



Ricoh Office Solutions

理光商業系統

In the drive for excellence, Ricoh Office Solutions has created an environment and culture for its staff that allows it to strive for quality service, efficiency and effectiveness. Structured and systematic approaches are adopted to ensure that daily operations and initiatives are smoothly implemented. The key strengths of the company are summarized as follows:

Leadership

The senior management established a set of clear vision, mission and core values that reflects its three-year goals and that synchronizes the changing needs of all stakeholders. A well-structured communication system for strategy execution and review is established. Senior management also leads the organization to participate in various competitions so as to gain external insight into the strengths and weaknesses of the organization. The performance of the organization is also gauged with best practices to identify areas for improvement.

Strategic Planning

The strategic planning process is systematic and well defined. The analysis process is executed in great detail and is fact-based, thus enabling the company to arrive at clear objectives and to address opportunities and threats. Action plans are made effective by being appropriately resourced and owned. The Key Performance Indicators (KPIs) and objectives are linked to staff performance appraisals.

Customer and Market Focus

The organization uses purchasing needs and service requirements to segment their customers into different categories. Value-added services are developed to address the special needs of different segments. Customer input is sought in the process of designing business plans. Different channels are established to listen to customers and collect their input. Information collected is systematically analyzed to devise solutions for customers.

Information and Analysis

The MAPICS, an integrated management information system, is employed to support daily operations and organizational decision-making. KPIs are categorized into four types, namely Financial and Market, Customer-focused, Organizational Effectiveness and Human Resources. The KPIs are regularly tracked and reviewed. Trend analysis, comparisons to targets, benchmarking and self-assessment are used to support the senior leaders' organizational reviews and strategic planning.

Human Resource Focus

The flat organization structure coupled with appropriate empowerment enables fast decision-making and innovation. Task forces and teams are employed to carry out improvement work. Good

communication systems, both formal and informal, are established to ensure the free flow of information, ideas and comments within the organization.

Line managers and human resources teams collect information regarding training needs and formulate training planning for staff so as to ensure that the required training is delivered.

Process Management

Seven key processes have been explicitly defined and documented, and KPIs have also been defined for measurement. A Supply Chain Management Reform Group has been formed to manage business from product design to after-sales service with an aim to enhance both customer satisfaction and profitability. Different aspects for new business development and performance measures have been defined. In addition, a Strategic Committee has been set up to regularly review new business development initiatives.

Business Results

The Customer Satisfaction level, compared to major competitors, has been improving since 1996. Machines unit sales and total sales revenue have shown a positive trend over the past three years. Staff and also customer satisfaction are improving. In addition to the aforementioned, the company received the Best Practice in People Development award, ISO 14001 Environment Certification and the Productivity Award for Service in 2001.



為求能精益求精，理光商業系統為員工建立了一個理想的工作環境及文化，讓他們竭力提供優質服務和提升業務效率。公司採用結構完善和具系統的方針，確保日常運作和各項工作順利執行，其過人之處扼述如下：

領導才能

高級管理層制訂了明確的遠景目標、宗旨和經營理念，全皆符合三年的目標及利益相關團體不斷改變的需求。此外，公司亦專為執行和檢討策略建立了一套結構完善的通訊系統。高級管理層領導公司參加不同的比賽，透過與外界接觸加深了解公司的優劣勢。公司更會以最佳的從業標準來衡量機構的表現，以認清需要改善的地方。

策略性計劃

制訂長遠策略的程序很有系統，而且定義清晰；分析過程仔細，並且以事實為依據，令公司可訂下明確的目標、掌握機會、認清威脅。所有行動計劃都會在妥善搜集資源後推行，在評估員工表現時亦會根據主要表現指標及公司目標進行評估。

客戶及市場焦點

理光以採購需要和服務要求將客戶分類，並按照不同類別客戶的個別需要推出增值服務。公司在設計業務計劃時，會尋求客戶的意見，且會設立不同的渠道聆聽和收集客戶的意見；在獲取資料後，會進行系統性分析，務求為客戶設計解決方案。

資訊及分析

公司採用MAPICS綜合資訊管理系統來支援日常運作和機構決策。主要表現指標分為四類，分別為財務及市場、顧客為本、機構效率及人力資源。公司會定期跟進及檢討主要表現指標。此外，公司亦會分析趨勢、與目標作出比較、進行基準測試及自我評估，支援高層進行機構評估和制訂策略。

人力資源焦點

扁平的企管架構和適當的權力分配容許公司快速地作出決策和創新。公司亦運用專責隊伍及小組進行改善工作；此外，完善的正式和非正式通訊系統，確保員工能自由地交流資料、構思和意見。

經理和人力資源組負責收集員工的培訓需求，並部署培訓工作，確保員工獲得適當的培訓。

流程管理

公司明確而詳細地訂下七個主要程序，並有文獻妥為存案，而且訂出主要表現指標作為衡量表現的準則。公司成立了一個供應鏈管理改革小組，管理由產品設計至售後服務的各項業務，旨在提高客戶的滿意程度和盈利能力。除此之外，公司更訂出業務的發展範疇和表現的量度準則；亦成立了一個策略委員會定期檢討新業務發展計劃。

業務成績

較之於主要的競爭對手，理光的顧客滿意水平自一九九六年起不斷提高，過去三年機器的單位銷售額及總銷售收入均有增幅之餘，僱員和顧客的滿意程度亦不斷提升。除此之外，公司於二零零一年更獲得最佳業務實踐獎項一員工發展、ISO 14001環保證書及香港生產力促進局服務業生產力獎。