



Ricoh Office Solutions

理光商業系統

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此報告摘要由理光商業系統提供*

Ricoh Office Solutions (ROS), a division of Ricoh Hong Kong Limited, is Hong Kong's leading supplier in providing office automation equipment and solutions including analogue copiers, digital multi-functional copiers, black and white and colour laser printers, facsimile machines, document scanners, shredders, binding systems, multi-media projectors, related supplies, support and maintenance services. ROS provides sales and support services for Ricoh manufactured as well as third party complementary products and offers total solutions in printing and document management.

Leadership

ROS's mission is to aggressively build on the leading position in the market by continuing to supply the latest technology, document management and communication solutions to the customers. ROS strives to be a **"Winner in the 21st Century"** and be the:

- * **No. 1 Document Solution Provider** - by becoming a total solution provider of integrated printing and document management solutions that meet customers' needs;
- * **No. 1 Manufacturer** - by achieving the market leading position and highest customer satisfaction;
- * **No. 1 Environmental Management Company** - by advocating and contributing to conserve the environment.

To achieve the above, ROS's management introduces the **"Business in Action"** to employees with three

dynamic elements:

- * **Respond fast to customers;**
- * **Provide top-class professional services and solutions;**
- * **Care for the community and the environment.**

To ensure that the entire organization is aligned with management directions, ROS's culture emphasizes **"FOCAL"**: **F**luid organization, **O**pen communication, **T**eamwork and participation, **C**ustomer oriented decision-making, **A**dd value and **L**earning organization.

Staff communication and performance management are two important aspects for deploying directions. ROS adopts a communication and feedback system comprising of a top down (e.g. team briefing system), a bottom up (e.g. staff focus group studies), a cross-functional (e.g. Customer Service Committee), and a multi-directional (e.g. COO luncheon and evening gathering) communication mechanism. To turn strategies and plans into actions and in order to ensure arrival, ROS adopts a model-based Performance Management System (PMS). Key Performance Indicators (KPI) of employees are linked to the Compensation and Rewards system and both organizational and staff performance are reviewed regularly.

ROS fulfils its public responsibility and citizenship by addressing issues in two major areas. First, ROS addresses the environmental issue as a result of business activities. ROS sets up an environmental conservation policy and the **"4R"** (Reduce, Recycle, Reuse and Replace) guidelines. Second, ROS supports the community at corporate and individual levels. As a corporation, ROS promotes best business practices by sponsoring business activities including seminars, conferences and exhibitions. ROS also encourages its staffs to participate in charity activities and runs a Volunteer Appreciation Programme to enlist individual staff member to perform social services.

Strategic Planning

ROS integrates its medium term plan, year-to-year forecast, budgeting and its review mechanism into the Strategy Development and Deployment Processes.

The Strategy Development Process includes:

- * Strategic analysis by SWOT and PEST;
- * Setting strategic directions, formulating and prioritizing plans by collecting customer needs and incorporating group missions and goals.

The Strategy Deployment Process includes:

- * Functional staffs are managed under the PMS and performance are reported and reviewed monthly;
- * Cross-functional task forces report regularly to the Strategy or Quality





Committee. The “owner” of the task force feedbacks the performance evaluation of the task force members into the PMS;

* Ricoh Improvement Teams are facilitated by a small committee and report directly to the Chief Operating Officer (COO).

An Executive Conference, attended by all senior and middle managers, links the two processes together and is held bi-annually. The first conference is held before the new fiscal year and business plans are presented and debated. Targets, strategies, action plans, resources requirement and timeline are then endorsed and kicked off. The second conference is a review of the first half-year performance and to revise related strategies and actions.

The same process of the one-year business plan is extended to cover a three-year period and together with the Basic Policies and Key Strategies form the Mid-Term Plan. ROS's 14th Mid-Term Plan for 2002 to 2005 consists of eight strategies and fourteen measurements.

Customer and Market Focus

ROS categorizes customers into four major groups and develops solutions, arranges organizational structure, systems and support services according to the specific needs of each segment. For example, the Education Accounts Team is dedicated to serve educational institutions. Charging solutions (e.g. SMART Key and Octopus systems) are developed and customized for them. The General Commercial Accounts Team

deals with SME for which computer network cabling and maintenance services are developed.

Customer satisfaction is ROS's highest priority. ROS aims at partnering and servicing the “Customer for Life”. ROS believes that providing good customer service and competitive products are important to customer satisfaction and positive referrals. All front line staffs have acquired customer satisfaction concepts and skills.

ROS solicits customer inputs at each phase of the business processes. Customer information are collected from in-house and contracted market researches, market trend reports, exhibitions and conferences, and direct-customer contacts. ROS has an advantage of having a large scale of workforce directly interfacing with customers. In maintaining good customer relations, ROS organizes more than half of the total workforce into account-based salespersons and service engineers. Other customer communication means include marketing communication, Internet services and seven other key customer access channels.

ROS conducts various customer surveys to ensure customer satisfaction including immediate post-sales survey, monthly post-service satisfaction survey,

focus group studies, and annual questionnaire-survey and benchmarking.

ROS also sets up an independent customer service department and has a well-developed Complaint Management System with comprehensive and detailed procedures, guidelines and service standards.

Information and Analysis

ROS operates an integrated management information system centring on the ERP System - the MAPICS, of which the key sub-systems are:

- * SMART (Sales and Marketing Analytical Response Tools);
- * Tele-Sales Computer Telephony Interface System;
- * Online Internet System www.RicohOnline.com.hk (first in the industry to support online interactive customer service);
- * Simulated Procurement System;
- * Maintenance Service Contract Administration System;
- * Call Dispatching and Short Message Service System for field engineers;
- * Automatic Consumable Replenishment System.

Information management also supports Performance Management System (PMS) and is aligned with the strategic plans. It provides system data to cover organizational health indicators and individual Key Performance Indicators (KPI). KPI are selected to reflect past effort and enforcing future performance. Senior leaders review business results regularly



and compare them with trends, targets and other companies.

Human Resource Focus

People are the most valuable assets and ROS strives for “**Excellence in People Management**”. The ROS Human Resources (HR) System takes strategies and business plans into account, and measures staff motivation and human resources productivity. Annual staff opinion survey and comparison of fringe benefits with other companies are conducted to ensure that employees are supportive, satisfied and motivated. The HR results are reviewed in the Strategic Development and Deployment Processes cycle. The HR System contains:

* Eight philosophies:

- Line Manager as HR Manager;
- Training and Development as Catalyst;
- Promotion from Within to Reserve Culture;
- Performance based Rewarding System to Reward Excellence;
- Appraisal System as Two-ways Communication;
- Redundancy as the Last Resort;
- Open Door Policy;
- Business Ethics as Framework.

* Six work systems:

- Organizational Development and Work System;
- Manpower Planning and Selection;
- Performance Management System;
- Training and Development;
- Employee Relations and Communication;

- Compensation and Rewards.

HR managers work with line managers to develop, implement and monitor the effectiveness of each work system for continuous improvement and meeting the employees’ needs. Employees, particularly line managers, are encouraged to take ownership of the HR function. Line managers are involved in staff selection, training and development, performance management, reward system determination and work system design.

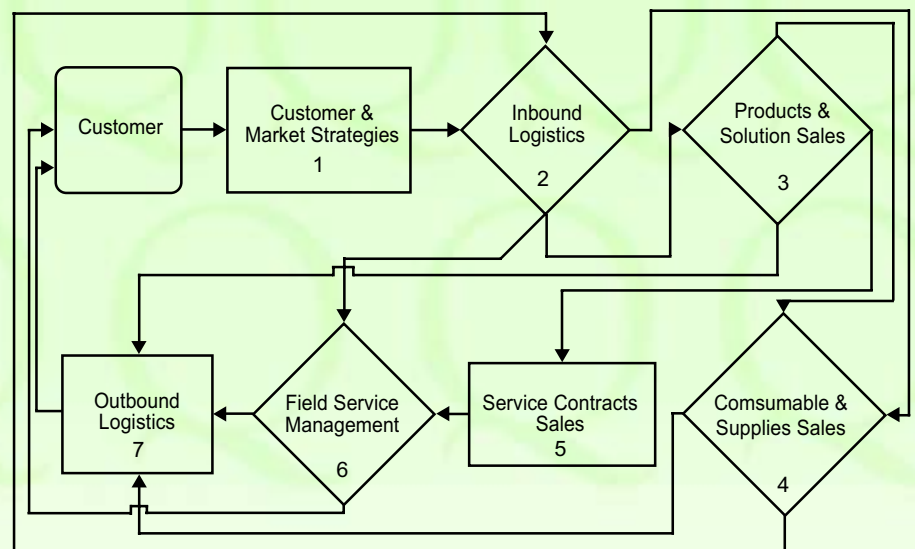
ROS recognizes that staff training and development enhance employee

capability and potential. ROS has an all-round training and development planning process which runs comprehensive training and development programmes covering attitudes, values and culture, skills and knowledge, management development, 360-degree multi-rater feedback and executive development.

Process Management

ROS has clearly defined the seven key processes for the organization:

The processes start and end with the customers. The “owner” and members of each process are clearly defined with





measures and targets. Performances are reviewed regularly. Functional processes such as human resources, financial and other administrative processes support the seven key processes. The improvement of the functional processes is achieved by reviewing the process standards monthly and from the opinions from focus groups formed by independent departments. In daily operations, most staffs are trained with TQM seven tools (7QC) and Plan-Do-Check-Act (PDCA) procedures that are commonly adopted in ROS.

理光商業系統「理光」乃理光香港有限公司轄下成員，是香港首屈一指的辦公室方案供應商。其業務包括模擬式影印機、數碼多功能影印機、黑白及彩色鐳射打印機、傳真機、文件掃描器、碎紙機、文件釘裝機、多媒體投影機、有關消耗品、支援及維修服務。理光負責一切售前、售後及產品配套之服務，以提供全面的辦公室管理方案，特別專注文件管理和打印系統。

領導才能

理光的宗旨是要為客戶提供最先進的文件處理及訊息傳達方案，以鞏固理光的市場領導地位。理光致力成為「廿一世紀優勝者」以及：

- * 成為第一位的文件處理方案供應商 - 理光決意成為系統整合供應商，提供一系列文件管理及打印方案，以迎合市場需要；
- * 成為第一位的製造商 - 務求達到最高的客戶滿意度及穩佔市場領導地位；
- * 成為第一位環境管理公司 - 透過推廣活動、承擔環保為己任，對保護環境作出貢獻。

Business Results

ROS manages its business results in four main areas: Customer Focused, Financial and Market, Human Resources and Organizational Effectiveness. In the past few years, ROS has recorded quicker response to customers, increasing customer satisfaction and loyalty, growing customer base, growing business volume and clear No. 1 in market share, improving employee skills and satisfaction, and increasing productivity.

ROS was also awarded the Best Practice Award in People Development,

為達到以上目標，理光管理層向員工推行「商業行動」並撮要為三個重要元素：

- * 迅速回應；
- * 提供頂級的專業服務及方案；
- * 向社會及環境生態負責。

為確保機構運作乎合管理層既定方向，理光透過推動靈活架構，坦誠溝通、群體合作、以客為本的決策、自我增值及持續學習等元素來保持其優良的企業文化。

員工溝通及表現管理是推展策略的兩個重要因素。理光運用一個包括由上而下(如：部門簡佈)、由下而上(如：員工研討小組)、跨部門(如：客戶服務委員會)及全方位(如：營運總裁午餐及黃昏聚會)的溝通及回應系統作為溝通架構。為了將策略及計劃有效地轉化為行動及確保達到預期的成效，理光採用了一個

the HKPC Productivity Award for Services and the ISO14001 Environment Certification. These awards mark ROS's achievements in pursuing customer satisfaction, productivity and environmental conservation. ROS is committed to total quality management and the establishment of the total quality management system further enhances ROS's **Customer for Life** mission and drives ROS to continuous success.

完整的表現管理系統。員工的評核及獎賞以「主要表現指標」為依據，並且和機構的表現一樣定期作出檢討。

理光主要從兩方面去履行其企業責任及公民義務。第一，理光針對從商業活動產生的環境因素，訂立以環境保護為主的基本方針及四大環保行動指引(減少浪費、循環再造、資源再用及使用環保代用品)。第二，理光分別在企業及個人層面上支持主要社群活動。企業層面方面，理光贊助商業活動，如講座、會議及展覽去推廣最佳商業實務。理光亦鼓勵員工參與公益活動，並推出義工獎勵計劃有助員工進一步參與義工服務。

策略性計劃

理光將中期計劃、年度預測、預算及檢討機制等融合於其策略發展及實踐程序。

策略發展程序包括：

- * 利用SWOT及PEST進行策略性分析；
- * 透過搜集客戶的需要和配合公司的宗旨及目標，從而制定整體方向和策略。





策略實踐程序包括：

- * 利用表現管理系統，職能部門因應其表現會提交每月報告和檢討員工之工作表現；
- * 透過跨部門工作小組定期向策略及品質委員會彙報，另外小組領導人將小組成員的表現評估列入表現管理系統內；
- * 理光改善小組透過一個小型委員會的協助而發揮功能，並向營運總裁直接彙報其所得的結果。

行政會議整合以上兩個程序，每半年舉行一次，並邀請公司內所有中、高層經理出席參與。首輪會議安排在新財政年度前舉行，其間業務計劃都會被廣泛討論。達成協議後，有關的目標、策略、行動計劃、資源運用及時間表都會列明及開展。次輪會議專注於上半年的表現檢討，從而修訂有關的既定策略。

理光第十四屆中期計劃(二零零二至二零零五年度)包括八個策略及十四個量化指標。這個中期計劃的組成方法與上述的程序相同；即是將一年期的業務計劃拓展至三年期，同時提出「基本政策」及「主要策略」。

客戶及市場焦點

理光把客戶分為四大主要類別，並根據每個類別的特別需要發展方案，安排組織架構、電腦系統及其他支援服務。例如，學界客戶小組專注服務學界客戶，並特別提供按量收費方案(如：聰明咭及百達通咭付款系統)予此類客戶。商業客戶小組負責中小型企業，而理光特別為這些客戶提供設計、安裝電腦網絡及保養服務，而配合理光的數碼多功能產品。

理光將客戶滿意度放在首位，並力求做到「以客為本」的服務方針。理光相信提供良好客戶服務及優質產品均能滿足

客戶需要，也能增強客戶間互相推薦的信心。理光培訓所有與客戶接觸的員工，他們已學習有關如何提高客戶滿意的概念及技巧。

理光在業務流程中搜集客戶意見，而且利用不同的途徑，如市場調查及聘請獨立市場研究公司提供市場趨勢報告、展覽及研討會，與及透過日常的客戶接觸，收集多方面客戶資料。能夠維持良好的客戶關係全賴一個強大的工作團體，直接與客戶接觸，其中一半以上的員工如營業員及維修技術員更是向固定客戶提供專業服務。加上其他的客戶溝通渠道，如市場通訊、互動互聯網服務與其他七個主要客戶聯絡途徑，確保溝通更全面。

理光進行多項客戶調查以確保客戶滿意，包括即時售後調查、每月的維修服務滿意調查、專題小組研究、問卷和同業服務指標借鑑。

理光另設立一個獨立運作的客戶服務部，運用一套完善的投訴管理系統，包括完整和詳細的程序、指引和服務標準，確保客戶意見得到適當的處理。

資訊及分析

理光採用一套以ERP系統 - MAPICS為骨幹的綜合資訊管理系統，附加多個主要輔助系統：

- * 智慧系統(銷售及市場分析回應工具)；
- * 電腦電話結合的電話直銷系統；
- * 網上互動系統www.RicohOnline.com.hk(是業內第一個支援網上互動客戶服務的系統)；
- * 模擬採購試算系統；

- * 維修保養合約管理系統；
- * 外勤維修技術員專用的維修指令分發及簡訊服務系統；
- * 消耗品自動補充系統。

資訊管理同時支援表現管理系統並配合策略計劃。提供系統數據以支援公司營運分析及個別主要表現指標。主要表現指標旨為反映過去表現並推動未來的表現。高級領導層將會就主要表現指標與趨勢、目標及其他公司作出比較及定期檢討。

人力資源焦點

人才是公司最寶貴的資產，故此理光力求「卓越人事管理」。其人力資源系統不單顧及策略及業務計劃，更用以激勵員工及提高人力資源生產力。每年舉行的員工問卷調查及員工福利的市場比較，都是為確保員工能夠對公司的目標更了解、支持及滿意，人力資源表現會在策略發展及實踐程序中檢討。人力資源系統包括：

* 八個理念：

- 良好人事管理，各級經理皆有責；
- 著重員工培訓，與時並進；
- 資源運用，內部提升；
- 重視人材，獎勵員工制度，激勵士氣；
- 考核制度作溝通渠道；
- 裁員制度為公司最後防線；
- 開放政策，上傳下達為效益；
- 商業道德標準為公司規範。

* 六個工作系統：

- 機構的發展及工作系統；
- 人力資源策劃及甄選；
- 工作表現管理系統；
- 培訓及發展；
- 員工關係及通訊；
- 薪酬及獎賞。





人力資源經理與各級經理共同發展、推行及監察每個工作系統的成效，並以持續改善來滿足員工的需要。公司鼓勵員工，特別是各級經理，肩負起良好人事管理的責任。各級經理都會參與員工招聘甄選、培訓及發展、表現管理、確定獎賞系統和工作範圍設定等不同工作。

理光確認員工的培訓及發展可以提升員工的能力和潛能，故此訂立一套完善的培訓及發展計劃程序，全面推行多項培育課程，包括：工作態度、價值及文化、技巧及知識、行政人員管理培訓、三百六十度全方位評估及領導層發展。

流程管理

理光的七個主要程序詳列如下：

理光的工作程序的起始與終結都是圍繞著客戶。每個程序的管理人與成員，都有明確的表現量度和目標，並作定期檢討。支援程序如人力資源、財政及其他行政程序支援著七個主要程序。透過每月的表現檢討及獨立專注小組研究將達致改善整個程序。在日常工作中，大部份員工已經接受過品質管理七工具及PDCA(策劃、實施、檢查、修正)訓練，並且能夠廣泛應用。

業務成績

理光主要的業務表現分為下列四個範圍：客戶關注、財務及市場、人力資源

及架構效益。在過去數年，在迅速回應客戶訴求，客戶滿意指數，客戶忠誠度、客戶基數各方面，理光皆取得良好成績並贏得市場領導地位。另透過提昇員工技能及滿意度、增強生產力，令業務穩步增長。

此外，理光亦屢獲殊榮，分別獲得最佳業務實踐獎—員工發展、香港生產力促進局服務業生產力獎與及ISO14001環境管理系統證書，這正標誌著理光在客戶服務、生產力及環境管理方面都有很大的成就。理光決意實踐優質管理，建立起一套優質管理體制，進一步強化「以客為本」的宗旨，並推動理光邁向持續成功之路。

