

NGONG PING 360'S INNOVATIVE JOURNEY – “PUTTING OURSELVES IN OUR GUESTS' SHOES TO CREATE ENDLESS SURPRISE”

昂坪 360 創新之旅
將心比己驚喜無限

Interviewed by Mr. Vincent Kwok



“As our new service slogan is ‘Creating guest memories starts with you’, it is critical to put yourself into others’ shoes, to create an unforgettable memory for our guests,” said **Dr Stella Kwan, Managing Director, Ngong Ping 360.**

昂坪360董事總經理關敏怡博士：“賓客美好回憶，你我攜手編織。最重要是做到將心比己，讓賓客享受難忘旅程。”

Ngong Ping Cable Car is a visually spectacular 5.7km bi-cable ropeway, connecting Lantau Island's Tung Chung and Ngong Ping. It is managed by Ngong Ping 360 Limited, a directly owned subsidiary of the MTR Corporation. Also, it is the longest aerial cable car of its kind in Asia.

Since it officially opened in 2006, Ngong Ping 360 has offered an exciting opportunity for guests to experience a unique natural and cultural experience on Lantau Island. On the Ngong Ping Cable Car, guests can visit the Chinese architecturally designed Ngong Ping Village, where they can enjoy a wide range of dining, shopping and entertainment options and culturally themed attractions. They can also continue their journey to other featured attractions on Lantau Island, including Tian Tan Big Buddha, Wisdom Path and Tai O fishing village.

In 2015, Ngong Ping 360 welcomed over 1.62 million visitors, or an average of 5,100 guests per day. It is challenging to deal with the related technologies and service arrangement for such a rigorous and complex cable car system, and they need to be creative in designing guests' journeys at the same time. “Tourism is a people oriented business. No matter whether you're hosting tourist or managing daily communications among colleagues, it is essential to put yourself into others' shoes and pay attention to their needs and feelings”, said Dr Kwan. “Also, we have to believe in our products and services, and create an unforgettable journey for our valuable guests.”

Believe in ourselves to overcome difficulties

With more than 20 years of management experience in retail, property investment and tourism, Dr Kwan joined Ngong Ping 360 in December 2011. Soon after that, she faced a crisis for the company. On 25 January 2012, Ngong Ping 360 operated at a slow speed for two hours due to a bullwheel bearing issue, affecting about 800 guests.

She recalled, “It was the third day of the Chinese New Year, the coolest day for 60 years. We learnt a lesson from this incident. Since then, we have committed to improving our procedures.

昂坪纜車是香港一條單向長達5.7公里連接大嶼山東涌及昂坪的索道系統，由附屬於港鐵公司的昂坪360有限公司管理，也是亞洲最大型的架空雙纜索纜車系統。自2006年通車至今，昂坪360已建立起一系列位於大嶼山並結合大自然景觀和文化探索的旅遊新體驗。賓客可藉昂坪纜車到訪集合餐飲、購物、娛樂設施和擁有許多文化特色主題建築群之昂坪市集，繼而前往暢遊天壇大佛、心經簡林或大澳水鄉等大嶼山特色景點。

2015年，昂坪360共接待了162萬旅客，平均每天多達5100人。如此嚴謹又複雜的纜車系統，相關的技術與服務安排是艱巨挑戰，何況更要為旅程創新？昂坪360董事總經理關敏怡博士表示：「旅遊業是以人為本。無論是接待旅客或是日常同事之間的相處，最重要是做到將心比己，留心他們的需要與感受。同時我們要相信自己的產品及服務，攜手締造絕佳難忘的旅遊體驗。」

相信自己越過困難

關博士擁有逾20年零售、投資物業及旅遊行業的管理經驗，她於2011年12月加入昂坪360後，不久迎來一次巨大危機。2012年1月25日昂坪360因為滑輪軸承技術問題而慢駛兩小時，約800名賓客受影響。她回憶：「當天好冷，是香港過去60年來最寒冷的農曆年初三。事故令我們上了寶貴的一課，所以我們往後作出徹底改善，包括在知悉有事故發生後，立即透過通訊軟件群組與同事溝通，了解情況，並即時啟動應變措施，將同事派駐不同崗位為旅客服務。」該公司一方面透過中央廣播系統向乘客通知事故發生及進展，並安撫賓客的情緒；另一方面主動向傳媒發佈消息，撇清傳言。在每個車廂設有應急包，裡面包括食水、應急食物、紙廁所等，冬天則備有保暖毯。待賓客落車後，職員立刻送上熱飲及提供椅子等讓賓客休息，盡心盡力滿足他們的身心需要。

For example, if there are any issues arising, we will instantly communicate them with all colleagues and help them understand the situation through instant messaging. In turn, they will implement contingency plans and arrange colleagues to different positions to help our guests”.

The company provides all guests with instant updates on issues through their centralised broadcast system to comfort them. At the same time, they proactively announce the news to all media, which stops any rumours. In addition, they have prepared emergency packs in every cabin, including water, food, paper toilets and blankets during cold-weather periods. After guests disembark, staff will give them hot drinks and chairs to rest in, in order to meet their physical and mental needs.

Invest to improve

After learning this lesson, Ngong Ping 360 decided to replace all seven of the bullwheel bearing to enhance reliability and carry out a comprehensive examination. At the same time, Ngong Ping 360 also enhanced its customer service measures by introducing a range of improvements. They included:

- Enhancing staff guidelines to stop boarding as early as possible once an irregularity is detected.
- Arranging more coaches to pick up guests at Ngong Ping flexibly in emergency situations.
- Installing live broadcast capabilities in cabins so that all guests on board will receive the latest information in the event of an incident.
- Enhancing manning of the hotline during an incident for fast and efficient handling of enquiries from our guests.
- Upgrading in-cabin emergency packs to include blankets and warm pads during cold-weather periods, and paper toilets.
- Setting up a Guest Care Point at both the Tung Chung and Ngong Ping terminals during long service disruptions to provide guests in need with rest areas, snacks, drinks and travel information.

“The company has invested huge resources in preventive maintenance, corrective maintenance and situation-based maintenance. We have set rigorous standards for cable car maintenance, in order to maintain system stability and minimise the chance of any incidents”, said Dr Kwan. “We have put a lot of manpower and resources into regular servicing inspections and maintenance so that we can achieve the high level of reliability and availability we have today.”

Enhance promotion with advanced technology

Nowadays, about 80% of guests at Ngong Ping 360 are from overseas and they are looking for a different experience. Thus, Ngong Ping 360 is currently using a lot of technologies, such as big data, to gather related data about its guests. At the same time, it is also embracing digital marketing using different social media channels, including Facebook, Instagram and WeChat, aiming to provide an unparalleled experience for all guests. All these add value to Ngong Ping 360.



Ngong Ping 360 was recognised by The Daily Telegraph as one of the top 10 amazing rides around the world in 2014 and by CNN as among 10 of the world's most amazing cable car experiences. 昂坪360先後躋身於英國電訊報旅遊網「世界十大驚喜纜車之旅」的名單及榮獲美國有線電視新聞網絡 (CNN) 譽為「世界十大最佳纜車體驗」之一。

投放資源改善措施

汲取了這次事故的經驗，昂坪360決定更換纜車系統全線7組的滑輪軸承，以提高系統的可靠性，並且進行全面性大檢查。同時，昂坪360推出一系列提升賓客服務的措施，包括：

- 當監測發現不尋常情況時，及早作出停止上客的決定；
- 在緊急情況下，靈活增加巴士到昂坪協助接載賓客；
- 在車廂內加裝實時廣播系統，即時向賓客提供最新資訊；
- 加強事故發生時的緊急熱線支援，加速處理賓客的查詢；
- 提升車廂內應急包設備，包括紙洗手間，更於冬季期間提供保暖氈及暖包；
- 在東涌及昂坪纜車站設立「賓客關懷站」，為受到服務暫停影響的賓客提供所需服務，包括休息地方、小食、飲品及行程資訊。

關博士強調：「公司投放大量資源作出預防性的保養，修復性的維修和以狀態為依據的維護。我們採用嚴格標準執行纜車維修工作，以維持系統的穩健性，將事故發生的機會盡量減至最低，當中花了不少人力物力作定期保養和維護，才達到現在的高穩定度和耐用性。」

善用科技加強宣傳

今天昂坪360約有八成賓客是海外遊客，他們要求不同的旅行體驗。為此，昂坪360正透過大量新技術如大數據來收集旅行資訊，以及通過社交媒體如Facebook、Instagram及WeChat等推行數碼市場宣傳，極力打造一個絕佳旅程體驗。同時，亦為昂坪360加添新意。

From an innovation perspective, Dr. Kwan believes that we need to care about people's feeling in our social interaction. She stated that "we collect opinions and suggestions from guests, front line staff, citizens and the media. We listen to their feedback which inspires us to continuously innovate."

The company welcomes feedback from their valuable guests from all over the world and encourages them to share their thoughts and feelings, thus improving their services and inspiring innovative new ideas.

For example, after tourists have experienced their first cable car rides at Ngong Ping 360, how can the company attract them to visit again, or to stay longer at Ngong Ping Village, or to explore the greater Lantau? Dr. Kwan has been listening to the suggestions from staff members, and encouraged them to develop ideas into executable plans. As a result, the company has successfully launched a number of eco-friendly tours that embrace the authentic nature and culture of Lantau. This bottom-up approach of creating new ideas with management leading the process is driving the development of Ngong Ping 360 from strength to strength.

Ngong Ping 360 showed its creativity by introducing the world's first Crystal Cabin in 2009. Equipped with a glass bottom, the Crystal Cabin is designed to feast the guests' eyes with an astonishing bird's eye view and to feel the magic of the boundless sea and the rolling grassland slopes right beneath their feet. The new perspective allows guests to look at extraordinarily uncluttered scenery. This innovative Crystal Cabin has caused Ngong Ping 360 to be recognised by The Daily Telegraph as one of the top 10 amazing rides around the world in 2014 and by CNN as among 10 of the world's most amazing cable car experiences.

Adjacent to the Ngong Ping Cable Car Terminal, Ngong Ping Village is an impressive culturally themed village that comes with three major attractions – Stage 360, Motion 360 and Walking with Buddha. Stage 360, an action-packed visual extravaganza, is the first ever crossover project between Hong Kong's tourism and film industries – an action packed visual extravaganza at Stage 360 that combines classic scenes from Hong Kong movies with stunts and smoke effects. There are plenty of opportunities for visitors to step into the exciting world of Bruce Lee and the White-haired Witch to do some flying kicks of their own. Motion 360 indulges all visitors' senses – vision, hearing, smell, touch and all-round dynamic sensations – in the magnificence of Lantau. Walking with Buddha in Ngong Ping 360 is an immersive, multimedia attraction that allows visitors to follow the life of Siddhartha Gautama – the man who became Buddha – and his path to enlightenment.

In February 2010, 360 Holidays, a subsidiary of Ngong Ping 360 was launched, specialising in the business development of Lantau-themed tour packages, insight tours, etc. The company has also integrated other attractions and facilities into their Trans-Lantau tour, providing an unusual experience for all tourists. In addition to this, Ngong Ping 360 introduced an Audio Guided Tour mobile app in 2014 to enhance the 25-minute cable car experience with lots of information and fun. The "360 Sky-Land-

在創新方面，關博士相信人與人之間互動，重視人的身心感受。她說：「我們從賓客、前線員工、市民及傳媒之中收集意見，聆聽他們感受，從中啟發創新靈感。」無論來自任何地方的賓客，都歡迎他們講出感受，從中找到改進及創新的空間。例如旅客坐過一次昂坪360後，如何吸引他們再次來臨、或在昂坪市集久留一些、或深度探索大嶼山？就這個問題，關博士聆聽一眾員工建議，鼓勵他們構思新點子，最終發展成一套善用大嶼山大自然景觀的海陸空生態及文化旅遊。這種自下而上的創新構思，再從上層領導推動的創新旅程，令昂坪360不斷發展茁壯。

昂坪360率先於2009年引入全球首創「水晶車廂」。透過透明車底設計，讓無際碧海和翠綠山巒在旅客腳下震撼呈現。透明車底的嶄新視角，讓賓客猶如飛鳥般在雲端展翅翱翔，鳥瞰全無遮擋的360度廣闊無限景致，為昂坪纜車的旅程帶來嶄新的體驗。創新更令她於2014年躋身英國電訊報旅遊網「世界十大驚喜纜車之旅」的名單及於2015年被美國有線電視新聞網絡(CNN)譽為「世界十大最佳纜車體驗」之一。



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昂坪纜車站緊接著富中國文化色彩的主題景區 - 「昂坪市集」，市集內包括三大主題景點「360舞臺」、「360動感影院」及「與佛同行」。「360舞臺」是首個香港旅遊及電影業的跨界別合作項目，將多套經典香港電影的



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「360舞臺」是首個香港旅遊及電影業的跨界別合作項目，將多套經典香港電影的特技及武打場面搬上舞臺。

Sea Day Pass" offers all visitors comprehensive sky, land and sea transportation access. Visitors can freely explore Lantau with the one-day pass to unveil the many unique characteristics of Lantau.

Commercial and Customised Services

The whole Ngong Ping 360 project shows the silent, elegant and cultural character of Hong Kong, which is the other side of the hustle and bustle of the city. Dr Kwan reaffirmed that every decision they make will have an impact on the tenants of Ngong Ping Village, travel agencies, citizens and media. As a leader, she has therefore set the right direction for the company and leads the team to achieve its goals.

She has emphasised that it is critical to embrace the VMV (Vision, Mission and Value) approach. So that they can provide the best-in-class service to their guests and everyone in the team will be proud of the results.

"Having people with a positive attitude is key as they create a very different result", she said. "We have to show our smiling faces to every visitor and work happily every day to resolve any difficulties we face."

With the new slogan "Creating guest memories starts with you", Dr Kwan truly believes that even if it is a very small piece of the business, if they can fully engage in it to enhance the sharing and interactions among people, this will take them to a good future. Excellence in service has helped Ngong Ping 360 gained the recognition in "Hong Kong Service Awards – Tourist Attractions" by East Week for two consecutive years.

特技及武打場面搬上舞臺，連場好戲，帶領賓客進入經典武打世界，投入香港動作電影的煙霧、威也、電光對決場景；賓客更可化身經典電影角色，即場參與與高手「打」成一片。「360動感影院」則從多角度遨遊大嶼山，讓賓客感受不一樣的視覺、聽覺、嗅覺、觸覺及動感全方位震撼。「與佛同行」是一個啟迪心靈的多媒體節目，讓遊客可與釋迦牟尼同行，了解他得大智慧頓悟成佛的一生歷程。

在2010年2月昂坪360開展營運其全資附屬公司「360假期」，專注發展大嶼山旅遊、深度遊等業務，並整合大嶼山周邊不同景點及設施，為旅客帶來全新大嶼山環島遊的新選擇。昂坪360更在2014年增設纜車旅程的聲音導賞手機程式，令25分鐘的纜車旅程充滿知識和樂趣。若配合「360海陸空全日通」，旅客只要有一證在手，便可以使用安排好的海陸空交通，任意暢遊大嶼山每個角落，享受一站式路路暢通的旅遊樂趣！

商業配合人性化服務

整個昂坪360項目締造了香港繁華背後的寧靜、優雅及文化一面。關博士重申每一個決策都會對昂坪市集租戶、旅遊公司、市民及傳媒帶來影響。因此她認為作為領袖需要做對的事，為公司訂立正確方向，帶領團隊向目標邁進。為此，有清晰的VMV至為重要，即是願景（Vision）、任務（Mission）、價值（Value），當中價值是打造絕佳服務，讓同事以此為榮。她說：「人好重要，態度正面能做到與別不同的效果。面對旅客不要吝惜笑臉，每日返工都要微笑，也要相信所有難題都會解決到。」所謂：「賓客美好回憶，你我攜手編織」，關博士堅信即使好細微的事，只要用心做好，增加人與人之間的分享與互動，好事便自然來。優質的服務更令昂坪360連續兩年獲得《東周刊》頒發的「香港服務大獎 - 旅遊景點」大獎。