



Report from The Board of Examiners (Silver Award) 評審委員會報告 (銀獎)



THE LANGHAM

Hong Kong
香港朗廷酒店

The Langham, Hong Kong (TLHKG) is the flagship hotel of Langham Hospitality Group (LHG) in Hong Kong. TLHKG is the management company of Langham Hospitality Investments Limited, a wholly-owned subsidiary of Great Eagle Holdings Limited. “Know Our Guests, Build Great Memories” is the vision for all members of LHG while “Always in Style” is the mission of TLHKG. The group as a whole has demonstrated itself as a good TQM example to the hospitality industry.

Leadership

TLHKG has deployed the Vision-Mission-Value (VMV) to stakeholders effectively with support of Senior Leaders. The eight Values (One Team, One Dream; Surprise Our Guest; Be Curious; Connect from the Heart; Better Everyday; Forever Young; Celebrate Success; and Communicate, Communicate, Communicate) define the company's culture and form the basis for every employee to follow. The Senior Leaders ensure VMV, strategies, organizational performance and innovation opportunities are translated into action plans and practical projects. Q. League Strategic Team, Innovation Strategic Team, CONNECT program and Advanced Program for Executives (APEX) system have been set up to facilitate sustainable development and succession planning.

A well-structured governance system is in place to achieve high ethical behaviour. The company has assigned a dedicated environmental manager to lead the Green Team in implementing various environmental initiatives and has focused its community support for underprivileged children.

Strategic Planning

TLHKG has adopted a six-phase strategic planning process based on a tool for auditing an organization and its environment, SWOT analysis, and four key business plans are developed to meet the strategic objectives. TLHKG has formulated the short and long term actions to address the business needs, which are aligned with the strategic objectives. Action plans are effectively communicated to its workforce and are being implemented in all departments. Different programs and awards are set up to tap innovative ideas, recognize and link to improvement projects.

Key Performance Indicators (KPIs) have been set to track performance outcomes. The company has conducted comparative data and benchmarking studies for performance projections, which enable the company to develop agile tactical actions.

香港朗廷酒店 (朗廷) 是香港朗廷酒店集團的旗艦店。朗廷酒店集團是朗廷酒店投資有限公司的管理公司，亦是香港鷹君集團有限公司旗下全資擁有的子公司。朗廷酒店集團全體員工的願景是「想客人所想，創美好回憶」，而朗廷酒店的使命則：「朗廷型格魅力 時刻由我演繹」。集團酒店業界全面優質管理的企業典範。

領導才能

香港朗廷酒店為其持份者有效地實踐他們的其願景 - 使命 - 核心價值，管理層對之予以大力支持。八大信念「同一夢想、創造驚喜、探索無界、由心而發、天天求進、心境常青、共享成就、溝通溝通」構成朗廷風格服務文化，是每位員工必須遵守的基礎要素。高層領導的任務，是確保將願景 - 使命 - 核心價值、策略、組織營運和創新機遇轉化行動計劃和實踐項目。朗廷成立了優質聯盟策略團隊、創新策略團隊、CONNECT計劃和行政人員深造課程，推動持續發展和繼任規劃工作。

朗廷制定了全面優質管治系統以實行企業社會責任。其任命環境經理，專職領導環保團隊實施多個環境項目，其社區支持的重點則放在貧困兒童群體之中。

策略性規劃

朗廷採用了SWOT分析法設計的六段策略規劃程序，制定了四份重點業務規劃，以此達成其策略目標。為了應對業務需求，朗廷還制定了符合策略目標的短期和長期規劃。公司有效地向員工傳達策略規劃，並在所有部門中實施。通過多個項目和獎勵方式，鼓勵創新理念，嘉許改善項目。

朗廷還制定了關鍵績效指標，以監察其績效成果。朗廷還開展了績效預測的比較數據和基準研究，從而可以採取靈活的策略性規劃。



Customer Focus

The company effectively makes use of Customer Life Cycle to reach out to its former, current and potential customers and through different listening methods to communicate with customers. All the voices are collected, analyzed and translated into specific actions for improvement. The MD's cocktail sessions and a unique loyalty program that is backed by social media platforms are used to forge stronger bonds with its customers. A unique Guest Experience Management System (GEMS) is effectively used for customer engagement. The company has well-defined response standard in the complaint handling process.

Measurement, Analysis and Knowledge Management

TLHKG has established a performance management system in five Key Results Areas, namely Service and Guest, Finance and Market, Workforce, Process, Leadership and Sustainability. The Departmental KPIs and the Action Plans are aligned with Hotel Overall KPIs. It sets "Target" as the goal and "Stretch" to drive for best performance. Regular meetings are organized to review and formulate improvement actions. Tracking mechanism is in place and customer feedback and data are effectively used for management decision.

Knowledge in terms of standard procedures, codes and regulations are successfully deployed to its workforce, suppliers, partners and collaborators. The company demonstrates strong capability in IT application with over 40 IT systems integrated to support operation. Business continuity plan, back up and restoration strategy plan and shutdown drill practices are in place.

Workforce Focus

The company has well established recruitment, training and staff engagement systems. The Strategic Teams and Langham Logic Teams ensure core competencies are integrated into company culture and work processes. The health and Safety Committee is established to monitor related policies and progresses with well-defined parameters.

My Colleague Survey is conducted to analyze staff engagement and satisfaction level. PRIDE Appraisal System and KPI System support the workforce performance management and are used to encourage high performance. A Learning and Development System is in place to align employee learning and development with company's requirements. The company has implemented their succession planning for management and leadership positions through the APEX Program.

客戶焦點

朗廷有效地利用客戶生命周期接觸過去、現時和潛在的客戶並通過多個聆聽渠道去與他們溝通。對收集到的所有顧客意見進行分析，藉以建立相應改善計劃。通過舉辦總裁酒會，透過社交媒體平台以實行顧客忠誠計劃，加強與客戶之間的聯繫。朗廷的顧客體驗管理系統，更可以提升顧客的參與度。另外，酒店還投訴處理程序制定了高效明確的回應標準。

評估、分析和知識管理

朗廷制定了一個涵蓋五大主要結果領域的績效管理系統，即服務及顧客，財務及市場、工作團隊、工作流程、領導才能和持續發展。每個部門的關鍵績效指標和行動規劃與酒店的總體關鍵績效指標一致。以酒店總體關鍵績效指標中的「年度指標」作其目標，將「優越指標」作其最佳績效的驅動力。定期組織會議以審查及制定改善行動。建立追機制，在管理決策的過程中，有效利用顧客提供的意見和資料。

標準程序、守則和管理規定方面的知識成功應用於工作團隊、供應商、合作夥伴和協作伙伴。資訊科技應用亦有很強的實力，在其支援作業中整合了四十個資訊科技系統，並設有業務可繼續運作方案、支援和恢復系統運作的策略方案和系統關閉實習。

工作團隊焦點

朗廷確立了良好的招聘、培訓和員工參與制度。策略團隊和朗廷思維團隊的責任，是確保將核心競爭力結合到公司文化和作業程序之中。朗廷並成立了健康及安全委員會，以明確的指標監督相關的政策和程序。

朗廷進行「我的同事」意見調查，分析員工的參與度和滿意度。僱員工作表現評核制度和關鍵績效指標系統，用於支持員工績效管理，鼓勵員工的高績效表現。制定學習和發展系統，根據酒店的要求實現員工的學習和個人發展。朗廷亦通過其行政人員深造課程，推行了管理和領導職務的承繼計劃。



Operation Focus

The company's work processes are in line with the hotel's Mission. The work processes are implemented in the form of 280 standard operating procedures to provide clear guidance to employees. The compliance of work processes are monitored through a comprehensive range of assurance exercises and audits.

Cost control is executed with support of Daily Revenue Report, Monthly Profit and Loss Analysis and KPI Review Meetings. The Think Pink Portal, a key component of the Innovation Management Model, saves all ideas for review and winning ideas are implemented, recognized and rewarded.

Results

TLHKG has exhibited steady business growth in gross operating profit. It has also shown good results in process effectiveness and efficiency, supply-chain management and its overall mystery assessment performance.

For customer-focused results, the company has shown downward trend of complaint rate and good customer satisfaction results comparing to its principal competitors. For workforce-focused results, it has lower turnover rate comparing to other hotel groups and has recorded increase in compliments from customers and improved employee satisfaction.

The company has demonstrated a good track record in strategy implementation results including high-end corporate accounts, banquet & MICE, having also been awarded a second Michelin Star for one of its restaurants. In the past three years, the company has won numerous awards on quality service, green contribution, customer service, operation and management, which demonstrates its commitment to excellence in services.

營運焦點

朗廷的工作程序符合酒店的使命要求。工作程序的實施過程包括 280 個標準營運程序，向員工提供清晰的指引。通過一系列全面的保障練習和審核，監督員工對工作程序的遵守情況。

在實施成本控制工作的過程中，還結合了「每日收入報告」、「閱讀利潤和損失分析」以及「關鍵績效指標審核會議」方法。「妙想粉紅」是其創新管理模式中的重要組成部分，它的功能是收集所有的觀點，對其進行審查，並對最終獲勝的觀點予以實施、表彰和獎勵。

業績

朗廷的運營利潤展示了持久的業務增長，在程序效果和效力、供應鏈管理以及總體匿名績效評估方面，也體現了優秀成果。

在客戶焦點結果方面，朗廷的投訴率比其主要競爭對手更低，顧客滿意度更高。在員工焦點結果方面，其員工流失比例亦比其他酒店集團低，顧客的好評增加，員工的滿意度亦有所提升。

朗廷在策略實施結果方面，展示出良好的跟進記錄，包括高級企業客戶、宴會和所有議會展覽等業務。酒店內的一家餐廳還獲得了兩星米芝蓮評級。在過去的三年中，酒店在多個領域中獲獎無數，包括品質服務、環保貢獻、顧客服務、營運和管理範疇等，充分彰顯其對卓越服務的承諾。