

Report from The Board of Examiners (Certificate of Merit)

評審委員會報告 (優異獎)

 **康泰旅行社**

Hong Thai Travel Services Limited



Being the travel agent used by the largest number of individuals in Hong Kong, Hong Thai Travel Services Limited (Hong Thai Travel) has its secret recipe to succeed. Quality service with explicit guarantee commitment helps differentiate itself from its competitors. Its innovation and undivided focus on human resources development also sets the company further apart. Consequently, Hong Thai Travel has been rewarded for numerous successes and recognitions in various arenas such as the marketplace, branding, customer services, quality and social responsibility since its establishment in 1966.

Leadership

Hong Thai Travel is very conscientious about fostering an excellent communication atmosphere in the company. In addition to setting an example of being open to ideas, comments and feedback, the senior management has also set up various formal communication channels such as meetings at different levels, staff satisfaction survey, annual dinner and regular service reviews. A sense of belonging, openness and commitment is then cultivated among staff which is greatly reflected in the service they provide. This goes well in line with the “service-profit chain” concept which stresses that committed and loyal employees provide better service to customers who will in turn be more likely to repeat purchase, make referrals and pay more. The company has also demonstrated its corporate citizenship by showing commitments in its own community, excellent services and social responsibility.

Strategic Planning

The company has clearly identified six strategic focuses, namely business diversification, social responsibility, business growth, customer service, people oriented and continuous improvement. Successful deployment is clearly observed from senior management to individual departments. Corporate as well as departmental goals and objectives are set according to these strategic focuses to ensure that the whole company is moving towards the same direction with the similar energy level.

作為參加人數全港最多的旅行社，康泰旅行社有限公司(康泰旅行社)擁有其成功秘訣。其優質服務加上明確的服務保證承諾，使康泰旅行社得以傲視同儕。此外，康泰旅行社憑藉其對人力資源發展之創新意念及堅定不移之目標，使其進一步達至成功。自一九六六年創立以來，康泰旅行社默默耕耘，為公司在市場地位、品牌、顧客服務、服務質素，乃至社會責任等不同領域裏，帶來許多成就與認同。

領導才能

康泰旅行社極為重視公司的內部溝通，致力培養溝通文化。康泰旅行社高層不但以身作則，對不同意念、意見及各種不同之回應抱持開放態度，更成立各種常設溝通渠道，例如不同層次的會議；員工對公司滿意度之調查；週年晚宴，以及定期服務檢討等。而康泰旅行社上下對公司的歸屬感；敢言開放的文化，以及對工作之承擔，亦由此慢慢培養出來，並在其服務中得到充分兌現。此現象貫徹了「服務利潤鏈」之概念，強調員工若能勇於承擔及對公司忠誠，必能為客人提供更佳服務，而顧客再次光顧之意願亦較強，同時會介紹新的顧客，並樂意付出更多金錢。透過對身處之社群作出承擔、提供卓越服務及履行社會責任，公司本身更可彰顯其企業公民之身分。

策略性規劃

康泰旅行社確立了六項清晰之策略性焦點，分別為：多元化業務發展、履行社會責任、維持業務增長、客戶服務、以人為本之管理，以及持續不斷之改進。由高層管理人員到每個部門，都可觀察到成功的人力資源調配；公司為企業或個別部門訂



Customer and Market Focus

The company has a clear segmentation of the market. Corresponding strategies are developed to address the needs of specific market segments as well as the moves from the competitions. Being proactive and attentive to customers is a pre-requisite of understanding customers' needs. Hong Thai Travel is proficient in using various channels to listen and learn in order to determine key customer requirements, and to develop and enhance its own products and services. In addition, the company grasps every opportunity to measure customer satisfaction so that immediate action can be done to solve potential and / or existing issues.

Measurement, Analysis, and Knowledge Management

Hong Thai Travel has invested heavily on IT systems to enhance information gathering, flow and sharing among staff, business partners as well as customers. The company also performs periodic benchmarking exercises against key competitors with respect to key performance indicators.

Human Resource Focus

Hong Thai Travel is very people-oriented and a true believer of "Staff is the company's most invaluable asset". It emphasizes staff training and support by providing a wide range of training for employees at different levels, and offers continuous education sponsorship to employees for their skills and knowledge improvement. Comprehensive retirement protection is also provided to all employees.

Process Management

Hong Thai Travel is the first Travel Agency in Hong Kong being awarded the ISO 9001 Quality Management Certificate. Being a quality service advocator, the company plans and reviews every detail from an end-to-end perspective to ensure that any existing or even potential issues are properly addressed. Knowing a major trunk of its business and operational processes relies on overseas business partners, Hong Thai Travel has paid tremendous efforts to identify, select, retain and motivate the right Ground Handling Agents.

下策略性重點，以保證公司內各人都能在付出相若的努力下，朝著正確方向前進。

顧客及市場焦點

康泰旅行社對其市場有著清晰的分類，並會發展相應的策略，滿足某些特定市場類別之需求，以及應付競爭對手之挑戰。而對顧客積極細心，亦是明白顧客所需的先決條件。康泰旅行社擅長以不同渠道去聆聽及了解顧客的要求，並由此而發展及加強其產品與服務質素。此外，公司亦抓緊不同機會評估客人對服務的滿意程度，從而作出即時行動，以解決任何可能發生或已存在的問題。

評估、分析和知識管理

康泰旅行社在資訊科技系統方面作出龐大的投資，提升獲取資訊的能力及促進資訊的流通，以及加強在員工之間；公司與商業夥伴，以至與顧客之間的資訊分享。公司亦會就某幾項企業表現，以競爭對手為指標，舉辦定期的基準比較。

人力資源焦點

康泰一向以人為本，堅信「員工是公司非常寶貴的財產和資源」。公司重視對員工之培訓與支援，並為員工提供一系列不同層次之培訓，及資助員工持續進修，以提升其技術和知識，更為所有僱員提供完善的退休保障。

程序管理

康泰旅行社是香港首間獲 ISO 9001 認證的旅行社。力倡優質服務的康泰旅行社，無論在進行計劃，抑或作出工作檢討，均會全盤分析每項細節，以確保能正確解決



Results

As per AC Nielsen Media Research, the company has won “The travel agent used by the largest number of individuals” since 2001. It also managed to be the market leader in Hong Kong travel industry for the past five years. The company has also sustained a very high level of customer satisfaction of over 98% for consecutive years, and the percentage of repeat customers is on the increase, which is a solid evidence of customer satisfaction. All these have contributed to its increasing brand awareness such that Hong Thai Travel is well regarded as the Travel Agency for Hong Kong people.

現有或將來可能發生的問題。康泰旅行社深知道其業務及運作程序均依賴海外的業務夥伴，因此在尋找當地的安排中介公司會加倍審慎，以鎖定和篩選合適目標，並延續與合適夥伴之合作關係，及鼓勵夥伴精益求精。

業績

據尼爾森媒體研究的報告顯示，康泰旅行社自二零零一年至今，已連續六年被評為「參加人數全港最多的旅行社」，而今年亦已是公司第五年雄踞香港旅遊業界之領導地位，更持續錄得高達百分之九十八的顧客滿意度。此外，再次光顧的顧客人次上升，足證顧客對其服務感到滿意。以上各項，在在證明了康泰旅行社不斷強化的品牌意識，實現「成為顧客最鍾愛的旅行社品牌」的願景。