速提供相應產品，滿足客戶新的需要。

公司經常提供機會讓客戶參與，積極開拓當地化及針對個別客戶群的活動，例如各種提高客戶忠誠項目、充滿本地特色的店舖行銷、與當地組織建立夥伴關係等等。除此之外，門店經理獲授權在廿四小時內應對客戶回饋。

評估、分析和知識管理

麥當勞的知識管理優異，有效地利用各種工具收集、跟進、監測並分析資料和資訊，與不同層級的員工和戰略夥伴共用知識和交流卓越心得。

公司仔細評估和分析業務的關鍵內容，包括銷售、產品組合、品質、客戶滿意度、服務速度和準確性、員工友好程度、餐廳清潔等等；同時注意既定目標的實現差距，從而不斷改善和創新。

資訊技術方面，公司有一套令人欽羨的內、外部資訊資料庫，特色是準確、完整、可靠、及時、安全及保密，管理要求與衡量標準明晰。公司的災後重建方案周密，考慮全面，定期演練。另外，公司的「世界級水準，本地化服務」策略將全球資訊技術資源整合到當地市場當中。

工作團隊焦點

麥當勞成功創造良好的工作氛圍，本著「家人、朋友、靈活適應」的原則，落實「微笑入職、微笑工作、微笑成長」，讓



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Workforce Focus

MacDonald's has successfully developed an excellent workforce environment based on "Hiring the Smile; Keeping the Smile; and Growing the Smile," and engages its people based on the principles of "Family, Friends and Flexibility."

Its hiring practices are on-brand, such as emphasizing attitude over qualifications and offering 3-day on-job evaluation for prospective candidates. Its various employee incentive and award programmes are on target. It strategically offers certain benefits beyond market benchmarks, e.g. longer maternity leave and flexible working hours. It offers excellent training and development programmes for long term learning and career development. High performers are systematically identified and developed. Individual performances and team performances are backed by a strong company Performance Management System.

Operations Focus

McDonald's has built excellent 3-tier work systems, integrating primary restaurant systems (to monitor customer experience), support systems (to supply resources to the primary system), and management systems (to guide the primary and support systems).

Restaurant operations are customized to store level but are reviewed cyclically for improvement. Measurable tools are used to drive operational improvements. Both internal professional inspection and external validation are used.

The company is well prepared for emergencies, with Emergency Control Committee at the restaurant level and Crisis Management Team at the corporate level communicating and working well together.

The supply chain is well managed, building strong strategic partnerships with key suppliers. The quality of service from suppliers is monitored and measured regularly.

所有員工融入其中。

公司的品牌化招聘，強調從業者對資格學歷的態度，獲初步僱用者先進行為期三天的在崗評估。各種員工激勵及獎勵項目十分明確。公司策略地向員工提供優於業界的福利，例如：更長的產假和彈性工作時間；為員工工作良好的培訓和事業發展安排，有助長期學習和職業發展；同時系統地發掘和培養高績效員工；公司有強大的績效管理體系，支援個人和團隊績效。

營運焦點

麥當勞建立卓越的三層作業系統，有機結合首層（監控客戶體驗的）餐廳系統、（向首層系統供應資源的）支援系統，以及（引導首層及支援系統的）管理系統。

每家餐廳的營運都根據個別餐廳的客戶要求定制，定期評估，務求不斷完善。餐廳營運改善依據量化工具，包括內部專業檢測和外部確認。

公司應對緊急事件準備充足，每間餐廳都設有緊急控制委員會，公司則設有危機管理小組，各機構之間合作和溝通良好。

供應鏈管理良好，與關鍵供應商建立堅強的戰略夥伴關係，定期檢測和評估供應商的服務品質。

業績

麥當勞每一年的業績都十分亮眼，其中包括：銷售績效、資產回報、生產力、營運效率，客戶滿意度、參與度與忠誠度，以及員工培訓和參與。



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Results

McDonald's shows excellent business results, year on year. These include sales performance, return on asset, productivity, operational effectiveness, customer satisfaction, engagement and loyalty; staff training and engagement, etc.

McDonald's has clearly demonstrated its strong commitment to quality. Its strong leadership, planning, customer focus, workforce focus, knowledge management and Operations Focus all contribute to a well-managed organization that delivers on its promise on food quality, customer service, cleanliness and value.

注重品質在麥當勞清晰可見。堅決的領導、策略規劃、客戶焦點、對員工團隊的關心、對知識和流程的管理，一起構築一間致力於食品品質、客戶服務、清潔和有價值觀的優秀企業。