



Company Background

Ovolo Hotels is an independent hospitality company founded in Hong Kong in 2002. It owns and operates five hotels, two serviced apartments and several food and beverage outlets in Hong Kong. The company has now expanded its horizon to Australia with hotels located in Sydney and Melbourne. Ovolo has remained a 100% private family owned business with a philosophy of giving back to the local community.

Leadership

Senior leaders have a clear Vision – “Shiny Happy People All Around”, and they foster an open work environment and quick management decision. Operation team leaders have acted as role models in articulating the company’s commitment to cultivate the company Vision. Daily briefing sessions and in-house training programmes are in place to engage with staff. Annual personal development goals are assigned to all staff in alignment with the business objectives in order to promote accountability for high performance, ethical behavior, and continuous improvement. Senior leaders and staff have actively participated in various community activities with a strong commitment to societal responsibilities.

Strategic Planning

Senior leaders have positioned the company to provide accommodation for visitors with short-term stays in Hong Kong. They have conducted SWOT (Strength, Weakness, Opportunity and Threat) analysis to identify Key Performance Indicators that are aligned with the values of the company. The company explores opportunities for converting and renovating the industrial properties into hotels or apartments. Designated task forces have been deployed to carry out action plans and monitor the progress of projects.

公司背景

Ovolo 奧華酒店是一家 2002 年於香港成立的獨立酒店，在香港擁有並經營五家酒店、兩家服務式住宅及數家食肆。公司目前已將其業務範圍擴展至澳洲，在悉尼及墨爾本都擁有酒店。Ovolo 奧華酒店由家族全資擁有，並以回饋本地社區為其經營理念。

領導才能

高級管理層擁有一個清晰願景—「閃亮快樂，以人為本」，他們營造出一個開放的工作環境並推動快速管理決策。營運團隊負責人以身作則，闡明樹立企業願景的公司承諾。開展每日簡報及公司內部培訓，加強與員工的互動。根據公司目標，為所有員工分配年度個人發展目標，以此推動對於高業績、道德行為以及持續改善的責任感。高級管理層及全體員工積極參與各種社區活動，擁有強烈的社會責任感。

策略性規劃

高級管理層定下公司的定位，為短期逗留香港的遊客提供住宿服務。他們進行了 SWOT 分析，以找到符合公司價值觀的關鍵業績指標。公司在尋找機遇，將工業用物業轉化並翻新為酒店或服務式住宅。公司亦有部署專門小組執行行動規劃並監督專案進程。



Customer Focus

The company has established several channels to obtain the voice of current and potential customers. For example, customer feedback is collected by conducting in-house surveys. Also customer satisfaction is monitored by tracking the feedback posted on third party websites such as TripAdvisor. Data collected from social media are used to anticipate the needs and wants of guests in order to adjust the products and services offered. For example, the company engages with customers by offering an all-inclusive service package with daily breakfast, in house Wi-Fi, all-day drinks, free minibar, free self-laundry, free gym access and free Wi-Fi hotspots throughout Hong Kong.

Measurement, Analysis and Knowledge Management

Key Performance Indicator system is in place to assist the senior management to improve and innovate product and service offerings promptly and effectively. The company has compared its performance with hotels of similar catchment areas, target customers, advertised room rates, perceived similar hotel class, brand awareness and services offered. Their Sales team manages the yield in a systematic approach.

Workforce Focus

The company has adopted an open-door and causal management culture with a fairly flat reporting structure. The company utilizes the performance management process to ensure that the performances of the staff are aligned with the strategic and operational objectives.

As the business of the company is expanding, the senior management must maintain a balance of interest between different stakeholders such as shareholders, customers and staff in order to build a workforce conducive to high performance work.

客戶焦點

公司設立了數個渠道，以獲取現有及潛在客戶的意見。例如，通過開展內部調查，搜集客戶回饋。公司還通過跟蹤發佈於 TripAdvisor 等第三方網站上的回饋來監督客戶滿意度。從社交媒體收集的資料用於預測賓客的需求，從而調整所提供的產品及服務。例如，公司在全港範圍內為客戶提供全面免費服務套餐：早餐、室內寬頻上網、多項飲品、房內迷你酒吧、自助洗衣、健身房、寬頻上網熱點。

評估、分析和知識管理

設定關鍵業績指標，幫助高級管理層快速和有效地改善及創新產品及服務。公司將其業績、目標客戶、客房廣告率、相若酒店等級、品牌認知度及服務與相若區域酒店進行比較。公司的銷售團隊亦能有系統地管控收益。

工作團隊焦點

公司實行開放及因果管理文化，採用扁平式報告結構。公司利用業績管理流程來確保員工業績與策略目標及營運目標一致。

隨著公司業務的擴展，高級管理層必須平衡各持份者，諸如股東、客戶及員工等的利益，從而打造一支有利於提高業績的工作團隊。



Operations Focus

Operation team works with the Human Resources Department to design and implement guest-centric work processes. For example, complimentary room nights are granted to staff to understand and experience the design and functionality of products and services. Regular Quality Strategy Meetings are held by senior leaders to deliberate and decide the policy, strategies and targets.

The management has identified opportunities to control cost early at the budget preparation stage. In order to control the costs, the procurement and finance teams will send clear messages and updates to their managers to ensure the company stock supplies are with good quality and competitive prices. The company also promotes “Doing it right the first time” in order to prevent defects and service errors.

Results

The company has provided information demonstrating its strong financial position with all financial related Key Performance Indicators achieved as expected by their senior leaders. The company has also won several awards related to services and products. Furthermore, the company has effectively engaged with their customers via social media.

To sustain the success in the competitive hotel business world, extra attention shall be given to attract and retain talents at all levels.

營運焦點

營運團隊與人力資源部門通力合作，設計及實施以客戶為中心的工作流程。例如，為員工提供免費客房，以瞭解和體驗產品及服務的設計和功能。高級管理層召開例行品質策略會議，審議及決定政策、策略和目標。

管理層能提前在預算編制階段管控成本。為了控制成本，採購及財務團隊會向其經理發送清晰的資訊和最新情況，以確保公司供應品存貨品質優良且價格具有競爭力。公司亦提倡「第一次就把工作做好」的觀念，以防止出現瑕疵及服務問題。

業績

公司提供的資料顯示，它的財務狀況穩健，公司高層所定下有關財務的關鍵業績指標均能達成。公司還獲頒有關服務與產品的數個獎項。此外，公司通過社交媒體有效地與客戶互動。

為了在競爭激烈的酒店業維持發展，公司應該更加注重吸引及挽留各級人才。