

Corporate Social Responsibility: A Case of Rosewood Hong Kong



Source: Pexels (2024)

Background

Corporate social responsibility (CSR) is becoming increasingly important for businesses nowadays as customers become more aware of the values and causes upheld by brands that they spend their money on. For the obvious reason to promote brand image and attract new customers, many companies have started to integrate CSR practices into their business modules. It is believed that business will also benefit from giving back to the community in which they operate in (Gentinetta, 2020).

With commitment to create positive change by enabling equal access to opportunity, the Rosewood Hotel Group has launched the “Rosewood Empowers” initiative (Rosewood Hotel Group, 2022). As part of the initiative, Rosewood teamed up with the Hong Kong Vocational Training Council (VTC) to offer local youth to gain hands-on experience by working at different locations around the world under the Rosewood Hotel Group global internship program (Rosewood Hotel Group, 2022). The program not only provides valuable insights for local youth who are interested in entering the hospitality and tourism industry in the future but also offers a new source of labour for the hotel. At the same time, inspired by the concept of a “business with purpose”, the hotel’s authentic Italian restaurant, BluHouse, employs members of underserved communities and pledge 1% of the restaurant’s total revenue to support underprivileges in the Tsim Sha Tsui neighbourhood (Rosewood Hong Kong, n.d.).

Additionally, Rosewood Hong Kong has partnered with local non-profit organization ImpactHK to help the grassroots community (Rosewood Hong Kong, 2021). Apart from meal donations, the hotel’s culinary team regularly provides cooking and kitchen skills training at ImpactHK’s new Tai Kok Tsui center (Rosewood Hong Kong, 2021). Furthermore, the hotel

invites guests to be part of the cause by purchasing festive hampers at the hotel's dining outlets, where 5% of the proceeds will go to ImpactHK (Rosewood Hong Kong, 2021). The hotel will also donate a dollar for every guest dining at any of their seven restaurants during the busy festive season (Rosewood Hong Kong, 2021). The campaign aims to provide food and financial aid to grassroots communities amid times of hardship, as well as help them develop skills that will enable them to sustain independent livelihoods.

Challenges

While CSR initiatives are essential practices for hotels nowadays,

- Balancing the distribution of resources between CSR initiatives and core business operations can be difficult.
- Involving the culinary team in external training initiatives may stretch staff capacity daily operations.
- Donating revenue from food and beverage outlets may reduce overall profits, potentially affecting financial performance.
- The competitive edge gained through partnerships may be easily replicated by other brands, limiting Rosewood Hong Kong's ability to maintain a unique position in socially responsible branding.

Discussion Questions:

1. What additional community engagement activities could Rosewood explore to further support underserved communities?
2. Besides purchasing goods that support charitable causes, how can guests be more actively involved in Rosewood's CSR efforts?
3. What measures can be taken to ensure employees remain motivated and engaged in both their regular duties and CSR-related activities?
4. What metrics or key performance indicators (KPIs) should Rosewood use to evaluate the impact and effectiveness of their CSR programs?
5. What innovative or distinctive CSR strategies could Rosewood adopt to sustain its competitive advantage in socially responsible hospitality?

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Keywords

- Corporate social responsibility
- Community engagement
- Hotel
- Youth
- Partnership
- Employee involvement

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企业社会责任：以香港瑰丽酒店为例



Source: Pexels (2024)

背景

如今，企业社会责任对商业机构而言正变得越来越重要，因为顾客愈发关注他们所消费的品牌所秉持的价值观与理念。出于提升品牌形象和吸引新客户的显而易见的原因，许多公司已开始将企业社会责任实践整合到其业务模块中。人们相信，企业通过回馈其运营所在的社区也能从中受益(Gentinetta, 2020)。

秉承通过提供平等机会以创造积极变革的承诺，瑰丽酒店集团推出了“瑰丽赋能”计划(Rosewood Hotel Group, 2022)。作为该计划的一部分，瑰丽与香港职业训练局合作，通过瑰丽酒店集团全球实习计划，让本地青年有机会在世界各地不同的地点工作，获得实践经验(Rosewood Hotel Group, 2022)。该计划不仅为有兴趣在未来进入酒店及旅游业发展的本地青年提供了宝贵的见解，也为酒店提供了新的劳动力来源。同时，受“有目标的商业”理念启发，酒店地道的意大利餐厅 BluHouse 雇佣了服务不足社区的成员，并承诺将餐厅总收入的 1%用于支持尖沙咀社区的弱势群体(Rosewood Hong Kong, n.d.)。

此外，香港瑰丽酒店还与本地非营利组织 ImpactHK 合作，以帮助基层社区(Rosewood Hong Kong, 2021)。除了食物捐赠外，酒店的烹饪团队还定期在 ImpactHK 位于大角咀的新中心提供烹饪和厨房技能培训(Rosewood Hong Kong, 2021)。此外，酒店邀请宾客通过在酒店餐厅购买节日礼篮来参与这项公益事业，其中 5%的收益将捐

赠给 ImpactHK (Rosewood Hong Kong, 2021)。在繁忙的节庆季节，酒店还会为在旗下七间餐厅中任何一间用餐的每位宾客捐出一港元(Rosewood Hong Kong, 2021)。该活动旨在为困难时期的基层社区提供食物和经济援助，并帮助他们发展能够维持独立生计的技能。

挑战

尽管企业社会责任举措是当今酒店业必不可少的实践，

- 在分配企业社会责任倡议与核心业务运营之间的资源方面可能存在困难。
- 让烹饪团队参与外部培训计划可能会分散员工在日常运营中的精力。
- 捐赠餐饮点的收入可能会降低整体利润，可能影响财务业绩。
- 通过合作获得的竞争优势可能很容易被其他品牌复制，限制了香港瑰丽酒店在社会责任品牌建设中保持独特地位的能力。

讨论问题

1. 瑰丽可以探索哪些额外的社区参与活动，以进一步支持服务不足的社区？
2. 除了购买支持公益事业的商品外，宾客如何才能更积极地参与瑰丽的企业社会责任工作？
3. 可以采取哪些措施来确保员工在日常职责和企业社会责任相关活动中都能保持积极性和参与度？
4. 瑰丽应使用哪些指标或关键绩效指标来评估其企业社会责任项目的影响和有效性？
5. 瑰丽可以采取哪些创新或独特的企业社会责任战略，以在具有社会责任的酒店业中保持其竞争优势？

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关键词

- 企业社会责任
- 社区参与
- 酒店
- 青年
- 合作伙伴关系
- 员工参与

致谢

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企業社會責任：以香港瑰麗酒店為例



Source: Pexels (2024)

背景

如今，企業社會責任對商業機構而言正變得越來越重要，因為顧客愈發關注他們所消費的品牌所秉持的價值觀與理念。出於提升品牌形象和吸引新客戶的顯而易見的原因，許多公司已開始將企業社會責任實踐整合到其業務模組中。人們相信，企業通過回饋其營運所在的社區也能從中受益(Gentinetta, 2020)。

秉承通過提供平等機會以創造積極變革的承諾，瑰麗酒店集團推出了「瑰麗賦能」計劃 (Rosewood Hotel Group, 2022)。作為該計劃的一部分，瑰麗與香港職業訓練局合作，通過瑰麗酒店集團全球實習計劃，讓本地青年有機會在世界各地不同的地點工作，獲得實踐經驗(Rosewood Hotel Group, 2022)。該計劃不僅為有興趣在未來進入酒店及旅遊業發展的本地青年提供了寶貴的見解，也為酒店提供了新的勞動力來源。同時，受「有目標的商業」理念啟發，酒店地道的意大利餐廳 BluHouse 僱傭了服務不足社區的成員，並承諾將餐廳總收入的 1%用於支持尖沙咀社區的弱勢群體 (Rosewood Hong Kong, n.d.)。

此外，香港瑰麗酒店還與本地非營利組織 ImpactHK 合作，以幫助基層社區 (Rosewood Hong Kong, 2021)。除了食物捐贈外，酒店的烹飪團隊還定期在 ImpactHK 位於大角咀的新中心提供烹飪和廚房技能培訓(Rosewood Hong Kong, 2021)。此外，

酒店邀請賓客通過在酒店餐廳購買節日禮籃來參與這項公益事業，其中 5%的收益將捐贈給 ImpactHK (Rosewood Hong Kong, 2021)。在繁忙的節慶季節，酒店還會為在旗下七間餐廳中任何一間用餐的每位賓客捐出一港元(Rosewood Hong Kong, 2021)。該活動旨在為困難時期的基層社區提供食物和經濟援助，並幫助他們發展能夠維持獨立生計的技能。

挑戰

儘管企業社會責任舉措是當今酒店業必不可少的實踐，

- 在分配企業社會責任倡議與核心業務運營之間的資源方面可能存在困難。
- 讓烹飪團隊參與外部培訓計劃可能會分散員工在日常運營中的精力。
- 捐贈餐飲點的收入可能會降低整體利潤，可能影響財務業績。
- 通過合作獲得的競爭優勢可能很容易被其他品牌複製，限制了香港瑰麗酒店在社會責任品牌建設中保持獨特地位的能力。

討論問題

1. 瑰麗可以探索哪些額外的社區參與活動，以進一步支持服務不足的社區？
2. 除了購買支持公益事業的商品外，賓客如何才能更積極地參與瑰麗的企業社會責任工作？
3. 可以採取哪些措施來確保員工在日常職責和企業社會責任相關活動中都能保持積極性和參與度？
4. 瑰麗應使用哪些指標或關鍵績效指標來評估其企業社會責任項目的影響和有效性？
5. 瑰麗可以採取哪些創新或獨特的企業社會責任戰略，以在具有社會責任的酒店業中保持其競爭優勢？

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關鍵詞

- 企業社會責任
- 社區參與
- 酒店
- 青年
- 合作夥伴關係
- 員工參與

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本案例研究基於並改編自香港理工大學酒店及旅遊業管理學院本科生 ALI Layma; LAU Wai Lok, William; CHEUNG Chun Po, PAUL; Tse Yuk Hei, YUKI; Tang Pui Lok, Ethan; PANG Sau Ying, Bella; LEE Wan Kin, Vincent 的作品。