



Report from The Board of Examiners 評審委員會報告



The Marco Polo Hongkong Hotel The Marco Polo Gateway • The Marco Polo Prince 馬哥孛羅香港酒店 馬哥孛羅港威酒店 • 馬哥孛羅太子酒店

The Marco Polo Hongkong Hotel, The Marco Polo Gateway and The Marco Polo Prince Hotel are located on Canton Road, Tsimshatsui, in Hong Kong. The three hotels comprise 1,500 guestrooms and 14 restaurants and bars. The hotel group aims to create a secure living and working environment incorporating user-friendly technology, to enable its customers to comfortably achieve the purpose of their travels. The key strengths of the hotel group are highlighted in the following categories:

Leadership

The hotel group has clearly defined its corporate beliefs, values, and mission. In 2003, five key messages were launched through the Service Excellence Program to help reinforce the service mindset of its associates. The senior leaders of the hotel group maintain close communications with staff and obtain feedback from staff with a view to improving the leadership effectiveness and leadership style.

The hotel group supports charity and environmental protection activities. It also provides training opportunities for tertiary students of hotel management programmes.

Strategic Planning

The hotel group has good understanding of the competitive environment and its strength relative to competitors. On this basis, marketing plans with clear goals, objectives and timeframes are worked out annually. Performance indicators are set to monitor business performance on a monthly basis.

Customer and Market Focus

The hotel group endeavours to capture customer and market knowledge through extensive methods and channels. Various surveys are conducted to collect customer feedback and satisfaction levels. It responds promptly to customer feedback, especially those that are negative. Frontline associates are empowered to respond to guest complaints immediately.

Information and Analysis

Key performance indicators gathered from designated systems and sources are discussed daily at the morning briefing sessions. Financial performance, including market, competitor and debtor data, is analysed regularly. System audits on applications and procedures are carried out annually.

Human Resource Focus

The hotel group sets clear objectives every year for staff and maintains effective communications between management and staff. Staff performance and development are reviewed to be realigned with business objectives.

Various programmes are launched regularly to ensure quality service and strengthen the corporate culture. Work safety, security, food and recreation issues are monitored through staff opinion surveys.

Process Management

In-room questionnaires, opinion cards, guest comments and feedback are handled immediately. In addition, service audits and third party surveys are implemented to identify and reduce service failure or error.

Various performance indicators are used to measure the effectiveness of business processes. The hotel group also takes steps to continuously improve performance.

Business Results

While the hotel group achieved very high ratings for guest satisfaction, the gross operating profit and yield position also



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improved in 2002. The results of loyalty programs, partnership programs, and secretary incentive schemes are improving as well.

馬哥孛羅香港酒店、馬哥孛羅港威酒店和馬哥孛羅太子酒店均位於尖沙咀廣東道，合共設有一千五百間客房，以及十四家餐廳和酒吧。馬哥孛羅酒店集團的經營目標，是創造安全可靠的生活和工作環境，並且提供方便易用的科技，讓顧客無論觀光或公幹，均可享有舒適的旅程。馬哥孛羅酒店集團於不同範疇的主要優勢如下：

領導才能

馬哥孛羅酒店集團清楚界定了本身的信念、價值和宗旨。集團於二零零三年透過優質服務計劃(Service Excellence Program)，提出了五項主要信息，協助鞏固員工的服務理念。集團的高級主管亦與員工保持緊密溝通，並且鼓勵員工發表意見，務求改善領導效率和方式。

此外，馬哥孛羅酒店集團亦積極支持慈善和環保活動，並且為修讀酒店管理課程的大專學生提供培訓機會。

In order to maintain service quality, over 95 per cent of the associates are certified in the Job Certification Program. The hotel group has put

策略性規劃

馬哥孛羅酒店集團非常了解酒店業的競爭環境和本身的優勢，並根據有關資料每年制訂不同的市場推廣計劃，定下明確的目標和時間表。此外，集團亦設有一系列表現指標，用以監察每年及每月的業務表現。

顧客及市場焦點

馬哥孛羅酒店集團透過多種方式和渠道，致力加深對顧客和市場的認識。集團進行了多項調查，以收集顧客的意見，了解他們的滿意程度。集團並會迅速回應顧客的意見，尤其是彌補不足的地方。此外，集團亦加強培訓前線員工，務求即時回應顧客投訴。

資訊及分析

馬哥孛羅酒店集團每日均會透過指定的系統和資料來源，收集主要的表現指標數據，並於早上的簡報會中討論。集團亦會定期分析財務表現，包括市場、競爭對手和借貸人的數據，而且每年均會進行有關應用程式和業務程序的系統審核工作。

人力資源焦點

馬哥孛羅酒店集團每年均會為員工設定清晰目標，並且保持管理層與員工有效溝通。集團亦會定期評估員工的表現和發展，務求與業務目標一致。

extra effort to maintain a green environment for its employees.

集團會定期推出不同計劃，確保能提供優質服務，並且鞏固本身的企業文化。此外，集團亦會透過員工意見調查，監察僱員工作安全、保安、膳食和康樂等範疇的問題。

程序管理

馬哥孛羅酒店集團會即時處理設於客房內的問卷、意見卡，以及顧客的意見和回應。此外，集團亦會推行服務審核計劃，以及邀請外部機構進行調查，力求找出服務問題所在，並加以改善。

馬哥孛羅酒店集團更設有不同的表現指標，用以計算業務程序的效率。集團亦已採取有效措施，不斷改善業務表現。

業績

馬哥孛羅酒店集團不但於顧客滿意度方面取得極高評價，而且二零零二年的營運溢利和盈利率均有改善。集團的忠誠度計劃、合作計劃，以及秘書獎勵計劃亦漸見成果。

為保持服務水準，馬哥孛羅酒店集團超過九成半員工均經過工作認證計劃(Job Certification Program)肯定。集團更付出額外努力，為員工提供綠化工作環境。