



Provided by Ovolo Hotels
本報告摘要由 Ovolo 奧華酒店提供

Ovolo Hotels' vision is 'Shiny Happy People All Around'. This vision is manifested through a 3 tiered mission 1) making guests' lives effortless so that every day shines; 2) ensuring happy and productive workplaces for employees; and 3) making meaningful contributions to people and society, while delivering outstanding value to all stakeholders.

Management have set and implemented the vision, mission and values of Ovolo through fostering an open, active work environment with a fairly flat reporting structure that allows time for frequent brainstorming sessions and quick decision making in a startup type atmosphere. The company takes an active role in society through management and staff participation in monthly CSR activities.

Ovolo operates comprehensive employee induction programs, including leadership direct involvement from initial interviews through operational training. Management help each employee set annual personal development goals alongside business objectives. Departments are encouraged to work together. Performance expectations are communicated on annual and weekly basis.

Ovolo maintains detailed manuals for all aspects of our operations which cover all environmental, health and safety compliance issues. Staff receive regular training updates to ensure they are fully aware of the latest requirements. Management are informed by duty officers of any daily exceptions that occur to SOP, ensuring prompt follow-up.

Ovolo's strategy is nimble and adaptable. Recognizing that the demand for short-term stays in Hong Kong far outstripped the supply, the company transitioned the core business from serviced apartments to hotel properties in 2011. This enabled Ovolo to take advantage of the surge in tourist and business arrivals, and helped compensate for softening demand for serviced apartment stays.

Expansion strategy minimises risks through leveraging the appreciating value of upgraded properties to support new ventures. This enabled Ovolo to grow from one successful Hong Kong property to seven in quick succession.

Ovolo investigates opportunities for converting properties in a variety of geographies into signature branded residences. Different to others, Ovolo directs designers to develop hotels within their existing

閃亮快樂，以人為本一向都是 Ovolo 奧華酒店的使命，而此使命則分為三部分：1) 致力提供寫意的生活空間，讓顧客每天盡享多采多姿的生活；2) 令團隊擁有快樂而高效率的工作環境；3) 對公眾與社會作有意義的貢獻。

管理團隊以品牌的使命為藍本，透過開放及積極的工作環境，充足的構思時間及準確的決策能力，令團隊成員的工作效率不斷提升。此外，公司亦熱心於公益活動，每月一次讓員工參與不同的義工服務。

Ovolo 奧華酒店為所有新加入的團隊成員提供全的在職培訓，包括品牌介紹，業務技巧訓練和領導才能培訓等。管理團隊更為每位團隊成員定下個人年度發展方向及目標，以致成員能有個人發展的同時公司亦能得到業務的最大益處。管理團隊對成員工作表現的期望亦會於每年度和每週定期溝通。

各方面的營運資訊包括環保，健康及安全達標等範疇都詳細記錄於公司指引中。公司為在職團隊成員進行定期培訓，確保他們充分了解營運的最新標準。於酒店日常營運中，如有任何特殊情況發生，值班成員須向管理團隊匯報以確定事件得到及時跟進。

Ovolo 奧華酒店的營運策略靈活有彈性，隨著旅遊業於香港的發展日益蓬勃，公司於二零一一年把業務重心由服務式住宅轉移至酒店行業以滿足市場需求。

我們的擴展策略是通過物業升價能力及價格而進行買賣行動。這不但令其投資風險減至最低，亦成功把品牌旗下的香港物業擴增至七間。

Ovolo 奧華酒店不斷於世界各地物色具潛力的物業，然後再改建為品牌旗下的住宅或酒店，造



architectural structure, as in the retention of industrial style and fitting in the new Ovolo Southside. Seeing early that the Wong Chuk Hang area was regenerating from industrial to a cultural and business district, Ovolo became first to market with a warehouse conversion hotel in Hong Kong.

Within the properties, project and financial teams ensure resources are available, while always working towards greater efficiencies. The organization is sustained through intra-company networking events and retreats that address communication skills and nurture new business ideas across departments.

Ovolo uses its understanding of today's traveller to eliminate common barriers and points of annoyance in hotels for its customers. The headache of high incidental charges is removed by an all-inclusive service package that includes Daily Breakfast, Wi-Fi, all-day drinks and snacks, minibar and more for free. Travel planning is made hassle-free thanks to flexible timing check-in and check-out rules and readily available free self-laundry, allowing light packing. There are no access restrictions, with 24/7 executive lounge and gym available to all. Even guest e-devices are thought of with intuitive room designs that keep multiple sockets and adapters within reach for easy charging. It all adds up for a uniquely effortless hotel experience that is supported by highly personalized guest service.

This offering is continually updating based on customer research. Seeing the increased importance of guest Wi-Fi, Ovolo this year updated its speeds and also became the first hotel group in Hong Kong to provide city-wide access to Wi-Fi hotspots.

Guest satisfaction is closely monitored using both in-house survey and 3rd party software collecting all online customer views. All data is collected and analyzed monthly. Within property, in-house Ovolo Ambassador and Management teams develop close customer relationships, respond to all guest concerns within 24 hours and even allow direct contact to our COO for any feedback.

Ovolo survey every guest upon checkout and respond personally to all feedback. This feedback is compiled weekly for review in operations meetings. Interaction with guests is further maintained by growing social media followers and readers of the OMG e-newsletter. Particular attention is paid to comments regarding the

就 Ovolo 奧華酒店，維持原本的工特色並迎合新 Ovolo 奧華 - 南岸主題。鑑於早前黃竹坑已開始被轉型發展為一個文化和商業地區，Ovolo 奧華酒店成為香港市場首個以工改建成的酒店。

在管理眾多物業之中項目及財務團隊須確保資源充足，同時保證高效率的運作，另外，此機構透過公司內部的網絡聯誼活動從而提升部門之間的溝通及歡迎更多新的經營意見。

Ovolo 奧華酒店利用對現今旅客的認知，致力改善顧客對傳統酒店的顧慮和煩惱。其中最令旅客擔憂的包括大大小小的雜費，而 Ovolo 奧華酒店則提供一律免費的特色服務，包括早餐，寬頻上網，多項小食及飲品，房間內設酒吧等。另外，彈性入住及退房時間，免費自助洗衣，彈性的出入時間，24 小時開放的 Lounge 及健身房，一律免費提供給入住的顧客。除此之外，所有客房亦設有多種高科技的電子產品及數個插座和轉接器，提供更方便快捷的充電的服務。以上所供應的特色免費服務為客人提供寫意無憂的酒店體驗，營造高度個人化的旅遊經歷。

所有服務基於市場調查來切合顧客所需，亦會定時的不斷更新。隨著顧客對 Wifi 上網的急切需求，Ovolo 奧華於本年把其上網速度升級，更成為香港首間酒店提供全城 Wifi 熱點。

本公司以內部問卷及外來的軟件來收集顧客對是次酒店住宿的評價並量度他們的滿意度。所有資料及數據則每月由專人收集及分析。當值的酒店經理和前台同事會與客人建立緊密的關係，所有對客人的回應將於二十四小時內答覆。客人甚至可以直接聯絡營運總裁表達意見。

在每一位客人退房時，我們將會發送問卷給他們，收取寶貴意見。收集的評語將於內部週會上



unique amenities of each hotel, so that Ovolo may optimise their attractiveness and distinctiveness of each facility.

By analyzing changes in traveler behavior Ovolo innovate and reach more market segments. Ovolo measured the purchase journey on their official website and made adjustments to minimize drop-out rates and maximize bookings. As a result ovolohotels.com now receive 30% more direct bookings from mobile devices.

Each property is assessed each month against its budget, revenue and Trip Advisor ranking targets. Third party software is further used to collect customer ratings across many platforms to benchmark performance against competitors. Each staff person is responsible for a portion of these targets, tailored to each's specific role and responsibility. Ovolo's targets for occupancy rates are consistent with market averages in Hong Kong, but we aspire to higher overall customer satisfaction ratings than our peers. Four of our hotels are ranked in the Top 40 of the 700+ pool of Trip Advisor-rated Hong Kong properties and our three Australia hotels rank 6, 21 & 27 respectively.

Unlike traditional hotel chains who are pure operators, as owners-operators Ovolo have the freedom to sell an experience, rather than just a room. Building on this concept the company recruit staff from outside the hotel industry, who bring with them a unique perspective and fresh ideas. In a crowded market, thinking outside the box is essential to allow to standing out.

HR recruit and mould productive team members through a measured training program. Staff are rewarded through recognition programs, including education allowance, annual awards and performance awards. Ovolo further encourage enrolment in programs offered by POLYU School of Hotel & Tourism Management and support staff attending conferences and seminars to develop a greater understanding the hospitality industry.

Ovolo prioritise internal promotions and nurture career development, including transferring staff between departments to develop multiple skills and experience. Recruitment is handled by a complete HR team, performance is monitored weekly, and appraised yearly to fall within company guidelines. This is reflected through positive guest feedback and continued ability to promote from within.

討論，從而改善我們不足的地方。除了前線成員與客人的第一身互動外，我們網上社交媒體的追隨者亦逐漸增加，而品牌每月發佈的電子通訊OMG亦是公司與顧客的重要溝通渠道之一。其中各酒店內最具迴響之處莫過於由外國運入的名牌護理產品，令酒店的配套及設施更具吸引力。

本公司不斷關注遊客對旅遊的需要，因此幫助品牌接觸更大更廣的市場。我們一直密切留意著 Ovolo 奧華酒店的官方網站，盡量減低其退訂率及增大房間預訂的數目。除著智能手機普及，Ovolohotels.com 現已增加百分之三十的直接預訂率。

每間酒店因應每月的財政預算，收入及 TripAdvisor 的排名來評估表現。而外來的軟件則用於其他網上平台，收集客戶的評價及監察競爭者的動向及表現。Ovolo 奧華酒店的入住率與市場上的酒店相若，但我們以顧客的滿意度為更高的目標。在 TripAdvisor 評價的七百多間酒店中，我們的四所酒店一直都位於香港酒店排名的頭四十名內，而另外三所澳洲酒店則排名於第六、二十一及二十七。

Ovolo 奧華酒店與其他大型連鎖酒店不同的是我們不只僅僅售出房間，而是一次住宿體驗。來自世界各地及不同工作背景的團隊成員令 Ovolo 奧華酒店的特色更加鮮明，亦為酒店營造出一個獨特和新鮮的工作和入住環境。

人力資源部透過培訓計劃來招聘及培訓員工，工作上被認可的員工可獲公司發放的獎賞金，其他團隊成員優惠更包括進修資助，年度獎項及良好表現獎，公司更鼓勵員工參與由香港理工大學酒店及旅遊管理科舉辦的會議及研討會，令大家加深對酒店業的認識。

本公司提供內部晉升及職業培訓的發展機會，包括內部調職，從而訓練團隊成員不同的技能及累



Overall, staff are empowered to take responsibility and ownership. We stand behind every action, we don't make empty promises. Transparency is paramount and innovation is the key to Ovolo's success.

This commitment to maximizing productivity has been extended to our internal operations. Ovolo have pioneered a hotel management system by completely reconfiguring it to streamline processes, giving all departments' immediate access to the information required to make strategic decisions swiftly for each property. As a result sales and operations team save substantial time on admin, and direct focus to guests and clients.

Staff furthermore stay in and test every room to experience what guests do. This innovation was key in Ovolo's decision to become an all-inclusive hotel brand, breaking away from tradition by providing complimentary breakfast, wifi, laundry, minibar, and networking opportunities through happy hour drinks.

積更多的工作經驗。除此之外，人力資源部負責處理日常的招聘事宜，每年亦會定期進行績效評估。

總括來說，每位團隊成員都擁有不同的責任及崗位，而高透明度及豐富的創意力則帶領公司走向更成功之路。

Ovolo 奧華酒店亦開創了一個新的酒店管理系統，團隊成員需試住本公司的酒店，從顧客的角度清楚了解他們的需要。令 Ovolo 奧華酒店別樹一格的當然少不了品牌體貼的特別免費服務，包括早餐、wifi、自助洗衣及迷你酒吧，每晚六時至八時的歡樂時光更提供免費小食及飲品，為旅客提供一個結識新朋友的機會。