



Report Summary 報告摘要



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

This Report Summary is Provided by
The Marco Polo Hongkong Hotel
The Marco Polo Gateway • The Marco Polo Prince
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馬哥孛羅港威酒店 • 馬哥孛羅太子酒店提供

The Marco Polo Hotel Group commenced operating as Marco Polo International back in 1986. In 1989, the parent company, Wharf (Holdings) Limited, acquired the United States based Omni Hotel Company and re-branded its existing hotels with the prefix “Omni”. In 1996, Wharf sold the Omni Hotels, focused on regional expansion and re-branded its hotels under the “Marco Polo” name.

Our corporate values are to promote a healthy climate of enthusiasm and success through the careful selection of associates, continuous coaching and development at all levels and to recognize outstanding achievements. We strive to exceed customer expectations and to create unique points of difference, through the high quality of our associates, product, marketing, management information and control systems. We maintain integrity, fairness and honesty in both our internal and external relationships. Last but not least, we act as good corporate and individual citizens.

Our mission is to exceed guest expectations, inspire and reward our

associates and provide superior financial results for our owners who have entrusted us with managing their assets.

Our three Hong Kong-based hotels (The Marco Polo Hongkong Hotel, The Marco Polo Gateway and the Marco Polo Prince Hotel) are located on Canton Road, Tsimshatsui, in Hong Kong's largest shopping and commercial centre, Harbour City. This unique positioning comprises 1,500 guestrooms, 1,000 employees, and 14 restaurants and bars - on one road, under one roof and in one complex conjoined to literally hundreds of retailers, restaurants and bars.

All suites and rooms are luxuriously fitted with internationally accepted, first class facilities and amenities. Since 1999, we have been the official hotel for the world famous International Rugby 7's. We endlessly organize mega annual Food and Beverage events such as the World acclaimed German Beerfest.

We operate our business in accordance with Hong Kong Authorities requirements, pride ourselves on civic responsibilities, support various public charity events, and build a strong connection with local key communities.

Our key strategic challenges are :

- * Our daily yield positioning
- * Keeping our staff-to-room ration down at 1 room to 0.59 staff member
- * Achieving 10% growth in gross operating profit every year, year-on-year
- * Maintaining Marco Polo Hotel Group as an Internationally Branded Hotel System composed of a critical mass of full service deluxe hotels

Leadership

Our guests are the reason for our existence. Our staff are the key to guest satisfaction. Our responsibility, therefore, is bring out the best in our people and create an environment within which they can openly and freely communicate their ideas and take pride in their work. Our “We do Care” service program is a key initiative in 2003 to enhance our service excellence to guests and staff.

Business plans, drawn up by the Executive Team of each unit, and endorsed by the corporate office, is a “live” document, reflecting the objectives each team is responsible for. Each company executive sets management objectives tailored to suit their operation and company goals. Other initiatives for organization performance review, include yield



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performance, guest satisfaction survey, service excellence program, and heart-of-the-house program.

Strategic Planning

Strategic planning is a continuous process involving all levels of management. Marketing/business plans are our long term key strategic planning. Monthly roadmap, profit and loss statements, REV / PAR Analysis, and F&B outlet performance, and meetings are being used to evaluate our achievements versus goals on a continual basis to ensure objectives are being met. Other heart-of-the-house system of communicating staff needs and operational requirements, further enhance our competitive position by streamlining expenses, setting clear goals for the three hotels, and keeping a constant focus on competitors movements and achievements.

Addressing challenges whilst balancing needs of key stakeholders: i) the service excellence achievement is measured by bi-annual guest satisfaction survey and daily F&B / Rooms surveys; and ii) the employees performance is guided and measured by Management By Objectives and annual performance appraisals.

To achieve key strategic objectives, meetings with respective team members are held to develop action plans. Clear deadlines are set and the person/team responsible identified; key short and long term action plans are in place to support the service excellence program, for further improving services and directing our associates to focus on customer needs.

Customer & Market Focus

Our prime measurement sources for customer satisfaction are i) the Guest Satisfaction Surveys, ii) the number of repeat customers, and iii) 'thank you' notes from guests. We evaluate future opportunities through personal sales calls to respective customer groups.

Externally, we all actively involved in events organize by the "Hong Kong Tourist Board" and the "Hong Kong Hotels Association" and through "The Canton Road Association". These events provide in-depth knowledge of market trends, and create new opportunities through direct communication with decision-makers from established and emerging markets. They include sales missions, travel trade shows, market research, workshops, hosting

familiarization groups from around the world and local promotions for increasing tourist arrivals.

The building of personal relationships with prime corporate and tour & travel accounts, and repeat hotel guests, is one of our highest priorities. We frequently invite customers for lunch, dinner or cocktails, and to social gatherings to establish close relationships. A consistent and personal approach is necessary. Top priority is given to addressing any guest complaint or negative experience. All front line associates are empowered to respond to guest requests immediately, in support of our service excellence strategy.

Information and Analysis

We are committed to employ the latest technology to remain competitive. Our financial data can be broadly categorized into rooms revenue, food and beverage revenue, and employment related. The integrity, accuracy and security of financial data are ensured by having reputable suppliers with proven track records of supply and support to our computer systems.

To ensure smooth operations, the



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Group Systems Manager carries an annual system audit on applications and procedures. Furthermore, figures are reported and entered in the system only after they are properly audited. All figures are monitored by qualified associates.

Human Resource Focus

A major company focus and responsibility is to bring out the best in our associates, creating an environment where everyone can communicate ideas openly and freely and take pride in their work.

In terms of associates training and development, job certification program (JCP) and succession planning are the 2 key initiatives. JCP, a quality assurance system demonstrating job procedures and standards, is provided to all associates within the first 8 months of employment. Upon successful completion of the program, associates are awarded a certificate and a lapel pin.

In 2002, we launched our "Service Excellence Program", a major customer-oriented initiative designed to ensure quality service and strengthen our corporate culture. A Group-wide effort was called upon to communicate

the five key messages of the Service Excellence messages demonstrating the Marco Polo style of service excellence.

These 5 key messages are:

1. Happy Associates = Happy Guests
2. We deliver a warm welcome to guests and make them feel at home
3. We maintain a positive, friendly and helpful attitude
4. We anticipate guest needs and deliver fast, passionate and efficient service
5. We treat our guests the way we expect to be treated

Initiatives for associate well-being include:- green rooms where associates can relax in a homely environment, free duty meals, private lockers, full sets of uniforms and many others.

Process Management

Clear guidelines and measurement mechanisms for closely monitoring service standards and driving business growth and success are in place. Some of our key mechanisms include Guest Satisfaction Surveys, In-room questionnaires, Food & Beverage comment cards, Management By Objectives, Yearly Operation Audits, Job Certification

Program, Global & Departmental Guest Expectations, Departmental Skills Training, and Service Excellence Program.

Generally, all problems are addressed immediately or within 24 hours. Multi-skilling and streamlining job procedures facilitates associates to devote greater attention to guests. If a problem cannot be tackled immediately, it is discussed at the daily operation meeting. The issue is allocated to the appropriate department for action. A deadline is set and progress tracked to ensure completion. If the improvement is below par, it is reviewed and re-engineered adopting a different approach.

Business Results

Our overall business performance is evaluated against a combination of the following elements: customer results, product and service results, human resources results, and organizational effectiveness results.

Bi-annually, we conduct external Guest Satisfaction Surveys for each of our three hotels in Hong Kong. Each of our hotels achieve very high ratings. Three of our restaurants are ranked within Hong



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Kong's Best Restaurant Guide 2003. Production through an automated airline reservation booking channel achieved satisfying increases in 2002. All three hotels achieved satisfactory yield positions within their competitor set.

馬哥孛羅酒店集團於1986年原稱馬哥孛羅國際，至1989年，其母公司九龍倉集團成功收購美國奧麗酒店，並將旗下酒店統稱奧麗。1996年，九龍倉出售奧麗酒店，專注拓展亞洲區內業務，明確建立馬哥孛羅酒店商標。

馬哥孛羅酒店集團的信念是提供一個自由開放的環境，讓經過嚴格挑選的員工發揮他們的潛質，並且為他們提供持續培訓及晉升機會。集團的使命是超越顧客的期望，對員工工作出嘉許及獎賞，並以豐厚利潤作回報，答謝股東的信任。集團特別重視與商務夥伴的合作關係。與此同時不斷提醒自己作為機構及個體的公民責任。

三間香港區馬哥孛羅酒店佔盡地利。馬哥孛羅香港酒店，馬哥孛羅港威酒

店，馬哥孛羅太子酒店均位於尖沙咀廣東道，毗鄰全港最大購物及商業中心海港城。三間酒店軟硬件俱備，共有1,000名員工，1,500個房間，14家餐廳和酒吧。1999年起馬哥孛羅香港酒店連續五年獲選為香港欖球七人賽指定酒店。

馬哥孛羅酒店集團以香港政府規例為依歸，以行使公民責任而自豪，並積極支持公益活動，與本地各主要社區緊密合作。

酒店未來有四大營運策略：

- 一) 維持每日入住率領先優勢
- 二) 降低房間和員工比例至1:0.59
- 三) 每年營運增長達致一成或更多
- 四) 加強馬哥孛羅酒店集團的國際優勢

領導才能

馬哥孛羅酒店深信客人至上，而員工就是讓賓客稱心滿意不可或缺的橋樑。2003年，酒店特別推出(關心稱心)優質服務計劃，積極提升服務質

the lowest in the industry) whilst maintaining a consistently high level of service excellence to guests. These factors reflect a high level of satisfaction when people experience Marco Polo Hotels.

素。酒店的領導方針與時並進，領導班子擬定全年目標，向總公司集思廣益，再靈活地實行。各部門主管更度身訂造管理標準，務求切合酒店的營運目標。

策略性規劃

馬哥孛羅酒店深知制定長期市場及商業策略的重要性。酒店管理層會定期舉行會議，評估表現是否緊貼定下的目標。後勤支援計劃更讓酒店了解員工的需要及營運要求，達致有效控制成本。

酒店面向市場，亦不忘建立健全的夥伴關係。例如推行兩年一次的賓客問卷調查。至於員工的表現則以年初定下的管理基準，作年度評核。

要達成主要策略目標，不但要定立一致的工作進度及完成時限，還要找出合適的負責人。以優質服務計劃為例，管理層及員工通力合作，



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一起追求優質服務，使員工更明白顧客的需要。

顧客及市場焦點

馬哥孛羅酒店非常重視顧客的寶貴意見，亦會派員親自訪客，製造合作良機。酒店積極參與香港旅遊發展局的活動，更與香港酒店協會及廣東道協會緊密合作，透過商業旅遊展覽，大型市場調查，招待訪港堪察團等活動，獲得第一手市場資料，並締造新機。馬哥孛羅酒店尤其重視與主要客戶，旅行社，重訪賓客建立良好關係，定期邀請他們出席酒會和社交聚會。

資訊及分析

馬哥孛羅酒店沿用最新科技分析商業數據，分別處理住房，餐飲及招聘等資料。此等數據乃由可靠的供應商作支援，使酒店能得到準確的電腦分析材料。集團電腦系統小組每年會進行評核，以確保系統運作正常。輸入的數據亦有合資格的員工反覆查核，由此可知

每項資訊分析皆審慎處理。

人力資源焦點

酒店提倡員工培訓及發展，推行[工作標準確認計劃]，旨在制定工序指引及要求。員工在加盟後八個月內達到公司要求的水平便可領取證書和襟章，以表讚揚。

2003年，酒店推行[關心稱心]優質服務計劃，以顧客為本，大力提升服務質素。全體員工同時參與，上下一心。五個主要服務承諾是：

- 1) 員工快樂，客人也快樂
- 2) 令客人賓至如歸
- 3) 保持積極友善及樂意助人的態度
- 4) 洞悉客人的需要，提供快捷，熱誠及高效率的服務
- 5) 將心比己

程序管理

馬哥孛羅酒店採用多項監察體制量度業

務表現，包括賓客問卷調查，餐飲意見咭，年度營運評核，工作標準確認計劃，優質服務計劃等。馬哥孛羅酒店力求即時回應顧客所需，如果問題不能完滿解決，即於每天例會作詳細討論，由負責部門仔細跟進，於指定時限完成並作事後檢討。

業績

每兩年三間酒店會舉行賓客問卷調查，並取得廣泛認同。2002年，酒店採用全新的自助訂房系統，取得極佳成績。2003年，酒店內三家餐廳榮獲香港最佳食府的美譽。三間酒店更長期保持入住率優勢。

2002年，員工流失比市場均數少，於酒店服務超過五年的員工比比皆是。馬哥孛羅酒店亦致力降低房間和員工比例，成為同業之冠，與此同時維持高質素服務。