

Report from The Board of Examiners

(Bronze Award)

評審委員會報告

(銅獎)

CATHAY PACIFIC
CATERING SERVICES

Cathay Pacific Catering Services (CPCS) is a wholly-owned subsidiary of Cathay Pacific Airways. It is one of three in-flight catering services providers to international airlines operating out of Hong Kong International Airport. CPCS serves an average of 55,000 meals daily, 365 days per year, to 35 international airlines. The company employs over 1,500 staff in a fairly flat organization structure, with 80% in operations and production.

The company has a 43% market share of scheduled flights and a 63% market share of all meals supplied, generating an annual turnover of over HK\$ 1 billion. The particular strengths of the company are highlighted in the following categories:

Leadership

In 2009, CPCS moved from a “cost centre” to a “profit centre” business model, requiring deep organization and culture change. Its senior leadership successfully led these changes with active involvement in many key initiatives, e.g. new “Vision, Mission and Values” (VMV) deployment, new communication channels, champion team, think tank, governance structure, audit system, Key Results Areas (KRAs), reward programmes, succession planning, learning and development, innovation, performance management, corporate social responsibility, hygiene, health and safety, and environmental sustainability.

Strategic Planning

CPCS's senior leadership and management demonstrate an effective and systematic approach to strategic planning and deployment. Its five Key Results Areas (KRAs) sustain organizational growth while balancing the needs of all stakeholders. Senior managers effectively manage the company's strategy development process, reviewing strategies and planning steps.

Senior managers use situational analysis, SWOT analysis, short term and long term analysis, etc. Action plans are developed together

國泰航空飲食服務(香港)有限公司(國泰航空飲食服務)為國泰航空公司全資附屬機構，是香港國際機場提供國際航班空中餐飲服務的三個供應商之一。國泰航空飲食服務全年三百六十五天，每天向三十五間國際航空公司提供約五萬五千份餐。公司僱員超過一千五百名，組織結構扁平，八成屬營運部和生產部。

公司在定期航班所佔市場份額為百分之四十三；而在全部飲食供應中則佔百分之六十三，每年營業額超過十億港元。公司的獨特優勢可歸納為以下幾點：

領導才能

二零零九年，國泰航空飲食服務經營模式從「成本中心」轉變為「利潤中心」，需要深層的組織和文化變革。其高級管理層成功地把這些變革融入公司文化，例如：新的「願景、使命和信念」；新的溝通渠道；冠軍團隊；智囊團；管理結構；審計系統；「企業表現範疇」；獎勵計劃；接班人管理；學習與發展；創新思維；表現管理；企業社會責任；「衛生、健康與安全」，以及環境可持續性。

策略性規劃

國泰航空飲食服務的高級管理層運用了有效和有系統的策略規劃和部署，五個「企業表現範疇」既保持了公司的增長，又平衡了所有股東的需要。高級管理人員通過評估策略規劃步驟，有效地管理公司的策略發展過程，例如實況分析、SWOT分析、短期和長期分析等。行動計劃也與部

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with the departments and are well monitored, with improvement plans based on customers' reports.

Customer Focus

CPCS successfully engages its customers using two sales strategies (customer acquisition and customer retention), based on a "Customer Segmentation Model". The company efficiently collects and analyzes "voice of the customer," with active participation from senior managers of key functions.

It effectively uses a variety of channels to communicate with staff about the company's brand values, business results and customer service results. It has achieved competitive advantage in innovative product development, including accreditation in Halal and Kosher kitchen, and ISO 14001.

Measurement, Analysis, and Knowledge Management

CPCS has well-defined management information systems, with integrated systems to support daily operations, performance management, balanced scorecards, etc. Its IT systems effectively capture information for business and operations management. The company invests in systems control and security. The IT Department and user groups meet regularly to review requirements, performance and future projects.

Workforce Focus

CPCS successfully engages its workforce with a "Workforce Engagement Model" that balances work and quality of life. The company emphasizes training and development, with multi-skill training, supervisory training and a "Swire Leadership and Development Programme".

It creates an engaging working environment with a broad slate of initiatives, such as "fair basis" recruitment and promotion, induction/orientation and buddy system for new staff, staff well-

門同時發展並有效監控，在客戶報告的基礎上作出改善計劃。

客戶焦點

在「客戶分類方案」上，國泰航空飲食服務成功地運用兩種銷售策略（贏取客戶和保留客戶），藉此與客戶建立了良好的關係。公司有效地收集並分析「客戶的聲音」，重要部門的高級經理積極參與了這個工作，有效地用各種途徑與員工溝通，讓他們了解公司的品牌價值、經營狀況和客戶服務現狀。在創新產品發展上取得了競爭優勢，例如「清真」及「猶太」廚房，以及 ISO 14001 的認證。

評估、分析和知識管理

國泰航空飲食服務有定義明確的綜合管理資訊系統，協助日常運作、業績管理和平衡計分卡等。其資訊科技系統有效地收集對經營和運作管理有用的信息。公司注重並投資在系統控制和安全性上，資訊科技部門和系統使用部門經常會面以討論需求、表現和未來的計劃。

工作團隊焦點

國泰航空飲食服務成功引進「員工敬業模型」，平衡工作和生活質量。公司注重培訓和發展，包括多種技巧培訓、督導訓練培訓和「太古領導與發展計劃」。公司又以一連串的活動培養員工歸屬感，例如「公平的招聘和晉升」、「新員工入職輔導和夥伴計劃」、員工福利活動、運動與康樂活動、義工服務和長期服務，以及員工互助計劃。

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being campaign, sports and recreation activities, and volunteer, long service and employee assistance programmes.

Process Management

CPCS uses well-structured process management models which contribute customer value and organization success, e.g. "Plan-Do-Check-Act" Model, "3 Value Creation Model" (Input, Transformation, Output), and a Business Contingency Process, managed by the Crisis Management Team, consisting of senior managers. The company has well-designed monitoring systems to manage and improve key work processes, such as menu planning and design. Its Standard Operating Procedures with ISO 9001 govern work processes.

Its Business Improvement Department monitors performance and drives improvement using various measures such as customer feedback, finance and productivity; and demonstrating achievements in quality, safety, cost savings, etc.

Results

CPCS has demonstrated excellent results in a broad range of measures, including product, such as improvement in menu development and a downward trend in food quality complaints; customer focus, such as rising customer satisfaction and declining customer complaints; finance and market, such as exceeding business targets (e.g. operating income and ROI), even during the financial turmoil of 2007-2009; workforce focus, such as significant decrease in staff turnover and improvement in work injuries and leave days; process effectiveness, such as productivity improvement, clear business contingency and continuity plans; and leadership, such as full compliance with regulatory bodies such as IATA, FEHD and Labour Department.

All these reflect the effort of CPCS in striving for continuous improvement and achieving the highest level of efficiency, fulfillment and consistency.

程序管理

國泰航空飲食服務採用了優良的過程管理模式，強化客戶價值和組織成功。例如，「規劃-執行-查核-行動」方案，「三種價值創造模式」（輸入、轉化、輸出），以及由高級經理組成的危機管理團隊管理的緊急應變流程。公司設立了良好的監控系統來管理和改善主要工作流程，例如菜單規劃和設計。有一套符合 ISO 9001 的標準操作流程來控制整個工作流程。

業務改進部門通過多種方法監控公司各個方面的表現，並推動改進，例如客戶反饋、財務和生產力，並在評估質量、安全控制和成本控制等方面得到的成效。

業績

國泰航空飲食服務在很多方面有優秀的表現，包括產品方面，如改進菜單和食物質量投訴率日趨下降；客戶方面，如客戶滿意度上升和投訴下降；財務和市場方面，如即使在二零零七至二零零九年金融危機期間，仍超越當時的經營目標（如營業收入和 ROI）；工作團隊方面，如員工流失率大幅下降，及工傷和請假日數減少；程序效率方面，如生產率提高，並有清晰的應變計劃；以及領導層方面，遵照了對監察機構如國際航空運輸協會、食環署和勞工署的要求。

這些都反映了國泰航空飲食服務不斷進步、不斷追求和實踐卓越的努力和決心。