

ISLAND SHANGRI-LA, HONG KONG REPORT FROM THE BOARD OF EXAMINERS

Island Shangri-La, Hong Kong demonstrated a company-wide commitment to quality and successfully won the 1997 HKMA Quality Award. The following is a summary of the strengths of the company.

1. Leadership

Senior executive leadership is evident throughout the company. The vision is defined based on a set of clear values and the participation of staff at all levels. In addition to quality of product and service, the company has a very strong commitment to environment, health and safety management.

2. Information and Analysis

In order to meet the customers requirements and expectations, the company establishes an information and data management system with the support of latest technologies. Operational performance data are used to facilitate resource allocation. In addition to the information and data available in the industry, the management collects benchmarking data through direct observations and experiences.

3. Strategic Planning

Both long term and short term company strategies are developed and reviewed systematically on factual basis with emphasis on customer satisfaction. A management system exists for strategies to be transformed into individual department's performance goals.

4. Human Resource Development and Management

Internal customer satisfaction is highly regarded by the senior executives of the company. The human resource planning demonstrates an alignment with company strategies. The employees at all levels are satisfied with the compensation scheme, personal and career development opportunities, the working environment and their contribution to the company.

Customer requirements are translated into product and service design specifications. A systematic design approach, based on the PDCA methodology, is established for products, services and production/delivery processes. The company has demonstrated successful application of this approach to key improvement initiatives.

6. Business Results

Business results are emphasized for quality improvement initiatives. The results of quality improvement are evident through comparing with industrial norms and the historical data within the company. The company has exhibited improvement in operational and financial results, human resources results and supplier performance results through continuous quality improvement.

7. Customer Focus and Satisfaction

Both short term and long term customer requirements and expectations are identified through various sources of information. Competitive benchmarking, customer feedback surveys and employee suggestion systems are used to track the performance of the company. These data are reviewed regularly with a view to continuously improving customer satisfaction.