

MANDARIN ORIENTAL HOTEL GROUP REPORT FROM THE BOARD OF EXAMINERS

REVIEW OF APPLICATION

The Mandarin Oriental Hotel Group has an extraordinary and genuine commitment, at all levels of the organization, to serving and satisfying customers.

Customer needs and expectations clearly drive the organization's strategic planning, service process improvement, human resource training and development and operational management systems. And to support these functions a comprehensive and ongoing programme of customer research, feedback and competitive benchmarking is in place.

the organization's quality philosophy is ingrained within its Legendary People programme; a service delivery policy, based on well held traditions and used to guide individual hotels and staff in meeting guest expectations.

Staff response to this programme is very positive, morale is high and there is substantial evidence that staff feel supported and empowered to take any personal initiative to satisfy their guests.

In its quest to become a leading Quality organization, the Mandarin Oriental Hotel Group has successfully integrated key TQM principles of planning, management and measurement into a culture with well established service traditions.

STRATEGIC QUALITY PLANNING AND LEADERSHIP

Senior management are enthusiastic and committed leaders of the Group's service and quality improvement strategy. An organizational Mission Statement focusing on guest satisfaction and continuous improvement, and a set of guiding principles or operating values have been developed and communicated to staff. Quality goals and philosophy appear well explained and widely understood.

Quality improvement principles are an integral part of the organization's strategic and business planning process.

Staff express strong enthusiasm and commitment to the Legendary People programme.

MANAGEMENT OF PROCESS QUALITY

Each hotel in the Group had defined standards for quality and service for each key process. These standards are monitored daily and often on an individual guest basis as part of the work practice of the hotel.

Cross functional action meetings are held daily in each hotel to review the previous day's performance, implement improvements and plan for the arrival of that day's guests.

Competitive benchmarking is both informally and formally undertaken. However, there is room for improvement in the Group's approach to process benchmarking with top organizations outside the hotel industry and hotels outside the region.

The Group has established standards for the procurement of each type of food, beverage and supply it requires. These standards are communicated to suppliers and controlled at point of entry to the hotel by relevant staff.

The process of new product and service design and implementation is not as well developed as others. It could be improved by a more aggressive approach to innovation and greater involvement of line staff and customers.

CUSTOMER SATISFACTION

The Group has an outstanding, traditional commitment to its guests which is ingrained within all aspects of its hotel's operations.

Each hotel within the Group has clear understanding of both its target customer group and their expectations. Staff are trained in the appropriate social skills and etiquette for each major cultural group.

Currently each hotel logs individual customer requirements, preferences and expectations into a computerised "Guest History" file. These are used by staff to anticipate the particular needs of returning guests and delight them with the personal attention provided. The future conversion of this process to an on-line Group wide capability will enhance its benefit to customers.

Staff are supported and empowered to 'put right' any customer's complaint at the point where it arises. Both informal and formal recognition and praise for complaint resolution and outstanding service is evident.

The Group maintains ongoing communication with 50,000 previous guests via its quarterly magazine.

INFORMATION AND ANALYSIS

The Group undertakes a comprehensive programme of market and customer research and feedback, competitor benchmarking and service process monitoring.

This information is used to plan sales and marketing strategies, update and review service standards and manuals, focus staff and management training and drive the service and quality improvement process.

Information and subsequent action appear well integrated in this organization.

QUALITY RESULTS

There is substantial qualitative and quantitative evidence that hotels within the Mandarin Oriental Hotel Group both satisfy the increasing expectations of their guests and compare very favourably in this regard with competitors in each city in which they operate.