



Report from The Board of Examiners (Silver Award)



www.hongthai.com 牌照號碼: 350070

評審委員會報告 (銀獎)

Hong Thai Travel Services Limited (Hong Thai) was established in 1966, and since then, the company has never ceased to provide their customers with innovative and diversified products. It has now been the market leader in terms of market share for eight consecutive years. By applying an effective TQM system, the company illustrated improved performance results to the Board of Examiners. Their key strengths are summarized below:

Leadership

Hong Thai has demonstrated a strong commitment to the Total Quality Management framework. Apart from a clear Vision, Mission and Core Values (VMV), senior leaders take an active role in communicating these values to their stakeholders. The company promotes a working environment that fosters ethical behaviour, supported by Code of Conduct, ethics training and General Manager's regular review of agents' compliance. It has developed numerous channels to facilitate two-way communications, recognition schemes to recognize high performers, and service standards to create and balance values of stakeholders. Effective audit processes, fiscal accountability and performance appraisal systems are in place to ensure good corporate governance.

Strategic Planning

Hong Thai adopts a strategy planning approach which aligns its VMV with the company's business needs with its stakeholders' demands and expectations. Strategic planning is done annually and input from various levels of the company is incorporated. Departmental action plans are developed with clear targets and timelines and are effectively monitored.

Customer and Market Focus

Hong Thai conducts effective market segmentation, employs numerous channels to listen to the voice of its customers, and regularly reviews its products and services with regard to its customers' needs. The company shows excellent achievements

康泰旅行社有限公司 (康泰) 於一九六六年成立，一直致力為顧客提供創新及多元化的產品。康泰連續八年市場佔有率高踞榜首，是市場上首屈一指的旅行社。公司採納有效的全面優質管理系統，評審委員會看到康泰的表現一直進步。以下為其主要優勢：

領導才能

康泰致力實踐全面優質管理系統。除了制定清晰的願景、使命及核心價值外，高級管理層常主動向利益相關者匯報其表現。公司除制定操守指引及操守訓練外，總經理亦定時檢查員工是否遵守規定，以促進公司員工的道德操守。公司積極建立多項的渠道以加強雙向溝通，並制定嘉許計劃以肯定員工的出色表現，同時以服務標準建立及平衡利益相關者的價值。此外，康泰設有有效的審計程序、財務責任及完善的員工表現量度準則，以確保良好的企業管治。

策略性規劃

康泰已建立一系列完善的策略性規劃方針，不但符合其願景、使命及核心價值信念，同時能滿足公司最新業務，以及利益相關者的需要。策略性規劃每年進行一次，公司各個階層均參與其中。各部門的工作計劃，均以清晰的目標及時間表制定，以便有效監察。

客戶及市場焦點

康泰進行有效的市場精細分類，採取多種渠道去聆聽顧客的訴求，並定期對其產品及服務作出檢討，以滿足顧客的需求。在客戶關係及滿意程度上，公司都得到極佳的成績。康泰是首間在處理投訴方面獲得



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in customer relationship and satisfaction.

It is the first travel agent in Hong Kong to receive the ISO 10002:2004 certification for managing complaints.

Measurement, Analysis, and Knowledge Management

In managing performance, Hong Thai has implemented an effective Key Performance Indicators (KPIs) system with regular reviews and improvement plans. Through effective benchmarking, the company has developed many popular travel products.

The company makes good use of information and related technologies. It uses e-channels to offer easy access to its stakeholders. It is the first travel agent in Hong Kong to offer instant web booking service.

A Knowledge Management Committee is set up and a Knowledge Management Model is designed to manage essential information. Knowledge Audit is conducted regularly to identify key information for business success. The Hong Thai Knowledge Centre, a centralized online forum, hosts data for effective sharing.

Workforce Focus

The company has developed a number of channels to collect feedback from employees. It also maintains several award programmes to recognize talented and committed employees, such as the Best Service Award, which aims to motivate employees and offers a range of development programmes like training workshops and job rotations. In addition, the company also takes extra care for its employees' well-being through various programmes or established mechanisms, such as the Occupational Health and Safety Council, Hygiene Charter, Emergency Taskforce (to support frontline employees working overseas), counseling services, and even birthday gifts and cards signed by the General Manager.

ISO 10002:2004 證書的香港旅行社。

評估、分析和知識管理

康泰實施了關鍵績效指標系統，以定期評估及改善計劃，藉此有效地管理公司的表現。透過制定有效的基準，公司發展了多個受歡迎的旅遊產品。

公司亦充分利用資訊科技，利益相關者能透過公司的網上渠道，輕易獲得公司資訊。康泰是首間提供即時網上預訂服務的香港旅行社。

康泰設立知識管理委員會及知識管理模型，以妥善管理必要資訊。公司定期進行知識審核，以尋找關鍵資訊，協助業務取得成功。「康泰知識中心」是一個中央網上論壇，能有效分享各種資訊及數據。

工作團隊焦點

康泰設立了多種不同的渠道，收集員工的意見。公司同時舉辦多個獎項，包括最佳服務獎，以激勵員工。公司亦提供一連串的發展計劃，如培訓工作坊及工作崗位輪替。此外，康泰為能全面照顧員工，安排不同的計劃，其中包括職業安全健康議會、衛生約章、危機處理小組（主要支援於外地工作的前線員工）等，以及輔導服務，甚至生日禮物以及由總經理簽名的生日卡。

程序管理

康泰訂出六項核心優勢，並發展出一個整體工作系統及主要工作程序，以創造客戶價值。公司有清晰的程序改善系統，透過有架構的分享渠道以不斷進行改善，而利益相關者及跨部門的團隊亦可定期發表意



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Process Management

Hong Thai has identified six core competencies and developed an overall work system and key work processes to create customer value. The company has a clear process improvement model with structured sharing channels for continuous improvement, regular input from stakeholders and cross-departmental teams to facilitate improvements. New technologies are applied in many work processes, which has successfully improved work efficiency. It is the first travel agent in Hong Kong to achieve the ISO 9001 certification.

Results

Hong Thai's implementation of an effective TQM system has achieved tangible business results in many areas. As a result, not only was the company able to sustain its market share leadership, it has also achieved high ratings and prominent awards for its outstanding products and services as well as improvements in the Branch Satisfaction Index, the Customer Satisfaction Index and the Employment Engagement Index every year. The company's achievements are also apparent in light of the increase in customer compliments and decrease in customer complaints. In 2008, rising gross profit margins, positive EBITA and strong liquidity are recorded. Process improvement is also evident, such as over 50 new product launches (2006 - 2008), a decrease in waiting time at the call centre, a higher rate of tour confirmation, and a lower rate of loss bookings.

見，協助改善有關的工作程序。康泰亦於多項工作程序上採用全新的技術，成功改善工作效率。康泰是香港首間獲得 ISO 9001 證書的旅行社。

業績

憑藉實施有效的全面優質管理，康泰在多個領域均取得驕人的成績。公司不但能穩佔行業領導地位，其優質產品及服務更得到高度評價，亦取得多個獎項。其「分行滿意指數」、「客戶滿意指數」及「員工投入指數」亦按年錄得增長，客戶讚賞增加之餘，接獲的投訴亦減少。康泰於二零零八年錄得毛利率上升、正數的息折舊及攤銷前利潤，流動資金亦相當充裕。此外，康泰的工作程序亦得到改善，公司於二零零六年至二零零八年期間推出了超過五十項新產品，電話中心的查詢等候時間縮短；旅行團成團率提高；與預訂有關的失誤亦有所減少。