



Report Summary

(Bronze Award)

報告摘要

(銅獎)

CATHAY PACIFIC
CATERING SERVICES

Founded in 1967; Cathay Pacific Catering Services (CPCS) is a 100% owned subsidiary of Cathay Pacific Airways.

Our facility occupies a total floor area of over 50,000 m² with the capacity to produce 80,000 meals per day. In 2009, CPCS produced an average of 55,000 meals per day for 35 international airlines operating 150 flights per day.

Leadership

To manage such a challenging business operation successfully can only be achieved with a strong team sharing a common vision, mission and set of values.

Our vision “to be the most valued catering services partner in Asia; we focus on quality and creativity to support our customers in achieving their ultimate goals” recognizes the importance of supporting our customers to achieve their aims.

CPCS devotes considerable effort to adopt best practices of corporate governance. The board is the main governance body that determines the overall strategies and monitors and controls operating and financial performance.

As a wholly owned subsidiary of Cathay Pacific, CPCS is subject to the group internal audit review, insurance audit review and environmental audit review.

Food safety is always the top priority in CPCS and we comply with the IATA (International Air Transport Association) Catering Quality Assurance Programme.

Strategic Planning

Strategy development is facilitated through our annual off-site management workshop involving all senior and middle management. SWOT and competitor analysis of the catering industry are conducted

Provided by Cathay Pacific Catering Services
本報告摘要由國泰航空飲食服務（香港）有限公司提供

國泰航空飲食服務（香港）有限公司（國泰航空飲食服務）於一九六七年成立，現為國泰航空公司全資擁有的附屬機構。

我們的廠房總面積達五萬平方米，每日生產量可達八萬份餐。於二零零九年，公司為三十五間國際航空公司每日所飛行的一百五十架次航班，提供約五萬五千份餐。

領導才能

國泰航空飲食服務透過一隊擁有共同願景、使命及信念的強大隊伍，成功管理這個高度複雜的運作體系。

我們的願景是「矢志成為亞洲區備受推崇的膳食服務公司；以品質及創意為重，協助客戶達致最高目標」。

國泰航空飲食服務致力採用最有效的企業管治方法。董事會是企業管治的核心，決定整體策略、監察營運和財務的表現。作為國泰航空公司的全資附屬機構，公司須接受集團內部審計、保險審計及環境審計。

國泰航空飲食服務一直以確保食品安全為首要任務，遵照國際航空運輸協會之膳食品質保證方案。

策略性規劃

國泰航空飲食服務每年會舉辦管理研討會以研究發展策略，與會者包括高級和中級管理層。為知己知彼，公司會用強弱危機綜合分析法，進行自我分析及分析競爭對



Report Summary

(Bronze Award)

報告摘要

(銅獎)

and Key Result Areas (KRAs) for success established. These KRAs are cascaded throughout the organization for deployment across all core business processes.

Department heads then formulate their action plans for submission to the general manager. As most action plans require cross-departmental inputs, a project owner will normally be appointed to ensure cross functional co-ordination and implementation.

Customer Focus

Customer service is too often thought of as fixing complaints associated with operational failures and too seldom as opportunities to enhance value. Continuous improvement and value enhancement are the basics of customer service that we believe deliver customer relationship development.

Gathering customer knowledge is an ongoing activity and is managed through a rigorous information handling system supported through regular customer visits the customer's own quarterly performance reports and day to day operational contact.

All information gathered is retained on a client management system and reviewed at the monthly customer service steering group meeting involving senior management from both operational and commercial functions.

Measurement, Analysis, and Knowledge Management

The balanced scorecard, a strategic planning and management system, is used to align business objectives to the vision and strategy of the organization. The focus has three strategic areas, namely finance, productivity and quality and incorporates 25KPIs (Key Performance Indicators) at the Corporate level with a further 160 KPIs at the departmental level.

Governance is conducted through monthly presentations to the management committee and a quarterly review meeting with the

手。而國泰航空飲食服務亦建立企業表現範疇，以串連整個機構發展並推行至核心的業務流程。

部門主管會制定其行動計劃，並提交總經理審閱。國泰航空飲食服務會委任項目主管去統籌工作。

客戶焦點

客戶服務往往被理解為處理投訴，而鮮被視為提升價值的契機。我們確信持續改進和價值提升才是客戶服務的基礎，以鞏固及發展與客戶的關係。

蒐集客戶資訊是一項持續工作。國泰航空飲食服務通過一個嚴密的資料管理系統及定期客戶拜訪、客戶季度業績報告及日常業務聯繫，收集客戶意見資料。所有收集的資料會保留在客戶管理系統，並於每月由營運及商務高級管理層主理的會議中檢討。

評估、分析和知識管理

我們採用「平衡計分卡」作為策略性的計劃及管理工具，把公司的業務目標及願景與策略貫徹一起。我們的重點在三個層面：「財務」、「生產率」及「品質」，並訂立二十五項企業表現目標，及一百六十項部門表現目標。

國泰航空飲食服務有系統地監察業務表現，包括每月一次向管理層匯報業績；每季一次向董事會匯報業績；每月一次由部門主管向總經理匯報其部門的運作進度。



Report Summary

(Bronze Award)

報告摘要

(銅獎)

board, whilst reviews of departmental performance are conducted monthly between the relevant department, Business Improvement Department (BID) and the general manager.

Performance results are shared with all staff on a monthly basis via notice boards and general manager quarterly business update briefings.

Workforce Focus

Our workforce goal is to engage and develop our people to excel and we have organized our human resources infrastructure into three branches to achieve this goal, namely: work systems, employee learning and development and employee well being and satisfaction.

We apply a fair basis policy through our work systems processes on recruitment, promotion and career development. Individual performance reviews are conducted twice a year with the emphasis strongly focused upon competence development which in turn supports succession planning through a systematic development and assessment approach.

Workplace health and safety is also an important workforce focus with the provision of employee assistance schemes, staff well being campaigns including medical checks, in house communication magazines, regular focus groups, support for the sports and social club and safety audits all contributing to ensure a safe working environment.

Process Management

The food production and logistic handling processes are thoroughly designed to meet the objectives of customer satisfaction, hygiene and safety, cost efficiency and environmental friendly.

The operation of the processes is supported with bespoke operations control and management information systems, automated high bay

國泰航空飲食服務最新的業務狀況會透過報告板每月一次；及總經理發佈會每季一次向同事匯報。

工作團隊焦點

國泰航空飲食服務矢志培育員工，協助他們發揮潛能，盡展所長。因此，我們的人力資源政策主要在以下三方面：

- 工作系統
- 員工學習及發展
- 員工身心健康及滿意狀況

我們的招聘、晉升及事業發展政策以公平為原則。公司每年進行兩次工作表現評核，重視發掘員工的潛能，提升他們的工作表現。此等措施令公司有系統地評核員工的表現，協助他們發展事業。同時，制定各職級的接任計劃。

國泰航空飲食服務重視員工的職業安全及健康，透過活動提倡身心健康及安全工作間的重要性，活動包括：

- 員工諮詢及輔助計劃
- 康健年活動（例如：健康檢查）
- 內部員工刊物
- 意見分享小組
- 康體會
- 安全審核

程序管理

國泰航空飲食服務精心設計整個生產及輸送程序，以達到客戶需要、衛生安全、營運效益及保護環境的目標。在程序中，公



Report Summary

(Bronze Award)

報告摘要

(銅獎)

storage, meal cart transportation and storage system, bin conveyor and vacuum waste disposal systems. These systems provide CPCS with the flexibility to handle large volumes and production changes efficiently.

A reliable and quality workforce is also essential to deliver customers' standards and requirements and investment in people is paramount therefore.

Creating enduring value for our customers is achieved through constantly improving our products and services and applying a long term perspective that new thinking does not have to be ground breaking or world shattering but it does need to be continuously better than what was there before.

Quality, safety and environmental awareness are fundamental operating principles at our facility and CPCS was accredited ISO 9001 in 1995 and was the first in-flight caterer in Hong Kong to be accredited ISO 14001 in 1996.

Contingency plans against operation disruption scenarios include system failure, manpower shortage, pandemic disease, fire, road blockage, product recall and utility stoppages. The contingency plans are reviewed and updated regularly with additional conducted by the Airport Authority.

Results

Our business results are generally characterized by above target financial returns, increased value added services and improving trends in both customer and staff satisfaction levels.

These achievements demonstrate the continual benefits of working as a team, the quality of our management practices, the focus on quality and customer service and an understanding and meeting of customer and market requirements.

司採用優質的運作及資訊管理系統、自動化高架倉系統、吊架運輸系統、物料自動補給系統及真空處理垃圾系統。以上的運作系統能有效地處理大量生產及多變的營運需要。

我們深信穩健及專業的團隊是向客戶提供優質服務的關鍵，故此，公司投放大量的資源以培育人才。

國泰航空飲食服務不斷提升產品及服務質素，並研發創新方案，追求卓越，向客戶提供盡善盡美的服務。

國泰航空飲食服務是一間重視品質、安全及環保的企業，於一九九五年獲得 ISO 9001 的認證，更早在一九九六年成為全港第一間獲頒發 ISO 14001 的航膳公司。

國泰航空飲食服務制定了意外事故應變計劃，以確保運作不受影響。意外事故包括系統故障、人手短缺、流行病爆發、火災、主要道路封蔽、產品回收及水電中斷等。公司定期與香港國際機場管理局檢討及更新意外事故應變計劃。

業績

國泰航空飲食服務業績表現卓越，透過可觀的投資回報、增值的顧客服務，以及不斷提升的客戶及員工滿意度，均顯示我們的佳績。

國泰航空飲食服務有此驕人成就，全因為我們有一隊團結的隊伍、全面的管理系



Report Summary

(Bronze Award)

報告摘要

(銅獎)

Conclusion

The evolution of technology and logistics is increasing the competitiveness of the food industry with in-flight catering becoming less location specific. To sustain our leading position in the air-catering market; we need to prepare our people and rejuvenate our culture to face the accelerating challenges: namely the global economic volatility, changes in the air-catering business model and intense competition.

Our existing production facility is operating at 80% of capacity during peak days and a facility planning team has been formed to plan for capacity expansion to ensure that our expansion plans will meet our customers' needs and we can remain the most valued catering services partner in Asia.

統、優質的客戶服務及完全瞭解並滿足市場需要的能力。

總結

由於科技及物流技術的進步，令航膳業務的競爭全球化。因此，我們必須培訓人才及活化公司的文化，以應付全球經濟衰退、航膳業務模式的轉變及競爭者的挑戰。

現時公司在繁忙時段已使用了百分之八十的生產量。因此，我們成立了設施擴展小組，研究增加公司生產量的方案，以配合客戶的需要，並能繼續以「成為亞洲區備受推崇的膳食服務公司」為目標。