



## Report Summary (Silver Award) 報告摘要 (銀獎)



THE LANGHAM

Hong Kong  
香港朗廷酒店

### Overview

The Langham, Hong Kong (TLHKG), located in Tsimshatsui, is the flagship hotel of Langham Hospitality Group. This gives the hotel a vital strategic role in terms of business and brand development. Many of the group's global programmes are piloted at TLHKG and then introduced to the other Langham hotels around the world.

Langham Hospitality Group, the management company of Langham Hospitality Investments Limited, a wholly-owned subsidiary of Great Eagle Holdings Limited, one of Hong Kong's leading property companies, with an extensive international portfolio of prominent hotels around the world. As of September 2013, 11 of these hotels operate under The Langham brand, while other properties are branded as Langam Place and Eaton.

Its history stretches back to 1865 when The Langham London opened as Europe's first grand hotel. The hotels still maintain this tradition of the truly grand hotel. The lavish hospitality enjoyed by the guests is an irresistible synthesis of luxurious facilities, impeccable service, stylish design, and an innovative approach to meeting customer requirements.

### Leadership

The company Vision, 'Know Our Guests, Build Great Memories' forms the foundation of the offerings and services in Langham Hospitality Group. The company Vision sets the basis and direction for their Mission and core Values. The hotel Mission, 'Always in Style', has been aligned with the company Vision by delivering their products and services in the unique 'Langham Style', TLHKG crafts experiences which differentiate them from their competition and 'Build Great Memories' for the guests. Their eight core Values form the guiding principles of service culture in Langham style. Each Value has service 'essentials' which provide clear, actionable guidelines for all colleagues. Their senior leaders lead the implementation of Total Quality Management in the hotel by heading the four Strategic Teams of their Quality League Model. Leadership also entails social responsibility that TLHKG has implemented CONNECT, a unique corporate social responsibility and sustainability programme covering Governance, Community, Environment and Colleagues.

Provided by The Langham, Hong Kong  
本報告摘要由香港朗廷酒店提供

### 概覽

位於尖沙咀的香港朗廷酒店（朗廷），是朗廷酒店集團於香港的旗艦酒店。因此，香港朗廷酒店在業務及品牌發展上都扮演著重要的策略性角色。集團許多環球商業項目均由香港朗廷酒店帶領，然後才引入至世界各地其他的朗廷酒店。

朗廷酒店集團是朗廷酒店投資有限公司的管理公司，亦是香港鷹君集團有限公司旗下全資擁有的子公司。鷹君集團是香港具領導地位的地產公司之一，其包括多間著名酒店的國際投資組合遍佈世界各地。截至二零一三年九月，有十一間酒店以朗廷品牌經營，其他則以朗豪及逸東品牌營運。

酒店歷史可追溯至 1865 年，當時倫敦朗廷酒店作為歐洲首間豪華酒店盛大開張。時至今日，酒店仍保持豪華酒店的傳統。顧客能享受到的盛情款待包括豪華的設施、完美的服務、時尚的設計以及一些創新的方法以滿足顧客需求。

### 領導才能

公司遠景「想客人所想，創美好回憶」建立了朗廷酒店集團之產品及服務的基礎。公司遠景訂立了他們的使命與信念的根基與方向。藉著履行獨特「朗廷風格」的產品及服務，酒店使命「朗廷型格魅力 時刻由我演繹」與公司的願景立場一致，令朗廷在眾多競爭對手中鶴立雞群，為顧客「創美好回憶」。酒店的八個信念構成了朗廷風格服務文化的指導方針。每一個信念都包含了服務「Essentials」，為所有同事提供清晰的指引。朗廷管理層率領四隊優質聯盟的策略團隊，藉此帶領酒店實行全面優質管理。卓越的領導亦需承擔社會責任，香港朗廷酒店實施 CONNECT，一個涵蓋了管治、社群、環境以及同事的獨特企業社會責任及可持續發展的計劃。



### Strategic Planning

Strategic planning is the key to consistently staying ahead of the competition and maintaining the TLHKG's competitive edge. Their strategies are built upon the Mission, 'Always in Style'. The planning process emphasises innovation and leverages brain power, creating a three year plans based on the Overall Hotel Key Performance Indicators (KPI). Once the strategic plan is deployed, they use continuing competitive reviews to track performance and modify the strategies in the light of changing market conditions. The Hotel Overall Strategies and KPI results are reviewed by senior leaders regularly to ensure that the strategies are always aligned with the business environment.

### Customer Focus

To anticipate and understand guests' desires, TLHKG uses a comprehensive segmentation model with three customer groups: accommodation, food and beverage, and banquet and MICE. Each group is divided into different segments, enabling the hotel to identify guests' precise requirements and develop the suitable products and services. TLHKG uses various channels to collect guest satisfaction, which helps create a culture of bespoke service with highly personalised delivery. The combination of personalisation and the unique Langham brand means that TLHKG is 'Always in Style' and ready to 'Build Great Memories'. A series of customer relationship programmes are tailored to build loyalty based on the unique characteristics of guest groups.

### Measurement, Analysis, and Knowledge Management

The powerful organisational performance measuring system, Langham Key Performance Indicators (KPI), evaluates how successful the hotel is at all levels, hotel, department, and team. The system defines and measures five Key Result Areas: Service and Guest, Finance and Market, Workforce, Process, and Leadership and Sustainability. Each department has its own specific KPIs and every KPI is subject to a methodical analysis and review process. KPI results are reviewed monthly by senior leaders and shared with all colleagues. TLHKG has an invaluable body of knowledge that is constantly updated and cascaded to their colleagues. The hotel's OPERA and Guest

### 策略性規劃

策略性規劃是在競爭中保持領先和維持香港朗廷酒店競爭優勢的關鍵。酒店的策略建立於使命「朗廷型格魅力 時刻由我演繹」之上。計劃過程重視創新並充分利用智力，根據酒店的關鍵績效指標制定三年計劃。策略計劃一經採用後，酒店會持續地評估其競爭力及監察業績和市場走勢以修改策略。酒店策略和關鍵績效指標的成績由管理層定期複審以確保策略與營商環境同步。

### 客戶焦點

為更能預測及理解顧客的期望，朗廷酒店把顧客分為三個群組：住宿、餐飲，以及宴會和會獎旅遊。每個群組分成不同類別，讓酒店準確地識別顧客的要求和開發合適的產品及服務。朗廷利用多個渠道收集顧客滿意度，藉此幫助建立個人化的貼身服務文化。個人化及朗廷品牌的結合展現出香港朗廷酒店的「朗廷型格魅力 時刻由我演繹」，並已準備好為顧客「創美好回憶」。基於各顧客群組的獨特性，酒店實施一系列度身訂造的顧客關係計劃，以建立顧客忠誠度。

### 評估、分析和知識管理

朗廷關鍵績效指標量度酒店、部門及團隊的成就。該體制確定和量度五個主要範圍，包括服務及顧客、財務及市場、工作團隊、工作流程，和領導才能及持續發展。每個部門均有其自己的關鍵績效指標，而每個關鍵績效指標都必須接受有系統的分析及審查過程。管理層每月會檢閱關鍵績效指標的成績，並與所有同事分享。朗廷酒店擁有一個不斷更新和傳遞至所有員工的知識寶庫。酒店的營運系統及顧客體驗管理系統儲存了顧客的資料，包括基本個人資料以至詳細的顧客



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Experience Management System store the guest knowledge from basic personal data to detailed information on guest preferences. The Standard Operating Procedures define their operational and supplier knowledge and describe work processes in every area, are stored and shared on the SOP Circle. The accumulated colleague knowledge is collected and disseminated through the Departmental Trainers, and the Buddy System serves as an effective knowledge sharing and mentoring platform for new colleagues.

### Workforce Focus

TLHKG is passionate about engaging every colleague to build 'One Team, One Dream'. Using their long term strategic plans, TLHKG identifies workforce capability and capacity, and conduct productivity studies to develop an annual human resources plan. Everyone's success is celebrated. Recognising staff accomplishments creates a supportive work environment for everyone. Aligning with the KPI system, the hotel's PRIDE appraisal system helps measure colleague performance and support staff recognition. A number of recognition programmes provide visible affirmation of success and several channels are used to measure colleague satisfaction and engagement. A series of innovative training programmes are in place to bring out the best in all staff members. Every department has designated trainers who develop and deliver function-specific programmes for their departmental colleagues.

### Operation Focus

Plan it, do it, and make sure it is effective. Every aspect of operations is governed by the Plan-Do-Check-Act concept. Plan-Do is based on the Standard Operating Procedures, developed to shape the work processes, both core and supporting, and provide detailed guidance for all colleagues.

TLHKG uses a number of audit and assessment tools to check product and service quality, and operation efficiency and effectiveness, including external Mystery Shopper scheme, Langham Hotel Group's Brand Audit and the Internal Quality League Audit. The Strategic Teams and Think Pink ensure a continuous focus on innovation, while the Langham Logic programme, developed based on the DMAIC process, involves front-line colleagues to carry out process improvement in their daily activities.

喜好。標準作業程序釐定營運及供應商的資訊並描述每個範疇的工作流程，於 SOP Circle 儲存及分享。同事累積下來的知識由部門培訓師收集和發佈，而 Buddy System 對新同事來說則是一個有效的知識分享及指導平台。

### 工作團隊焦點

酒店熱衷讓每位同事一同參與以建立「同一夢想」。朗廷酒店透過長遠的戰略計劃，確定員工的能力及才能，並進行生產力分析以制定年度人力資源計劃。每個員工的成功都會獲得認同，表揚員工的成就以製造一個互相支持的工作環境。此外，員工表現評核與關鍵績效指標體制目標一致，除評估同事的表現外，對同事的成就加以支持。酒店有多個肯定員工成功的表揚計劃，利用不同渠道去量度同事的滿意度及參與度。另外，酒店亦實施了一系列的創新培訓計劃，引導出所有員工的最佳潛能。各部門均設有指定的培訓師，為部門同事開發和提供特定的訓練課程。

### 營運焦點

策劃、執行，並確保其有效性。各方面的運作均受「策劃、執行、檢討、改善」概念所監管。策劃與執行是根據標準作業程序而制定，塑造核心的和支援性的工作程序，為所有同事提供詳細的指引。

朗廷酒店使用了一些審核和評估工具來檢討產品及服務的質量和運營效率和效益，包括外部神秘顧客計劃，朗廷酒店集團的品牌審核和內部優質管理審核。策略團隊及妙想粉紅確保對創新的持續關注，然而朗廷思維則根據 DMAIC 來協助前線同事於日常工作中實行流程改進。



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### Results

TLHKG believes that quality management is vital to their success. With the powerful Vision, Mission and Values, highly passionate leaders, excellent business strategies, fully committed colleagues, and the most stylish offerings, TLHKG has delivered encouraging results in products, services and financial.

It is proved by the double-digit growth in hotel profit, occupancy rate and repeat guest ratio, and numerous awards in recognition of its achievement.

TLHKG will maintain the great effort to 'Know Our Guests, Build Great Memories', and keep on pursuing continuous improvement to push the company forward.

### 業績

香港朗廷酒店深信優質管理對其成功起了關鍵的作用。藉著宏大的遠景、使命及信念，充滿熱誠的領導者，卓越的營商策略，全力以赴的員工，以及最有風格的待客方式，香港朗廷酒店在產品、服務及財務上都達到令人振奮的成績。酒店於盈利、入住率和回頭客比率均有雙位數的增長，以及無數的獎項以表揚酒店的成就。

香港朗廷酒店今後會繼續致力於「想客人所想，創美好回憶」，並且不斷追求持續改善令公司更上一層樓。