

## 推行創新的獎罰制度改善車站商舖送貨安全

A New Reward and Penalty System to Enhance the Safety of Station Shop Delivery

### 團隊背景 Background of the Team



團隊名稱 Team Name	車商圈 SR Circle
成立日期 Date of Formation	2012年9月 September 2012
業務單位 Business Unit	商務及市場處-車站商舖業務組 Commercial and Marketing Division - Station Retail Section
部門促進員 Team Facilitator	陳靜賢 Jolie Chan
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團隊 Team Members	劉潔嫦 曾俊傑 廖藹妍 黎曉勤 李崇文 李凱屏 譚建峯 Winnie Lau Jeff Tsang Winnie Liu Kan Lai Raymond Lee Candy Lee Michael Tam

### 背景 Background

商舖送貨安全管理對車站日常運作尤為重要。為了確保乘客及顧客身處一個安全的營運環境，商舖租戶必須確保其所有送貨員工遵守在港鐵站內的送貨指引和商舖經營的安全要求。港鐵車站沿綫1,300間車站商舖每天送貨的次數十分頻繁，由於送貨員偶然違規，構成車站安全隱患。Safe delivery is of paramount importance for the station operation. In order to ensure a safe operating environment for our passengers, station shop tenants are required to ensure all their delivery workers comply with the delivery guidelines and safety requirements of operating shops at MTR Stations. Daily delivery activities of the 1,300 station shops along the MTR lines are extremely frequent. Safety risks were generated due to non-compliant delivery cases occurring occasionally.

### 問題成因 Cause of the Problem

為滿足乘客的需求，商舖租戶需要經常補貨，確保供貨量充足。然而，由於車站設計和配套設施的限制，例如個別車站沒有載貨升降機，導致送貨人員偶爾會為求方便而作出違規行為，構成安全隱患。為改善有關情況，本提案嘗試分析導致送貨違規的主要成因，並尋求解決方法。To cater for the customer demands, tenants have to replenish products frequently to ensure adequate supply. However, owing to the constraints of station design and ancillary facilities, such as the lack of goods lifts in some stations, non-compliant delivery cases which pose safety risks occur occasionally. This project aims at defining the major causes of non-compliant delivery and working out a solution to improve the situation.

### 解決方法 Solution

- 圈員運用過不同分析工具進行分析後決定採取「獎罰制度」，雙管齊下以改善車站送貨違規情況。
- 「獎」是指加強推行「車站商舖安全送貨獎勵運動」，讓更多遵守車站送貨守則的送貨工人獲得表揚；而「罰」則是指推行「送貨違規扣分制度」，派遣保安員監察屢次違規商戶的送貨活動，並要求該等商戶支付相關費用以作懲罰。
- 為使商舖租戶接受創新的「送貨違規扣分制度」，車商圈分三階段推行有關方案。
- 在試行方案期間，圈員不斷與商戶溝通，然後根據他們的意見對方案進行微調，並配合宣傳教育及獎賞推廣實施方案。
- With analysis made using various analytical tools, the team members decided to adopt the "Reward and Penalty System" to rectify the problem of non-compliant delivery at stations.
- The "reward" refers to further promoting the Safe Delivery Campaign, which rewards more delivery workers complying with the delivery guidelines; and the "penalty" refers to launching the Non-compliant Delivery Point Deduction Scheme by deploying security guards to monitor the delivery activities of repeated offenders at the cost of relevant tenants.
- The SR Circle implemented the Non-compliant Delivery Point Deduction Scheme in 3 phases to gain acceptance of the tenants in the innovative programme.
- During the trial period, the team members continuously communicated with tenants to collect their feedback on the scheme, which was then fine-tuned and fully implemented with promotion and an enhanced reward system.

## 成果及效益 Achievement & Benefit

### 有形得益

- 我們從2012年2月開始，以部分送貨頻繁的商戶為目標，試行有關制度。2012年的總違規數字較2011年下降了15%；2013年則較2011年大幅減少了50%。2014年首5個月的總違規數字亦比2011年同期少88%。
- 商戶送貨引致乘客受傷的數字從2011年的18宗減少至2012年的12宗，以及2013年的7宗。2014年1至5月亦只得4宗乘客受傷事件。
- 車站職員及車站商舖業務組的職員因此減省了處理有關違規個案的工作時數，在2012年及2013年共為公司節省了約100萬港元的人力開支。
- 我們運用扣分制度將送貨違規行為按嚴重程度量化，並聘請保安員監察屢次違規商戶的送貨活動。聘請有關保安員的開支於2012年及2013年共節省了約32萬港元。

### 無形得益

- 為乘客提供舒適安全的車站環境及優質服務。
- 減輕了車站及商舖業務組員工處理違規個案的工作量，達至創造價值。
- 抱著勇於進取及互敬互重的精神，排除萬難與各商戶溝通以實踐有關方案，充分體現公司VMV精神。



由於部分車站未設置載貨升降機，導致送貨員偶然有違規行為。As some MTR stations are not equipped with goods lifts, non-compliant delivery cases have been found occasionally.



同事正在推廣車站送貨守則及有關獎賞制度。Colleagues are promoting the station delivery guidelines and the reward system.

### Tangible Benefits

- Since the trial launch of the System to shop tenants with frequent delivery activities in February 2012, the total number of non-compliance in 2012 and 2013 were reduced by 15% and significantly by 50% respectively compared with that in 2011. The number of non-compliances of the first 5 months in 2014 was 88% lower than that of the same period in 2011.
- The numbers of passenger injury cases incurred by non-compliant delivery of goods also decreased from 18 in 2011 to 12 and 7 in 2012 and 2013 respectively. The number of cases recorded from January to May in 2014 was 4 only.
- The man-hours for station staff and members of the Station Retail Section in handling non-compliant delivery cases dropped, resulting in total savings of approximately HK\$1M in 2012 and 2013.
- We have adopted the Non-compliant Delivery Point Deduction Scheme to quantify the severity of non-compliance, and deployed security guards to monitor the delivery activities of shops that have repeatedly breached the guidelines. A total of around HK\$320,000 of adhoc security guards deployment cost was saved in 2012 and 2013.

### Intangible Benefits

- Passengers have been provided with a safe and pleasant station environment as well as excellent service.
- Value creation was achieved with a reduction of workload for both station staff and Station Retail Section members in handling non-compliant delivery cases.
- The team took a proactive approach in a mutually respectful manner in overcoming obstacles and communicating with shop tenants to implement the System, fully demonstrating the Corporation's VMV spirit.



推行送貨違規扣分制度，聘請保安員監察屢次違規商戶的送貨活動。The Non-compliant Delivery Point Deduction Scheme has been launched and security guards are deployed to monitor the delivery activities of tenant who has delivery malpractice repeatedly.