



Report from The Board of Examiners (Gold Award) 評審委員會報告 (金獎)



Hong Kong Disneyland Resort (HKDL) is the largest full-time employer in the entertainment and recreation industry in Hong Kong. The HKDL has continued to augment the attractions and entertainment experiences to their guests. From 2009 to 2013, HKDL successfully completed major expansion in increasing their footprint by 23% and turned around business to profit in 2012.

Leadership

HKDL references The Walt Disney Company's Vision, Mission and Values (VMV) which are deployed systematically to workforce, key suppliers, partners, customers, and other stakeholders. The Steering Committee revisits its VMV and rolls out to the Executive Work Session, then to the Annual Leadership Event. VMV is incorporated into on-board training of all new cast members and is communicated to suppliers, relevant stakeholders etc.

Succession plan for managers and executives is supported by Talent Management Strategy, aligned with the Disney University curriculum on leadership and executive development.

Well-established Standards of Business Conduct are applied to all Cast Members. Various recognition programs are in place with senior leaders' participation, for example, The Walt Disney Legacy Award, Fanatic Cards, and Service Pin for long service Cast Members.

HKDL is committed in environmental protection and demonstrated good participation in societal responsibilities, for instance, the "Give a Day, Get a Disney Day" Program, has recognized over 3 millions of volunteering hours since its launch in 2010.

Strategic Planning

With a virtuous cycle for its organic growth, HKDL is able to establish clear strategic process and goals for short and long term development. Innovation is its rich heritage. Its in-house design, Walt Disney Imagineering, is responsible for the development of new theme lands.

The creative Project Review Process is consisted of 3 stages, namely: Blue Sky, Concept & Feasibility, and Implementation. The strategies are aligned with HKDL's Vision with a robust design process as the theme lands are permanent facilities with heavy investment. The next 10 to 15-year growth plan & objectives are in place, including the world's first Iron Man attraction and the third resort hotel.

The Lines of Business are fully responsible for implementing the action plans with clear accountability and ownership. Key

香港迪士尼樂園度假區是香港娛樂事業最大的僱主。香港迪士尼樂園秉承提升賓客旅遊及娛樂體驗的理念，從 2009 年至 2013 年，已成功完成了主要的擴建項目，將其面積擴增了 23%，並在 2012 年錄得了盈利。

領導才能

香港迪士尼樂園實踐了華特迪士尼公司的願景 - 使命 - 核心價值，有系統地將其傳達至演藝人員、主要供貨商、合作夥伴、客戶和其他股東。督導委員會對公司的願景 - 使命 - 核心價值進行討論，在執行工作會中提出，隨後在年度領導會議中推出。公司的願景 - 使命 - 核心價值都會融入在所有新演藝人員的在職培訓，並傳遞給購貨商、相關股東等人士。

經理和執行層面管理人員的接班人培育計劃，會輔以人才管理策略，及與迪士尼大學的領導和執行發展課程一致。

所有演藝人員均堅守嚴格高尚的商業操守標準。迪士尼推行多個高層領導參與的獎勵計劃，如華特迪士尼典範傳承大獎、奇妙體驗表揚卡和服務章，以獎勵效力多年的演藝人員。

香港迪士尼樂園致力參與環境保護及社區關愛的活動，公司的「迪士尼賞義工計劃」，自 2010 年推出起，其義工服務參與時間已經超過 300 萬小時。

策略性規劃

香港迪士尼樂園已處於良性內部增長，可以制定明確的短期及長期策略程序和目標。創新是迪士尼最深厚的傳承精神，樂園內的設計部門「華特迪士尼幻想工程公司」是負責新主題樂園的開發工作。

項目審查流程包括三個階段，分別：「藍天」，「概念和可行性」及「實踐」。主題樂園是一項投資大量資金的長遠發展，所以穩健的項目程序策略會與香港迪士尼樂園度假區的願景一致的。在未來 10 至 15 年的發展規劃和目標已經制定，包括全球首個鐵甲奇俠遊樂區及第三家度假村酒店。

各業務部門會全權負責執行計劃的所有權責及權



Performance Indicators and regular reviews are developed to track the five areas of strategic performance.

Their success stories of the Space Mountain - Ghost Galaxy (i.e., the seasonal Halloween overlay of Space Mountain) and their technological accomplishments have been shared with other parts of the world as best practices.

Customer Focus

HKDL has a dedicated team to listen to guests through park interviews and market fieldwork and to collect information from staff feedback, leaders' observations and social media. Guest Satisfaction Survey is conducted daily to collect various indicators within its six defined categories.

“LAST” (Listen, Apologize, Solve and Thank) model is in place to handle guest dissatisfaction. “No Strings Attached” Program provides immediate Guest service recovery to promote guest satisfaction by all front line Cast Members.

A Customer Relationship Management system is developed to capture visitation patterns and spending behaviors. Magic access for frequent visitors (Annual Pass Program) is available together with a dedicated portal for the annual pass members. The HKDL has various approaches to nurture, manage and sustain a wide range of guests: trade partners, institutional guests and consumer guests. An unconventional marketing team has been set up to move to new marketing tactics in Facebook, co-marketing programs, media, interactive marketing, etc.

Measurement, Analysis and Knowledge Management

HKDL has established a performance management system in assessing operational and organizational performance in brand health, guest satisfaction, operation efficiency, with high level KPIs to match its strategies.

High level KPI processes are reported in a monthly Executive KPI Dashboard with an automatic alert function. Regular meetings are organized to review, formulate and implement improvement actions such as Radio Frequency Identification (RFID) Costume Management, Queue Time System.

A Knowledge Management Platform has been well adopted to transfer customized knowledge to Cast Members, Suppliers and Operating Partners. The train-the-trainer program is adopted to equip Cast Members with competency and expertise.

利。迪士尼就五個策略績效領域制定了重點的績效指標和定期審查制度。

樂園的成功項目「驚心動魄太空山」（在萬聖節期間的遊樂項目 - 太空山）和他們的技術成就，已經被世界各地的迪士尼樂園視最佳運作方法。

客戶焦點

香港迪士尼樂園成立了一個專門的團隊，於樂園內進行訪問和實地市場調查，並透過收集僱員意見、領導層的觀察和社交媒體的資料以聆聽賓客需求。樂園每天都會就六大範疇進行賓客滿意度調查。

樂園制定了 LAST（聆著，道歉，解決和感謝）模式，處理賓客的投訴。所有前線演藝人員均可實施 “No Strings Attached” 方案，讓前線演藝人員可根據不同賓客的情況及需要，替賓客轉愁為樂，提升賓客滿意度。

樂園建立了一個客戶關係管理系統，用作記錄賓客的探訪模式和消費行。為經常光顧的賓客，提供「奇妙處處通」（全年通行証），並為他們設立了一個專門入口。香港迪士尼樂園採用了多種方法以培育、管理和支援不同類型的賓客，包括貿易夥伴、機構賓客和消費者。樂園成立了一個打破傳統的市場推銷隊伍，在 Facebook、合作營銷項目、媒體、互動營銷等方式中，推廣市場策略。

評估、分析和知識管理

香港迪士尼樂園制定了一個績效管理系統，以評估其品牌健康、賓客滿意度、營運效率方面的營運和組織績效，並設計了高水平的關鍵績效指標，以匹配其策略。

高水平關鍵績效指標程序會在每月關鍵績效指標管理展示板報告，該展示板中設有自動警告功能。另外，樂園會舉行定期會議，以檢查、組織和實施改善程序，如無射頻識別 (RFID)、服裝管理和等候時間系統。

樂園採用了一個有效的知識管理平台，向演藝人員、供貨商和營運合作夥伴提供定制化知識。實施「培訓迪士尼導師課程」，提升演藝人員的能力和專業知識。



HKDL demonstrates outstanding capability in IT application. Data captured is directly made available to HKDL Consumer Insights for research, data analysis, reporting and reviewing. E-learning and e-procedures are available to Cast Members online. Business continuity plan, disaster recovery procedures and various drills are in practice to ensure systems and data can be recovered and information is available during emergency situation.

Workforce Focus

The Human Resources Department works with the Lines of Business to develop the Human Resources Plan that is aligned with the organization's strategies. A comprehensive on-boarding program is in place to equip the new recruits with the knowledge and skills required for their jobs. The Career Lattice is an in-house developed on-line system showing the career paths with job details of most of the positions. This best practice has been shared with other sister organizations.

Feedback/suggestions on company policies, benefits and their working environment collected from Cast Members will be shared by the Cast Representatives in the monthly Cast Advisory Council Meeting.

With the commitment in promoting the work-life balance culture, the organization has launched five-day work week recently. Compensation of Cast Members is linked to their performance. Employee Survey is conducted every two years.

In brief, HKDL has an effective and systematic approach in workforce management that is well integrated with current and future organizational needs.

Operations Focus

Centralized Purchasing Department builds a supply chain management system for hotels whilst the product quality, durability and after sales service are checked by the end users.

Firework safety and food safety are monitored and complied with statutory and international standards. Wide-ranging emergency procedures including company-wide risk register, disaster recovery, and call trees are all in place. Facilities maintenance system is also in place including preventive work orders and failure codes to measure the performance maintenance operation.

The KPI performance measuring system and process are in place to closely monitor the operational efficiency and productivity. Process improvements are also driven by this system.

香港迪士尼樂園在資訊科技應用方面也展示出了卓越的能力。香港迪士尼樂園的市場及消費者研究可以直接獲取所得的資料，以用於進行研究、數據分析、報告和審查工作。樂園還向演藝人員提供在綫電子學習課程和電子程序。同時，樂園執行了業務持續計劃、意外恢復程序和多種訓練演習，確保在緊急情況下可以恢復系統和數據、正常獲取資訊。

工作團隊焦點

人力資源部與業務部攜手合作，制定了符合公司策略的人力資源規劃。實施全面的在職項目，為新員工提供工作所需要的知識及技能。「我的事業發展導航」是企業內部研發的一個網上系統，顯示大部分崗位的晉升途徑，並配以詳細的工作介紹，而此方案已分享給其他姊妹公司。

演藝人員日常所收集的公司政策、利益和工作環境的意見和建議，將會由僱員代表在每月的演藝人員諮詢委員會會議中分享。

樂園承諾推廣工作生活平衡文化，最近推出了每星期工作五天的制度。其演藝人員薪金與其績效掛鈎並每兩年進行一次僱員調查。

簡言之，在員工管理方面，香港迪士尼樂園採用了一個高效的系統化方案，以融入樂園現在和未來的需求。

營運焦點

中央採購部門為酒店制定了一個供應鏈管理系統，產品質量、耐用性和售後服務則受到了終端用戶的監察。

樂園對煙花安全和食品安全進行監督，以便嚴格遵守法律規定和國際準則。一系列的緊急程序已啟用，包括全公司內部的風險登記、意外恢復作業和緊急召喚通訊。同樣地，設施維修保養系統已啟用，包括防禦工作規程和故障代碼，以用於測量維修保養的營運績效。

樂園採用關鍵績效指標績效測量系統和程序，密切關注營運效率和生產力。該系統也負責推動改進程序。



Pertinent to process management, HKDL has applied industrial engineering techniques and time/motion studies for demand management, as well as key quality standards and training for operation processes.

Results

HKDL has demonstrated significant improvement in brand preference and visit intent after its phase one expansion. There are increases in park attendance and hotel occupancy rate, maintaining high operational and maintenance readiness.

Good supply chain management results were achieved with annual savings exceeding US\$8M in 2011 to 2013. Halal-certified F&B outlets in park are unique in its group parks.

HKDL has maintained a high guest satisfaction rating with overall experience, and sustain high penetration rate in Chinese and International arrival guests. Guest mix on park is well balanced and stable. A downward trend was observed in complaint cases from 2011 to 2013.

The launch of Talent Management Program increases internal hires. There is an upward trend in training and workforce engagement. In the entertainment industry, HKDL is a pioneer in five-day work for its 3,700 full time workforce.

The safety index improved which is reflected by the decrease in workforce injuries under the OSHA frequency rate. In addition, no material control deficiencies were identified under audits.

HKDL is committed to CSR with an increase in ethical responsibilities in training and volunteering services. Green Purchase Policy has been established since 2007 with a pledge to support environmental protection.

Good progress has been observed in strategy implementation, i.e., completion of expansion plan on time & sustaining high guest satisfaction. Last but not least, a positive trend was observed in revenue, EBITDA and profit, and turn around business from loss to profit in 2012.

香港迪士尼樂園因應需求進行了行業工程技術和時間/運動研究。此外，在營運程序中採用了重要質量標準和培訓。

業績

在樂園一期擴建完成之後，香港迪士尼樂園大幅度提高品牌偏好和到訪傾向，樂園訪客人數和酒店入住率均穩步上揚，保持著高度的營運和維修保養狀態。

樂園實現了良好的供應鏈管理成果，於 2011 至 2013 年間節省金額超過 800 萬美元。餐廳提供已獲認證的清真菜式，所有肉類食品均受香港回教信託基金總會認證，這也是全球迪士尼範圍內的首創之舉。

香港迪士尼樂園在顧客整體滿意度保持著很高評分，而中國和海外到訪人士亦佔有高的滲透率。樂園的訪客比率是十分平穩，並且在 2011 年至 2013 年間的投訴量呈下降趨勢。

人才管理計劃的推出提高了內部聘用機會，培訓和員工參與度呈上升趨勢。香港迪士尼樂園在娛樂行業首創先河，對其 3700 名全日制員工實行了每星期五天工作制度。

樂園的安全指數亦得以改善，其工傷數量的減少可從 OSHA 發生頻率顯示出來。此外，在審查過程中未發現重大控管不足。

香港迪士尼樂園 致力承擔企業社會責任，通過培訓和義工服務提高其道德責任。綠色採購政策自 2007 年起開始實施，以支持環境保護。

在策略實施的過程中採用良好的程序，即按時完成擴建，保持高度的顧客滿意度。最後一點、同樣也是很重要的一點：樂園收入、除稅前溢利和利潤均呈持續增長，在 2012 年營運實現轉虧盈。