

# 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



MARCO POLO  
HONGKONG • GATEWAY • PRINCE

## Report Summary

Provided by Marco Polo Hongkong Hotel;  
Gateway Hotel; Prince Hotel

Marco Polo hotels embody the ethos of discovery, creating unique guest experiences and drawing on the key philosophies of its namesake, Marco Polo: the explorer, global traveller, entrepreneur and connoisseur of culture - just as Marco Polo's modern travellers are today.

Managed by Wharf Hotels, the three Marco Polo properties in Hong Kong, namely Marco Polo Hongkong Hotel, Gateway Hotel and Prince Hotel, form Marco Polo Hotels – Hong Kong (MPH-HK). The hotels are a wholly owned subsidiary of The Wharf (Holdings) Ltd, a Hong Kong-listed company with core business interests in property and investments in communications and container-terminal operations. Other Marco Polo properties extend into mainland China and the Philippines.

### Leadership

MPH-HK's commitment to providing unparalleled customer service stems from the guiding principles set forth by the brand's Vision, Mission, Strategic Objectives and Values. The Vision of becoming Asia's leading deluxe hotels for business and leisure travellers establishes the direction for everything that we do. Our Mission, Strategic Objectives and Values cater to this Vision by defining the core beliefs and actions that are instilled onto our Executive Committee members, Management staff, and all Front-of-house and Back-of-house Associates. The level of dedication that goes into service excellence extends well beyond the hotel and into the development and enrichment of local communities and the environment.

### Strategy

The cohesive strategic planning process plays a critical role in the organisation's short and long-term success via alignment with our desired, measurable and strategic outcomes. MPH-HK develops strategic planning within a short-term and long-term framework. Short-term planning involves processes that show results within a year while long-term planning includes the overall goals of our company set 5 years in the future. A close monitor on our departmental Key Performance Indicators (KPIs) help track progress and address any needs for changes in our process systems.

## 報告摘要

本報告摘要由馬哥孛羅香港酒店；  
港威酒店；太子酒店提供

馬哥孛羅酒店秉持源自著名探險家、環球旅行家、企業家及文化鑑賞家馬哥孛羅的人生哲學，體現其探索精神，為現代馬哥孛羅創造獨特的顧客體驗。

由九龍倉酒店管理，香港3間的馬哥孛羅酒店包括馬哥孛羅香港酒店、港威酒店及太子酒店，均為九龍倉集團有限公司的全資附屬機構。九龍倉集團紮根香港，是一間顯赫的香港上市公司，核心投資項目包括地產投資、通訊及貨櫃碼頭運作。其他馬哥孛羅酒店擴展至中國及菲律賓。

### 領導才能

基於品牌的願景、使命、策略目標及價值觀，馬哥孛羅酒店－香港致力提供非凡的服務。酒店矢志成為商務及休閒旅客亞洲區首選的尊貴酒店，成功為酒店定立了明確的方向，並以此願景來制定我們的使命、策略目標及價值觀，將其核心價值及行動計劃灌輸至酒店的行政成員、管理層，以至所有前線及後勤的員工。酒店超卓的服務更超出了酒店範圍，並伸延至社區及環境的發展。

### 策略

酒店整體的策略規劃過程與我們的理想、可量化數據及策略成果相互配合，對於酒店短期及長期的成功擔演重要的角色。馬哥孛羅酒店－香港分別制定了短期及長期的策略目標。短期計劃乃於一年內可取得成績的項目，而長期規劃則為酒店於未來5年設定的整體目標。制定密切檢視部門的關鍵績效指標 (KPI) 有助確保計劃得以有效實施，並可於過程中作任何有需要的調整。

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## Customers

In order to wholly satisfy each customer, a comprehensive guideline is established detailing the expectations and needs of different customer groups. MPH-HK has identified two major groups of business in which all customers fall into; Rooms and Restaurants, Bars & Events. Within these two large groups, smaller subgroups are identified to further develop personalised experiences. For Rooms, these subgroups consist of Best Available Rate (BAR), Corporate, Wholesale and MICE. For Restaurants, Bars & Events, these subgroups consist of Local Customers, In-House Guests, Events, and Corporate. The use of a broad range of communication channels exists to extract critical information from all subgroups to ultimately provide world-class hospitality and strengthen customer loyalty.

## Measurement, Analysis, and Knowledge Management

In order to effectively track daily operations, overall performance and make sure organisational goals are met, select data in areas of Associates, customers, business results, environment and communities are consistently evaluated. Data is collected through a range of processes specific to the different areas and are later aligned and integrated with the help of tools such as Property Management System (PMS), STR Reports, and Point of Sales (POS) systems. Progress is monitored through a relevant tracking process that defines strategic objectives and focuses; identifies action steps to achieve the defined goals; identifies person(s)-in-charge and team members; identifies required resources; and determines milestones and deadlines.

## Workforce

Hospitality is an industry that is very reliant on the capabilities of individuals and as a result, a heavy emphasis is placed upon the acquisition, development, nurturing, and retention of individuals who comprise the workforce in MPH-HK. From the moment new Associates join MPH-HK, a comprehensive list of skill assessment tasks are set in place on both short-term and long-term horizons. Additionally, assessment on an organizational and departmental level takes place to ensure the execution of the Marco Polo Values is attained on a broad level. Recognition and workforce engagement is another topic of heavy importance and the “3 R’s Associate Activities” framework strengthens the bond between employer and employee. This framework consists of Rewards (i.e. internal competitions, award ceremonies), Recreation (i.e. sports tournaments, staff sales) and Rapport (i.e. external gatherings, day trips).

## 客戶

為了完全滿足每位賓客，酒店設立了一套完善的指引，詳細地列出不同賓客群組的期望及需要。馬哥孛羅酒店－香港將賓客分為兩大組別－客房及餐飲宴會。酒店進一步將這兩大類別仔細劃分不同小組以識別及建立更個人化的賓客體驗。客房方面，酒店將賓客歸類為最優惠房價(BAR)、商務、旅行社及會議。餐飲及宴會則包括本地賓客、酒店住客、宴會及商務客人。透過廣泛運用不同的溝通渠道，酒店可獲得各類賓客的重要資訊，從而提供達國際水平的非凡服務，以及增強客人的忠誠度。

## 評估、分析和知識管理

為了有效地管理酒店日常的工作流程、整體績效及確保成功達到機構目標，酒店持續地從員工、賓客、業績及環境和社區各方面獲取數據並進行全面評估。酒店先從不同範疇收集數據，並通過如物業管理系統、史密斯旅遊研究報告和零售管理系統等工具協助進行分析。過程中亦以一系列步驟進行監察及審查，包括制定策略目標及焦點、確定行動規劃以能實現目標、甄選負責員工和團隊成員、辨識所需資源及確定里程碑和時序期限。

## 工作團隊

酒店及旅遊業是一個非常依賴人力資本的行業，因此馬哥孛羅酒店－香港由員工招聘、發展、培訓，到留任都非常重視。從新員工加入馬哥孛羅酒店－香港開始，公司便為員工在短期和長期的範疇分別制定全面的技能評估工作清單。此外，酒店亦在組織和部門層面進行評估，以確保員工能廣泛地應用馬哥孛羅酒店的價值觀。員工的認同及參與在企業管理中亦扮演著非常重要的角色，「3R員工活動」框架加強企業和員工的關係，當中包括獎勵（如內部比賽和頒獎典禮）、康樂（如體育比賽和員工購物優惠）和聯繫（如聚會和旅行）。

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## Operations

Products, services and facilities provided require contribution and cooperation from a diverse range of departments. In addition to implementing this cooperation in an efficient and consistent manner, a system of evaluation and internal audits exists to closely monitor operational standards and service sequence. MPH-HK's key processes are achieved by fulfilling and exceeding customers' expectations. The different customer-related processes employed at MPH-HK are broken down into different steps from reservation/inquiry stage through to post-service care.

## Results

The effective instilment of the Marco Polo Vision, Mission, Strategic Objectives and Values ultimately dictate the degree of success that stems from the countless processes that are deployed throughout the organization. In order to achieve the goal of complete customer satisfaction, a great deal of effort is invested into the very people that deliver this service, evident by the increase in overall guest satisfaction, repeat guest ratio, workforce engagement, and Associate attitude, amongst other factors.

## 營運

產品、服務及設施均需要各部門的參與和合作。除了以有效及一致的方式實踐合作，酒店還需要有一個評估和內部審核機制來密切監察營運的標準和服務步驟。馬哥孛羅酒店－香港的主要進程就是要滿足及超越顧客的期望。酒店在不同範疇包括訂房、查詢以至售後服務均有不同的步驟指引。

## 業績

有效灌輸馬哥孛羅的願景、使命、策略目標及價值觀能奠定整個集團的成功程度。為了達到滿足顧客這目標，酒店投放了大量資源在員工方面，以提升整體的顧客滿意度、顧客重訪比例、員工投入度及員工態度。