



## Report Summary

Provided by Ngong Ping 360 Limited

### Company Background

Ngong Ping 360 comprises the Ngong Ping Cable Car system and Ngong Ping Village, it also runs a guided tour service called 360 Holidays and offers authentic Lantau experience packages. The Company envisions to be a Hong Kong must-experience tourist attraction and a key player in Lantau.

Despite its highly-regulated site and the limitations to facility expansion, NP360 has maintained excellent relations with other Lantau experience operators, which has extended our product offerings and strengthened our position. On top of steady growth in both visitation numbers and revenue under the tough business environment of 2016, the Company also clinched an impressive list of awards.

### Leadership

NP360's vision and values, established through the Integrated Management System, they are aligned with the regulations and standards, Vision, Mission and Values, as well as the business scope of its mother company the MTR Corporation. The organisation structure is relatively flat to facilitate direct communication and decision making. Senior leaders engage the workforce and encourage candid two-way communication.

### Strategy

In the next few years, our goal is to become the gateway to Lantau. We shall maintain high customer service standards, a high level of reliability and stability, and eventually increase market penetration and revenue by improving staff development and engagement.

NP360 identifies potential blind spots by involving leaders and managers in the strategic planning process. We also engage external facilitators to provide independent views and an awareness of emerging market trends.

The Company conducts analyses that help its leaders evaluate strengths and weaknesses, identify opportunities and gaps, prepare for changing

## 報告摘要

本報告摘要由昂坪360有限公司提供

### 公司背景

昂坪360是香港著名旅遊景點，致力以成為大嶼山西的迎賓大門為目標。昂坪360業務包括「昂坪纜車」及「昂坪市集」，並透過旗下「360假期」旅行社舉辦導賞團，帶領賓客體驗大嶼山最真實的一面。

縱使昂坪360因為自然環境及保育等因素，在設施發展上受到限制，我們通過與大嶼山其他景點合作，得以豐富賓客體驗。在2016年，昂坪360雖然面對重重的挑戰，但是在到訪人數及收入均錄得穩定增長，服務亦同時獲多個獎項肯定。

### 領導才能

昂坪360根據其綜合管理系統，制訂公司的願景與價值。此系統建基於其母公司（香港鐵路有限公司）的規則與標準，並合乎其願景、使命、價值及業務範圍。公司簡單的企業架構，鼓勵員工與管理層雙向溝通，從而提升決策效率。

### 策略

未來數年，我們將繼續以發展成為大嶼山西的迎賓大門為目標，秉承優質服務的精神，透過加強員工的專業及投入感，以可靠穩定的纜車服務，提升市場地位。

昂坪360通過策略規劃流程，由管理層及經理級員工參考獨立專家的意見及市場趨勢，共同制定的發展策略。

昂坪360透過定期的市場及商業分析，了解自身的優勢及弱點，分析瞬息萬變的旅遊市

# Merit Award – Ngong Ping 360 Limited

## 優異獎 – 昂坪360有限公司

customer and market needs, and respond to competition. Regular monitoring of the dynamic tourism industry, the emerging needs of visitors and the economic environment has kept us competitive. We also look at external and out-of-our-control factors and review our effectiveness with Key Performance Indicators (KPIs) such as visitation, guest satisfaction, safety and a reliability index, etc.

Agility and flexibility have always been our core strengths. When indices tell a different story from the planned outcome, senior managers initiate necessary modifications based on feedback. A “health-check” is carried out to see when and where the modification can be introduced and to consolidate a resources requirement plan for endorsement and approval by executives.

### Customers

We strive to be the world’s most guest-oriented attraction through collecting guest feedback to inform our decisions and continual service improvement. We conduct quantitative and qualitative research to gauge customer satisfaction and identify improvement areas. Our targeted products, promotions and offers are designed to meet different guest needs. We have adopted the Customer Experience Model to develop and execute experience-enhancing initiatives.

Our service excellence is underpinned by safe, reliable and efficient cable car operations, while our caring service is guaranteed through customer service strategies and by listening to our customer’s opinion.

### Measurement, Analysis, and Knowledge Management

NP360 has well-thought measurement and analysis mechanisms in place, including (KPIs), as well as other data and information trackers to monitor the daily operations and organisational performance of the Cable Car business; these are reviewed and selected in accordance with the Cable Car Performance Management System. Budgetary and financial measures are used in short-term (one-year) and longer-term (five-year) evaluations.

A regular review exercise helps determine the most effective measures for organisational performance and progress on strategic objectives and action plans. Relevant department heads conduct a final review to ensure that they address core competencies, as well as strategic challenges, and balance the needs of stakeholders. NP360 also initiates and benchmarks its practices and performance with other cable car systems through a self-organised benchmarking alliance.

NP360 uses organisational performance review findings to identify and prioritise opportunities for improvement and innovation. Prioritisation is based on several criteria, including upholding the Company’s vision and its mission to become the gateway to Lantau, etc.

市場趨勢，鎖定機會，回應市場需要，以保持競爭力。我們並以一系列的指標，監察公司策略的成效。

昂坪360素以靈活變通見稱。我們透過評估自身優劣、分析旅客需要、旅遊業和經濟環境來保持競爭力，並根據訪客人數、賓客滿意度、安全和可靠度等指標評估營運效率。若數據顯示表現未符預期的時候，管理層會審視各方面的意見，整合改善方案，評定最佳的轉變時機，呈交管理高層批核。

### 客戶

昂坪360為使服務能精益求精，並向賓客提供最合適的產品與優惠，我們會從多種途徑收集賓客意見，利用定量和定性研究，監察客戶滿意度及調查服務不足之處。我們更採用一套名為「客戶體驗模型」的管理模式，在提供安全、可靠和有效率的纜車服務之外，同時提升賓客的整體體驗，令昂坪360得以成為以客為尊的旅遊景點。

### 評估、分析及知識管理

昂坪360按照「纜車表現管理系統」，制定周詳的評估與分析機制，採納多項主要成效指標及數據，以評核纜車運作及業務表現。我們會利用預算及財務準則，以評定短期（一年）和長期（五年）的財務表現。

公司會定期借鑑其他纜車系統審視措施成效，由相關部門不時作出檢討，確保措施既能發揮公司核心優勢與策略，亦同時平衡各方持份者的利益。

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## Workforce

NP360's human resources strategy attracts, retains and motivates high calibre employees to support its business requirements and future growth. The Company applies a dynamic, competitive and equitable compensation strategy and best practices in line with promoting business growth. It also maintains harmonious staff relations through participative, open and transparent staff communication and consultation. Staff are equipped with the necessary knowledge, skills and attitude to enhance their commercial acumen to achieve business results, with the Company fostering and sustaining a continuous learning culture for employees to grow and prosper.

A motivational scheme called the LANI Award recognises staff members who uphold our values in the workplace and ensures staff members adopt the desired culture with excellent service, teamwork and pride.

## Operations

Our Operation Control Centre (OCC) controls and supervises day-to-day operations to ensure the smooth running of all work processes, it also responds to sudden changes of events. The OCC is operated by licensed Duty Competent Persons, Duty Managers, Duty Controllers and Communication Officers guided by comprehensive procedures and instructions.

The performance of maintenance activity at CCO is monitored by the department, the Competent Person Round Table, the Safety and Quality Department (on system assurance activities) and the Electrical and Mechanical Services Department. Implementation of CCO operations is measured by checklists and task-specific record forms and it complies with various audits by the Safety and Quality Department, the Integrated Management System and MTRCL audits.

KPIs on reliability, availability and safety monitor monthly performance. Energy consumption, including the consumption trend, is tracked monthly with an energy saving group addressing energy saving requirements.

## Results

Over the past 5 years, NP360 has substantially improved its cable car reliability to ensure safe and undisrupted guest journeys. In 2016, the average reliability was 99.87%. Added to our revamped attractions, extended offerings and service excellence, NP360 has achieved much more than stronger visitation numbers and operating profits in 2016. Our success is also reflected by an improving brand, with NP360 associated with the gateway to Lantau. The current performance indicators of our customer service, including recommending NP360 to friends and relatives and revisit intention, remain high. We have also been recognised by various awards such as being included in CNN's "10 of the world's most amazing cable car experiences".

## 工作團隊

昂坪360的人力資源政策，以吸引、保留及推動人才發展為目標，並藉著具競爭力的薪酬策略，配合業務需要及未來發展。公司透過鼓勵員工參與其開明及高透明度的溝通及諮詢制度，建立良好僱傭關係。公司積極推動持續學習，鼓勵員工自我增值。我們更透過LANI獎勵計劃表揚秉承公司價值的同事，鼓勵員工融入卓越服務、團隊精神及締造自豪的企業文化。

## 營運

昂坪360的「營運控制中心」由持牌當值合資格人士、當值經理、當值控制員和通訊主任，根據全面的程序和指引，監察纜車系統的日常運作，確保所有工作流程操作暢順，並在有須要時處理突發事件。

纜車營運部、合資格人士圓桌會議、安全及品質部及機電工程署會聯合監察纜車營運部的維修表現。檢查清單及專項紀錄表格，是量度纜車營運部的運作效率的標準。該部門的運作，亦須通過安全及品質部、綜合管理系統及香港鐵路有限公司的多項檢查與審核。

公司就纜車的可靠度、服務提供度及安全度，制訂了多項用按月監察的指標。我們並按月追縱能源消耗量和設立節能小組，以達到節省能源的目標。

## 業績

過去五年，纜車可靠度大幅提升至平均99.87%。昂坪360的訪客人數和營運利潤，隨著設施的革新、產品的多元化及服務的提昇，在2016年創下佳績。昂坪360與大嶼山品牌聯繫、賓客重遊及向親友推介意欲亦有增幅。公司更屢獲殊榮，包括成為美國有線電視新聞網(CNN)「世界十大最佳纜車體驗」。