



**優質改善經驗交流會2009**  
Quality Improvement & Experience Sharing Convention

**優秀盡現 無懼挑戰**  
**Quality Fears No Challenge**

主辦機構：  
Organizer:



協辦機構：  
Co-Organizers:





# 優質改善經驗交流會

Quality Improvement & Experience Sharing Convention

2015



# 優質改善經驗交流會的背景及歷史

## Background and History of the Quality Improvement and Experience Sharing Convention

為了面對顧客日益轉變的需求，今天，有許多商業機構都著重保持及提高品質服務水平為成功的重要元素。除了發展及應用有效的品質管理系統之外，機構會鼓勵他們的員工成立品質改進小組或品質圈，就日常運作定期提出改善建議，以達致顯著、實質及配合營運政策的成效，從而提升生產力及員工能力。

**目標** - 締造互惠互利的雙贏效果，令各參與者均獲裨益。

**方式** - 分享成功品質改進小組或品質圈個案的經驗。

1997年，六間機構首次攜手舉辦第一屆優質改善經驗交流會，以體現上述目標。是項交流會其後得到其他機構的支持及響應，繼九廣鐵路公司主辦首屆交流會，十家機構分別於1998年至2008年期間主辦是項交流會。

### 優質改善經驗交流會主辦機構 (1997-2009)

1997	九廣鐵路公司
1998	香港中華煤氣有限公司
1999	屯門醫院
2000	新昌管理服務有限公司
2001	香港郵政
2002	富士施樂(香港)有限公司
2003	香港賽馬會
2004	地鐵有限公司
2005	機電工程署
2006	維他奶國際集團有限公司
2007	電訊盈科
2008	香港中華煤氣有限公司
2009	新昌管理服務有限公司

新昌管理服務有限公司主辦2009第十三屆優質改善經驗交流會，富士施樂(香港)有限公司將於2010年主辦是項活動。

In an ongoing effort to meet the changing needs of customers and maintain a competitive edge, many businesses are focusing today on sustaining and enhancing quality service as an important element of success. In addition to developing and applying effective quality control systems, they are encouraging their staff to set up Quality Improvement Teams (QITs) or Quality Control Circles (QCCs). These teams regularly put forward suggestions for improvements in daily operations, and have achieved substantial and tangible results concordant with operational policies that enhance both productivity and staff capabilities.

**Vision** - Enable win-win situation where all parties can benefit.

**Method** - Experience sharing sessions of successful case studies on QITs/QCCs.

The vision was first realized in 1997, when the first QIES Convention was organized. The Conventions have received strong support from other organizations thereafter and, following the first convention, which was hosted by Kowloon - Canton Railway Corporation, ten other organizations have acted as convention host between 1998 and 2008.

### Host organizers of the QIES Convention (1997 - 2009)

1997	Kowloon-Canton Railway Corporation
1998	The Hong Kong and China Gas Company Limited
1999	Tuen Mun Hospital
2000	Synergis Management Services Limited
2001	Hongkong Post
2002	Fuji Xerox (Hong Kong) Limited
2003	The Hong Kong Jockey Club
2004	MTR Corporation Limited
2005	Electrical and Mechanical Services Department
2006	Vitasoy International Holdings Limited
2007	PCCW
2008	The Hong Kong and China Gas Company Limited
2009	Synergis Management Services Limited

Synergis Management Services Limited is honoured to host the 2009 Convention, the thirteenth in the series, while Fuji Xerox (Hong Kong) Limited will host the event in 2010.



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# 節目程序

## Programme Rundown

### 大會司儀

張玉龍先生  
新昌管理服務有限公司  
劉麗珍小姐  
富士施樂(香港)有限公司

### Master of Ceremony

Mr Ivan Cheung  
Synergis Management Services Limited  
Ms Christina Lau  
Fuji Xerox (Hong Kong) Limited

接待嘉賓	1:15 pm	Reception
入場及開幕儀式	1:45 pm	Admission and Opening Ceremony
新昌管理服務有限公司 董事總經理樊卓雄博士 致開幕辭	2:10 pm	Keynote Speech by <b>Dr. CH Fan</b> , Managing Director <b>Synergis Management Services Limited</b>
新昌管理服務有限公司 致送紀念品予協辦機構	2:25 pm	Souvenir Presentation to Co-organizers by <b>Synergis Management Services Limited</b>
香港房屋協會 發佈提案	2:35 pm	Presentation by <b>Hong Kong Housing Society</b>
港鐵公司 發佈提案	2:48 pm	Presentation by <b>MTR Corporation</b>
維他奶國際集團有限公司 發佈提案	3:01 pm	Presentation by <b>Vitasoy International Holdings Limited</b>
遊戲環節	3:14 pm	<b>Game Session</b>
富士施樂(香港)有限公司 發佈提案	3:21 pm	Presentation by <b>Fuji Xerox (Hong Kong) Limited</b>
香港賽馬會 發佈提案	3:34 pm	Presentation by <b>The Hong Kong Jockey Club</b>
中場休息	3:47 pm	<b>Break</b>
香港中華煤氣有限公司 發佈提案	4:02 pm	Presentation by <b>The Hong Kong and China Gas Company Limited</b>
電訊盈科 發佈提案	4:15 pm	Presentation by <b>PCCW</b>
機電工程署 發佈提案	4:28 pm	Presentation by <b>Electrical and Mechanical Services Department</b>
遊戲環節	4:41 pm	<b>Game Session</b>
香港寬頻網絡有限公司 發佈提案	4:48 pm	Presentation by <b>Hong Kong Broadband Network Limited</b>
新昌管理服務有限公司 發佈提案	5:01 pm	Presentation by <b>Synergis Management Services Limited</b>
投票時間	5:14 pm	<b>Vote Casting</b>
新昌管理服務有限公司 頒發獎項及致送紀念品	5:16 pm	Prize and Souvenir Presentation by <b>Synergis Management Services Limited</b>
新昌管理服務有限公司 人力資源總監周永平先生 致閉幕辭	5:28 pm	Closing Remarks by <b>Mr Steve Chow</b> , Human Resources Director <b>Synergis Management Services Limited</b>
優質改善經驗交流會交接儀式及 下屆主辦機構富士施樂(香港)有限公司 代表致辭	5:31 pm	Convention Hosting Transfer Ceremony and Speech by the Next Organizer, <b>Fuji Xerox (Hong Kong) Limited</b>
節目完結	5:36 pm	<b>End of Programme</b>



## 新昌管理服務有限公司

### 董事總經理樊卓雄博士演辭



各位嘉賓、各位優質管理朋友：

你們好！首先代表「優質改善經驗交流會」籌備委員會歡迎大家出席今年的活動。交流會已舉辦了13年，新昌管理從1998年起開始參加這個活動，我們非常榮幸第二次成為交流會的主辦單位。我希望藉著這個機會，向九家協辦機構致衷心的謝意，他們包括香港房屋協會、港鐵公司、維他奶國際集團有限公司、富士施樂(香港)有限公司、香港賽馬會、香港中華煤氣有限公司、電訊盈科、機電工程署、以及今年新加入的香港寬頻網絡有限公司，同時亦多謝朗廷酒店集團以觀察員機構身份參與今次活動。有賴各機構的鼎力支持及協助，以及各位的參與，令今屆活動得以順利展開。

今年交流會的主題是「優秀盡現 無懼挑戰」。去年底，發生了百年一遇的金融海嘯，每間機構都面對嚴峻的考驗。如果沒有周詳的計劃和完善的優質管理系統，我們很容易便會被海嘯吞噬。憑藉我們一直堅持優質管理的理念，為客戶提供卓越的服務，我深信各機構一定可以無懼金融海嘯所帶來的沖擊，並再次創下佳績。

以新昌管理而言，以往公司主要從事物業管理和設施管理工作，但為配合中國國內物業服務市場一體化的需求，公司近年也開拓了資產管理服務，由物業和設施的日常管理，拓展至物業前期策劃的顧問工作、物業租賃、財務管理和推廣等服務，使公司整體業務得以持續發展和增長。最近，新昌管理就成功奪得位於北京中關村的大型商業項目的資產管理合約，這些都是我們透過不斷改善服務而得來的豐厚成果。

在澳門，新昌管理也同樣積極優化物業服務的質素，在高級服務住宅引進「全面服務管理模式」。透過培訓活動，灌輸當地物業管理員「以客為本」的理念，把公司優質管理服務文化帶到澳門。我們亦憑著這個培訓計劃，奪得香港管理專業協會的「2009最佳管理培訓獎」銀獎，卓越服務得到外界認同。

持續改善是企業的生存之道，所以優質管理是一個永不停止的旅程。客戶的要求及時勢的轉變，促使我們必須不斷提升服務質素。新昌管理由1997年開始推行全面優質管理(Total Quality Management)，是首間推行優質管理的物業服務公司之一，並開發了一套全面管理模式，旨在推動全公司上下，從高級管理層至前綫員工，全力奉行「全面優質管理措施」。

雖然香港近年受金融海嘯的影響，經濟較為波動，部分企業可能因而減少在推動優質管理和提升服務質素上的投資。然而，提升服務水平所涉及的資本開支並不大，員工能否投入才是關鍵所在。要達到這個目標，公司不但要在內部建立優質管理的文化，更要把握機會與其他機構互相借鑑，分享經驗。每年的交流會正好提供了這個難能可貴的機會，讓重視優質文化的機構聚首一堂，互相學習，共同駕馭挑戰，繼續昂首向前。

最後，我再次向籌備委員會、各合辦機構、觀察員機構及各位嘉賓致謝，期望大家繼續攜手推行優質文化，追求卓越的品質。

多謝各位！

**新昌管理服務有限公司**  
董事總經理  
樊卓雄博士

## Keynote Speech by Dr. CH Fan

### Managing Director of Synergis Management Services Limited

Honourable guests and quality management friends,

On behalf of the organizing committee, it is my great pleasure to welcome you to this year's "Quality Improvement and Experience Sharing Convention". The year marks the thirteenth anniversary of the Convention, and Synergis is truly honoured to be the host of the event for the second time since our participation in 1998.

First of all, I would like to take this opportunity to extend my heartfelt gratitude for the enthusiastic support of the nine co-organizers, Hong Kong Housing Society, MTR Corporation, Vitasoy International Holdings Limited, Fuji Xerox (Hong Kong) Limited, The Hong Kong Jockey Club, The Hong Kong and China Gas Company Limited, PCCW, Electrical and Mechanical Services Department, and our new member, Hong Kong Broadband Network Limited. A special vote of thanks goes to this year's observer, Langham Hotels International. The success of this year's Convention would not have been possible without the hard work of all parties, and of course, your participation.

Our theme of this Convention is "Quality Fears No Challenge". Last year, the collapse of financial markets forced all corporations to face severe challenges. Without comprehensive planning and well-established quality management systems, we might very well have been engulfed by the financial tsunami. However, by making persistent efforts in providing excellent service to our customers, I firmly believe we can overcome the crisis and achieve sustained business growth.

Coping with the demands for total solutions of property services in the Chinese Mainland, Synergis, already active in property and facility management market, has also moved into the asset management services sector to capture these business opportunities. Thus, our scope of services expands from daily operation of property and facility management to consultancy during the development stage of a property, sales and leasing, financial management and marketing and promotion. Recently, we have won an asset management contract for managing a large-scale commercial complex in Zhongguancun, Beijing; an achievement for our continuous improvement in services.

In Macau, Synergis is also committed to enhancing service quality standards by implementing our "Total Customer Service Model" in luxury residential properties. We have introduced Synergis' culture to local staff through a series of training workshops, aiming to create a customer-oriented mindset. In recognition of this drive for quality, Synergis has been awarded the Silver Award for Excellence in Training 2009 from the Hong Kong Management Association.

Continuous improvement is key to corporate survival, so quality management is a never ending journey. We continue to uplift service standards to meet customers' changing needs and an ever evolving business environment. Synergis has employed Total Quality Management principles in our operations since 1997, and was one of the first property services companies in Hong Kong to implement TQM. We have developed a comprehensive management model for the implementation of TQM throughout the organization, from senior management to frontline staff.

In view of the economic fluctuations resulting from the financial crisis, some corporations may trim down their expenditure in quality management and service enhancement. In fact, the capital investment involved should be very little. The employees' participation is the major factor in pursuing service excellence. To achieve this goal, we should build up an internal quality culture as well as grasping the opportunity to carry out benchmarking activities with external organizations. Therefore, this Convention provides a valuable platform for us to share our best practices in quality, learning from each other and striving for excellence.

To conclude, let me express my gratitude once again to the organizing committee, co-organizers, observer, and to all our distinguished guests. I look forward to a continued productive partnership, taking quality to a higher level.

Thank you.

**Dr. CH Fan**  
**Managing Director**  
Synergis Management Services Limited



# 大會顧問及評判

## Advisory Panel & Panel of Judges

機構 Organization	大會顧問 Advisory Panel	大會評判 Panel of Judges
香港房屋協會 Hong Kong Housing Society	黃傑龍先生 Mr. Wong Kit Loong 行政總裁兼執行總幹事 Chief Executive Officer and Executive Director	麥陳婉霞女士 Mrs. Cindy Mak 人力資源主管 Head of Human Resources
港鐵公司 MTR Corporation	陳富強先生 Mr. William Chan 人力資源總監 Human Resources Director	陳國偉先生 Mr. Weller Chan 車務工程經理 – 瀋陽一和二號線 Operations Engineering Manager Shenyang L1 & L2
維他奶國際集團有限公司 Vitasoy International Holdings Ltd	余發先生 Mr. Eric Yu 集團高級總監(生產暨項目管理) Group Senior Director (Manufacturing & Project Management)	李碧齡小姐 Ms. Rosemary Li 集團高級總監(人力資源) Group Senior Director (Human Resources)
富士施樂(香港)有限公司 Fuji Xerox (Hong Kong) Ltd	余樹章先生 Mr. Joseph Yu 董事總經理 Managing Director	劉金蘭小姐 Ms. Katherine Lau 優質及企業可持續部主管 Head, Quality & Corporate Sustainability
香港賽馬會 The Hong Kong Jockey Club	陳德立先生 Mr. Stephen Chandler 保安及公司法律事務執行總監 Executive Director (Security and Corporate Legal Services)	李永佳先生 Mr. Lee Wing Kai 人事事務及僱員關係經理 Human Resources Manager (Employee Relations and Services)
香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited	敖少興先生 Mr. Simon S H Ngo 總經理 – 網絡 General Manager - Network	敖少興先生 Mr. Simon S H Ngo 總經理 – 網絡 General Manager - Network
電訊盈科 PCCW	陳永華先生 Mr. Chan Wing Wa 工程部董事總經理 Managing Director, Engineering	林榮執先生 Mr. Peter Lam 工程部外勤服務總處 – 高級副總裁 Senior Vice President Field Services of Engineering
機電工程署 Electrical and Mechanical Services Department	陳鴻祥太平紳士 Mr. Chan Hung-cheung Stephen, JP 機電工程署署長 Director of Electrical and Mechanical Services	梁建民博士 Dr. Leung Kin-man 助理署長/業務發展 Assistant Director / Business Development
香港寬頻網絡有限公司 Hong Kong Broadband Network Limited	盧瑞麟先生 Mr. Lo Sui Lun 企業事務部董事 Director, Corporate Affairs	蔡美玉小姐 Ms. Mimi Choy 總監 – 人才管理 Director, Talent Management
新昌管理服務有限公司 Synergis Management Services Limited	周永平先生 Mr. Steve Chow 人力資源總監 Human Resources Director	游淑眉小姐 Ms. Brenda Yau 董事 Director



# 策劃及工作委員會

## Organizing Committee

### 主席 Chairman

新昌管理服務有限公司  
Synergis Management Services Limited

鄭文智先生  
Mr Frankie Cheng



### 成員 Members

#### 香港房屋協會

Hong Kong Housing Society

黃英傑先生 劉杜燕琴女士 甄國偉先生  
Mr Romulus Wong Mrs Rebecca Lau Mr Samuel Yan

#### 港鐵公司

MTR Corporation

馮萬年先生 馮順才先生  
Mr Daniel Fung Mr George Fung

#### 維他奶國際集團有限公司

Vitasoy International Holdings Limited

梁麗潔小姐 莫文照先生  
Ms Kitty Leung Mr M C Mok

#### 富士施樂(香港)有限公司

Fuji Xerox (Hong Kong) Limited

陳承志先生 黃德恩小姐  
Mr Henry Chan Ms Kerri Wong

#### 香港賽馬會

The Hong Kong Jockey Club

李科德先生 楊天蘭小姐 甄仲妍小姐  
Mr Joseph Lee Ms Tina Yeung Ms Joice Yan

#### 香港中華煤氣有限公司

The Hong Kong and China Gas Company Limited

劉淑媛小姐 唐月娥小姐  
Ms Noel Lau Ms Eva Tong

#### 電訊盈科

PCCW

陳寶珠小姐  
Ms Pauline Chan

#### 機電工程署

Electrical and Mechanical Services Department

李錦鴻先生 吳志文先生  
Mr Edward Lee Mr Sunny Ng

#### 香港寬頻網絡有限公司

Hong Kong Broadband Network Limited

林善雯小姐 周慧晶小姐  
Ms Winnie Lam Ms Jelly Zhou  
楊志豪先生 楊昭源先生  
Mr Henry Yeung Mr Kenny Yeung

#### 新昌管理服務有限公司

Synergis Management Services Limited

談韻儀小姐 盧寶珊小姐  
Ms Stephanie Tam Ms Linda Lo



# 香港房屋協會

Hong Kong Housing Society



HONG KONG  
HOUSING SOCIETY  
香港房屋協會

## 易裝妥升降機保護板

Easy Installation Lift Car Protecting Board



### 團隊背景

Background of the team

小組名稱	盛年圈
成立日期	2002年
所屬部門	萬盛閣及樂年花園管理處
促導員	林翔婷 何志光
組長	陳沛盈
小組成員	陳明生 何翠美 黃克強 梁厚熹 羅偉文 馮國修 甄國照 崔自立 蕭祖元 雷炳禧 黃劉燕娟 林錫榮



Team	P & C Circle
Date of formation	2002
Composition	Prosperity Court and Cronin Garden Management Office
Team facilitator	Lam Cheung Ting Maggie Ho Chi Kwong
Team leader	Chan Pui Ying Sally
Team members	Chan Ming Sang Ho Tsui Mei Wong Hak Keung Leung Hau Hei Law Wai Man Fung Kwok Sau Yan Kwok Chiu Chui Chi Lap Siu Cho Yuen Lui Ping Hei Wong Lau Yin Kuen Lam Sik Wing

### 提案背景

- 屋苑已入伙達14年，因單位耗損或新入伙而需進行裝修的住戶並不少，每年平均約40個單位。為預防裝修工人在搬運物料時刮花升降機機廂，管理處須為升降機機廂鋪設保護木板，以減少升降機被刮花的機會。

### Background of the project

- Cronin Garden has been built for 14 years. Many residents will carry out decoration works due to depreciation or newly move-in. According to our record, there are around 40 units in average per year. To avoid making scrape on lift car when transporting the furniture / decoration materials, it is necessary to install a protection board inside the lift car temporarily as protection.

## 問題成因

- 每次鋪設及拆除升降機保護木板耗費時間(約1小時)及人力(至少2名員工)。
- 進行鋪放期間須停止升降機服務，對住戶造成不便。
- 使用木板作為物料，除了搬運困難，也不符合環保和美觀。

### Cause of the problem

- It needs a lot of manpower and takes time to install the lift protection board every time.
- Suspension of lift service causes inconvenience to residents.
- Transport heavy wooden boards is difficult and it is not environmental-friendly nor pleasant.



◎ 升降機保護木夾板鋪放困難及不美觀  
Lift car protecting wooden board was not user-friendly and unpleasant.

## 解決方案

- 改用輕身廣告板代替木板作為主要物料，搬運容易，減少人手鋪放。
- 改善設計，配以預製組合式組件，使用時可調節組件，令保護板更具靈活性而且可重覆使用。
- 改善美觀度。

### Solution

- Use light advertising boards as material instead of heavy wooden boards so less manpower is needed to transport the protection board and it is easier to transport.
- Modify the design of the lift protection board with pre-made accessories, it is more flexible to use and can be re-used.
- Amend the outlook.



◎ 易裝妥升降機保護板外觀簡潔及輕巧  
Tidy and light-weighted Easy Installation Lift Car Protecting Board

## 成果和效益

### 有形得益

- 節省每次鋪設及拆除木板的時間和人力。
- 廣告板較木板便宜，減低成本。
- 易裝妥升降機保護板可重覆使用，節省成本。

### 無形得益

- 增加團員的歸屬感和團隊精神。
- 無須暫停升降機服務，減少對住戶造成的不便。
- 減少員工搬運時所損耗的體力及意外發生。
- 美觀實用，優化住戶居住環境。

### Achievement & benefit

#### Tangible

- Save time and cost of manpower for installation every time.
- It saves costs when using light materials.
- The Easy Installation Lift Car Protection Board can be re-used for many times. It can be further save cost.

#### Intangible

- To promote the teamwork and create the sense of belongings.
- To minimize the inconvenience caused to residents.
- To minimize the energy consumption or the chance of injury when transporting the board.
- Tidy and pleasant outlook which improves the living environment of residents.



◎ 有形與無形效益俱備  
Tangible and Intangible benefits are achieved.



# 港鐵公司

MTR Corporation



## 活出「創造價值」和「環保意識」，從「綠色」電腦使用開始

Living out Value Creation and Sustainability through "Green" Use of Computers



### 團隊背景

#### Background of the team

小組名稱	港鐵G圈				
成立日期	2008年4月1日				
所屬部門	港鐵公司 - 人才發展部				
促導員	劉淞森				
組長	黃覺明 黃憲昌				
小組成員	劉一平	葉鵬	張文宇	曾偉卓	李珮慧
	羅俊輝	李思華	黃漢鈞	陳聖佳	李宗軒
	吳天恩	郭中宏	梁行健	謝昀靄	鄒永康



<b>Team</b>	MTR Graduates Circle
<b>Date of formation</b>	1 APRIL 2008
<b>Composition</b>	MTR Corporation - People Development Department
<b>Team facilitator</b>	Mr. LAU Chung Sum, Edmund
<b>Team leader</b>	Mr. WONG Kok Ming, Joe Mr. WONG Hin Cheong, Henry
<b>Team members</b>	Ms. LIU Yi Ping, Penny Mr. YE Peng, Jason Mr. ZHANG Wen Yu, Max Mr. TSANG Wai Cheuk, Maurice Ms. LEE Pui Wai, Joey Mr. LAW Chun Fai, Terry Ms. LEE Sze Wah, Sarah Mr. WONG Hon Kwan, Alan Mr. CHAN Shing Kai, Kelvin Mr. LEE Chung Hin, Lincoln Ms. NG Tin Yan, Charis Mr. KWOK Chung Weng, Niki Mr. LEUNG Hang Kin, Bosco Mr. TSE Wan Yui, Michael Mr. CHOW Wing Hong, Kelvin

### 提案背景

- 可持續發展是港鐵公司注重的發展路向。為了有效推行此發展路向，提升員工的可持續發展意識以及優化員工的日常工作習慣實是非常重要的一環。有見及此，港鐵G圈對員工日常工作習慣進行了一些研究，並針對一些可改善的地方提出建議，以促進可持續發展的理念。

### Background of the project

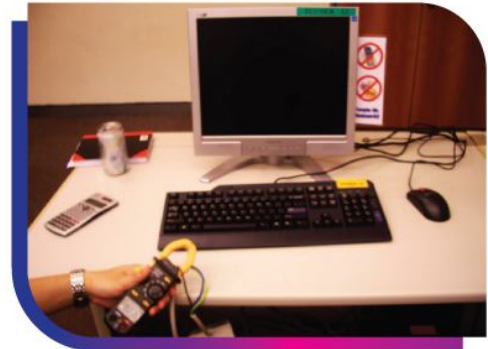
- Sustainability is one major focused area that MTR puts high emphasis. It has been identified that there are rooms for further improvement towards sustainable development, and one of the effective ways to achieve this involves the contribution from and enhancing the concept of sustainability of each staff. In view of this, the Team has investigated the working behaviours of staff on which improvement can be achieved so as to align with the direction of sustainable development of the Corporation.

## 問題成因

- 港鐵G圈發現超過百分之三十的同事每晚下班後並沒有把電腦關上，而是將電腦轉至「預備」狀態。然而，電腦處於「預備」狀態仍會消耗大量能源，增加電費支出，未能配合公司的可持續發展政策。

### Cause of the problem

- Every night after work, over 30% of the computers in office are not turned off but shifted to the "standby" mode. Such practice consumes considerable amount of energy, and thus electricity cost which does not align with the Corporation's sustainability policy.



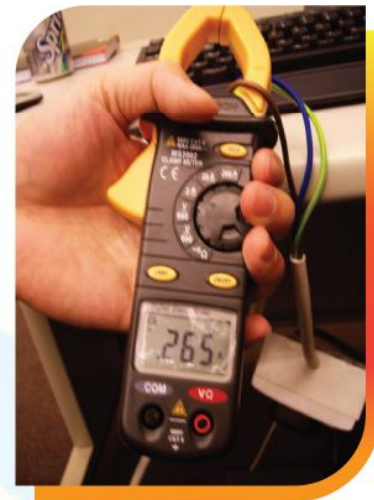
◎ 休眠狀態下電腦的用電量  
Electricity Consumption of Computer under Hibernation Mode

## 解決方案

- 為對症下藥，圈員訪問了不少同事，了解到不關電腦的主因是重新開機的時間過長。圈員於是提倡改為啟動電腦的「休眠」功能，把閒置電腦的用電量減至最低。透過實地量度，我們證實「休眠」電腦的用電量只是「預備」狀態的十分一。
- 全面宣傳及推出獎勵計劃，鼓勵同事下班關電腦。

### Solution

- To pinpoint the real cause, survey was conducted among colleagues. The findings reflected that the main reason for not switching off computers after work is the long start-up time. The team thus proposed making use of the "hibernation" function to reduce the energy consumption of an idle computer. It has been verified that computers in hibernation consumed only one-tenth of the energy "standby" computers have consumed.
- To launch a comprehensive promotion and incentive programme on encouraging switching off computers after office hours.



◎ 預備狀態下電腦的用電量  
Electricity Consumption of Computer under Standby Mode

## 成果和效益

### 有形得益

- 每年節省電費超過二十萬港元。
- 部回報率（IRR）達百分之二百。
- 大縮減同事每天早上等候開機的時間，提高工作效率。

### 無形得益

- 節省能源，保護環境，能配合公司的可持續發展政策。
- 事在家中使用電腦時，也可善用電腦的「休眠」功能，在日常生活中全面實踐環保。

### Achievement & benefit

#### Tangible

- An annual saving of more than HK\$200,000 on electricity.
- A 200% internal rate of return.
- Reduction in the waiting time for reloading computers, thus enhancing work efficiency.

#### Intangible

- Saving energy, protecting the environment, aligning with the Corporate policy of sustainability development.
- Colleagues could make use of the "hibernation" function at home to help to protect the environment in daily life.



# 維他奶國際集團有限公司

Vitasoy International Holdings Ltd



## 改進維他奶營銷中心上落貨位之使用

Improvement of loading bay utilization at Vitasoy Distribution Centre



### 團隊背景

#### Background of the team

小組名稱	太空堡
成立日期	2008年1月
所屬部門	客戶服務部、人力資源部、供應鏈部
促導員	郭銘華
組長	區炳權
小組成員	郭錦賢 李偉豪 尤芳深



Team	Space Castle
Date of formation	JANUARY 2008
Composition	Customer Service Dept., Human Resources Dept., Supply Chain Dept.
Team facilitator	Chris Kwok
Team leader	Andy Au
Team members	Kent Kwok Gary Lee Yau Fong Shum

### 提案背景

- 維他奶營銷中心地下車場，主要供公司客戶服務部及供應鏈部車隊上落貨使用。隨着公司業務急速發展，不斷增加的貨流量及車流量，令車場的使用量已經達致飽和，因等候上落貨時間的延誤，導致客戶服務部員工長時間超時加班工作，與及影响對客戶提供完善送貨服務的表現，因此成立項目專隊，改進車場上落貨車位之使用。

### Background of the project

- The loading bays on the ground floor of Vitasoy Distribution Centre (VDC) are primarily reserved for the Customer Service department and the Supply Chain department for the purpose of the loading and unloading of goods. The rapid growth of company business, and increased turnover for goods and vehicles, has consequently caused the bays to exceed their loading capacity. The extended waiting time for truck and the delayed loading time have caused the following consequences on the Customer Service department. This has resulted in frequent overtime work for delivery staff and has also affected the on-time delivery service to our customers. A project team was thus set up to review and improve the utilization of loading bays.

## 問題成因

- 公司業務急速發展，維他奶營銷中心貨車上落貨車位，不敷應用。
- 客戶服務部車隊在等候及上落貨時間過長，影响對客戶提供準時之送貨服務。
- 在泊位及行政安排方面，由於貨車在中心門外等候時間及在中心內上落貨時間是由客戶服務部司機自行填寫，因此未能有效作出即時記錄，以作客觀處理及分析數據，並作出改善。
- 客戶服務部及供應鏈部因爭用上落貨車位而導致不必要的紛爭。

### Cause of the problem

- Owing to the rapid growth of the company business, existing capacity of loading bays at Vitasoy Distribution Centre no longer satisfied the requirements of providing high turnover of truck loading and unloading services.
- As the loading and unloading times were delayed, on time delivery service to our customers was affected.
- As drivers manually recorded their waiting and loading times, the loading situation and arrangement could not be immediately and efficiently reviewed hence improvements cannot be made promptly.
- The priority in the utilization of loading bays has become a cause of dispute between the Customer Service department and Supply Chain department.

## 解決方案

- 重新評估及更新上落貨車位使用守則。
- 在繁忙時段，設立臨時貨車上落貨車位。
- 重新調配貨員工工作安排，縮短貨車上落貨時間。
- 在指定客戶服務部貨車建立電子智能卡，收集貨車在門外等候時間及在中心內上落貨時間，作為管理層評估及跟進運作表現。
- 在需要時訂立指揮人員調節貨車上落貨位之優先次序。

### Solution

- Review and update the guidelines for the utilization of loading bays.
- Create a temporary loading bay for goods loading and unloading during peak periods of the year.
- Rearrange the work process of forklift operators to shorten the truck loading and unloading time.
- Set up electronic smart card at designated Customer Service trucks to collect the waiting and loading time for management review and the follow up of the operational performance .
- Assign designated supervisors to prioritize the sequence of truck loading when necessary.



◎ 重新調配貨員工的工作安排，縮短貨車上落貨時間  
Rearrange the work process of forklift operators to shorten the truck loading and unloading time.

## 成果和效益

- 工作效益-貨車等候及上落貨時間減少38%。
- 服務品質  
對外方面：客戶服務部車隊解決等候上落貨時間的延誤後，能對客戶提供準時快捷送貨服務，提升公司在客戶心目中的形象。  
內部方面：  
(1) 消除相關部門司機因爭用上落貨車位而導致之紛爭  
(2) 利用電腦數據處理車隊等候及上落貨時間，能準確及快速回應問題及作出跟進改善。

### Achievement & benefit

- Working efficiency - Overall truck waiting and loading time save 38%
- Quality of services  
External :  
Shortening the truck waiting times and making the loading process more efficient will result in an accurate delivery service to our customers and help to enhance the company image.  
Internal :  
(1) Eliminate the dispute among departments concerned regarding the utilization of loading bays.  
(2) The utilization of smart cards in processing truck waiting and loading time will enable us to have an accurate and prompt response in problem solving and taking corrective action accordingly.



◎ 改善等待及上落貨時間，對客戶提供準時快捷服務，提升公司在客戶心目中的形象  
Shortening waiting and loading time, provide an accurate delivery service to our customers and help to enhance the company image.



# 富士施樂(香港)有限公司

Fuji Xerox (Hong Kong) Limited



## 提升客戶培訓組的生產力

Customer Training Productivity Enhancement Project



### 團隊背景

Background of the team

- 小組名稱 專業團
- 成立日期 2008年3月5日
- 所屬部門 客戶服務及支援部 (客戶培訓組)
- 組長 余慧敏
- 小組成員 周家亮 黃焯華 陳賢慧 陳頌恩  
黃美玲 洗麗敏 梁嘉儀 周永健  
謝樹炫



- Team** The "Pro" Team
- Date of formation** 5 MARCH 2008
- Composition** Department of Customer Service and Support (Customer Training)
- Team leader** Wendy Shea
- Team members** Alan Chow, Dionne Wong, Joanna Chan, Joanne Chan, Jo Jo Wong, Mandy Sin, Phoebe Leung, Vincent Chau, Vincent Tse



### 提案背景

- 通過提供可靠創新的產品和出色的服務，我們將有能力超越客戶的期望。我們的客戶培訓組相信有效提高顧客對產品應用之認知，不但可以使客戶正確操作並善用產品，而且能與客戶建立長遠信任的關係。因此，我們成立品質改進小組研究現存問題成因及制定解決方法，從而提升的工作效率及公司的專業形象。

### Background of the project

- By providing reliable and innovative products, backed up with excellent service, customers that are doing businesses with us are getting more than what they expected.

Customer Training Team believes that enhancing customer knowledge on product not only maintains the product reliability, but also builds up a long-term trust relationship with customers. Hence, our project team is set up for further improvement to enhance efficiency and our professional image.



- ◎ 文件處理應用培訓課程定期開辦予我們專責的客戶  
In-house Training on document management application opens for all customers.



## 問題成因

客戶培訓組主要工作是於產品安裝後安排上門教授服務，以確保客戶能夠操作產品，但其工作上常常遇到以下問題引致效率下降。

- 編排預約客戶培訓的流程上牽涉複雜的數據整理；
- 客戶於產品到達時收到的產品教授小冊子，可是製作成本高及客戶可能會收到過時的資料；
- 基於客戶電腦保安理由，客戶培訓員很多時在儲存產品教材於客戶電腦上遇上困難。

### Cause of the problem

Customer Training Team will provide on-site training after the completion of installations and in-house training classes. The aim is to ensure that customers are able to use our products for enhancing their business workflows and efficiency. There are some limitations that affect team productivity and effectiveness.

- Training appointment process involves a number of complicated manual works.
- The production of booklets not only involves high cost but also has risk to include out-dated information.
- Trainers have difficulty to distribute training notes to customers due to security issue.



◎ 客戶培訓主任仔細耐心地講解產品操作  
Customer Training Officer explains the product operations with care.

## 解決方案

- 客戶培訓組已根據客戶培訓系統及維修服務監控系統發展了一個附設系統，以便按不同客戶之要求來安排最合適的課程，這系統亦可儲存客戶意見作未來改善方向之用。
- 自採用新網頁管理系統後，有關特設產品操作培訓課程已可在網上登記，而且最新培訓課程資訊亦可即時更新。此外，培訓主任可於網上收集客戶登記，然後更快捷安排培訓課程。
- 各個產品操作培訓資料現已上載到公司網頁，這些培訓資料亦按功能分類以方便客戶搜尋。自從採用了這個方法後，大大節省了培訓資料傳遞時間，客戶更可隨時下載所需的資料。

### Solution

- Customer training team creates a database for storing and consolidating different training related information. Customer training officers can provide customized training for different customers based on various situations. The system also allows trainers to capture customer voices and feedback for continuous improvement.
- By adopting a new web management system, schedule and agenda for customer trainings will be published to the Internet. The information is available online and will be updated timely. On the other hand, customers are able to submit training enrollments online.
- The training materials for each model are uploaded on company website. The materials are also classified into function-basis that will facilitate an easy searching for users. This countermeasure significantly reduces the time spent on material transfer. The customers are also allowed to download these training materials when necessary.

## 成果和效益

- **有形得益** - 透過於網上上載產品操作培訓資料，減少了資料傳遞之不便及節省了時間70%；而且各類小冊子，報名表及評估表已經電子化，大大減省了成本約共港幣15萬。
- **無形得益** - 因為主要客戶用量及安裝進度之資料可容易索取，更加方便了維修同事及營業員跟進客戶的查詢以提高了客戶滿意指數。根據本年客戶滿意調查所得，客戶滿意指數於專業客戶培訓上升了15%。此外，客戶培訓主任可以根據現有資料提供最合適的培訓課程，所以本年度我們獲得客戶的表揚信數量增加了34%。

### Achievement & benefit

- **Tangible benefit** - 70% of time is saved from consolidating the information for customer training appointment and distribution of training materials. Material cost for booklet preparation, enrollment form and evaluation form can be saved. The total cost for saving is HK\$157,564.
- **Intangible benefit** - According to our customer survey, the satisfaction rate on "Professional User Training" was increased by 15% and the total number of compliments was increased by 34% as compared to last year. Trainers can well prepare the training by getting accurate installation status and customer information. Trainers will also coordinate with different parties such as salespersons or engineers to close loop the issues or enquires found during customer training. Customers will receive instant feedback for their concerns.



# 香港賽馬會

## The Hong Kong Jockey Club



### 保持通話

Connected



#### 團隊背景

#### Background of the team

小組名稱 Be One  
 成立日期 2007年8月  
 所屬部門 保安部  
 促導員 陳韻儀, 陳膺家, 黃金鴻, 黃美怡  
 組長 馮志明  
 小組成員 保安及人事部

Team Be One  
 Date of formation AUGUST 2007  
 Composition Security  
 Team facilitator Dorothy CHAN, Edward CHAN, Vincent WONG, Thecla WONG  
 Team leader Eric FUNG  
 Team members Security and Human Resources



### 提案背景

- 作為香港主要社會慈善機構，香港賽馬會一方面致力提供最頂級的賽馬體驗給予每一位賽馬愛好者及遊客，同時亦致力承擔回饋社會的責任。在每一個賽馬日透過舉辦不同的賽事項目和活動，平均可吸引高達五萬人次入場。故此，當事故發生時，能有效發揮及運用業務延續管理系統，協調各部門作出迅速和有效率的應變，令賽馬活動順利進行，以滿足各界人士的期望，尤為重要。

#### Background of the project

- As a major charity and community benefactor in Hong Kong, The Hong Kong Jockey Club has always endeavoured to provide excellent racecourse experiences to all race goers and visitors as well as making our contributions to the society. Through different on course events and initiatives, the average number of race goers and visitors can exceed 50,000 for each race meeting. In order to meet the rising expectation of our stakeholders, the Club believes in putting in place and maintaining a systematic and comprehensive business continuity management system that stresses on seamless coordination for swift and efficient responses should an incident arises in the racecourses.



緊急應變中心  
Emergency Response Center

## 問題成因

- 為配合機構的發展和增長，有需要提升各事務處及部門間的合作，以令賽事順利完成。
- 各界人士對優質賽事的期望不斷提升。
- 馬場內的活動增加，性質亦日趨多元化。

## Cause of the problem

- Due to organisational development and growth, the Clubs sees a rising demand on seamless coordination between Divisions and Departments in the organisation and management of race meetings.
- Rising expectations of stakeholders for the quality of races.
- Increasing variety in the nature and extent of on course activities.

## 解決方案

發展業務延續管理項目，有助加強會內對危機處理和業務延續的能力。  
項目主要內容包括：

- 舉行跨部門模擬演習活動
- 檢討賽馬日的運作流程
- 安排有關部門參與策略性的組合會議
- 提供保安行動進階培訓課程

## Solution

A business continuity management system has been developed to strengthen the crisis management and business continuity capabilities of the Club. The system comprises different process including:

- Conduct a Club-wide and Divisional simulation exercise
- Review operational processes for race meetings
- Strategic alignment sessions for Divisional objectives
- Advanced security operations training



◎ 跨部門模擬演習活動  
Business Continuity Exercise

## 成果和效益

此項目得到廣泛認許。現時繼續由專責隊伍執行，確保業務延續，配合會方目標及策略。通過項目行動，我們達到以下效益：

- 透過部門間的合作，加強危機管理，確保業務得以延續
- 從2007年開始，賽馬日內所發生的突發事故得以減少
- 突破現有心態 - 加強管理層對危機管理及延續業務發展的警覺性
- 大部份參與此項目的同事對風險運作的認識有所提升，從而加強對風險控制措施的嚴謹及實用性的信心
- 提升緊急應變隊伍與執勤同事間在賽馬日中的溝通

## Achievement & benefit

The system is recognized to be an ongoing process led by a dedicated team to ensure that the business continuity activities effectively support the business goals and strategic objectives of the Club. The following benefits have been achieved since its introduction:

- Well versed crisis management and business continuity processes that stress on seamless coordination.
- Minimization of disruptive events to race meeting since 2007.
- Mindset breakthrough – enhanced awareness of crisis readiness and business continuity across management levels within the Club.
- Majority of the participating colleagues agreed that the process has strengthened their understanding of the operational risks to the Club and have more confident on the integrity and practicality of the risk control measures.
- Enhanced interface between the race meeting Emergency Response Team and operations colleagues.



# 香港中華煤氣有限公司



煤氣  
Towngas

The Hong Kong and China Gas Company Limited

## 視像寶 - 多角度伸縮視像測漏儀器

Advanced Gas Detector - Retractable and expandable visual gas detector for varying angle inspection



### 團隊背景

#### Background of the team

小組名稱	視像寶
成立日期	2008年5月15日
所屬部門	客戶維修部
促導員	陳志成
組長	楊培正
小組成員	陳秉民 張兆榮 詹國昌 郭子卓 李健偉 梁紹強 蕭家成 余啟鴻



Team	Advanced Gas Detector
Date of formation	15 MAY 2008
Composition	Customer Maintenance Department
Team facilitator	Chan Chi Shing
Team leader	Yeung Pui Ching, Kenny
Team members	Chan Ping Man, Cheung Siu Wing, Chim Kwok Cheong, Kwok Tsz Cheuk, Lee Kin Wai, Leung Siu Keung, Siu Ka Shing, Yee Kai Hung



### 提案背景

- 香港不少大廈立管安裝位置遠離窗戶，甚至處於死角，必須搭建棚架進行全面漏氣檢查。不過，搭建棚架會增加成本及費時，延長暫停供氣的時間，對客戶造成不便。

### Background of the project

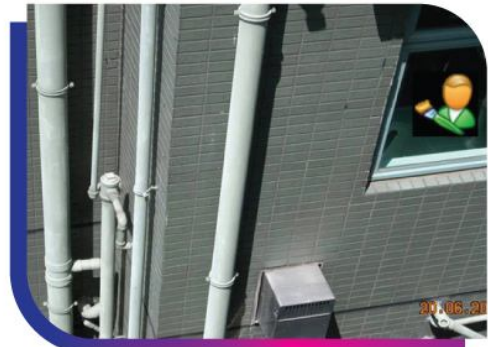
- In Hong Kong, there exists many buildings with service risers installed far away from windows; some even locate at dead spot, which makes riser inspection impossible only if scaffolding is performed. However, it is costly and time consuming to wait for the scaffolding completed. Gas suspension is prolonged accordingly that causes inconvenience to our customers.

## 問題成因

- 大廈立管遠離窗戶，甚至處於死角
- 固有的測漏儀器在檢查時有距離限制
- 須搭建棚架進行全面檢查才可確定漏氣位置

### Cause of the problem

- Service risers installed far away from windows or at dead spot
- Current gas detector has distance limitations during investigation
- Riser inspection impossible unless scaffolding is performed



◎ 大廈立管遠離窗戶  
Service riser is installed far away from window.

## 解決方案

- 設計能伸縮及作不同角度檢查的測漏儀器
- 在測漏儀器上加視像功能，讓技術員及客戶置身室內仍可觀察到屋外立管的情況

### Solution

- To design a retractable & extendable gas detector enabling varying angle inspection
- To incorporate a camera facility on gas detector so that both the Towngas technician and the customer in the apartment can observe the riser outside



◎ 「視像寶」是附有視像功能，可改變長度及角度的測漏儀器  
Advanced Gas Detector is retractable, expandable with varying angle positions incorporating a camera facility.

## 成果和效益

- 節省停止供氣時間由4日至2日
- 扣除儀器成本後，每年可節省 HK\$540,000 – HK\$9,600\* = HK\$530,400  
\* 測漏儀器成本
- 減少搭棚材料，使公司服務更符合環保效益
- 加強安全、可靠、創新的企業形象

### Achievement & benefit

- Reduced gas suspension time by half from 4 to 2 days
- Reduced annual scaffolding costs saving: HK\$540,000 – HK\$9,600\* = HK\$530,400  
\* Advanced Gas Detector costs
- Reduced materials for scaffolding encouraged more environmental friendly services
- Enhanced corporate images - Safety, Reliability, and Creativity



◎ 煤氣公司技術員透過「視像寶」向客戶展示室外煤氣立管的情況  
Towngas technician is showing the customer of the outside riser condition by "Advanced Gas Detector".



# 電訊盈科

PCCW



## 綠咭

LOOK Card



### 團隊背景

Background of the team

- 小組名稱 Help Unit
- 成立日期 2009年4月1日
- 所屬部門 工程部
- 促導員 林志勇
- 組長 徐恩輝
- 小組成員 丁少峰 呂英豪 朱振輝  
陳林鵬 陳隨萍



- Team Help Unit
- Date of formation 1 APRIL 2009
- Composition Department ENGINEERING
- Team facilitator Lam Chi Yung
- Team leader Tsui Yan Fai
- Team members Ting Siu Fung, Lui Ying Ho, Chu Chun Fai, Chan Lam Pang  
Chan Tsui Ping



### 提案背景

- 電訊盈科客戶使用本公司服務時，每逢遇到問題很多時都會致電本公司求助。然而，部分的問題都是與電訊盈科的網絡或服務無關，而是其他供應商的器材引起的，例如器材發生故障或設定錯誤等。本個案針對這個情況，找出簡易的解決辦法。

### Background of the project

- PCCW customers may from time to time experience difficulties using our services. The customers will call PCCW for help. However, often the problems are not related to our network or services, but are caused by third party equipment fault or setting problems. The project sought to devise a simple solution to address this issue.



◎ 優質改善小組討論個案  
Quality Improvement discuss improvement initiatives

## 問題成因

- 客戶未必知道他們遇到問題的原因有很多，有些與電訊盈科的服務或網絡無關。
- 很多客戶沒有依照正確的方法使用及保養器材。
- 很多客戶已經遺失有關器材／服務供應商的聯絡資料。

### Cause of the problem

- Customers may not understand that a problem could be caused by a number of reasons, some of which unrelated to PCCW services or network.
- Many customers neglect proper use and maintenance of equipment.
- Many customers have lost the contact information of third party equipment/service vendors/ providers.



- ◎ 「Look Card」的用途  
The card is a friendly reminder card to let customer easy to find out related technical support on their own equipment.

## 解決方案

- 向客戶解釋產生問題的各種可能原因。
- 將器材的使用竅門寫在一張名為「綠咭」的小卡片上，並交給客戶保存。
- 在「綠咭」的背面寫下器材／服務供應商的聯絡資料，以備客戶日後有需要時作為參考。

### Solution

- Explain to customers the possible causes of problems.
- To supply the customer with a "LOOK Card" – a small card with helpful tips on use of equipment.
- The other side of the "LOOK Card" will record the contact information of equipment/service vendors/ providers of the customer so the customer may contact the appropriate party for assistance when necessary.

## 成果和效益

- 實施成本低廉
- 減輕服務台及前線同事的工作量
- 減少客戶因誤會而引起的投訴，而客戶亦能迅速得到本公司及器材供應商的保養／維修服務
- 整體上提升客戶的愉快體驗
- 提升外勤同事的專業形象
- 進一步確認改善質量的重要性

### Achievement & benefit

- Low cost to implement.
- Reduce helpdesk and field staff workload.
- Reduce complaints due to misunderstanding by customers, who also get faster maintenance/ repair services from our Company and other vendors.
- Enhance overall customer experience.
- Enhance the professional image of field staff.
- Reinforce recognition of the importance of quality improvement.



# 機電工程署

## Electrical and Mechanical Services Department

機電工程署  
EMSD



### 骨灰篩選櫃

Cremated Ashes Selection Cabinet



#### 團隊背景

##### Background of the team

小組名稱 葵火組  
成立日期 2008年4月28日  
所屬部門 市政工程部  
促導員 杜嘉聰  
組長 劉志雄  
小組成員 葉嘉理 陳偉傑



**Team** Kwai Fire  
**Date of formation** 28 APRIL 2008  
**Composition** Municipal Sector Division  
**Team facilitator** TO Ka-chung  
**Team leader** LAU Chi-hung  
**Team members** YIP Ka-lee  
CHAN Wai-kit



#### 提案背景

- 在火葬場工作的同事，須負責火化後的骨灰篩選工作，然而篩選過程中會產生大量灰燼及塵埃。員工雖配有個人防護裝備，減少塵埃以改善工作環境仍是有助加強員工的職安健；而且大量的塵埃亦引致場地的分體式冷氣機故障頻密。

#### Background of the project

- Colleagues working in crematorium need to carry out sifting of remains after cremation. A lot of ashes and dust are generated during the sifting process. It is desirable to improve the working environment by reducing the dust, despite the fact that the staff has already been provided with personal protective equipment. Moreover, the heavy dust has also contributed to increase fault frequency of split type air-conditioners for the room.



## 問題成因

- 篩選骨灰過程中會產生大量灰燼及塵埃。
- 沒有有效控制灰燼擴散的措施。

### Cause of the problem

- A lot of ashes and dust are generated during selection of remains after cremation.
- There is no effective treatment to control the spread of ashes and dust.



◎ 加強除塵功能並設置活動收集車

Enhance Ash-minimizing function and Integrate Portable Ashes Collector Trolley.

## 解決方案

- 加裝與篩骨灰櫃結合的抽風口，作吸塵之用。
- 為櫃內設置的灰塵收集箱加裝腳輪作為另一附帶改善，方便搬運收集箱，減少人力提舉。

### Solution

- A ventilation system integrated with the cabinet is incorporated to get rid of the dust.
- Casters are added to the built-in ashes collector trolley to facilitate transportation and reduce manual lifting.



◎ 翻新磨骨房並重新設計篩骨灰櫃

Renovate Bone Pulverize Room and Re-design Ash Sorting Cabinet.

## 成果和效益

- 減少灰塵擴散95%。
- 減少分體式冷氣機故障的頻率。
- 加裝腳輪的灰塵收集箱更易於搬運，人力提舉亦得以減少。
- 工作環境的改善令員工的滿意度增加，士氣及歸屬感亦得以提高。

### Achievement & benefit

- Reducing the spread of ashes by 95%.
- Reduced fault frequency for split type air-conditioners.
- Transportation of ashes collector trolley made easy with addition of casters. Reduced manual lifting.
- Increased staff satisfaction, morale and sense of belonging with improved working environment.



# 香港寬頻網絡有限公司

Hong Kong Broadband Network Limited



## 三贏補習台

Win-Win-Win Education Channels



### 團隊背景

Background of the team

小組名稱 光纖補習天皇  
 成立日期 2009年8月25日  
 促導員 杜惠冰  
 組長 張俊豪  
 小組成員 賀志娜 朱美娟 冼肇邦  
 李金發 鄧偉明



Team Optical Fiber Star Tutor  
 Date of formation 25 AUGUST 2009  
 Team facilitator To Wai Bing  
 Team leader Calvin Cheung  
 Team members Tracy Ho, Mabel Chu, Sin Siu Pong  
 Franky Lee, Kevin Tang

### 提案背景

- 補習一、二台是bbTV自家製作的教育頻道，透過問答形式幫助小學生溫習英文、中文、數學及常識。我們定期都會更新補習台的內容，以幫助同學溫習不同的科目範圍，因此每年我們會用730小時更新、上載及編排節目，和700GB伺服器空間儲存影片，即最少要花\$39,200。由2004 - 2009年間，bbTV增加了80多條新頻道，顧客選擇多了，相對應地補習台收視率亦有所下調，令到資源投入與回報開始出現不平衡的現象。

### Background of the project

- bbTV Education Channels 1 & 2 are our self-produced primary education programs, where students revise English, Chinese, Mathematics and General Studies through interactive quizzes. Education Channels' content would be regularly updated so that students can revise different aspects of the subjects. 730 man-hours and 700 GB server space would be utilized to produce, schedule and store new videos, quantitatively spending at least \$39,200 per annum. With expanding bbTV platform by adding around 80 new channels from 2004 to 2009, our customers would swap to other channels, leading to comparatively decreasing viewership and imbalance between investment and return on Education Channels.



- 提昇前的補習台 - 客戶不能選擇自己的年級與科目，只能根據節目表的編排時間進行適合自己的問答環節。 Education Channel before WIT - Customers are not able to select the subjects nor the grade of the programs. They have to follow the Electronic Program Guide (EPG) to do the suitable quizzes.

## 問題成因

- 以現時的影片播放模式，我們必須每年利用730小時更新、上載及編排節目，及700GB伺服器空間來營運補習一、二台。
- 如果增加資源投入以加強內容的豐富性，我們亦不能百分百確保收視率的上升或其他的回報。

### Cause of the problem

- Leveraging existing video broadcasting mode, 730 man-hours and 700GB server space must be used for updating, uploading and scheduling programs for Education Channels 1 & 2.
- If more resources are invested to increase the content's variety, increasing viewership or other returns on Education Channels cannot be 100% guaranteed.

## 解決方案

將以前的影片播放模式改為html的格式以減省資源投入

- 我們的人才只需要設計及編寫相對應的程序，便能將補習台播放模式轉為html格式。
- 每當我們更新題目時，便無需再製作、儲存影片及編排節目，令bbTV可以減省資源投入至接近零。
- 以客戶層面來說，以前同學們需要根據頻道節目時間表，來溫習適合自己教育程度的科目。現在同學們可以隨時選擇合適的問答環節，更方便同學編排個人溫習時間表。

### Solution

Transform video broadcasting mode into html format

- Our talents just have to design and write the corresponding programming for transforming the channel broadcasting mode into html format.
- Whenever quizzes are revised, time for video production and hard disk space for its storage will be saved. Hence only insignificant resources would be drawn for channel operation.
- In the past, students had to follow the Electronic Program Guide to revise different subjects of their own educational levels. Now students can choose to do their suitable quizzes anytime, facilitating their self-designed revision time-table.



- 提昇後的補習台 - 電腦系統會根據客戶已登記的年級安排同等程度的問題，客戶也可自由選擇需要進行補習的科目。

Education Channel after WIT - Our computer system will arrange the questions according to the registered grade of our customers. Customers can also select the subjects themselves.

## 成果和效益

### 有形得益

- 省卻每年730小時(即大約\$29,000)來製作、儲存及上載補習台影片。
- 減省每年700GB 伺服器空間(即大約\$10,000)來儲存及編排補習台影片。
- 減省了的伺服器空間可以用來儲存其他電影片或電視節目，並每年省卻這些影片的104小時(即大約\$4,160)上載時間。
- 因此我們的人才有更多時間，充分利用節省了的伺服器空間來為商業客戶上載及編排廣告影片的播放，並預計每年增加的廣告收益為\$300,000。

總括而言，假設資產的使用年限是五年，

預計五年內的有形得益 = (每年增加的廣告收益 + 每年減省的營運成本) \* 年期 - (一次性的投資成本)  
= (\$300,000 + \$43,160) \* 5年 - \$11,520 = \$1,704,280

### 無形得益

- 客戶滿意度上升：現在同學們可以隨時選擇合適的不同科目問答環節，更方便同學編排個人溫習時間表。
- 人才工作豐富化：人才可以有空間參與更多其他不同類型的工作。

### Achievement & benefit

#### Tangible benefit

- Save 730 man-hours (i.e. around \$29,000) for video production, storage and uploading annually.
- Save 700GB server space (i.e. \$10,000) for video production and scheduling annually.
- The saved server space would be utilized for storing films and other TV programs, further saving 104 hours (i.e. \$4,160) for uploading them to the server annually.
- Hence talents would have more time and hard disk resources to help partners to schedule their television advertisements, with additional gain \$300,000 per annum.

To sum up, assuming the life span of the invested equipment to be 5 years,

Estimated return in 5 years = (Annual advertising increased gain + Annual operation cost saving) \* time period - (once-off investment cost)  
= (\$300,000 + \$43,160) \* 5 years - \$11,520 = \$1,704,280

#### Intangible result

- Enhanced customer satisfaction: Now students can choose to do their suitable quizzes anytime, facilitating their self-designed revision time-table.
- Talents' job enrichment: Talents can have more time to gain exposure to other different tasks.



# 新昌管理服務有限公司

Synergis Management Services Limited



## 鐵甲無敵大力剪

Super Cutter



### 團隊背景

Background of the team

小組名稱	太和圈			
成立日期	2002年9月1日			
所屬部門	太和邨			
促導員	傅清如			
組長	梁繼豪			
小組成員	龐淑華	鄭鍵基	黃炳光	黃俊傑
	李盛寧	陳文東	盧若秋	楊志雄
	丘達全	余啟棠	梁兆恆	梁伙妹
	郭翠芝	徐芷婷	陳苑茵	莫偉強
	梁兆祺			



**Team** Tai Wo Circle  
**Date of formation** 1 SEPTEMBER 2002  
**Composition** Tai Wo Estate  
**Team facilitator** Ivan C.Y. Fu  
**Team leader** Patrick K.H. Leung  
**Team members** Janice S.W. Pong  
Jimmy K.K. Cheng  
Ben P.K. Wong  
C.K. Wong  
Jacky S.L. Lee  
Penny M.T. Chan  
Anderson Y.C. Lo  
Jacky C.H. Yeung  
Daniel T.C. Yau  
Daniel K.T. Yu  
S.H. Leung  
Daisy F.M. Leung  
Jady T.C. Kwok  
Grace T.T. Chui  
Polly Y.Y. Chan  
W.K. Mok  
S.K. Leung



### 提案背景

- 太和邨為1989年落成的公共屋邨，全邨共有9座大廈，合共6,913伙。在1999年，該邨部份單位已透過「租者置其屋計劃」成為出售單位。由於邨內單車停泊位置不足，違例單車停泊問題日益嚴重。管業處員工需經常使用傳統大鐵剪把單車鐵鏈剪開，移去違例停泊的單車。不過，鐵剪重量較重及操作困難，需要較多人手去操作及很容易造成工傷。為提升同事的工作效率及職業安全水平，太和圈利用了簡單槓桿原理技術，設計出「鐵甲無敵大力剪」，代替傳統大鐵剪。

### Background of the project

- Developed in 1989, Tai Wo Estate is a public housing estate consisting of 9 blocks with 6,913 residential units. Some units were sold to tenants under the Tenants Purchase Scheme in 1999. The problem of illegal bicycle parking is getting serious due to insufficient parking space in the estate, and the management office staff has to carry out regular bicycle clearance operations with large shears. The traditional tool is heavy in weight and difficult to use. More staff is required to operate the shears together and there is a risk of injury. To uplift work efficiency and standard of occupational health, Tai Wo Circle invented the "Super Cutter" by lever mechanism to replace the traditional shears.

## 問題成因

由於傳統鐵剪較重，管業處同事在搬運及使用時間問題叢生。

- 搬運時容易發生意外，增加工傷事故的可能。
- 使用時消耗大量體力，影響工作效率。
- 需要較多人手去操作及搬運，不合乎成本效益。

### Cause of the problem

The management office staff encountered lots of problems in transporting and using the shears because of the weight.

- Accidents can happen easily during transportation which leads to higher work injury rate.
- High energy consumption in making use of the shears will lower work efficiency.
- More staff required in handling and transporting the equipment. Thus, the cost efficiency is low.



◎ 操作簡易，方便使用  
Handy and easy to use

## 解決方案

透過柏拉圖表、力場分析、甘梯圖等多個品管工具的應用，太和圈成功以低廉的成本，設計出一個既美觀又實用的「鐵甲無敵大力剪」。

- 利用槓桿原理設計，可減少使用時的體力消耗。
- 底部裝有滑輪，易於移動。
- 設計簡單易用，增加工作效率。

### Solution

Through the application of a number of QC tools such as Pareto Diagrams, Force Field Analysis and Gantt Chart, Tai Wo Circle has designed an economical and practical "Super Cutter".

- The lever design can reduce energy consumption during usage.
- Installation of wheels at the bottom of "Super Cutter" can facilitate transportation.
- The design of "Super Cutter" is simple and easy to operate, which increases work efficiency.

## 成果和效益

### 有形得益

- 節省人手，提高成本效益。
- 搬運及操作簡易，令工作更有效率。
- 減少工傷個案。

### 無形得益

- 提升屋苑管理質素及公司專業形象。
- 為員工提供安全及健康的工作環境，提高整體士氣。
- 得到法團及居民認同，促進雙方溝通及信任。

### Achievement & benefit

#### Tangible Benefits

- Save manpower and increase cost efficiency.
- Improve productivity as it facilitates transportation and is easy-operated.
- Reduce work injury cases.

#### Intangible Benefits

- Uplift management quality and corporate image.
- Boost staff morale by providing a safe and healthy working environment.
- Strengthen the relationship with the Incorporated Owners and residents as the result of "Super Cutter" is widely recognized.



◎ 大力剪以槓桿原理設計  
Apply lever mechanism in designing "Super Cutter"



## 朗廷酒店集團

### LANGHAM Hotels International



LANGHAM HOTELS  
International

在朗廷集團，我們相信「凝聚力量，精益求精」的信念。作為一個團隊，我們致力不斷進步，並採用了全面質量管理為我們的改善工具。

我們的遠景 — 「想客人所想，創美好回憶」，表明了我們最高的共同願望，朗廷的最終目標是要比競爭對手更出類拔萃，成為款待業中的典範。

而朗廷的品質管理分為三大範疇，包括機構管理質素，營運質素，及優質的管理文化。機構管理質素是指有效的領導和管理系統；營運質素指服務質量，產品質量和工作效率；優質的管理文化是強調我們的共同信念以求不斷進步的核心價值。

朗廷集團旗下的旺角朗豪酒店更榮獲「2007年度香港管理專業協會優質管理獎」。此後，全面品質管理被應用到朗廷旗下其他酒店，包括香港，上海，蘇梅島，墨爾本，奧克蘭，波士頓，洛杉磯和倫敦。



At Langham Hotels International, we believe that "Together, we will make things better." As a team, we have adopted the TQM concept to signify our wholehearted commitment to continuous improvement.

Our Vision – "Know Our Guests, Build Great Memories" spells out our topmost common aspiration. We aim to distinguish ourselves from our competitors as the ultimate definition of hospitality.

"Quality" at Langham focuses on three key aspects – Management Quality, Operational Quality and Quality Culture. Management Quality refers to the leadership effectiveness and management system of a hotel; Operational Quality refers to daily service quality, product quality and process efficiency; and Quality Culture refers to the core values that underscore our common belief in continuous improvement.

One of our hotels, Langham Place, Mongkok, Hong Kong, was named the Gold Award Winner of the HKMA Quality Award in 2007. Following this achievement, TQM was introduced to all other Langham hotels in Hong Kong, Shanghai, Samui, Melbourne, Auckland, Boston, Los Angeles, and London.



# 鳴謝

## Acknowledgement

### 類別 Type

大會司儀  
Master of Ceremony

核數服務、投票表格收集及點算  
Auditing Service, vote Collecting and Counting

飲品  
Drinks

意見調查  
Opinion Survey

攝影及錄影  
Photography and Video Shooting

來賓款待  
Reception and Guest Escorts

嘉賓美點供應  
Refreshment for VIP

舞台監督  
Stage Management

遊戲環節紀念品  
Souvenirs for Game Session

計時器及網頁寄存服務  
Timer and Web Hosting Service

對講機支援  
Walkie-Talkie Support

進場紀念品  
Welcome Gifts

### 贊助機構 Sponsor



新昌管理服務有限公司  
Synergis Management Services Limited



富士施樂(香港)有限公司  
Fuji Xerox (Hong Kong) Limited

策劃及工作委員會成員  
Members of Organizing Committee



維他奶國際集團有限公司  
Vitasoy International Holdings Limited



富士施樂(香港)有限公司  
Fuji Xerox (Hong Kong) Limited



港鐵公司  
MTR Corporation



新昌管理服務有限公司  
Synergis Management Services Limited

策劃及工作委員會成員  
Members of Organizing Committee



香港中華煤氣有限公司  
The Hong Kong and China Gas Company Limited



新昌管理服務有限公司  
Synergis Management Services Limited

主辦及各協辦機構  
Organizer and Co-organizers



機電工程署  
Electrical and Mechanical Services Department



港鐵公司  
MTR Corporation



新昌管理服務有限公司  
Synergis Management Services Limited



香港寬頻網絡有限公司  
Hong Kong Broadband Network Limited



## 優質活動聯絡資料

### Company Representatives for Quality Activities

#### 香港房屋協會

##### Hong Kong Housing Society



香港銅鑼灣告士打道280號世界貿易中心29樓  
29/F World Trade Centre, 280 Gloucester Road, Causeway Bay, Hong Kong

黃英傑先生 Mr Romulus Wong	Tel: 2839 7888 romulus@hkhs.com <a href="http://www.hkhs.com">http://www.hkhs.com</a>
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#### 港鐵公司

##### MTR Corporation



香港九龍灣德福廣場港鐵總部大樓  
MTR Headquarters Building, Telford Plaza, Kowloon Bay, Hong Kong

馮萬年先生 Mr Daniel Fung	Tel: 2993 3986 dfung@mtr.com.hk <a href="http://www.mtr.com.hk">http://www.mtr.com.hk</a>
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#### 維他奶國際集團有限公司

##### Vitasoy International Holdings Limited



新界屯門建旺街一號  
1 Kin Wong Street, Tuen Mun, N.T.

梁麗潔小姐 Ms Kitty Leung	Tel: 2468 9366 lkitty@vitasoy.com <a href="http://www.vitasoy.com">http://www.vitasoy.com</a>
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#### 富士施樂(香港)有限公司

##### Fuji Xerox (Hong Kong) Limited



香港鯉魚涌太古城中心第三期8字樓  
8/F, Cityplaza 3, 14 Taikoo Wan Road, Quarry Bay, Hong Kong

陳承志先生 Mr Henry Chan	Tel: 2513 2338 Henry.Chan@hkg.fujixerox.com <a href="http://www.fujixerox.com.hk">http://www.fujixerox.com.hk</a>
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#### 香港賽馬會

##### The Hong Kong Jockey Club



香港跑馬地體育道1號  
One Sports Road, Happy Valley, Hong Kong

李科德先生 Mr Joseph Lee	Tel: 2966 8064 joseph.ft.lee@hkjc.org.hk <a href="http://www.hkjc.com">http://www.hkjc.com</a>
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#### 香港中華煤氣有限公司

##### The Hong Kong and China Gas Company Limited



香港北角渣華道363號18樓  
18/F, 363 Java Road, North Point, Hong Kong

劉淑媛小姐 Ms Noel Lau	Tel: 2963 2937 noel.lau@towngas.com <a href="http://www.towngas.com">http://www.towngas.com</a>
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#### 電訊盈科

##### PCCW



香港鯉魚涌太古坊電訊盈科中心15樓  
15/F, PCCW Tower, Taikoo Place, Quarry Bay, Hong Kong

陳寶珠小姐 Ms Pauline Chan	Tel: 2888 1182 pauline.pc.chan@pccw.com <a href="http://www.pccw.com">http://www.pccw.com</a>
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#### 機電工程署

##### Electrical and Mechanical Services Department



香港九龍灣啟成街3號  
3 Kai Shing Street, Kowloon Bay, Hong Kong

李錦鴻先生 Mr Edward Kam-hung Lee	Tel: 2808 3703 ekhlee@emsd.gov.hk <a href="http://www.emsd.gov.hk">http://www.emsd.gov.hk</a>
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#### 香港寬頻網絡有限公司

##### Hong Kong Broadband Network Limited



香港新界葵涌健康街十八號恆亞中心十二至十六樓  
12-16/F, Trans Asia Centre, 18 Kin Hong Street, Kwai Chung, N.T.

林善雯小姐 Ms Winnie Lam	Tel: 3145 4960 winnie@ctihk.com <a href="http://www.ctigroup.com.hk">http://www.ctigroup.com.hk</a>
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#### 新昌管理服務有限公司

##### Synergis Management Services Limited



九龍觀塘偉業街107-109號新昌中心5樓  
5/F, Hsin Chong Center, 107-109 Wai Yip Street, Kwun Tong, Kowloon

鄭文智先生 Mr Frankie Cheng	Tel: 2579 8095 frankie.cheng@synergis.com.hk <a href="http://www.synergis.com.hk">http://www.synergis.com.hk</a>
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#### 朗廷酒店集團

##### Langham Hotels International



九龍旺角亞皆老街8號朗豪坊辦公大樓59樓  
L59, Office Tower, Langham Place, 8 Argyle Street, Mongkok, Kowloon

梁偉霖先生 Mr Ray Leung	Tel: 3552 3818 ray.leung@langhamhotels.com <a href="http://www.langhamhotels.com">http://www.langhamhotels.com</a>
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# 意見調查表 Questionnaire

多謝您參加今次交流會！為了精益求精，不斷改善，我們極需要您的寶貴意見，請就以下所列的項目，選出您的滿意程度及發表您的意見。

Thank you for attending this convention! Striving to excellence and continuous improvement, we need your valuable comments. Based on the following items, please indicate your satisfaction level by ticking the number and sharing your comments with us.

## I. 項目的重要性 Importance

請把以下四個成功的交流會之元素依重要性排列，請在最重要的項目寫上“1”，第二重要的項目寫上“2”，如此類推。

Please rank the following elements in the order of importance that a successful convention must consist. Please put a "1" beside the most important element, a "2" beside the second most important element and so on for the remaining elements.

- A. 交流會的場地(場地設施、場地佈置)  
Setting (facilities, decoration of venue) \_\_\_\_\_
- B. 行政安排(日期、入場安排)  
Administration arrangement (date, admission) \_\_\_\_\_
- C. 內容(節目程序、發佈隊伍的表達形式)  
Content (program rundown, presentations) \_\_\_\_\_
- D. 大會氣氛營造(開幕典禮)  
Atmosphere of convention (opening ceremony) \_\_\_\_\_



## II. 交流會表現 Convention Performance

	Very Satisfied 非常滿意			Very Dissatisfied 非常不滿意	
<b>A. 交流會的場地 Setting</b>					
1. 場地設施 Facilities of the venue	5	4	3	2	1
2. 場地佈置 Decoration of the venue	5	4	3	2	1
<b>B. 行政安排 Administration arrangement</b>					
1. 入場安排 Admission arrangement	5	4	3	2	1
2. 接待安排 Reception arrangement	5	4	3	2	1
3. 座位安排 Seating arrangement	5	4	3	2	1
<b>C. 內容 Content</b>					
1. 交流會的時間長度 Duration of the event	5	4	3	2	1
2. 發佈隊伍表達形式 Presentation format					
a. 適當長度 (10分鐘) Duration of each presentation (10 mins)	5	4	3	2	1
b. 內容有趣 Interesting	5	4	3	2	1
c. 內容清晰 Clarity	5	4	3	2	1
d. 內容有用 Informative	5	4	3	2	1
e. 內容吸引 Attractiveness	5	4	3	2	1
3. 場刊內容及編排 Content & arrangement of program book					
a. 場刊設計 Design & format	5	4	3	2	1
b. 場刊內容有用 Informative	5	4	3	2	1
<b>D. 大會氣氛營造 Atmosphere of the convention</b>					
1. 開幕典禮 Opening ceremony	5	4	3	2	1
2. 我最喜愛的發佈隊伍選舉 Selection of My Favorite Presentation Team	5	4	3	2	1
<b>E. 對大會的整體滿意程度 Overall satisfaction of this convention</b>					
5	4	3	2	1	
<b>F. 您從什麼宣傳途徑得知此交流會 Channel of knowing this convention</b>					
<input type="checkbox"/> 1. 邀請卡 Invitation card <input type="checkbox"/> 2. 網頁 Website <input type="checkbox"/> 3. 其他 Others (請列出 Please state: _____ )					
<b>G. 改善建議 (如：對明年交流會之期望) Suggestion for improvement (e.g. expectation on the next convention)</b>					
_____ _____					





優質改善經驗交流會2009

Quality Improvement & Experience Sharing Convention

優秀盡現 無懼挑戰

*Quality Fears No Challenge*

