



QUALITY KEY TO ENDURING SUCCESS

Report Summary (Gold Award)

報告摘要 (金獎)

**LANGHAM
PLACE**
MONGKOK, HONG KONG

Provided by Langham Place Hotel, Mongkok, Hong Kong
本報告摘要由香港旺角朗豪酒店提供

Langham Place, one of the largest urban renewal projects in Hong Kong, was jointly undertaken by the Urban Renewal Authority and Great Eagle Holdings Ltd in 1988. This mixed-use development comprises the 665-room Langham Place Hotel, a 60-storey office tower, and a 300-shop shopping mall. As a flagship redevelopment project, Langham Place is a milestone in Hong Kong's urban renewal history. The renewal area in Mongkok used to be a cluster of dilapidated and pre-war buildings, housing about 6000 people in an unfavourable living environment. The HK \$12 billion project took 16 years to complete due to the complex planning and site assembly process.

Today, Langham Place Hotel (LPH) has brought new life to this old neighbourhood and kick-started a sustained regeneration process in Mongkok. Before the Hotel opening, senior leaders established a vision to operate a world-class 5-star hotel, and "to change the face of Mongkok forever". The strong vision was deployed to engage all associates and stakeholders in building the business with powerful single-mindedness. It also committed the Hotel to embracing the community - Mongkok.

Under this vision, the Hotel established its mission and core values to guide and sustain its business. The "CHAMPION" values are communicated to all associates through the 24 Service Credos, defining the value principles with practical actions to guide daily interactions among associates, guests and stakeholders.

Leadership

Senior leaders see Total Quality Management as a vital means towards the Hotel's vision.

In order to cement the quality culture, each of the Hotel's Executive Committee members serves as the champion of one of the seven TQM Category Teams. The TQM Category Teams are responsible for conducting internal assessment and the implementation of improvement actions based on the Baldrige Criteria. With the personal involvement of all senior leaders, associates are fully

朗豪坊，香港其中一個規模最龐大的市區更新計劃，是市區重建局及鷹君集團於一九八八年聯手策劃的。這綜合用途發展項目包括擁有六百六十五所客房的朗豪酒店；樓高六十層的辦公室大樓，及三百個商舖的購物中心。作為重建計劃的旗艦，朗豪坊是香港市區重建歷史的里程碑。位於旺角的重建地區，以往所興建的均是一些舊式的戰前樓宇，居住環境比較欠佳，並約有六千名居民聚居於此。這重建項目經過精密的策劃及實地視察過程，整整用了一百二十億港元及十六年的時間才完成。

時至今日，朗豪酒店為這個舊式的社區注入新的生命，持續帶動著旺角的更新。早於酒店開業前，領導層確立了致力營運一所國際五星級酒店的方向，創立了酒店的遠瞻——「我們將永遠改變旺角」。這個宏大的遠瞻得到所有工作伙伴及利益群體的認同，以致大家有著共同的目標去拓展公司業務。亦是這個原因，令酒店上下團結一心，積極地去投入擁抱旺角社區。

基於這個遠瞻，酒店建立其使命及價值觀去引導業務持續發展。酒店透過二十四條服務規條闡釋其「CHAMPION」價值觀，這些服務規條均為價值觀背後的原則及實踐方法，以引導工作伙伴、賓客及利益群體日常彼此接待和處事的態度。

領導才能

管理層視全面優質管理為實現酒店遠瞻不可或缺的一環。

為了在酒店內推廣及鞏固優質文化，每一位行政委員會的成員均擔任七隊其中一隊



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engaged in the quality journey and develop a sense of ownership for quality excellence.

In line with the vision, Total Quality Management enables the Hotel to contribute its best to the community - not only in hotel services and products, but also genuine care for Mongkok by discharging corporate social responsibility in three focus areas (art, environment and education).

Langham Place Hotel is a fully-owned subsidiary of Great Eagle Holdings Ltd, a publicly listed company in Hong Kong. Its governance system follows that of the parent company. This system is further reinforced by the foundation of an organizational culture that emphasizes ethical behaviour and integrity.

Strategic Planning

The commitment to look far into the future and to plan many steps ahead characterizes LPH's strategic planning.

In its close to 3 years of history (since opening in July 2004), the Hotel has utilized a systematic Strategic Planning Process, comprising fact finding, SWOT analysis, strategic planning workshops, etc, to develop the short- and long-term "BIG 5" strategic objectives, strategic plans, and the Balanced KPI Measuring System.

The Executive Committee formulates the Hotel's objectives and strategies, while Department Heads formulate departmental KPIs and action plans. Together, the Executive Committee and Department Heads monitor closely the execution of action plans to track progress and effectiveness.

To support and monitor the Hotel's strategies and actions, on-going competitive analysis and benchmarking exercises are carried out to thoroughly understand its competitive position and adjust its actions in a timely manner. The Strategic Planning Process addresses both short-term and long-term strategies. With a balanced consideration towards inside and outside environment, the Hotel distributes

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全面優質管理改善小組的組長一職。各組別以美國「鮑德里奇優質管理模式」為基礎，進行內部評核及落實改善行動。因著管理層的個人參與，所有工作伙伴更投入這個「優質旅程」，並對建立「優質」產生了一份使命感。

全面優質管理與酒店的遠瞻一致，讓酒店將最優質的服務貢獻社區。酒店不但提供優質的服務及產品，並於旺角區根據三大範疇（藝術、環境及教育）履行企業社會責任。

鷹君集團全資擁有朗豪酒店，是香港的上市公司，而朗豪酒店的管治機制亦以母公司為依歸。酒店十分重視道德操守和廉潔，而「優質文化」更令其管治系統進一步鞏固起來。

策略性規劃

決心展望未來及長遠地作出預算，是朗豪酒店策略性規劃的主要特色。自二零零四年七月開業以來，擁有接近三年的歷史，酒店制定了一套完善的策略性規劃流程。透過這流程，管理層訂定了短期及長期的五大策略性目標和計劃，以及主要功能績效指標平衡測量系統等。

行政委員會成員編訂酒店的目標及策略，而部門主管則負責制定部門的功能績效指標及行動計劃。除此以外，行政委員會及部門主管亦會緊密地監控行動計劃的執行，確保計劃獲得滿意的進展及成效。

為支援及監察酒店的策略及行動，酒店持續地進行競爭者資料分析及基準評價，以



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resources to address changing market conditions, continuously leveraging service quality and driving product innovation.

Customer and Market Focus

Langham Place Hotel is a stage on which guests can perform at their best, be it a business meeting or wedding banquet. To clearly understand guest characteristics and expectations.

LPH uses a comprehensive approach to segment its guests. The Hotel then identifies and develops services with the highest quality according to their specific requirements. There are numerous channels to listen to and learn from guests. Third-party channels, such as competitor analysis, mystery shoppers and Tripadvisor.com (an industry website) are also employed to understand guests' current and future needs.

To further stimulate guest experience, the Hotel continuously introduces innovative and value-added products. Based on the strategy to market itself as a hi-tech hotel to business travellers, LPH was the first hotel in the world to install colour touch-screen IP phones in all guest rooms, which is now the foundation of an industry-leading technology for managing guest history. To build a loyal and long term client base, the Hotel offers various loyalty programmes with differentiated categories to cater to different guest expectations.

Measurement, Analysis, and Knowledge Management

Success in achieving guest satisfaction and securing business is backed by the Hotel's performance measurement framework. The core of this framework is the Balanced KPI Measuring System. (In essence, all associates need to be constantly aware of their own performance success. This is simple but extremely powerful.)

The performance indicators, covering the five Key Result Areas, are fully aligned and integrated with the vision and strategies of the Hotel. Interlinked with the system is a set of benchmarking approaches and plans that help the Hotel systematically

便了解市場定位並及時調整行動計劃。策略性規劃的過程不單顧及短期的策略，並著眼於長期策略的需要。在權衡內部及外在環境的大前題下，酒店有效地分配資源去適應市場的轉變，持續地提供最優質的服務，和促進產品的創新。

顧客及市場焦點

朗豪酒店是一個大舞台，讓賓客能發揮他們的潛能去演繹好每一個角色，不論是生意上的洽談，或是婚禮宴會。

朗豪酒店將其賓客作全面分類，以清楚了解賓客的需要及期望。然後按照賓客不同的需求，提供最優質的服務。酒店亦採用競爭者資料分析、神秘賓客和「tripadvisor.com (企業網站)」等數據，了解賓客目前與將來的需要。

酒店不斷推出創新和增值的服務，讓賓客感受一個觸動感官的體驗。朗豪酒店的市場策略是建立尖端科技的商務酒店，是全球首間酒店於每一間客房，設置輕觸式彩色螢幕顯示的互聯網協定電話（這裝置已成為業界在賓客管理紀錄方面的先進科技）。為建立賓客的忠誠度及長期的賓客網絡，酒店更提供不同的回饋計劃，以滿足不同賓客的期望。

評估、分析和知識管理

能夠成功地使賓客稱心滿意及確保業務穩健的發展，有賴酒店背後建立了一個周全的表現評估機制。主要功能績效指標平衡測量系統正是這個機制得以成功的關鍵（精粹在於所有工作伙伴必須經常意識到個人的表現與成就，這個原則雖然簡單但極為湊效）。



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identify comparative benchmarks and data. Information from various sources is solicited to compare performance. Data and information collected is structurally consolidated, analyzed and cascaded. Improvement action plans are formulated to close any gaps identified.

To realize associates' full potential, LPH develops knowledge within and outside the Hotel. To facilitate knowledge transfer between the Hotel and its stakeholders, user-friendly platforms, such as the Idea Wall, Idea Box, Intranet, knowledge centre, blogs, comment cards, and the Langham Library have been established to engage associates and stakeholders in innovation and continuous improvement.

Human Resource Focus

Langham Place Hotel believes in offering a work environment where associates can grow and become better persons, not just at work, but in life.

The Human Resource Department has been re-positioned (and re-named) as the Intellectual Capital and Quality Department; LPH believes in nurturing its people's talents and unleashing their collective brainpower to achieve continuous improvement.

LPH is the first hotel in Hong Kong to use experiential game-based recruitment on a large scale. These games gauge attitudes and behaviours relating to the CHAMPION values. On joining the Hotel, all associates are paired with a mentor. The PRIDE appraisal system encourages high performance and supports career development. The Hotel's training is innovative and fully aligned with the Hotel's strategic goals. Various training programmes have won training awards and set industry best practices.

To further enhance associate well-being and fully engage the workforce in the Hotel's vision, various communication channels, such as the bi-annual All Associates Satisfaction Survey, Health and Safety Committee, "Lunch with GM," etc, have been established to

主要績效指標涵蓋五個主要業績範疇，並與酒店的遠瞻及策略融會一致。與這個系統連結的，是一系列基準評價方案和計劃，以協助酒店有系統地確認可比較的基準和數據。有關用作表現比較的資料搜集是出自多種來源的。酒店對所搜集的數據和資料，進行結構性分析，再傳達至各部門，並制定改善行動計劃，以剔除相關之漏洞。

朗豪酒店致力於酒店內外進行知識推廣，務求使工作伙伴的潛能得以全面發揮。為促進酒店及持有人之間的知識傳遞，酒店成立多個操作簡易的平台，務求將創新求進及持續改善的概念融會入工作伙伴和酒店持有人當中。

人力資源焦點

朗豪酒店深信，不僅在工作方面要讓工作伙伴成長及進步，於個人生活方面亦然。人力資源部重新定位（和重新命名）為智力資本及優質管理部。朗豪酒店相信培育工作伙伴的天賦才華和釋放他們的集體智慧才能，可達致個人與機構之持續改善。

朗豪酒店是香港首間酒店於大規模招聘活動中，採用遊戲方式進行面試。透過這些遊戲，能識別那些可展現酒店優越文化價值觀的申請者。所有剛入職的工作伙伴均會被安排一位良師，並透過「PRIDE」評核機制，鼓勵表現優秀的工作伙伴和支持其事業發展。酒店提供創新的培訓課程，而這些課程亦與酒店的策略性目標一致。酒店的多個培訓課程贏得多項培訓獎項，成為業界的模範。

為進一步促進工作伙伴的身心健康和將酒



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foster effective two-way communication between management and associates.

Process Management

To help associates reach their full potential, an organization needs strong work systems and processes. Utilizing the Plan-Do-Check-Act cycle, LPH systematically designs and develops its processes to drive continuous improvement and innovation.

Policies, standards and procedures outlining the key control focus and expected performance level of each process in different functions are developed from key requirements of guest segments. The competency matrixes are developed for all positions to ensure procedures are being executed effectively to meet process requirements.

In line with the Balanced KPI Measuring System, the Operations KPIs are established to drive and monitor operational performance in all departments. Langham Logic, its unique branded approach to process innovation, provides various user-friendly tools for continuous process improvement. Cross functional meetings also reinforce an open culture, eliminating silos among departments.

To achieve process efficiency, the workforce is well-equipped with operational knowledge and skills, and empowered to execute processes agilely, in response to immediate guest needs.

Results

Langham Place Hotel puts in every effort to engage its workforce. In 2006, the Associate Satisfaction Index shows a steep and steady climb upwards, well above the comparison index. It has also been named one of the Best Employers in Hong Kong in 2007.

Happy associates having fun bring happy guest. The Hotel measures guest satisfaction on a daily basis. High level ratings and improvement trends in guest satisfaction have been recorded since the opening of the Hotel. In the world's foremost travel

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店的遠瞻融入工作隊伍裡，酒店設立了多個溝通渠道，如每年兩次的工作伙伴滿意度問卷調查、安全與健康委員會、與總經理午膳等，以加強管理層與工作伙伴之間的雙向溝通。

程序管理

一所機構需要一套完善的工作制度及程序，去協助工作伙伴發揮他們的最大潛能。本著這個信念，朗豪酒店運用「計劃-執行-檢查-改善」這個循環，有系統地設計及推行酒店的工作流程，以推動持續改善及創新。

根據不同賓客類別的需要，酒店於各部門制定了相關的政策、標準及程序，以確認監控重點及所需要的表現水平。每個職位均有個別的職能矩陣，以確保工作伙伴能有效地執行各種工作程序，並達到相關的程序要求。

與主要功能績效指標平衡測量系統一致的，是其中之營運功能績效指標，其訂立旨在推動及監控各部門的營運表現。而「朗廷思維」是一套自家品牌創立的獨特方法，提供多種簡單易行的工具以推動流程改善及創新。與各部門的會議進一步加強酒店的開放文化，消除部門之間的隔膜。為提高工作效率，酒店致力裝備工作伙伴，培訓相關的工作知識及技巧。前線工作伙伴亦被授權去彈性處理特別的程序，以滿足賓客即時的需求。

業績

酒店致力建立一支團結而樂在其中的隊伍。去年，工作伙伴滿意度問卷調查結果



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review website “tripadvisor.com”, LPH has been voted number 1 hotel in Hong Kong. In 2005, it won tripadvisor’s “Best Hidden Gem - Asia” award.

The effort which LPH has put into “quality” is reflected in significant financial and market outcomes. In 2006, the Hotel’s average market share index exceeded the norm of other hotels (same category) by 25%.

Langham Place Hotel embraces the community. The Hotel is recognized as a Caring Company in 2006/07. The HKMA Quality Gold Award is a milestone in LPH’s continuous journey towards quality, with a happy team caring for guests and building an inspired community, on a strong foundation of financial success. The Hotel will continue to strive for improvement and offer its best to the community. “We will change the face of Mongkok forever”.

顯示，工作伙伴滿意度大幅並穩定地上揚，遠超過對比指標。於二零零七年，朗豪酒店更被選為香港最佳僱主之一。

酒店相信樂在其中的工作伙伴會帶來滿意的賓客，而酒店亦每天量度賓客的滿意度。自酒店開業以來，賓客的滿意度一直保持在高水平，並錄得上升的趨勢。根據全球其中一個最重要的旅程評估網站「tripadvisor.com」的評估，朗豪酒店於芸芸香港酒店中排名第一。在二零零五年，酒店更獲得該網站頒發「Best Hidden Gem - Asia」之獎項。

朗豪酒店對追求「優質」所付出的努力，亦充分反映於卓越的財務及市場業績兩方面。在二零零六年，酒店平均市場佔有率超越同級酒店的市場平均基準達至百分之廿五。朗豪酒店堅持「擁抱社區」的信念。於二零零六至零七年度，酒店被評為「商界展關懷」的公司之一。酒店不但取得卓越的財務業績，更擁有一隊樂在其中、關懷賓客的隊伍，共同建設一個具生命力的社區。獲得優質管理獎金獎這個殊榮，是朗豪酒店推動「優質」的一個里程碑。酒店在未來的日子會繼續努力，提供最好的給這個社區。「改變旺角，由我們做起！」