



優質改善經驗交流會2014

Quality Improvement and Experience Sharing Convention 2014

優質從心創佳績

Quality Excellence

Starts from the Heart



主辦機構 Organiser



協辦機構 Co-Organisers



關於優質改善經驗交流會

About Quality Improvement & Experience Sharing Convention

背景及歷史

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，並視之為成功的重要元素。除了發展及應用有效的品質管理系統之外，機構亦鼓勵他們的員工成立品質改善小組或品質圈，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。本著和其他機構交流切磋、互惠互利的宗旨，一個舉辦優質品質改善個案分享會的念頭誕生了。

第一屆優質改善經驗交流會由六間機構於1997年攜手創辦，其後得到其他機構的支持及響應，交流會成為了一年一度的品質園盛事，並由各機構輪流主辦。



標誌

此標誌是特別為優質改善經驗交流會而設計，並於2001年起沿用至今。標誌上的人頭和引號代表各優質機構彼此間的分享和交流，併構成的「Q」凸顯其優質管理的成就。整個標誌亦象徵優質改善經驗交流會提供了互相交流的平台，讓各優質機構分享其卓越改進的經驗及其優質管理的美好成果。

Background and History

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 - which is regarded as an important element of success. In addition to developing and applying effective quality control systems, they encourage 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. With an aim at sharing and learning together to reach a win-win situation among businesses, the idea to organise experience sharing conventions for successful quality improvement cases was initiated.

The first Quality Improvement & Experience Sharing Convention was instituted in 1997 by 6 participating organisations. With strong support from other organisations thereafter, the Convention has become an annual major quality event with participating organisations taking turns to host.

The Logo

This logo is especially designed for the Quality Improvement and Experience Sharing Convention and has been used since 2001. The silhouetted heads and the inverted commas not only symbolize the sharing among the quality organisations, but also form a letter "Q" highlighting their quality achievements. This logo also represents that the Convention has established a learning platform for sharing their improvement experience and their achievements of quality management.

歷屆主辦機構 Host Organisers

1997 (1st)
九廣鐵路公司
Kowloon-Canton Railway Corporation

1998 (2nd)
香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited

1999 (3rd)
屯門醫院
Tuen Mun Hospital

2000 (4th)
新昌管理服務有限公司
Synergis Management Services Limited

2001 (5th)
香港郵政
Hongkong Post

2002 (6th)
富士施樂(香港)有限公司
Fuji Xerox (Hong Kong) Limited

2003 (7th)
香港賽馬會
The Hong Kong Jockey Club

2004 (8th)
港鐵公司
MTR Corporation

2005 (9th)
機電工程署
Electrical and Mechanical Services Department

2006 (10th)
維他奶國際集團有限公司
Vitasoy International Holdings Limited

2007 (11th)
電訊盈科有限公司
PCCW Limited

2008 (12th)
香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited

2009 (13th)
新昌管理服務有限公司
Synergis Management Services Limited

2010 (14th)
富士施樂(香港)有限公司
Fuji Xerox (Hong Kong) Limited

2011 (15th)
香港賽馬會
The Hong Kong Jockey Club

2012 (16th)
港鐵公司
MTR Corporation

2013 (17th)
維他奶國際集團有限公司
Vitasoy International Holdings Limited

2014 (18th)
香港房屋協會
Hong Kong Housing Society



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節目程序 Programme Rundown

時間 Time	節目 Programme	大會司儀 Masters of Ceremony
13:45	接待嘉賓 Reception	香港房屋協會 陳嘉倫先生 王欣琪小姐 Hong Kong Housing Society Mr. Kenneth CHAN Ms. Amy WONG 香港中華煤氣有限公司 徐晟銘先生 陳韋欣小姐 The Hong Kong and China Gas Company Limited Mr. Ming TSUI Ms. Ivy CHAN
14:15	入場 Admission	
14:30	開幕儀式 Opening Ceremony	
14:38	致送紀念品予協辦機構 Souvenir Presentation to Co-organisers	
14:43	開幕辭：香港房屋協會行政總裁兼執行總幹事黃傑龍先生 Opening Remarks by Mr. Wong Kit Loong, Chief Executive Officer and Executive Director, Hong Kong Housing Society	
提案發布 (第一節) Project Presentation (Part I)		
14:54	香港中華煤氣有限公司發布提案 Presentation by The Hong Kong and China Gas Company Limited	
15:07	中華電力有限公司發布提案 Presentation by CLP Power Hong Kong Limited	
15:20	新昌管理服務有限公司發布提案 Presentation by Synergis Management Services Limited	
15:33	港鐵公司發布提案 Presentation by MTR Corporation	
15:45	休息 Break	
提案發布 (第二節) Project Presentation (Part II)		
16:03	富士施樂(香港)有限公司發布提案 Presentation by Fuji Xerox (Hong Kong) Limited	
16:16	維他奶國際集團有限公司發布提案 Presentation by Vitasoy International Holdings Limited	
16:32	香港房屋協會發布提案 Presentation by Hong Kong Housing Society	
16:45	投票時間 Vote Casting	
16:55	分享環節 Sharing Session	
17:05	頒發紀念品予發布隊伍 Souvenir Presentation to Presentation Teams	
17:15	頒發獎項予得獎隊伍 Prize Presentation to Winning Teams	
17:25	交接儀式 Handover Ceremony	
17:30	節目完結 End of Programme	

主辦機構獻辭



香港房屋協會（房協）非常榮幸擔任第十八屆「優質改善經驗交流會」的主辦機構。這一年一度的盛事，為各參加機構提供寶貴的交流平台，分享優質改善的經驗和心得。

房協作為一個承擔社會使命的「房屋實驗室」，一直致力為香港社會提供創新和多元化的房屋服務。我們於2002年成立「卓越圈」，鼓勵員工發揮所長和創意，在日常工作中不斷改善；並於2008年起加入「優質改善經驗交流會」為成員機構，以擴闊視野，並透過與其他機構交流學習，令大家獲益更多。

今年大會的主題是「優質從心創佳績」，提倡用心追求優質卓越。我在此衷心祝願「優質改善經驗交流會2014」再次圓滿成功，並希望參加者都能從互相學習和分享當中獲益。我亦藉此機會感謝活動策劃及工作委員會和各協辦機構的共同努力，令活動得以順利舉行！

香港房屋協會
行政總裁兼執行總幹事
黃傑龍



Message from the Organiser

The Hong Kong Housing Society takes great honour to host the 18th Quality Improvement & Experience Sharing Convention (QIESC). This annual event provides a precious platform for participating organisations to share experience and ideas in quality improvement.

As a "housing laboratory" endowed with a social mission, the Housing Society has endeavoured to cater to the needs of the community with diversified and innovative housing services. We have established the "Quality Enhancement Team" since 2002 to encourage our staff to exert their talents and creativity to the continuous improvement in their day-to-day work. In 2008, the Housing Society first joined the QIESC in order to broaden our horizons and learn from fellow member organisations and to attain greater benefits in our pursuit for quality excellence.

The theme of QIESC this year is "Quality Excellence Starts from the Heart", which emphasises working with all our heart for achieving quality excellence. I sincerely wish the QIESC another tremendous success this year, and hope all those joining in the event will benefit from learning and sharing the success experience of each other with all their hearts. Taking this opportunity, I would like to express my gratitude to the organising committee and all the participating organisations for their concerted efforts in making the QIESC 2014 a success.

Wong Kit Loong
Chief Executive Officer and Executive Director
Hong Kong Housing Society

大會顧問及評判 Advisory & Judging Panels

機構 Organisation	大會顧問 Advisory Panel	大會評判 Judging Panel
 HONG KONG HOUSING SOCIETY 香港房屋協會	黃傑龍先生 行政總裁兼執行總幹事 Mr. WONG Kit Loong Chief Executive Officer and Executive Director	谷國融先生 企業傳訊主管 Mr. Peter KUK Head of Corporate Communications
 煤氣 Towngas	馮文傑先生 企業事務總監 Mr. Daniel FUNG Head of Corporate Affairs	張子筠小姐 高級人力資源經理 Ms. Senna CHEUNG Senior Human Resources Manager
 CLP 中電	蔣東強先生 發電業務總監 Mr. CHIANG Tung Keung Director – Generation	張建中先生 副總監(發電工程) Mr. Chris CHEUNG Deputy Director (Generation Engineering)
 SYNERGIS 新昌 total management solutions 總全管理	鄭文智先生 經理 - 品質管理 Mr. Frankie CHENG Manager - Quality Assurance	鄭文智先生 經理 - 品質管理 Mr. Frankie CHENG Manager - Quality Assurance
 MTR	張少華先生 人力資源總監 Mr. Morris CHEUNG Human Resources Director	陳國偉先生 基建維修經理 - 觀塘綫, 荃灣綫及港島綫 Mr. Weller CHAN Infra Maint Mgr - KTL, TWL&ISL
 FUJI XEROX	周偉明先生 軟件方案服務及支援部總監 Mr. WM CHOW Director, Solutions Services & Support	劉金蘭小姐 企業優質及可持續發展部總經理 Ms. Katherine LAU General Manager, Corporate Quality & Sustainability
 維他奶 vitasoy	劉嘉星先生 高級經理(客戶服務) Mr. Ben LAU Senior Manager, Customer Service	覃天啟先生 總經理(維他天地) Mr. Dennis TAM General Manager, Vitaland Group



策劃及工作委員會 Organising Committee

主席 Chairman	香港房屋協會 黃英傑先生	Hong Kong Housing Society Mr. Romulus WONG
副主席 Vice-Chairman	梁婉娜小姐	Ms. Bella LEUNG
成員 Members	香港房屋協會 范紹儀小姐 羅曼姿小姐	Hong Kong Housing Society Ms. Joey FAN Ms. Gigi LAW
	香港中華煤氣有限公司 楊福慧小姐 劉淑媛小姐	The Hong Kong and China Gas Company Limited Ms. Melody YEUNG Ms. Noel LAU
	中華電力有限公司 盧志堅先生 郭家健先生 鄭茂和先生	CLP Power Hong Kong Limited Mr. Albert LO Mr. KWOK Ka Kin Mr. CHENG Mau Wo
	新昌管理服務有限公司 鄭文智先生 盧寶珊小姐 談韻儀小姐	Synergis Management Services Limited Mr. Frankie CHENG Ms. Linda LO Ms. Stephanie TAM
	港鐵公司 何朗秋先生 馮萬年先生 馮順才先生	MTR Corporation Mr. Charles HO Mr. Daniel FUNG Mr. George FUNG
	富士施樂(香港)有限公司 王潔兒小姐 李海晞先生	Fuji Xerox (Hong Kong) Limited Ms. Kitty WONG Mr. Fred LEE
	維他奶國際集團有限公司 葉偉明先生 莫文照先生	Vitasoy International Holdings Limited Mr. Chris IP Mr. MOK Man Chiu

聰明船 Smart Gondola

團隊背景 Background of the Team



小組名稱 Team name	聰明船 Smart Gondola
成立日期 Date of formation	2013年1月13日 13 January 2013
所屬部門 Composition	客戶維修服務部 Customer Maintenance Services Department
促進員 Team facilitator	陳志成 CHAN Chi Shing
隊長 Team leader	鄧志浩 David TANG
小組成員 Team members	楊培正、郭子卓、黃永忠、鄭建松、陳紹基 Kenny YEUNG, KWOK Tsz Cheuk, WONG Wing Chung, CHENG Kin Chung, CHAN Siu Kei

背景

煤氣立管是安裝於大廈外牆的喉管，用以供應煤氣給每一位客戶。於2013年，正在使用吊船進行大廈維修的公營房屋中，我們未能利用已有的吊船進行立管維修，並且需搭建竹棚架進行。

Background

Gas service risers are gas pipes installed outside the facade of building which supply gas to our customers. In 2013, there were some public housing estates under comprehensive renovation by means of gondola. We could not make use of the existing gondola to replace the defective risers and finally bamboo scaffoldings were erected.

? 問題原因 / 主要分析及驗證

- 吊船在空中搖擺不定，令工程未能進行。
- 當吊船遇到陣風，令吊船更為搖晃，風險增加。
- 吊船與外牆之間空隙，產生高空墮物風險。

Causes / Root Causes Analysis and Validation

- Gondola swings due to pendulum effect.
- Gust wind causes serious sway and increases safety risk.
- Falling of object may occur at gap between the gondola and the facade.



解決方案

- 設計一對真空吸盆，接駁一台真空電泵，使吊船穩固地連接外牆。
- 設計跳板於吊船與外牆之間空隙，防止高空墮物。

Solutions

- Design a pair of suction discs connected to an electric vacuum pump to stabilise the gondola on the facade.
- Design a gangway to cover the gap between the gondola and the facade in order to prevent falling of object.

成果及效益

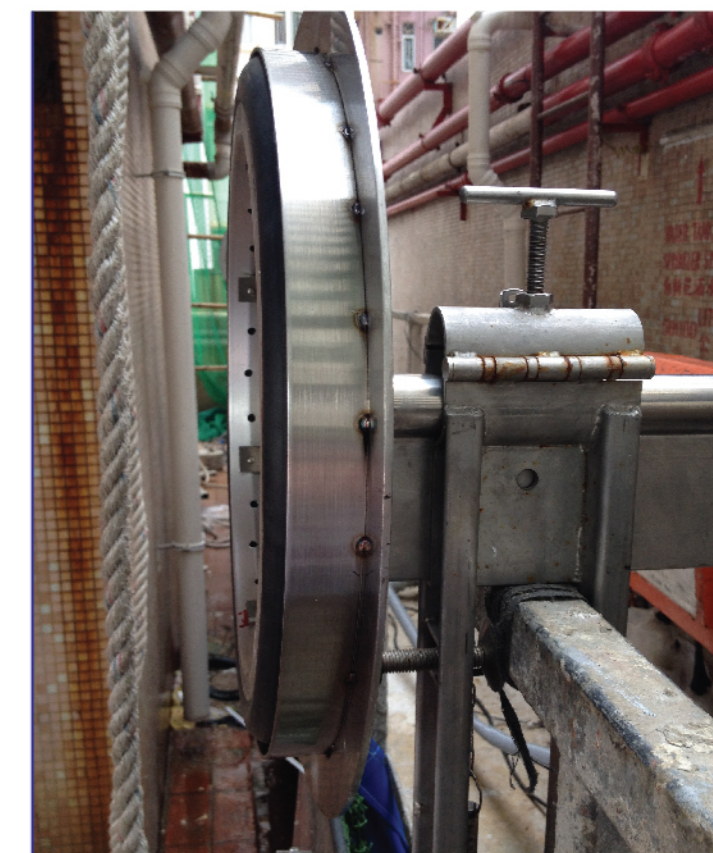
- 正在使用吊船進行大廈維修的公營房屋中，我們可以利用已有的吊船進行立管維修，無須再搭建竹棚架進行。
- 每年節省約130萬元棚架費用。
- 提升職業安全，減少搭建或拆卸竹棚架。
- 加強環境保護，每年節省約4,000棵竹樹。

Achievements & Benefits

- It is no longer necessary to erect scaffoldings to replace the corroded risers at the public housing estates where under comprehensive renovation by means of gondola.
- Savings from scaffolding cost is up to HK\$1.3M each year.
- Occupational safety is enhanced by eliminating the risk of scaffolding erection and dismantles.
- Reduction on use of 4,000 bamboo each year enhances environmental friendliness.



聰明船
Smart Gondola



吸盆及夾架設計
Design of suction disc and clamp

變「箱」超人
Speed Joint

團隊背景 Background of the Team



小組名稱 Team name	電能之星 PSBG Excellence
成立日期 Date of formation	2003年1月 January 2003
所屬部門 Composition	輸電及供電業務部 Power Systems Business Group
促進員 Team facilitator	何兆光 S.K. HO
隊長 Team leader	梁國健 K.K. LEUNG
小組成員 Team members	葉志源、梁仲賢、梁浩為、鄺志明、劉永泰、羅家健、黃家明、潘沛鴻 C. Y. IP, C. Y. LEUNG, Howard LEUNG, Ray KWONG, W. T. LAU, K. K. LO, Brian WONG, P. H. PUN

背景 Background

中電擁有13,000公里高壓電纜(11,000V-132,000V)，為全港240萬用戶供電。不可避免地，如此長的電纜須由接駁箱連接。由於高壓電纜接駁箱在性能上要求很高，市場現有接駁箱結構複雜，體積笨重，花費高昂(中電：6,000萬/年)，安裝/復電耗時，對環境亦有影響。

常言道，高品質需成本的付出，但我們堅信憑創意提升品質能夠降低整體成本。因此我們自發提出並成功完成這看似不可能的任務——快速高壓接駁箱。

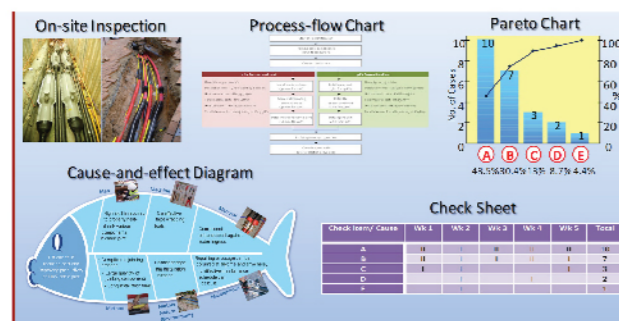
Background

In CLP, there are over 13,000km of High Voltage (HV, 11,000V-132,000V) cables supplying electricity to 2.4M customers. Unavoidably, the cables need to be connected together by HV Cable Joints. For high technical requirements of HV operation, market-available cable joints were complicated and bulky, and hence costly (CLP spends HK\$60M/year), time-consuming to install / restore electricity and unfriendly to environment.

With unshakable conviction "Quality Pays and Innovation Helps" from each member, we actively proposed a seemingly impossible mission of developing HV "Speed" joints. Not by miracle but innovation, we successfully developed our HV Speed Joints, creating multi-dimensional benefits to the society and CLP.

問題原因 / 主要分析及驗證

- 在不同模式的工作坊，與前線人員、工程師、顧客及承建商通過思維衝擊，歸納問題成因和項目方向。
- 透過以下工具分析流程及數據：
實地考察(五週)、流程圖、因果圖、查檢表及柏拉圖(圖一)。
- 根據以上分析，市面上的高壓電纜接駁箱由三大關鍵元件組成，以達致高壓絕緣、電場控制、防水及長期耐熱等高性能要求，所以難免結構複雜、組件繁多，從而導致成本高昂，工序繁複，復電耗時。



圖一 成因問題分析工具
Fig.1 Root Cause and Problem Identification by Proper Analytical Tools

Causes / Root Causes Analysis and Validation

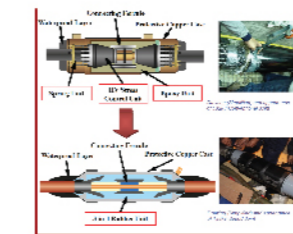
- Collecting advices from stakeholders including frontline, engineers, customers, contractors, etc. through a number of "Brainstorming and Consensus Workshops" of different formats.
- Analysing process and data through powerful quality tools – 1) 5-week Onsite Inspection, 2) Process Flow Chart, 3) Cause-and-Effect Diagram, 4) Check Sheet and 5) Pareto Chart (Fig.1).
- With the above analysis, we found that the market-available HV joints composed of 3 different key components for "electrical insulation," "stress control," "water blocking" and "long-term thermal performance" were costly and ineffective, resulting from "Complicated Jointing Process" and "Large Quantity of Joint Components."

解決方案 Solutions

- 我們堅持信念，勇於挑戰現狀。我們利用獨特的研究方法：問題樹形圖、思維衝擊(共25個構思)、構思合理化工作坊、矩陣-數據分析優選法、電氣理論應用、工程學會專家會議、生產可行性研討、控制圖監測法與國際標準測試和現場試驗來驗證理念(圖二)。
- 我們首創並成功先將理念應用於11千伏電纜快速接駁箱，通過設計、技術及選材的創新，以減少組件及簡化工序。例如，利用現代多層聚合物的製造技術將關鍵元件三合一。
- 我們用力場分析、差距分析和風險評估模型，確定流程、人員技術及資金的阻力和改善之處，並通過變更管理、工序設計標準化、技術培訓與交流和廿四小時技術支援全面解決它們。
- 此次成功帶來極具影響的漣漪效應。在第二個PDCA循環中，我們以最少資源，最短時間，將此發展模式應用於更困難的情況——「132千伏電纜快速接駁箱」(圖三)。



圖二 方案發掘模式
Fig.2 Solution-generating Approach



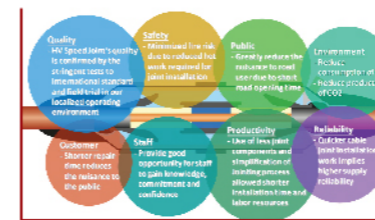
圖三 132千伏傳統及快速接駁箱比較
Fig.3 Comparison of 132kV Conventional and Speed Joints

Solutions

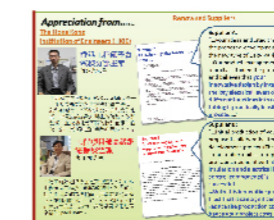
- Not compromise our conviction, we challenged the status quo in the market. To devise the solution systematically, we made use of our unique and stringent approach consisting of "Problem Tree Diagram," "Brainstorming for totally 25 Ideas," "Idea Rationalizing Session," "Matrix-Data Analysis for Solution Ranking," "Application of Proper Electrical Theories," "Expert Meetings with Learned Society," "Checking Production Feasibility with Manufacturers," "Concept Verification by International Laboratory Testing and Field Trial" and "Control Chart Monitoring Implementation Effectiveness" (Fig.2).
- We first succeeded in transforming some concepts into our own 11kV Speed Joint with numerous innovations in technical design, material selection and production process for reducing cable joint components and simplifying jointing process. For instance, the three key components can be combined into one single component utilising modern multi-layer polymer manufacturing techniques.
- We adopted "Force Field Analysis," "Gap Analysis" and "Risk Assessment Model" to identify the restraining forces and gaps in process, staffing & skills and resources & budgets, and get them resolved through a comprehensive package of "Management of Change," "Procedures and Design Standardisation," "Skill-transfer Training & Communication" and "Round-the-Clock Technical Support Arrangement".
- That success created influencing ripple effect that the development model was easily applied in the 2nd PDCA cycle for an even more difficult case "Development of 132kV Speed Joint" with minimal additional resources and much shorter timeframe (Fig.3).

成果及效益 Achievements & Benefits

- 有形得益：由於在中電全面實施及標準化，專案在減省工程造价(↓\$21M/年)、安裝時間(↓1,267日/年)以及二氧化碳排放(↓3.1噸/年)方面取得卓越成效。不但覆蓋了專案前期投入，甚至遠超管理層和團隊預期目標。隊員的知識、承擔、信心、信任、興趣和團隊精神都有明顯上升。
- 無形得益和環保：為客戶，公眾，環保團體，行業從業人員和中電創建了各種無形得益(圖四)。
- 持久有效性：此設計已成為中電高壓電纜接駁箱的規範，並且中電已與兩家廠商簽訂了長達5至6年的長期合約。
- 知行合一：隨著生產力的提升和成本的降低，所有相關的部門在日常營運中全心投入實施，並通過實地考察和用戶增值回饋會議來達至知行合一。
- 持份者及業內人士讚譽：因創新和對行業的重大貢獻得到香港工程師學會——電機分部和知名供應商的高度讚賞(圖五)。



圖四 對持份者多層面的無形效益
Fig.4 Multi-dimensional Benefits to Various Stakeholders



圖五 持份者及業內人士的讚譽
Fig.5 High Appreciation from External and Internal Stakeholders

Achievements & Benefits

- Tangible Benefits: Due to successful full implementation and standardization in CLP, the realised saving in project cost (↓\$21M/yr), installation time (↓1,267day/yr) and CO2 emission (↓3.1ton/yr) are huge, which even far exceeded our effort spent as well as the high targets pre-defined by Management and the Team. Survey has also shown team members' knowledge, commitment, confidence, team work spirit & trust and interest are uplifted significantly.
- Intangible Benefits and Environmental Protection: Speed Joint also created numerous intangible benefits to various stakeholders such as customers, the public, green group, industry practitioners and CLP (Fig.4).
- Long-lasting Validity: Speed Joint design has become CLP's norm for its huge tangible and intangible benefits to various stakeholders. In order to secure and sustain the benefits so created by Speed Joint, long-term partnership contracts lasting for 5 and 6 years were established with two capable cable joint manufacturers.
- Walking-the-Talk: With the improved productivity and reduced costs, all related business units supported in whole-hearted devotion to the implementation in their daily operations and walked the talk by involving themselves in site visits and User-Value-Added feedback session for further improvements.
- Stakeholders' and Industry Practitioners' Appreciation: We got high appreciation from the HKIE – Electrical Division, renowned suppliers for the innovations and the huge contribution to electricity industry (Fig.5).

物管互動智能手機應用程式 Synergis Community Synergis Community – Interactive Property Management Smartphone Application

團隊背景 Background of the Team



小組名稱 Team name	創意圈 Innovation Circle
成立日期 Date of formation	2014年1月 January 2014
所屬部門 Composition	總公司及物業代表 Headquarters & Sites Representatives
促導員 Team facilitator	張玉龍 Ivan CHEUNG
隊長 Team leader	吳國基 Ricky NG
小組成員 Team members	梁考明、李婉兒、梁文禮、陳崑、麥偉倫、劉鎮聲、陳嘉樂、鄭鍵基 Remus LEUNG, Michelle LEE, Joseph LEUNG, Vito CHAN, Alan MAK, Jason LAU, Joe CHAN, Jimmy CHENG

背景

新昌管理於中港兩地管理約300個物業，大部份物業都以通告為主要溝通工具，向業戶發放暫停食水、電梯維修等管理訊息。傳統的溝通工具不但受時間及地理的限制，業戶必須親身處物業才可看到訊息；深夜或清晨時分發出的緊急通告又未必可以即時留意到等。通告最大的缺點就是沒有提示功能，業戶要主動留意，以免看漏重要的訊息。

Background

Synergis has a managed portfolio of 300 properties in Hong Kong and Chinese Mainland. Notice was widely used in most of its managed properties as a major customer communication channel to deliver daily management information including suspension of fresh water supply and lift service etc. The traditional channel has both time and boundary limits that customers have to read the messages on site and they may fail to get urgent messages on time if those were issued at odd hours of the night. The chief drawback was lack of alerts function that customers have to take note of the notices or they may miss important messages.

? 問題原因 / 主要分析及驗證

物業以傳統的通告形式向業戶發放訊息，有多個缺點：

- 受時間及地理的限制，業戶必須親身處物業才可看到訊息；深夜或清晨時分發出的緊急通告又未必可以即時留意到。
- 沒有提示功能，業戶要主動留意通告或需要靠當值保安員提示，有時可能會錯過重要的訊息。
- 為了確保業戶收到訊息，一些重要的訊息需要每戶發放一份，消耗人力及時間，亦浪費紙張，並不符合環保原則。

Causes / Root Causes Analysis and Validation

Traditional notice is not a perfect communication channel due to the following reasons:

- It has both time and boundary limits that customers have to read the messages on site and they may fail to get urgent messages on time if those were issued at odd hours of the night.
- It does not have alerts function that customers have to take note of the notices or rely on security guards' friendly reminders. They may miss important messages.
- It is necessary to issue important notices to each household to ensure those messages were delivered. It involves extra manpower and time. Extensive use of paper also violates the principle of environmental protection.



解決方案

創意圈設計了一個免費智能手機應用程式 — Synergis Community，分階段於各物業推行，為業戶提供互動雙向的溝通平台。

- 每個物業均設有獨立通訊溝通平台，用戶登入後，可即時細閱所屬物業的各項通告。
- 以智能手機應用程式發放訊息，不受時間或地域限制。
- 設有自動提示功能，提醒業戶注意重要訊息。
- 應用程式提供多項功能，包括報名參加屋苑活動、查看居住單位繳交管理費情況、填寫問卷等。
- 業戶可透過應用程式的即時短訊功能，與物業處職員即時雙向溝通，物業的管理效率及服務質素得以不斷提升。
- 應用程式發展空間龐大，可隨時因應業戶需要增加功能。

Solutions

Innovation Circle designed Synergis Community, a free smartphone application to offer customers a useful interactive and bi-directional communications platform. The application would be implemented in phases at all Synergis properties.

- Each property enjoys a separate communications platform that users may access notices published by a property after logging in the application.
- No time or boundary limits in issuing or getting messages via the application.
- Alerts function reminds customers of important messages.
- The application provides useful features including online enrolment of property activities, checking of payment status of residential units and survey submission.
- Instant messaging functions facilitate direct communication between customers and management office staff. It greatly boosts management efficiency and service quality.
- Considerable development potential to cope with customers' requests.

成果及效益

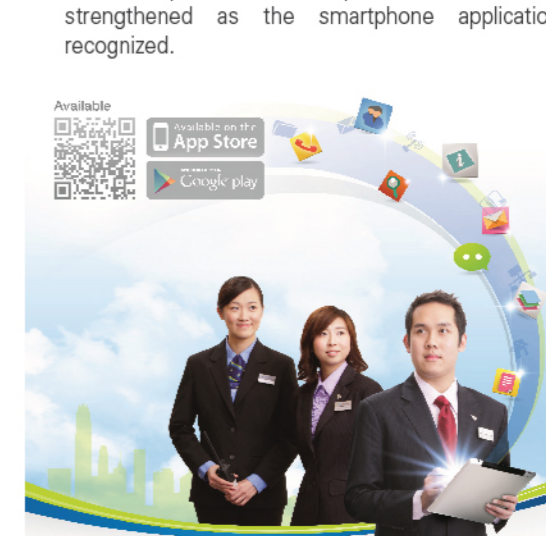
- 首間推出互動雙向智能手機應用程式，創物業及設施管理界先河，提升公司專業形象。
- 為業戶提供更方便的溝通平台，不受時間、地域限制。
- 自動提示功能確保業戶可以收到重要訊息，提升服務質素。
- 減少發放通告的數量，節省人手及紙張。
- 得到法團及業戶認同，促進雙方溝通及信任。

Achievements & Benefits

- The initiative in launching an interactive bi-directional smartphone application helped uplifting Synergis' corporate image.
- The app provided a more convenient customer communication platform which is free of time and boundary limits.
- Alerts function ensured important messages get through and help boosting service quality.
- It reduced the quantity of notice which in turns saved manpower and papers.
- Relationship with the Incorporated Owners and residents was strengthened as the smartphone application was widely recognized.



Synergis Community主頁
Synergis Community – home page



新昌管理旗下物業的業戶可透過App Store或Google Play免費下載Synergis Community。
Owners and residents of Synergis' managed portfolio may download Synergis Community for free through the Apple App Store or Google Play.

透過改善電源質素提升扶手電梯的穩定性 Enhancement of Escalator Stability by Improving Quality of the Energy Power

團隊背景 Background of the Team



小組名稱 Team name	穩電圈 PS Circle
成立日期 Date of formation	2012年2月1日 1 February 2012
所屬部門 Composition	跨部門/跨公司團隊 Cross-departmental / Company Team (15 members)
促進員 Team facilitator	陳新國 CHAN Sun Kwok Anson
隊長 Team leader	何偉光 HO Wai Kwong Dennis
小組成員 Team members	蕭愛珊、謝頌偉、鄭子暘、郭景賢、金慶基、梁東偉、 傅雄章、高健超、陳庭勳； 中電：潘建仁、李嘉欣、蔡啟文、林文俊 SHIU Oi Shan Chloe, TSE Chung Wai Tonio, CHENG Tsz Yeung Tony, KWOK King Yin, KAM Hing Kee, LEUNG Tung Wai Eric, FOO Hung Cheong Alex, KOO Kin Chiu, CHANTing Fun CLP: POON Kin Yan Ben, LEE Ka Yan Olivia, CHOI Kai Man, LAM Man Chun

背景 Background

根據統計數字，羅湖站、上水站及落馬洲站的扶手電梯受電壓驟降影響而停止運作的次數有上升趨勢。運作中的扶手電梯突然停止運作，對安全及車站客流管理造成負面影響，急需提出改善方案。

Background

With reference to research data, escalator trips in Lo Wu, Sheung Shui and Lok Ma Chau Stations due to voltage dips have been increasing since 2008. As sudden stoppages of escalators have not only affected the passenger flow but also caused impact on escalator safety, an imminent solution was necessary.

問題原因 / 主要分析及驗證

透過“思維衝擊法”和“因果圖”找出問題多種不同原因。再利用“因果矩陣圖”和“柏拉圖分析”確定和驗證問題的主因。最後，確認以下為問題主因：

- 三個車站的供電網絡皆有架空電線相連，網絡容易受到干擾，遇到電壓驟降的次數較多和持續時間較長。
- 現時扶手電梯所安裝的電壓驟降過渡裝置只能應付短時間和較輕微的電壓驟降，遇上較嚴重的電壓驟降，扶手電梯會停止運作。

Causes / Root Causes Analysis and Validation

All causes were figured out with Brainstorming and Cause & Effect Diagram while the root causes were screened out and validated by use of Cause & Effect Matrix Diagram and Pareto Analysis. Finally, the following factors were confirmed as the root causes of the problem:

- The power supplies of these 3 stations were associated with the overhead line network which is relatively vulnerable to external interference, resulting in high chance of frequent and severe voltage dips in these 3 stations.
- Escalators have a ride-through device installed now to overcome the short and mild voltage dips. If a prolonged and more severe voltage dip occurs, escalators would be tripped to stop.



解決方案 Solutions

針對問題的成因，配合三個車站獨有的環境因素，組員運用品質工具找出最佳的解決方案：

- 羅湖站：由於短期至中期內無法移除與架空電線相連的網絡，小組提議於3條下行扶手電梯及1條自動人行道，安裝比傳統電壓驟降過渡裝置更強力的大型電容式電壓驟降補償器，以處理電壓驟降的問題。
- 上水站：由於上水站的電掣房十分狹小，無法安裝大型的電壓驟降補償器，故小組提議將影響上水站的架空電線盡量移走。
- 落馬洲站：與中電的通力合作，落馬洲站全部扶手電梯的供電源改由供電網沒有與架空電線相連的變電站供電。

Solutions

In analysing the root cause, and in careful consideration with the particular situations of the 3 stations, the Team came up with improvement options as follows:

- Lo Wu Station: Because the OHL associated circuits could not be removed from the supply ring to Lo Wu in the short-to-medium term, it was suggested that a local high power ride-through device shall be installed for 3 escalators and 1 traveller.
- Sheung Shui Station: It was suggested that most of the OHL circuits from the supply rings of Sheung Shui shall be relocated because there was no room to install a local high power ride-through device.
- Lok Ma Chau Station: To co-operate with CLP, the reconfiguration of the power supply network to the power source which was not associated with OHL.

成果及效益 Achievements & Benefits

三個車站的扶手電梯受電壓驟降影響而停止運作的次數大幅減少，由2011年合共約100宗減至2013年合共12宗。供電網絡得到改善，現有的電壓驟降過渡裝置可更有效地發揮保護扶手電梯的功能。

The numbers of escalator tripping at these 3 stations due to voltage dips have been dropped significantly from about 100 cases in 2011 to 12 cases in 2013. After the enhancement of the power network, the existing ride-through devices can protect the escalators in a more effective way.

有形得益 Tangible benefits

- 扶手電梯穩定性提高，安全系數提升，公司處理索償及保險所需費用下降。與中電的互相配合，落馬洲站及上水站不用安裝大型的電容式電壓驟降補償器，為公司省回約港幣420萬元成本。

Tangible benefits

- With a more reliable and safer operation of escalators, the insurance premium and the cost of handling claims resulting from passengers' injuries are expected to decrease. With the co-operation with CLP, the total costs of HK\$4.2 million for purchasing high power ride-through devices for SHS and LMC have been saved.

無形得益 Intangible Benefits

- 加強乘客安全。
- 投放具規模的資源改善服務，鞏固港鐵優質服務的形象。
- 增進部門和商業合作夥伴之間的合作和溝通。
- 提升組員解難能力和專業知識，增加工作熱誠。
- 電容式電壓驟降補償器具有高能源效率及減少棄置電池，可多次「儲電」及「放電」，循環使用，切合環保原則。

Intangible Benefits

- Passenger safety has been enhanced.
- A substantial investment has been made to improve the customer services, which can strengthen the Corporate image of providing Quality Services and build a good example for the society.
- The cooperation among the departments and the working partner can be improved.
- The competence and knowledge of the Team members have been enhanced in addition to building up a good team spirit.
- The high power ride-through device is an environmental friendly device as it has a high energy efficiency and can avoid battery waste.



大型電容式電壓驟降補償器
High power ride-through device



扶手電梯突然停止運作會對乘客安全及車站客流管理造成負面影響。
The tripping of escalators has adverse effect on the passenger safety and station traffic control.

知識交流中心 - 卓越流程管理系統
Knowledge Sharing Centre - Excellence Demo Process Management System

團隊背景 Background of the Team



小組名稱 Team name	知識交流圈 Knowledge Sharing Team
成立日期 Date of formation	2013年4月1日 1 April 2013
所屬部門 Composition	客戶服務及支援部 Customer Services & Support Department
促進員 Team facilitator	周偉明 WM CHOW
隊長 Team leader	周永健 Vincent CHAU
小組成員 Team members	周志恒、邱秀嫻、王譽臻、張文輝、丁超雯、余慧敏 Alex CHOW, Amanda YAU, Ben WONG, German CHEUNG, Virginia TING, Wendy SHEA

背景

富士施樂（香港）有限公司鼓勵客戶親臨本公司的知識交流中心，讓客戶體驗我們的產品或解決方案。鑒於客戶到訪量持續上升，故此我們透過自家研發的解決方案，建立自助預約系統以優化現時的預約流程，提升知識交流中心預約安排的效率及靈活性，從而提升客戶體驗。

Background

Fuji Xerox (Hong Kong) Limited always encourages Customer to visit our Knowledge Sharing Centre (KSC) to experience our products and solutions. Regarding the number of Customer Visit keep increasing, therefore, we enhanced Customer Experience through optimizing the efficiency and flexibility of demo appointment workflow which is supported by Excellence Demo Process Management System developed by our Solution Consultant.

問題原因 / 主要分析及驗證

- 知識交流中心預約系統未能反映實時預約情況，客戶經理若其後發現預約已滿，需更改時間，會為客戶帶來不便。
- 預約系統未能存取常用資料，客戶經理需重覆輸入相同的申請資料（如申請者姓名、部門及聯絡電話等），浪費時間。
- 客戶經理於知識交流中心服務器同時安裝多種解決方案，加重服務器負荷及降低其穩定性，嚴重影響解決方案的表現。

Causes / Root Causes Analysis and Validation

- There was no restriction for Account Manager to check machine availability before submitted the demo booking. Reschedule may cause inconvenience to Customer if the booking slot was occupied.
- Account Manager was required to fill in Demo Booking Form (Applicant Name, Department and Phone Number) for each booking which was time consuming.
- Huge numbers of solutions were installed in Knowledge Sharing Centre (KSC) Server which negatively affected server performance and not able to provide standard solution demo environment.



解決方案

- 富士施樂（香港）透過自家研發的解決方案，建立能反映實時預約情況的管理系統以優化現時的預約流程，提升客戶體驗。
- 配合智能咭方案使用，系統能自動記錄客戶出席率及知識交流中心資源使用量等資料，並即時進行統計分析，產生報告，使富士施樂（香港）能更有效地管理資源。此外，系統亦能識別已預約的客戶經理並存取常用資料，節省重覆輸入資料時間，提升工作效率。
- 客戶經理需於系統註明解決方案的設定需求，讓支援同事可預建獨立的虛擬服務器，減低對服務器的負荷，以確保解決方案的表現及穩定性。

Solutions

- Fuji Xerox (Hong Kong) enhanced Customer Experience through optimizing the Knowledge Sharing Centre (KSC) Demo Appointment Workflow which is supported by Excellence Process Management System developed by our Solution Consultant.
- Customer attendance and resource usage record can be uploaded to system automatically by Smartcard Solution and produce report to enhance resource management. In addition, the system can retrieve Account Manager frequently used data to save input time and improve efficiency as a result.
- Account Manger is required to confirm demo system requirements in advance as separate virtual machine environment may be set up by technical support team to ensure the reliability of the server.

成果及效益

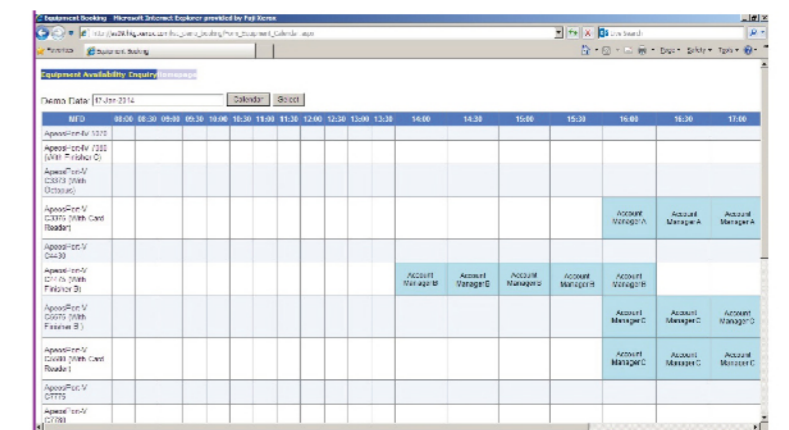
- 採用自家研發的卓越流程管理系統後，知識交流中心預約安排的效率及靈活性也顯著提升，進一步優化客戶體驗。
- 配合智能咭方案使用，把客戶出席率及資源使用量等記錄電子化，節省輸入資料時間，提升工作效率。
- 系統能迅速將數據資料彙整並轉為精密的統計圖表及分析報告，優化管理資源，從而提升企業生產力。
- 透過預建獨立的虛擬服務器，加強服務器的穩定性，確保解決方案運作暢順，讓客戶全面體驗我們的產品或解決方案。

Achievements & Benefits

- Customer Experience is optimized after implemented Excellence Process Management System in Knowledge Sharing Centre (KSC) because the flexibility of demo appointment is greatly increased.
- Integrating with Smartcard Solution, Customer attendance and resource usage record can be computerized into electronic documents which can facilitates the sustainability of resources.
- Statistical Report can be generated in a timely manner for optimizing resource management.
- Through the set up of separate virtual machine environment, the reliability of server is enhanced to ensure Customer fully experienced our products and solutions.



知識交流中心
Knowledge Sharing Centre



透過卓越流程管理系統，客戶經理對知識交流中心的實時預約情況一目了然，不但能優化內部資源分配，更能为客戶提供更具彈性的參觀行程，以滿足客戶的需要。Availability of Knowledge Sharing Centre (KSC) demo resources are shown in calendar view and update automatically when resources are reserved. Therefore, resources can be allocated more efficiently.

改善封套接駁，減少包裝材料損耗，增加生產效率 Improve sleeve splicing method, reduce packaging material wastage and increase line efficiency

團隊背景 Background of the Team



小組名稱 Team name	無名英雄 Nameless Heroes
成立日期 Date of formation	2012年5月1日 1 May 2012
所屬部門 Composition	生產部及工程部 Production & Engineering Department
促進員 Team facilitator	楊偉鑫 Quentin YEUNG
隊長 Team leader	劉爾作 LAU Yee Chok
小組成員 Team members	李才順、周國樑、邱學南、柯育強、葉藝仁、黃梓倫 Herbert LEE, Anthony CHOW, YAU Hok Nam, O Yuk Keung, YUEH Ngai Yan, WONG Tsz Lun

背景

無菌膠樽冷灌生產線自投產初3個月以來，生產成本及效率都未能達到如期目標，導至產量不足，造成個別產品供不應求，公司損失銷售額每月高達港幣\$150K。另包裝材料“封套”損耗甚大，造成每月浪費超過港幣\$66K。隊員們雖面對重重工作壓力，但整個團隊齊心協力，用心聽取各方意見，排除困難，最後，想出一個既有效能迅速實施又低投資的創意方法，將問題解決。

Background

Since the Aseptic PET Cold Fill line started operation in the first 3 months, the production cost and line efficiency could not achieve the expected target. The production output was significantly dropped. Some products supply could not fulfill the market demand and caused average monthly sales loss at HK\$ 150K.

And the wastage of the packaging material “sleeve” was extremely large. There was an average monthly material loss at over HK\$ 66K. Although team members suffered great work pressure, they all worked as one. They diligently listened to all parties’ ideas and eliminated all difficulties. Finally an innovative method that was not only effective, but was also executed speedily at low investment cost to solve the problem.

問題原因 / 主要分析及驗證

從實地視察、流程探索、數據搜集及圖表分析，團隊清楚明白問題情況及改善目標，再以柏拉圖、思維沖激、因果及數據分析，確定了問題成因如下：

- 每13分鐘須接駁封套一次，在每小時36,000支之高速生產下，頻繁之人手封套接駁造成太多生產停頓。
- 從封套機至灌注機之間的運輸帶緩衝區距離太短，每次接駁封套時，當產品膠樽堵塞至緩衝區上限位置，灌注機就需自動停下以保護機器本身運作。
- 因供封套接駁的時間有限，操作員之工作壓力很大，他們會過早在整卷封套未用盡之前，就開始封套接駁工序，造成大量封套物料損耗。

Causes / Root Causes Analysis and Validation

By on-site observation “Gemba”, “process study”, “data collection” and “graphic analysis”, the team well understood the problem and improvement target. With “Pareto study”, “brainstorming”, “cause & effect” and “data analysis”, they assessed our “process capability” and identified the key factors as follows:

- The sleeve splicing occurs every 13 minutes. Under the high speed at 36,000 bottles per hour, the frequent manual “sleeve” splicing has caused too many production stops.
- The conveyor buffer distance between the sleeve applicator and filling machine is short. During every sleeve splicing, if product bottles are jammed to the buffer limit, filling machine would automatically stop to protect the machine itself.
- As only limited time is available for the sleeve splicing, work pressure on operators is high. They start performing the splicing procedure too early without using up the entire reel of material. That caused huge loss in sleeve material.



解決方案

- 團隊用思維沖激法集思廣益尋求解決方案，再以矩陣數據及力場分析法評估所有可行改善方案之有效性。
- 因廠房地方限制，施工需時及高昂投資成本，其中建議加長運輸帶緩衝及加裝一部封套機進行平衡生產之實行性較低。
- 團隊再從心思考，並利用制約法的思考工具圖去解決衝突與疑難 — 如何實現良好封套接駁而不會導致生產線停頓。
- 最後隊員找出終極方案：增加一組張力滾筒在封套機，其作用是增長緩衝在機內本身，而非在外部運輸帶。操作員現在有足夠時間輕鬆接駁封套，並可將全卷封套包裝材料用盡，而且不需停機及影響生產線停頓。

Solutions

- The team use “brainstorming” to create ideas for the solution. They also used “Matrix-Data analysis” and “Force Field analysis” to evaluate the effectiveness of all possible solutions.
- Owing to the limitation of factory space, long execution time and high investment cost, the ideas to extend the conveyor buffer or place additional sleeve applicator running parallel production were not practicable.
- The team started thinking from the hearts. The members use TOC “evaporation cloud” methodology to solve the conflict and problem — how to achieve good sleeve splicing without stopping the line.
- Finally the team found out ultimate innovative solution: Additional group of tension rollers was installed on the sleeve applicator. Its purpose was to extend the buffer not on conveyor externally but built buffer internally in the machine itself. The operator could then have enough time to perform the sleeve splicing and use up entire reel of sleeve material without stopping the sleeve applicator and production line.

成果及效益

實施改善方案後，團隊再搜集數據，作假設檢定測試，及以控制圖確認方案之有效性，並達成下列得益：

有形得益：

- 封套物料損耗下降58%，全年節省港幣\$800K。
- 解決產品供不應求情況，營業額增加港幣\$1.8M。
- 生產效率提升，生產成本比預算下降9%。
- 提案總效益約為港幣一千萬。

無形得益：

- 隊員每事從心出發，排除衝突，增加彼此尊重互信。
- 員工創意的解決方案，得到管理層認同並落實會套用在將來的新生產線上應用，加強同事對工作的滿足感及歸屬感。
- 包裝物料損耗減少，達至減廢效果，提高同事的環保意識。

團隊亦建立控制計劃書，確保改善得益能持續維持。

Achievements & Benefits

- After the solution implementation, the team collected data again for “hypothesis test” and validated the effectiveness with “control chart”. The achievement and benefits are as follows:

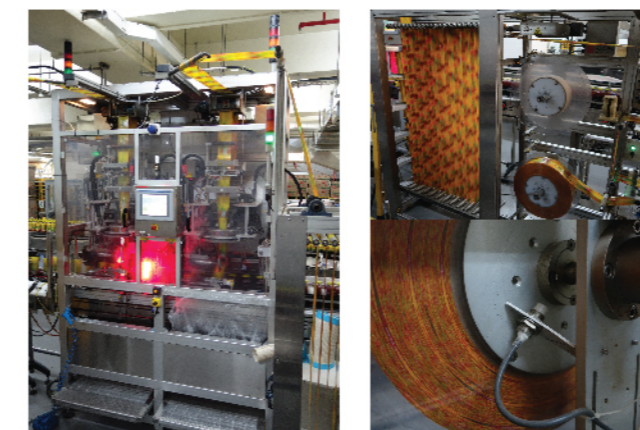
Tangible Benefit:

- Sleeve packaging material wastage was reduced by 58%, HK\$800K was saved annually.
- Product supply shortage issue was resolved. Sales revenue was increased by HK\$1.8M.
- The line efficiency was increased and production cost was dropped against budget by 9%.
- Overall project saving is around HK\$10M.

Intangible Benefit:

- Team members always think from the heart to eliminate conflicts. It enhanced the mutual respect and trust within the team.
- It increased the job satisfaction and sense of belonging for staff because of the recognition from the top management and the adoption of the innovative proposal into the coming new production line.
- It enhanced the environmental awareness with the reduction of packaging material waste.

The team also created the “control plan” to ensure that performance improvements could sustain over time.



無菌膠樽冷灌生產線封套機
Aseptic PET Cold Fill line sleeve applicator

增加一組張力滾筒及計包器，作用是增加緩衝，令操作員有足夠時間輕鬆接駁封套，並可將全卷封套包裝材料用盡，而且不影響生產。
Additional group of tension rollers and counter were installed. The purpose is to extend the buffer and ensure operators could have enough time to perform the sleeve splicing and use up entire reel of sleeve material without stopping the production line.

三言兩語 Bridging the Language Gap

團隊背景 Background of the Team



小組名稱 Team name	翠塘對面海走一圍 Aquaria Envoy
成立日期 Date of formation	2009
所屬部門 Composition	翠塘花園/對面海邨辦事處 Lakeside Garden/ Tui Min Hoi Chuen Estate Office
促進員 Team facilitator	陳慧蓮 Catherine CHAN
隊長 Team leader	劉武平 LAU Mo Ping
小組成員 Team members	劉燕娟、董敬豪、陳利發、陳凱琪、徐國雄、陳嘉寶、 陳美卿、姜桂鳳 Stella LAU, Matthew TUNG, Aron CHAN, Kiki CHAN, TSUI Kwok Hung, CHAN Ka Po, Lucy CHEN, Barbara KEUNG

背景

本團隊管理的翠塘花園及對面海邨，乃房協轄下位於西貢的屋苑及屋邨。

為提升物業管理質素，房協由2013年7月起為員工推出名為「提升服務文化新里程——一切從心出發」的課程。

物業管理範疇中重要的一環是為住戶提供室內維修保養服務，令住戶住得安心、放心及開心。

故特別製作一套教學光碟，並將其優化為教學軟件，幫助同事認識各種室內潔具設施，更備有廣東話、普通話及英文的發音，藉以避免在處理維修事宜時與住戶因語言問題產生誤會，及增強同事實務知識的領域。

? 問題原因 / 主要分析及驗證

- 屋邨的國內新移民住戶人口不斷增加，而在處理維修個案時，因國內的維修設備用語與香港不同，特別於室內潔具設施方面，容易與住戶發生言語間的誤會，引致延誤維修。
- 屋邨所用的室內潔具設施於坊間亦有多種不同的稱呼，如不熟悉便容易發生訂錯貨的問題。

Background

Lakeside Garden and Tui Min Hoi Estate both located in Sai Kung are the Hong Kong Housing Society's housing estates which are managed by this team.

To enhance the quality of property management, the Housing Society has launched the "Service Enhancement Campaign - To Serve with the Heart" programme for staff in July 2013.

One of the major areas in property management is to provide repair and maintenance services to tenants, in order to maintain an ideal living environment for the tenants and give them peace of mind.

With the aim to avoid misunderstanding with tenants in maintenance issues due to language problems, and to enrich staff's practical knowledge, a tutorial disc has been produced and converted to a software teaching kit, in order to help our staff learn the correct names of sanitary wares and parts respectively in Cantonese, Mandarin and English.

Causes / Root Causes Analysis and Validation

- The Mainland new immigrant population in the estates continue to increase. Due to the naming differences of housing equipment between the Mainland and Hong Kong, misunderstandings may easily occur between tenants and staff in some maintenance cases and cause unnecessary delay.
- Unfamiliar with the various names of sanitary wares and parts in the market may easily result in making wrong purchasing order.



解決方案

- 為屋邨內各項室內潔具設施拍攝照片。
- 於互聯網、本地及內地出版的室內潔具設施書籍中搜集資料，以清晰了解有關設備於香港及內地的名稱。
- 綜合負責維修和保養的工程人員的意見，得出中港對照的名稱。
- 製作一隻教學光碟，將屋邨內所有室內潔具設施配上廣東話、普通話和英文，並加上圖片顯示，製作成教學軟件存放於電腦上以供同事隨時參考。

Solutions

- Photos of all the sanitary wares and parts in the estates were taken.
- A research was conducted via internet and on publications from Hong Kong and the Mainland, finding out the correct names of sanitary wares and parts in both Hong Kong and the Mainland.
- Consolidating the information generated from the research and basing on the opinions from technicians and engineers to come up with the different naming of sanitary wares and parts in the mainland and Hong Kong.
- A disc has been produced as a teaching kit containing photos as well as sound recordings in Cantonese, Mandarin and English. A computer application has been developed as a useful teaching kit for staff.

成果及效益

- 克服溝通上的問題，能更快和更有效地處理維修要求。
- 教學軟件易學易明，已開始陸續推廣至房協轄下其他屋邨使用。
- 同事與住戶之間的溝通明顯加強。
- 更可避免出現“訂錯貨”的情況。
- 擴闊同事的實務知識。
- 提升公司專業形象。

Achievements & Benefits

- The communication problem has been addressed so that repair requests will be handled more quickly and more efficiently.
- The software teaching kit is user-friendly and has been already started to promote to other estates which are managed by Hong Kong Housing Society for use.
- Communication between staff and tenants has been enhanced.
- Wrong purchasing orders causing by communication problems have been avoided.
- Technical knowledge for staff has been enriched.
- Professional image of the company has been enhanced.



教學軟件提供室內潔具設施的不同名稱

Software teaching kit showing the names of the sanitary wares and parts in different languages



製作一套教學光碟，並優化成為教學軟件，備有廣東話、普通話及英文發音，避免在處理維修事宜時與住戶因語言問題產生誤會。

With the aim to avoid misunderstanding with tenants in maintenance issues causing by language problems, a software teaching kit with Cantonese, Mandarin and English equipment names has been produced.

鳴謝 Acknowledgement

承蒙下列單位/人士的鼎力協助和支持，2014年優質改善經驗交流會得以圓滿舉行，謹此衷心致謝。
We would like to express our sincere thanks to the following parties / individuals for their dedicated efforts and generous support in making the Quality Improvement & Experience Sharing Convention 2014 a tremendous success.

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Advisory Panel

大會評判
Judging Panel

大會司儀
Masters of Ceremony

觀察員機構：新世界發展有限公司
Observer Company: New World Development Company Limited

發布隊伍
Presentation Teams

優質活動聯絡人
Company Representatives

所有曾提供協助的人士
All those who have been of any support to the event

以下機構為本活動提供額外贊助，專此鳴謝。

Special thanks to the following organisations for the sponsorship they provided for the event.

FUJI XEROX



MTR

意見調查及分析
Opinion Survey and Analysis

美點供應
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主辦單位
Organiser



策劃及工作委員會全體成員
Members of Organising Committee



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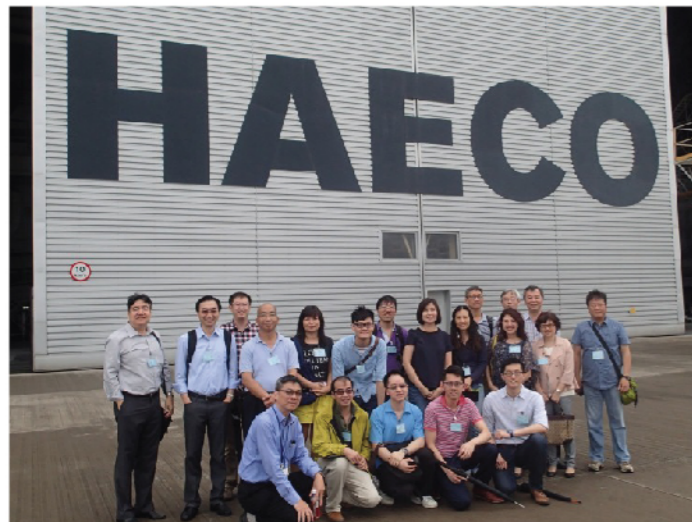
■ 香港中華煤氣有限公司
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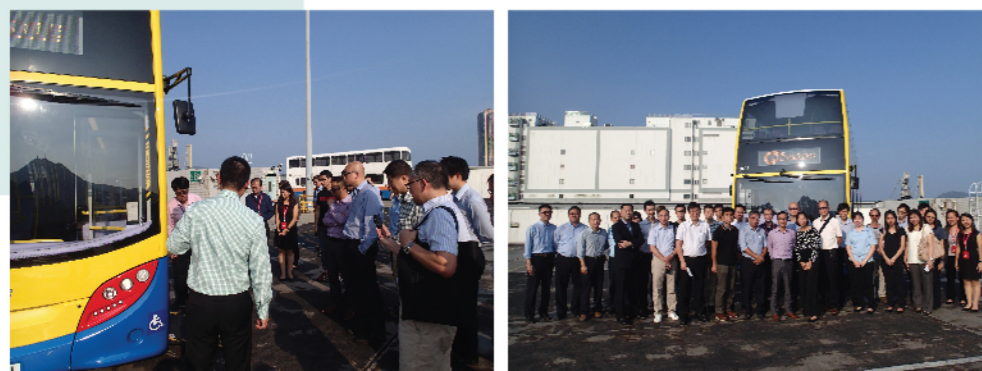
2014年優質經驗交流及借鑒活動花絮 Quality Experience Sharing and Benchmarking Activities in 2014



策劃及工作委員會成員於6月7日參觀香港飛機工程有限公司。
Members of the organising committee visited Hong Kong Aircraft Engineering Company Limited (HAECO) on 7 June.

策劃及工作委員會成員於8月29日參觀港鐵公司，嘗試操作模擬駕駛系統，體驗駕駛港鐵列車的感受。

Members of the organising committee visited the MTR depot on 29 August and got a taste of driving the train through a driving simulator.



策劃及工作委員會成員於9月23日到訪新世界第一巴士服務有限公司 — 杏花邨巴士總站，了解巴士服務及優質改善方案。

Members of the organising committee visited the New World First Bus Services Limited – Heng Fa Chuen Bus Terminus on 23 September in order to understand its bus services and quality improvement measures.

