



QUALITY KEY TO ENDURING SUCCESS

**LANGHAM
PLACE**
MONGKOK, HONG KONG

“Change the face of Mongkok forever” by running the Hotel a five-star champion of Mongkok – an innovative and challenging vision and mission championed by the senior leaders and management team of Langham Place Hotel (LPH). The effective and innovative deployment of Total Quality Management instills the best practices that embrace quality in all aspects of LPH’s operation, and drives its commitment to total guest satisfaction. Despite its short history of operation, LPH has successfully created the differentiated advantage in the highly competitive hotel market in Hong Kong and has attained outstanding standard of performance.

Leadership

The mission of LPH embodies the spirit of creating success collectively. The culture, characterized by single-mindedness and openness, is promulgated through “management lead by example”. Employees of LPH are all addressed as associates. The entire organization is aligned to achieve their best for the guests guided through the clearly defined “CHAMPION” values. The focus of innovation by the senior management ensures that LPH will continue to improve and generate values to its guests, associates and to Mongkok.

Strategic Planning

The fully integrated and highly focused strategic development and deployment process is the key to accomplishing LPH’s vision and mission in a short time span. The senior leaders identified the strategic challenges through close examination and monitoring of both internal factors and external environment. The strategic objectives embrace LPH’s vision and fully align the interests of all stakeholders – guests, associates, owners, suppliers and the community. All associates take ownership of the strategic plans and their individual KPIs to foster a flexible and agile action plan aiming at maximum guest satisfaction. There is rigorous review and governance process to ensure the action plans are contributing to the strategic objectives. LPH has successfully demonstrated the innovative use of associates empowerment to set a new standard in strategy deployment.

香港旺角朗豪酒店（朗豪酒店）高級領導與管理層支持履行一項極具挑戰的嶄新抱負和使命，透過在旺角區經營水準達五星級的朗豪酒店，致力令該區從此耳目一新。藉由有效與創新地實施「全面優質管理」，朗豪酒店漸漸引入多項一流的營運操作方式，使各方面的運作水準均優秀出眾，並且推動酒店盡力令賓客稱心滿意。朗豪酒店雖然經營時間尚短，但已創造出獨特優勢，在市場上表現出類拔萃。

領導才能

朗豪酒店矢志體現「眾志成城」的精神，透過「以事例為師」的管理方式，將揉合了開明和專注的文化傳遍整間酒店。酒店的所有員工全以工作伙伴相稱，全體上下均抱持清晰明確的「CHAMPION」價值觀，專心一志為賓客提供最佳服務。高級管理層銳意創新確保酒店繼續進步，為賓客、工作伙伴，以及旺角區締造更多益處。

策略性規劃

朗豪酒店能在短時間內實踐其抱負和使命，關鍵在於擁有既完備又十分專注的策略性發展計劃和執程序。高級領導層藉由慎密調查和監察內部因素與外在環境，從而確定策略上需要面對的困難。至於定下的策略目標不但與酒店抱負互相結連，而且也完全合乎賓客、工作伙伴、酒店持有人、供應商、社會大眾等所有相關者的利益。所有工作伙伴均有責任履行酒店的策略性規劃和個人的主要績效指標，以便發展出靈活變通的款待之道，盡量令賓客感到稱心滿意。這些實際的待客工作會經過嚴格檢討和監控，確保其成效能有助於達成策略目標。此外，朗豪酒店亦利用嶄新方法對工作伙伴加以授權，並成功為策



Customer and Market Focus

LPH successfully designs products and services to meet guests' requirements, needs and expectations. Every touch point is employed to listen and learn about guests' needs. A comprehensive guest segmentation profile matrix is adopted to match guest groups with products and services to further enhance guest satisfaction and to build guest relationship. The rigorous and thorough approach to guest and market analysis has enabled LPH to launch innovative products and services that differentiate it from its competitors.

Measurement, Analysis, and Knowledge Management

A diffused and agile balanced KPI Measuring System forms the backbone of LPH's quality system. The associates take ownership of their individual KPIs and are supported by a proactive and open management team. Organizational measurements are supported by daily measures (over 230 KPIs across 16 departments and sections, to track daily operational performance). The benchmarking system is developed to provide competitors' performance for comparison. Knowledge Management is an integral part of the Intellectual Capital and Quality Model. The mix of associates is considered when designing different sharing methods to ensure the effective exchange of knowledge. LPH strongly emphasizes IT as the tool for efficient operation and information access by key stakeholders.

Human Resource Focus

LPH places great importance to its stakeholders' collective knowledge and experience. To reflect this strategy, the name "Intellectual Capital and Quality (IC&Q) Department" is used instead of the conventional "Human Resources Department". LPH has created an open culture to promote effective communication, and to enhance self motivation and innovation. Human Resource is managed as a source of Intellectual Capital that contributes to LPH's competitive edge. The "IC&Q Model" has effectively fostered an environment to encourage learning, to nurture success, to excel talents, and to reward innovations. The concepts of learning and development focus on "Caring and Intelligence Construction".

略實施訂下了全新標準。

顧客及市場焦點

朗豪酒店成功設計多種產品與服務來滿足賓客的要求和需要，前線工作伙伴是聽取與得知賓客需要的途徑。酒店也採用了完善的賓客類別分析工具，將適合的產品和服務與特定賓客群進行配對，進一步提升賓客的滿意程度，並建立客戶關係。藉由嚴格與全面的賓客及市場分析，朗豪酒店能夠推出與眾不同的嶄新產品和服務。

評估、分析和知識管理

朗豪酒店的質素系統以範圍廣泛、套用靈活的主要績效指標評估系統為骨幹。工作伙伴有責任履行個人的主要績效指標，背後也獲得開明、積極進取的領導層支持。組織上的評核以每日評估為基礎（適用於十六個不同部門和範疇的逾二百三十個主要績效指標會記錄每日的營運表現）。並建立一套基準系統，與同業互相借鑑。知識管理是「智力資本及優質管理模式」中不可或缺的一環。酒店在設計不同的分享方法時，會把各種工作伙伴的類型納入考慮之列，以確保知識交流成功有效。朗豪酒店十分強調資訊科技的應用，務求藉此達致高效經營，並為主要利益相關者提供獲取資訊的渠道。

人力資源焦點

朗豪酒店極之重視利益相關者的集體知識和經驗。為了反映以上的策略，酒店的人力資源部門已重新定位和命名為「智力資本及優質管理部」。此外，酒店開創了開明文化，以求促進有效溝通，並提升自我進取和勇於創新的精神。朗豪酒店把人力資源作為智力資本的來源，而智力資本則會增強酒店的競爭優勢。自「智力資本及



Process Management

LPH has developed a comprehensive value creation process pertinent to the business environment. Process design and planning emphasize on seamless interaction across functions. Process efficiency is optimized for minimum defects and reworks. Plan-Do-Check-Act cycle and technology are adopted to ensure efficient process management. By applying the “Langham Logic” system with associates taking ownership of the process improvements, value creation process improvement is achieved. Data from international benchmarking studies are used to support process improvements. This enables LPH to emerge rapidly as an outstanding Hong Kong brand attracting a multitude of international guests.

Results

As a new hotel, LPH has achieved outstanding results in guest satisfaction and loyalty. The benchmarking against hotels of equivalent grade worldwide has shown better performance in all areas. All financial measures have far exceeded the targets set by the management company Langham Hotels International. The Return per Square Foot in 2006 was 50% above target. The success of the IC&Q operation is illustrated by the low turnover rate of associates in this competitive industry. The accomplishment of the BIG 5 strategic objectives best reflects the leadership results. Senior leaders are committed to discharging their corporate social responsibility in three specific areas: art, environment and education, which they believe will help “change the face of Mongkok forever”. LPH has successfully turned its Mongkok location into a strength.

優質管理模式」實施以來，酒店有效營造出鼓勵學習、培育成功、人盡其才、獎勵創新的環境。另外，工作伙伴學習和發展的理念以「推廣關懷、提升智力」為中心。

程序管理

朗豪酒店根據其營商環境開發了完善的創造價值程序。這方面的設計和規劃注重各項運作之間能達致完美無間的互動協作；程序效率獲提升至最高，以求盡量減少不足之處和避免把工作重做。酒店在「計劃—執行—檢查—改善」的循環和技術下，確保可達到高效的程序管理。透過實施「朗廷思維」系統，加上工作伙伴對改良運作程序的投入感，創造價值程序便因而得到改善。除此之外，酒店也會利用國際基準研究的數據來幫助改善運作程序，這令朗豪酒店能快速在香港崛起，並吸引到大批國際賓客慕名光顧。

業績

朗豪酒店只是開業不久，已成功創下佳績。以應用在全球同級酒店的基準來衡量，朗豪酒店在各方面均表現優異，財務表現更遠遠超出其管理公司——朗廷酒店集團所訂下的全部目標，當中，酒店在二零零六年的每平方尺回報便超越目標達百分之五十。另外，朗豪酒店在競爭激烈的酒店業中仍錄得低流失率，足證其「智力資本及優質管理模式」的出色成效。至於五大策略目標的傑出成績便是反映領導成效的最佳證明。高級領導層一直致力在三個特定範疇——藝術、環境、教育，履行企業社會責任，深信付出的努力能實現「我們將永遠改變旺角」的遠瞻。朗豪酒店，實現了將其於旺角舊區的位置，轉化為其成功的因素。