

# **INTEGRATED SOLUTIONS LIMITED**

## **FEEDBACK REPORT FROM THE BOARD OF EXAMINERS**

The recommendation of the Examiners is that Integrated Solutions Limited has achieved the required level of performance and therefore should be awarded the 1994 HKMA Quality Award. The Examiners were impressed by the efforts made by the company in all categories of the award but were particularly pleased by the energy and commitment of both the Senior Management and the employees in creating an environment where quality and customer satisfaction were very much “the way we do business”. This energy and commitment was demonstrated continually throughout the site visit. Although the Company is awarded the HKMA Quality Award, the Company must not be complacent, since achieving Quality is a continuous journey. The Examiners also identified a number of areas for improvement. It is suggested that the Company use this feedback summary to guide them in their continuous commitment to establishing unsurpassed levels of excellence and set an example for all the small businesses in Hong Kong.

### **1. Leadership**

The Company's founder, Dr. Ricky Leung, has been energetic in promoting quality not only within the company but also in the industry. He is clearly involved in conceiving and driving the quality initiative within the company. His active involvement and high visibility in the public arena, such as his participation in seminars, citation in newspapers, and involvement in professional bodies are indicative of his firm commitment to quality.

The daily meetings of the Technical Support (TS) Department to co-ordinate activities are commendable. The Quality Committee has clear objectives and all quality improvement initiatives are carried out by the proposer, who takes full responsibility for the implementation of the initiatives on a project basis. The quality objectives of the company are well integrated into the operations of the company.

### **2. Information and Analysis**

The company is able to identify the ‘vital few’ quality dimensions from its customers’ point of view.

It has a strong commitment to the sharing of information. Each employee has a personalized copy of Company Handbook. This is done through various forms of regular meetings. In addition the information is readily retrievable via a sophisticated and timely integrated data management system. Moreover, the company publishes a monthly newsletter and an annual report specially for the benefit of, its employees.

It is innovative for a relatively small company to categorize its customers according to their satisfaction levels, that is, ‘satisfied’, ‘broadly satisfied’ and ‘unsatisfied’.

### **3. Strategic Quality Planning**

Elements of strategic quality planning are performed well and there is clear evidence of the company tracking customer and market data and incorporating them into the plan. The plan is then cascaded to the departmental level for execution.

It is visionary for a small company to set up performance goals and develop medium- and short-term plans to meet these goals.

### **4. Human Resource Development and Management**

The company recognizes that the most valuable asset is the human one. Thus, key attributes for personnel are clearly defined and the newly recruited have been selected not only on their skills but also on their ability for teamwork, their potential for growth and quality awareness.

The company places a considerable emphasis on training, both new skills and reemphasizing company values, thus reinforcing its concept of high value being placed on its employees potential for growth and quality awareness.

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It is commendable that a weekly meeting called Colloquium is organized for all staff members. This demonstrates the company's commitment to people development. The Colloquium enables staff members to learn from each other.

The company is clearly demonstrating its effort in relating the human resources plan to its business plan.

Considerable flexibility is built into the deployment of staff members, thus enabling them to gain an overall view of the operations of the company.

### **5. Management of Process Quality**

The company places much emphasis on product design that meets customers' expectations.

### **6. Quality and Operational Results**

The company has made a number of quality improvements throughout its history. A variety of performance indicators are being tracked to evaluate the quality of the company.

### **7. Customer Focus and Satisfaction**

The company has been in close contact with its customers and thus has little difficulty in gathering qualitative data on customer satisfaction. Apart from contacts with customers by members of the technical support staff and sales and marketing staff, the company frequently organizes open houses and seminars, and it publishes a newsletter to help keep in touch with its customers. This is supported by the Total Customer Understanding Framework developed by the company.