

Merit Award – Ngong Ping 360 Limited

優異獎 – 昂坪360有限公司

Report from the Board of Examiners

Ngong Ping 360 Limited (“NP360”) is a wholly owned subsidiary of MTR Corporation Limited. Its core business is to operate Ngong Ping Cable Car System, Ngong Ping Village and 360 Holidays. The vision of NP360 is “to be the must-experience tourist attraction of Hong Kong”. By building strategic partnerships and banding attractions together, NP360 creates an appealing and unique tourist experience.

The senior leaders of the organization promote an environment emphasizing legal and ethical behavior by leading through examples and setting out the “Code of Conduct” to govern NP360’s operations. In addition, they empower its staff and encourage them to innovate through the “Dare to Imagine, Dare to Take Action” competition. LANI Award and Flying Man Scheme are set up to provide positive reinforcement for high-performing staff.

Through stringent requirements, safety inspections, awareness campaigns, award systems and training, a corporate culture is nurtured to sustain safety excellence in all aspects of its operations. There is an increase in staff size corresponding to greater demand in operation maintenance, therefore, technical training schemes are set up to enhance the depth of the team’s capability and sustainability. The organization has also adopted an Enterprise Risk Management Framework from the holding company to identify, assess, mitigate and monitor business risks proactively and effectively across all areas of activities.

NP360 pursues a well-structured strategic planning process which starts with a 2-part corporate management workshop with the participation of all the staff members in management level and inspires them to consider all factors, forge a road map, brainstorm innovative ideas and design associated actions, aiming to achieve “being the gateway of the Lantau Island by 2020”. A clear set of strategic objectives, action plans and key performance measures have been derived, including an overall experience upgrade after the 5-month Rope Replacement Project (RRP) period.

In addition, the organization initiates and benchmarks its practices and performance with other cable car systems/companies in China, Taiwan and Asia Pacific countries through a self-organized benchmarking alliance. The establishment of a training compound which simulates complicated maintenance operations is a good illustration on the best practices they have learnt and applied from the Mount Faber in Singapore.

評審委員會報告

昂坪360有限公司(「昂坪360」)為香港鐵路有限公司之全資附屬公司，公司核心業務是經營昂坪纜車、昂坪市集及360假期。昂坪360的願景是「成為訪港旅客必到的旅遊景點」，並且透過建立策略性伙伴關係，以及將景點集中，為旅客打造吸引而獨特的旅遊體驗。

昂坪360的高級管理層以身作則，並製定「行為守則」來管理昂坪360的業務，從而推動強調法律和道德行為的營商環境。此外，公司致力提高員工能力，並鼓勵他們參與「敢想敢做」創作大賽，發揮創新潛能，亦設立LANI獎勵計劃及Flying Man Scheme，嘉許表現優秀的員工。

昂坪360透過嚴格要求、安全檢查、宣傳活動、獎勵制度和培訓，孕育完善的企業文化，務求在營運的各個範疇均能確保安全至上。為了應付營運保養維修需求，昂坪360相應增聘更多員工，並推出多項技術培訓計劃，以提升團隊實力和可持續發展能力。昂坪360亦沿用控股公司的企業風險管理架構，積極有效地找出、評估、減輕和監測各項業務風險。

昂坪360追求完善的策略規劃流程，為首的企業管理研討會劃分為兩個環節，所有管理層員工都必須參與，以激勵他們考慮所有因素、制定路線圖、集思廣益、開創思維並制定相關行動，旨在實現「於2020年前成為大嶼山西的迎賓大門」。昂坪360已經制定一套明確的策略目標、執行計劃和關鍵績效指標，包括於為期5個月的纜索更換工程後(RRP)全面提升顧客的纜車體驗。

此外，昂坪360自組基準聯盟，將其工作和表現與中國、台灣和亞太國家等地的纜車系統或公司比較，從而達至優質管理。其中一個最佳例子便是參考新加坡花柏山(Mount Faber)的纜車操作所設立的培訓課程，模擬複雜的維修操作程序。

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NP360 is able to distinctly identify its key products and process requirements and to adopt an outside-in product development concept by looking into customer views and market conditions as well as technology trends. The alliance has a wide spectrum of strategic partners, (e.g. local bus and sightseeing boat service providers, hotels, holiday lodges, tour agents, Po Lin Monastery and local snack suppliers), which has enabled them to develop a much-enriched range of products for the tourist market.

Customer voices were collected and analyzed effectively to facilitate product and service enhancement, for examples:

- (1) A new electronic queue management system has been developed to notify customers via social media tools.
- (2) The online booking system has been upgraded to a more simplified and user-friendly version.

Since 2009, NP360 has continuously introduced new initiatives and customer services.

With a clear articulation of VMV, strategic partnership and composite of key measures, the organization has demonstrated effective leadership, process control and good results on safety, governance, community contribution and an overall upward trend in financial performance.

昂坪360能夠清晰指出重點產品和流程的要求，並通過研究客戶意見與市場條件及技術趨勢，以「由內而外」的產品開發理念為顧客提供最優質的服務。基準聯盟擁有不同領域的策略性合作伙伴（例如本地巴士和觀光船服務提供者、酒店、度假旅館、旅行社、寶蓮寺和當地小食供應商），使他們能夠為旅遊市場開發一系列多元化的產品。

昂坪360有效收集和分析客戶意見，使其能迅速且妥善提升產品和服務質素，例如：

- (1) 開發全新的電子輪候管理系統，以社交媒體工具通知客戶即時輪候狀況。
- (2) 全面提升網上預訂系統，使其操作模式更易更快。

自2009年以來，昂坪360不斷推出嶄新措施和客戶服務。

昂坪360確立清晰願景、使命及核心價值(VMV)、策略伙伴關係和一系列重點措施，展現高效的管理方式和流程監控，並於安全、企業管治、社會貢獻方面取得良好表現，整體財務表現亦穩步上揚。