



Report Summary

(Gold Award)

報告摘要

(金獎)



McDonald's is one of the most well-known and successful brands in the world. Today, we operate over 33,500 restaurants in 119 countries, serving nearly 68 million customers every day with our QSCV Gold Standard - quality food, superior service, clean and welcoming environment and great value.

In the past 37 years, McDonald's Hong Kong has been customers' First Choice by having the highest market share.

We may be a small market in respect of size, but Hong Kong surpasses many of the big countries as one of the most successful markets within the McDonald's system. With over 230 restaurants across Hong Kong, we now serve over 1 million customers per day and maintain the highest number of transactions in the McDonald's world.

On our road to success, glocalization has been one of the key driving factors. In addition to our strength as a global brand with a comprehensive system that focus on delivering consistent quality food and services, we always take one step further to stay relevant to Hong Kong consumers.

Leadership

Leadership in McDonald's is not just about setting the right principle in place. Every company has a mission, vision and values. But it's one thing to elaborate them, and it's another to live by them - each and every day. In Hong Kong, we do not just live by our values, but also passionate about going beyond, and finding ways to make the spirit of the principles come to life in new and compelling ways.

These principles are now in the hands of leadership team that is composed of local talents, the first time it has ever happened in McDonald's Hong Kong's history. Our local team not only exemplifies our commitment of growing home grown talent, it also ensures our strategy stays relevant to local market dynamics.

We strongly believe in our 3F Motto:

Fun – provide an enjoyable working environment for our employees

Provided by McDonald's Restaurants (Hong Kong) Limited
本報告摘要由麥當勞有限公司提供

麥當勞是全球最著名和成功的品牌之一，現時我們在一百一十九個市場擁有超過三萬三千五百間餐廳，每日以麥當勞的黃金標準，為接近六千八百萬位顧客提供優良品質、快捷服務、清潔環境和超值享受。

在過去三十七年，香港麥當勞已成為顧客的首選餐廳，在市場上擁有最高的佔有率。

香港市場雖屬彈丸之地，但我們的業績卻超越不少大城市，在全球麥當勞中可謂表表者。香港現時有超過二百三十間麥當勞餐廳，每日服務超過一百萬位顧客。乃全球麥當勞交易人次之冠。

我們成功的秘訣就是要做到「世界級水準，本地化服務」。麥當勞的優勢是既擁有國際級品牌的完善優質管理系統，卻同時兼顧本港顧客的喜好和需要，推出迎合他們的食品 and 服務，以貫徹我們「以客為先」的宗旨。

領導才能

領導才能在麥當勞而言並不單是制定策略，謹守目標，願景和價值觀，而是推動對目標執行的熱忱。我們的領導團隊鼓勵創新，求變，超越自我。

為貫徹我們「世界級水準，本地化服務」的宗旨，我們致力注入本地化元素以迎合顧客的喜好。現時我們就自豪地擁有一個完全由香港人組成的管理團隊，為香港麥當勞創立以來的首次。



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報告摘要

(金獎)

Firm – stay firm on doing the right thing for our people and our customers

Fair – nurture an open and honest work culture based on integrity, teamwork, and respect for each other

To ensure alignment within the organization, proactive communication is key. Our leaders would meet regularly to ensure we are on top of our business each and every day, and communicate all significant messages and action plan to all our internal and external stakeholders. Reward and recognition is as important as open communication and therefore outstanding performance is always recognized in an open manner.

Strategic Planning

Our Strategic Business Planning Process is called the PLAN TO WIN process. This annual process involves all cross-functional leaders. We would formulate a 3-year strategic plan, 1-year execution plan, and a quarterly review process. The process is driven by intensive considerations of market dynamics, business and brand health, customer trends, competitive advantages, and an opportunity analysis to guide business priorities and resource allocation.

Our strategic roadmap is also based on our unique 4As model, namely Affordability, Accessibility, Authenticity and Appealing.

For strategy implementation, it's driven by a continuous cycle of measurement of the key business and brand health metrics, which are reviewed in meetings at different levels, from the store all the way through management. Based on the results and evaluation during reviews, the plan is fine-tuned to ensure continuous success.

Customer Focus

Listening and engaging to consumers is central to McDonald's. We always put customers in the driver's seat by listening to them, engaging with them and building relationship with them.

We have a holistic approach to listen to both current and potential consumers, comprising regular brand health monitoring, in-depth

我們的本地管理團隊一直堅持三大理念：

歡樂：致力為員工建立一個愉快的工作環境，才能令他們真正做到「以心待客」

堅持：只要是對員工和顧客有利的事，我們都必須堅持完成

公平：以誠實、團結和尊重的態度建立一個開放而公正的公司文化

為了確保公司上下貫徹實行我們的理念，管理層會定時會面檢討，然後將主要的訊息和執行重點跟員工和外部的相關單位進行溝通。

另外，獎勵和認同一樣重要，因此我們一直採取公開的態度，對傑出表現的同事予以嘉許。

策略性規劃

麥當勞透過獨有的 PLAN TO WIN 模式籌劃業務，分別釐定出三年策略計劃、一年執行計劃和季度檢討。此模式以市場動態、業務及品牌效益、顧客消費趨勢、競爭優勢和機遇分析為基礎，協助公司訂定業務發展重點和資源分配。

我們根據獨有的 4As 模式制定策略，從創業時採用的「價廉物美」、到「方便快捷」，以至現時推行的「貨真價實」和邁向「討人喜愛」四大範疇。

在策略執行方面，我們有持續的系統量度主要業務和品牌效益，並會將資料在營運和管理會議中檢討，得出的結果會用作調



Report Summary

(Gold Award)

報告摘要

(金獎)

focus groups, daily media and digital opinions tracking, and mystery shoppers. This complete customers intelligence ensure that we are sensitive to the voice of our customers and the ever-changing market dynamics. At the restaurant level, we have a dedicated Local Store Marketing Team to build relationship and connect with our customers, which is unparalleled in the quick service restaurant industry.

In terms of service offerings, we strive to broaden our scope of service to meet the changing needs of customers. For example, we have a variety of party services tailored for different groups of customers. To further engage with our loyal customers, we have launched two loyalty clubs, the Mother's Club and McFun Club with special membership offers and dedicated fun-filling activities to strengthen their loyalty. Today the two clubs together have over 200,000 members.

Measurement, Analysis, and Knowledge Management

Performance measurement forms an integral part of McDonald's operations and business development. We have a thorough data collection system in place where a comprehensive set of data, including those related to business, costs, operation excellence, staffing and productivity is collected at each of our over 230 restaurants every day through the Point-of-Sales System and the Store Management System. With the comprehensive data presented and the analytical review conducted on a daily basis, management has a full and up-to-date picture of our performance, enabling any adjustments of our business actions to be made swiftly. Together with the consumer insights gathered from customer surveys and focus groups, we can systematically derive evolving customer needs and market trends for us to identify business opportunities and formulate the right strategy for further business growth.

Workforce Focus

As our Founder Ray Kroc said, "None of us is as good as all of us". People development has been part of our heritage and one of our core values. We believe that only happy employees make happy customers. Therefore, we strive to nurture an enjoyable

整業務計劃，務求達致最大效益。

客戶焦點

聆聽和聯繫顧客一直是麥當勞的核心理念。我們的策略均以顧客為主導，透過聆聽他們的需要與緊密聯繫跟他們建立更密切的關係。

我們不時全方位地搜集顧客的意見，從而掌握最新市場脈搏，當中最特別的是擁有行內獨有的業務推廣組，專責在餐廳層面與顧客建立互動關係。

另外，我們亦致力擴闊服務範圍，以滿足顧客不斷轉變的需要。例如我們的多元化派對服務就照顧各個顧客層。而為進一步加強與顧客之間的聯繫，我們創立了「媽咪會」和「麥樂會」，為超過二十萬名會員提供各項優惠以建立與目標顧客的長遠關係。

評估、分析和知識管理

麥當勞非常重視營運和業務發展的表現評估。我們設有完善的數據系統，每日在超過二百三十間店收集重要資料，包括：銷售額、顧客人次、食品和員工有關的數據，讓管理層全面掌握最新業務表現，方便適時調整短期業務計劃。這些數據加上從顧客調查中所得的意見，讓我們能有效地分析出顧客需要和市場趨勢，從中發掘商機。

工作團隊焦點

正如我們的創辦人 Ray Kroc 所說：「None



Report Summary

(Gold Award)

報告摘要

(金獎)

workplace that is full of opportunities to grow and develop to attract and retain talents. Our differentiation comes from our Employee Value Propositions which is best articulated by Friends and Family, Flexibility and Future.

We are dedicated to growing home-grown talents and give them every support to develop a career in our restaurant system. We provide our employees, most of them started as crew members, with continued education and lifetime learning opportunities, including scholarship and training programmes which are accredited at various local universities. To ensure that we have a strong talent pool to build long-term business success, we have created target talent management programmes such as High-Potentials Development Programme and Top Talent Development Programme. These programmes aim at speeding up the growth of our high potential employees, providing them with intensive tailor-made training and development courses and exposures.

Operations Focus

McDonald's core competence resides in operation excellence. To achieve this, we have a set of twelve systems that work together to ensure customers' and employees' satisfaction. Among them, three of them are primary systems including production and service which directly impact the customer experience in our restaurants; six of them are supporting systems involving safety, people and training, that support the primary system, and the other three are management systems. These systems are complemented by a robust individual store level improvement process, which composes of announced and unannounced reviews of every aspect of our operations, thereby ensuring that we always maintain an unparalleled level of standard.

To further enhance our system, we introduced three new initiatives focusing on driving product quality improvement, customer services and restaurant leadership.

The first initiative is the "Across the Counter Quality Check Programme" where we mobilize our entire workforce to become Quality Ambassadors. They will visit our restaurants on a

of us is as good as all of us」。因此人才發展一直是麥當勞的傳統和核心理念。我們深信只有開心的員工才會有開心的顧客，所以我們一直致力建立一個愉快而充滿機會的工作環境，以吸引和挽留人才。當中我們最突出之處就是推出了三大「僱員價值定位」，包括：凝聚友共情、靈活有彈性和為你創前程。

我們全心全意培訓本地人才，為他們創造全面的發展階梯。從基層培訓，以至持續及終身學習機會，甚至提供獎學金和各大院校的學分認證計劃，目的在培養龐大的人才團隊，作為長遠業務發展的基石。我們亦會經常公開表揚有傑出表現的同事，更有培訓計劃，旨在發掘優秀人才重點培育，包括：High-Potentials Development Programme 以及 Top Talent Development Programme。

營運焦點

麥當勞的優勢建基於對優質營運的追求。而為達到此目標，我們共設有十二個系統，互相緊扣以滿足顧客和員工的需要。當中三個為基本系統，直接影響顧客在餐廳的體驗；另外六個為支援系統；最後三個為管理系統。這些系統管理是為提升每間餐廳的營運水平，務求時刻達到最優質標準。

為進一步提升系統，我們特別推出了三個計劃，全力改善產品質素、顧客服務和餐廳管理。

第一個計劃為「Across the Counter Quality



Report Summary

(Gold Award)

報告摘要

(金獎)

regular basis and provide feedback to the Operations team for continuous improvement.

Secondly, it's our "Hostess Programme". Our hostesses do not just provide the best service to our customers, but they are also elevated to act as our Brand Ambassadors, bringing magic moments to our customers during their restaurant visits, and building brand connection with them.

Finally, our "Be a Real Boss Programme" empowers our Restaurant Managers to be entrepreneurs and challenges them to attain execution perfection and to grow our business to a new level.

Results

With a team of talented and dedicated home-grown employees, a set of comprehensive system and a sound customer-driven strategy in place, we are proud to have achieved impressive results. Financially, our sales and income have both significantly exceeded our targets. At the same time, we have also been growing our network aggressively and healthily to make our restaurants more accessible to our customers. Our number of restaurants is at record high, and all our brand extensions have been growing at an exceedingly fast pace. The engagement score of our employees has reached an all-time high, evidencing that we have the most committed and dedicated employees. We continue to provide the best-in-class service to our customers with higher customer satisfaction and customer engagement over the past few years. Our important brand health indicators have all been trending up.

While we take pride in our extraordinary results, we never stay complacent and would continue to innovate for growth and dare to challenge the status quo.

Moving forward, we are confident that by staying green and innovating new ways to further ignite our upward momentum, we can bring our business to new heights and in the process continue a cycle of organizational development and quality improvement that will enable us to continue to lead our industry.

Check Programme」，所有員工包括寫字樓同事化身成為優質大使到訪各餐廳，細心觀察然後向營運團隊反映他們的意見，以作出改善。

第二個計劃為「Hostess Programme」，由我們的業務推廣組擔任品牌大使為顧客提供最貼心的優質服務。

最後就是「Be a Real Boss Programme」計劃，向餐廳經理灌輸企業經營的概念，鼓勵他們不斷挑戰自己，爭取更佳的營運表現。

業績

憑藉出色的員工、完善的系統和以本地顧客為主導的策略，我們成功取得理想的業績。銷售額和收入均超出目標，同時我們亦不斷積極拓展餐廳網絡，令顧客可以更方便地享受到我們的美食和服務。與業績平衡發展，我們的品牌效益亦在近年穩步上揚，證明香港麥當勞在多方面都能滿足顧客的高要求。

雖然我們對卓越的成績十分滿意，但我們絕不會就此滿足，並繼續求變求進。

展望未來，我們有信心可以透過不斷的創新精神令業務更上一層樓。作為市場領導者，我們在過去三十七年曾屢創先河。日後我們會繼續以此為目標，為顧客帶來更多驚喜。