

# Merit Award – Marco Polo Hongkong Hotel; Gateway Hotel; Prince Hotel 優異獎 – 馬哥孛羅香港酒店；港威酒店；太子酒店

## Report from the Board of Examiners

Located next to the Victoria Harbour front in Tsim Sha Tsui, there are three hotels operated under Marco Polo Hotels – Hong Kong, namely Marco Polo Hongkong Hotel, Gateway Hotel and Prince Hotel. The senior management team, named as Executive Committee (“ExCom”), of the three hotels manages in total 1,459 guestrooms and suites, and 9 Food and Beverage outlets with around 900 full time employees.

The key stakeholders consisting of employees, ExCom and owner jointly contribute their ideas in the early stage of the Vision, Mission and Core Values (“VMV”) development. They strive for providing “Exceptional and personalized service, exceeding expectations, and inspiring a connection to our brand in the experiences we provide”. The ExCom deploys the Seven Core Values, Exceptional Service; Integrity; Respect; Teamwork; Passion; Continuous Improvement; Corporate Citizenship, in the daily work.

The hospitality industry is highly labour intensive, and the success of operating the business significantly depends on the contributions of employees who interact with the guests and potential guests. In order to engage their employees, the senior management address their employees as “Associates”, and multiple communication channels are established to interact with the workforce so that the business objectives are well cascaded to all levels. On the other hand, conversations with ExCom are highly encouraged to promote two-way communication with Associates.

Numerous measurements are in place to engage their customers. For example, the Marco Polo HongKong Hotel offers complimentary smart phone with unlimited 3G mobile internet, Wi-Fi hotspot and unlimited local and international calls to five designated countries to the room guests, ensuring their guests are well connected anywhere in Hong Kong.

To monitor the daily operations and overall organizational performance, the ExCom adopts a structured and holistic approach to collect and share the data and information on the four key areas including Associate, Guest, Business and Environment & Community.

The performance of hotels is measured by a set of pre-determined Key Performance Indicators (“KPIs”), and review meetings are conducted on a regular basis to ensure that actions will be taken proactively to the changing circumstances. The compensation of Associates, including annual bonus and salary adjustment, is linked to the results of the KPIs.

To conclude, the ExCom and Associates demonstrate exceptional passion and professionalism in serving their guests, and the culture of the Marco Polo Way is internalized in their daily work.

## 評審委員會報告

馬哥孛羅酒店旗下三間酒店均坐落於尖沙咀維港海濱，分別是馬哥孛羅香港酒店、港威酒店及太子酒店。三間酒店的高級管理團隊，又稱行政委員會，負責管理1,459間客房和套房，以及9家餐飲店鋪，合共聘請約900名全職員工。

員工、行政委員會和母公司為公司主要持份者，公司在建立願景、使命和核心價值觀初期結合三方提出的意見。公司致力提供「卓越和貼身服務、超越預期目標，並保持服務與酒店品牌形象一致」。行政委員會將卓越服務、坦誠正直、互相尊重、團隊精神、熱誠投入、精益求精、企業公民七項核心價值觀結合在日常工作中。

酒店業是勞動力非常密集的行業，成功之道無疑取決於員工與客人和潛在客人的互動交流。為了使員工投入，高級管理層將員工視為「Associates」，建立多個溝通渠道，與員工互相交流，使酒店各層員工能貫徹同一宗旨，實現目標。另一方面，酒店非常鼓勵員工與行政委員會保持聯繫，以促進雙向溝通。

為了吸引更多顧客入住，酒店已經實行多項優惠方案，例如，馬哥孛羅香港酒店免費提供無限3G流動數據智能手機服務、無線網絡熱點以及在客房可享受五個指定國家無限本地和國際通話服務，確保客人在香港任何地方都可以聯絡得到。

為了監督日常運作和酒店整體表現，行政委員會以完善和全面的方式，收集和分享相關員工、賓客、業績和環境與社區四個關鍵領域的數據和資訊。

酒店以一套預先制定的關鍵績效指標（「KPI」）來衡量表現，並定期進行審查會議，以確保酒店面對不同狀況均能及時並主動採取行動。員工的薪酬（包括年度獎金和薪金調整）會因應關鍵績效指標的表現而作出調整。

整體而言，行政委員會和員工於服務賓客時展現熱誠和專業一面，將馬哥孛羅的文化融入在日常工作中。