

優質改善經驗交流會 2015

Quality Improvement And Experience Sharing Convention

激發創意 Quality Excellence
by Inspiring Creativity
締造優質新天地



2015 優質改善經驗交流會 Quality Improvement And Experience Sharing Convention

主辦機構 Organiser



協辦機構 Co-Organisers



知識伙伴 Knowledge Partner



關於優質改善經驗交流會

About Quality Improvement and Experience Sharing Convention

背景及歷史 History and Background

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圈盛事，並由各機構輪流主辦。

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 to 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.

標誌 The logo



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。

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
Hong Kong 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

2015 (19th)
香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited

目錄 Table of Contents

關於優質改善經驗交流會	1	About Quality Improvement and Experience Sharing Convention
目錄	2	Contents
節目程序	3	Programme Rundown
主辦機構獻辭	4	Message from the Host
舉辦機構訪問		Interview with Organisers
港鐵公司	8	MTR Corporation
維他奶國際集團有限公司	10	Vitasoy International Holdings Limited
新昌管理服務有限公司	12	Synergis Management Services Limited
美國輝瑞科研製藥有限公司	14	Pfizer Corporation Hong Kong Limited
富士施樂(香港)有限公司	16	Fuji Xerox (Hong Kong) Limited
中華電力有限公司	18	CLP Power Hong Kong Limited
新世界發展有限公司	20	New World Development Company Limited
香港中華煤氣有限公司	22	The Hong Kong and China Gas Company Limited
大會顧問及評判	24	Advisory Panel & Panel of Judges
策劃及工作委員會	25	Organising Committee
優質個案		Case Studies
港鐵公司	26	MTR Corporation
維他奶國際集團有限公司	28	Vitasoy International Holdings Limited
新昌管理服務有限公司	30	Synergis Management Services Limited
美國輝瑞科研製藥有限公司	32	Pfizer Corporation Hong Kong Limited
富士施樂(香港)有限公司	34	Fuji Xerox (Hong Kong) Limited
中華電力有限公司	36	CLP Power Hong Kong Limited
新世界發展有限公司	38	New World Development Company Limited
香港中華煤氣有限公司	40	The Hong Kong and China Gas Company Limited
鳴謝	42	Acknowledgement
優質活動聯絡資料	43	Company Representatives for Quality Activities
2015年優質經驗交流及 借鑒活動花絮	44	Quality Experience Sharing and Benchmarking Activities 2015

節目程序 Programme Rundown

大會司儀 Masters of Ceremony

香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited
麥潔華 Kit MAK
馮兆恒 Patrick FUNG

中華電力有限公司
CLP Power Hong Kong Limited
王頌欣 Yannes WONG
余浩彬 Benson YU

	時間 Time	
接待嘉賓	13:45	Reception
入場及開幕儀式	14:00	Admission and Opening Ceremony
致送紀念品予協辦機構	14:25	Souvenir Presentation to Co-organisers
香港中華煤氣有限公司 常務董事陳永堅先生 致開幕辭	14:35	Opening Speech by Mr. Alfred W K CHAN, Managing Director The Hong Kong and China Gas Company Limited
港鐵公司 發佈提案	14:55	Presentation by MTR Corporation
維他奶國際集團有限公司 發佈提案	15:08	Presentation by Vitasoy International Holdings Limited
新昌管理服務有限公司 發佈提案	15:21	Presentation by Synergis Management Services Limited
美國輝瑞科研製藥有限公司 發佈提案	15:34	Presentation by Pfizer Hong Kong Corporation Limited
中場休息	15:50	Break
富士施樂(香港)有限公司 發佈提案	16:00	Presentation by Fuji Xerox (Hong Kong) Limited
中華電力有限公司 發佈提案	16:13	Presentation by CLP Power Hong Kong Limited
新世界發展有限公司 發佈提案	16:26	Presentation by New World Development Company Limited
香港中華煤氣有限公司 發佈提案	16:39	Presentation by The Hong Kong and China Gas Company Limited
投票時間	16:52	Vote Casting
頒發獎項及致送紀念品	17:05	Prize and Souvenir Presentation
交接儀式	17:10	Handover Ceremony
節目完結	17:30	End of Programme

主辦機構獻辭

激發創意 締造優質新天地



各位嘉賓、各位友好：

歡迎蒞臨參加「2015優質改善經驗交流會」。憑藉各友好機構多年來共同努力及踴躍支持，這項一年一度的盛事自1997年舉辦至今已步入第19屆。香港中華煤氣有限公司有幸成為「2015優質改善經驗交流會」的主辦機構，亦是第三次主辦這個盛事，繼續透過互相學習及經驗交流，推動優質服務的改進。我們很高興新世界發展有限公司及美國輝瑞科研製藥在今年加入「優質改善經驗交流會」的大家庭，在此熱烈歡迎你們！我們亦很榮幸邀得香港理工大學知識管理及創新研究中心成為我們的知識伙伴，使我們對優質服務與創新有更全面及深入的認識，亦對香港以至全球優質服務的最新發展加深了解。

自Edward Deming及Joseph Juran運用系統化的「全面品質管理」理念振興太平洋戰爭後百廢待興的日本經濟，至今已超過半世紀。這個理念的成功一鳴驚人，後來更獲歐美國家引入，並更為著重質量管理，以品質保證作為開發產品及服務的核心原則。世界愈來愈重視品質，使整個工業化社會能夠在日常生活中享有更高質量、更可靠及更經濟實惠的產品及服務。「優質改善經驗交流會」便是從持續追求卓越的願景中應運而生，冀望這項盛事能夠提升各家公司的競爭力，使客戶滿意度得以提高。

「2015優質改善經驗交流會」以「激發創意，締造優質新天地」為主題。我們深信創新不但是企業發展的基石，更能提高企業優質服務水平，並在市場中保持競爭優勢。

為了配合今屆主題，大會特於官方網頁上設立名為「創新匯集」的專頁，以宣揚各家公司及機構在創新方面的成就。此外，各家公司於去年的「優質改善經驗交流會」上的精彩演繹及傑出成就令人留下深刻印象，因此大會特意剪輯各支表演隊伍演繹不同項目的精彩片段，並上載至YouTube，以宣揚這個以交流優質改善經驗為宗旨的盛會，讓各界認識各友好機構的優質及創新文化！

集團自1992年起以品質圈概念為本，推行「優質服務計劃」(SQS)，以推廣集團內的優質服務文化。23年來，我們在香港已累積完成超過1,250個優質服務項目，涵蓋安全、企業安全及風險管理、服務、環境、生產力等範疇。「優質服務計劃」的推行為公司帶來數億元之有形得益。更重要的是，計劃的推行改變了同事的心態，為公司發展優質服務的進程帶來了令人印象深刻的變化。

自2001年起，我們更把「優質服務計劃」推展至超過200家內地合資及項目公司。集團的內地業務及新興能源業務累積完成超過4,000個優質項目，有形得益超過人民幣4億元，加上眾多的無形得益及多項實用的創新發明，讓中港兩地同事能夠透過每年經驗交流的機會互相學習，有助集團內知識的傳播及優質個案的分享。

今年，煤氣公司以「企業增長 = 創新力 X 執行力」為管理理念及主題，並將創新元素注入「優質服務計劃」，鼓勵同事發揮創意，並將創新意念付諸實行，同時藉創新力及執行力帶動企業增長，我們仍以「優質服務計劃」為推動全面品質管理項目的核心。

集團為引領同事跳出框框、開放思維，並樂於汲取別人創新的經驗，我們積極鼓勵同事博覽群書，認識更多創新事物。集團在內部出版《創新頭條》刊物，加深同事對其他行業創新發展的認識。同事們都覺得這份刊物不但內容有趣，也能啟發他們思考。

煤氣公司亦利用了社交網絡開設創新群組，讓同事在這些平台上分享創新意念，互相學習、交流，在工作上加入創新元素，並且把別人的成功經驗用於自己的優質服務項目內、部門中和崗位上，發揮「企業增長 = 創新力 x 執行力」的精神。

此外，集團今年更於北角總部新設煤創館(Towngas Hall of Innovation)，展出同事的創新發明。我們期望能夠藉着煤創館的設立，表揚同事多年來對集團的創新貢獻，從而提高同事的積極性及滿足感，為集團增添動力！

我從過往的經驗明白到，在同事上下共同努力和管理層大力支持下，創新是每一家公司都值得展開的美好旅程。創新使日常工作變得更有興趣，從而帶領公司持續進步，有助公司增強競爭優勢之餘，亦為客戶以至社會帶來益處。我衷心感謝各位對「2015優質改善經驗交流會」的支持，祝願八家優秀的合作伙伴在未來不斷進步，藉着創新締造優質新天地！

香港中華煤氣有限公司

常務董事
陳永堅

Message from the Host

Quality Excellence by Inspiring Creativity

Honourable Guests, Friends, Ladies and Gentlemen,

Welcome to our "Quality Improvement and Experience Sharing Convention 2015" (QIESC). With collaborative effort and enthusiastic support from all of our partner organizations, this annual event has now reached its 19th year since first inaugurated in 1997. My company, Towngas, has the great privilege to be host organizer of this 2015 convention. This is the third round of our turn as host, continuing the spirit of promoting the exchange of quality improvement through mutual learning and experience sharing. We are very delighted to have New World Development Company Limited and Pfizer Corporation Hong Kong Limited joining the QIESC community this year. We would like to express our warmest welcome to you both! We have also been honoured to have the Knowledge Management and Innovation Research Centre of the Hong Kong Polytechnic University acting as QIESC's knowledge partner in 2015, helping to broaden and deepen our awareness and understanding of the latest developments and innovations in quality services in Hong Kong and beyond.

It has now been over half a century since Edward Deming and Joseph Juran amazed the world by rejuvenating Japan's post-Pacific War industry through systematic Total Quality Management methodologies. These later awakened American and European industries to place quality as the absolute centerpiece of the products they made or services they delivered. As a result, almost the entire industrialized world has since benefitted from better quality, reliability and lower costs for almost every encounter in their daily life. QIESC was set up to pursue the continuation of these dreams in order to stay ahead of the competition in making our customers even happier.

QIESC 2015 took the theme "Quality Excellence by Inspiring Creativity". We are convinced that innovation is not just the fundamental of business development, but also the means to enhance quality service, and stay competitive.

To enrich the theme of this year's convention, QIESC has set up a special conference website page, called "Innovation Collection", disseminating information about innovative achievements of different enterprises and organizations. Moreover, last year's QIESC convention left behind many memorable impressions of great achievements. Hence, those video clips have now been edited and uploaded to YouTube. In this way we hope QIESC's quality experience is made known to a wider audience.

Taking Towngas as an example, in 1992, the Company adopted a quality circle based improvement programme called "Superior Quality Service" or "SQS". Over the last 23 years, we have, in Hong Kong, launched over 1,250 improvement projects covering safety, HSE, services, environment, productivity and more. Through SQS, Towngas has realized 100s of million dollars of tangible benefits. But more importantly, it is the impressive shift of change in mentality and service attitude that has really counted.

Since 2001, we have successfully extended the SQS programme to over 200 joint ventures or project companies of the Group in mainland China. To date, more than 4,000 SQS projects have been completed by these mainland entities, bringing in over RMB400 million in tangible benefits as well as many intangible ones, producing numerous practical inventions which Towngas Hong Kong has had the opportunity to learn from through year round experience sharing occasions.

This year, Towngas adopted a new theme, "Growth = Innovation x Implementation", or, more simply, $G = I \times I$, as a main focus on furthering business growth. By putting creative innovation and effective execution on an equal footing, we have ensured SQS remains center stage of the Company's total quality initiatives.

In order to encourage our work force to be open-minded and always think out-of-the-box, Towngas has also started to issue a periodical, called "Innovation Headlines", to raise awareness of new innovative developments in associated industries. Towngas employees find these articles both interesting and thought provoking.

We also use social media means to encourage the exchange of ideas within Towngas, so staff learn and improve from each other and implement ideas in the most effective way under the $G = I \times I$ theme.

Furthermore, this year, Towngas opened at our Headquarters building a Towngas Hall of Innovation, where prominent inventions of colleagues are displayed. While these exhibits stimulate others to make changes and inventions, they also recognize the talents and effort of the inventors.

My experience tells me that innovation by all, and supported by management, is a wonderful journey for any organization to undertake. It makes daily work much more interesting, enables the organization to constantly move forward, and to lead competitively, as well as to bring benefits to its customers and to the community as a whole. May I wish all our eight brilliant partners of QIESC continuing progress on their voyage of quality excellence through inspiring creativity. Thank you for your great support of this convention!

Alfred W K Chan
Managing Director

The Hong Kong and China Gas Company Limited



港鐵公司 MTR Corporation

社會每日在轉變，顧客對我們的要求不斷提高，面對不斷變化的市場及營商環境，我們更應自強不息，不斷自我學習及增值。港鐵公司車務總監金澤培博士指出，港鐵臻善圈成立超過26年，在培養員工的學習、創意和持續改善的文化上，一直扮演著重要的角色。透過臻善圈，同事可以主動地解決日常工作上遇到的問題。臻善圈不單每年節省數以千萬計的成本，同時增加了同事對工作的滿足感，也提升了公司整體的安全表現，營運效率、服務質素和工作環境。

配合公司在中國及海外的發展步伐，港鐵臻善圈亦由香港擴展到中國大陸以至海外的城市。先後在深圳、北京、杭州、瑞典斯德哥爾摩、及澳洲墨爾本建立了臻善圈。港鐵臻善圈亦得到不少專

業機構的認同，獲得多個本地和國際的知名獎項。

此外，為了促進各地臻善圈的交流，港鐵公司於六月份舉辦首次全球臻善圈會議。香港、深圳、北京、杭州、墨爾本、斯德哥爾摩、及倫敦的臻善圈代表、同事、及來賓齊集香港出席這次會議。全球會議的目的是為鞏固港鐵於全球業務的臻善文化，並透過嘉許臻善圈優秀團隊和提升他們的能力，讓臻善圈繼續邁步向前。會議亦促進了各地員工的連繫，成就公司作為跨國領先企業的長遠目標。

最後，金博士認為優質改善經驗交流會是城中每年一度的盛會，港鐵多年來都鼎力支持。此活動為各成員公司提供了互相交流的機會，讓大家可以互相切磋，推動不同行業的公司持續改進。

金澤培博士
車務總監

To meet the demands of the ever-changing business environment and increasing expectations from our customers, we must always upgrade ourselves and enhance our competencies. Work Improvement Team (WIT) has been set up in MTR for more than 26 years. It has played an important role in cultivating our learning, innovative and continuous improvement culture. Through WIT, we can manage our daily work in our own hands and make it better. WIT not only saves tens of millions of dollars each year, but also raises colleagues' sense of satisfaction, and enhances the Corporation's safety performance, operational efficiency, service quality and working environment.

MTR has rapidly evolved as a leading multinational company, and at the same time WIT has expanded beyond Hong Kong to the Mainland and other cities around the globe. WIT committees were first set up in Shenzhen, then Beijing and Hangzhou. MTR Stockholm and Metro Trains Melbourne (MTM) have also joined this quality journey. WIT continued to receive local and international accolade and recognitions for our achievements.

To maximise the interaction among WIT members in different hubs, we organized the first Global WIT Conference in June 2015. Representatives, colleagues and guests from Hong Kong, Shenzhen, Beijing, Hangzhou, Melbourne, Stockholm, and London gathered for this event in Hong Kong. The objectives of this global conference were to reinforce WIT culture across MTR businesses worldwide, as well as to sustain the momentum of WIT development through engaging and recognising WIT champions and strengthening their capabilities. Aligning with the WIT spirit, the global conference also offered an opportunity to enhance the relations and connections among hubs through supporting the corporate vision to become a leading multinational company.

At last, Dr. Kam agrees that Quality Improvement & Experience Sharing Convention (QIESC) is an important event deserving all the support from MTR over the years. While the event facilitates communication among members of different companies, it offers an opportunity for members to learn from each other, advocating the spirit of continuous improvement in companies from various sectors.

Dr Jacob Kam
Operations Director



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

維他奶集團75年來不斷改進及擴大產品系列，以順應時代轉變，迎合消費者的最新需要與喜好。維他奶集團產品多元化，我們的飲品和食品在全球逾40個市場銷售。儘管如此，我們仍孜孜不倦地優化產品系列。透過產品、程序及人才三方面不斷求進，堅持製造營養豐富、美味可口的產品，推動業務長遠發展。

產品

維他奶獨特而多元化、以植物為原材料的產品，為消費者帶來愜意的享受，正是集團一直堅持創新研發品質優良及營養價值高產品的最佳體現。我們矢志生產優質產品，在不斷借鑒世界及當地的最新研究、消費者洞察趨勢、食物供應、科技及生產規範的同時，我們恪守不二的宗旨，時刻保持最高質素，嚴格遵守食物安全及法規。

程序

就內部營運而言，維他奶不斷通過各種營運方式以支持公司可持續發展。從1982年開始，公司一直透過不同形式深化持續改善文化。持續改善機制亦廣泛涵蓋不同的業務範疇，以達至卓越營運及管理。每年，香港行政總裁均會率領管理團隊，參與由改善項目主題的認可、項目里程碑檢視、項目實施成效評核以及項目反饋的整個過程。管理團隊的積極參與是建立和深化公司持續改善文化的基石。

人才

集團持續發展，必須時刻警覺現今市場瞬息萬變，並要早著先機，確立清晰的願景、策略和計劃；日常營運則以維他奶的態度和行為作指引，從而贏取零售商的支持及社會的讚許，成為消費者的首選。為此，我們推行一套全新的核心能力模型——維他奶成功動力（VSD）。VSD列出一系列本集團賴以成功的必要技能、態度和行為。

VSD包含六項關鍵成功動力，包括客戶焦點、責無旁貸、前瞻策略、創新變革、團隊協作及優質為本。每項關鍵成功動力對不同職級均設有相應的行為指標，並會納入我們的「工作表現管理系統」（PMS），作為集團人才管理的共同平台。我們的目標是制訂對員工清晰的行為要求和期望，讓員工與公司一同發展和進步。為使員工透徹了解VSD，以及令他們掌握必要技能及培養配合企業發展的行為，以致可完善地執行日常工作，我們舉辦了一系列的推廣意識活動，並就VSD設計和提供相關培訓課程。憑藉著VSD，讓所有部門對集團的經營理念和對員工表現的要求都有一致的理解，從而促進維他奶的長遠發展。維他奶集團憑著創新思維，令產品、程序及人才三方面的發展環環緊扣，為邁向未來注入新動力。

楊燕萍小姐
人力資源總監

For 75 years, Vitasoy has consistently improved and enlarged our product range according to evolving consumer needs and preferences. This has resulted in a full portfolio of food and beverage products sold in over 40 markets. Efforts towards this end have never stopped. Our Company's roots have always been in Nutrition, Taste and Sustainability which is realized through Product, Process and People.

Product

Vitasoy's broad and unique plant-based product offerings are the result of our persistence in innovating high quality and nutritional products that brings to our consumers pleasure and enjoyment. We continuously draws on the world's as well as local latest research and trends on consumer insights, food supply, technologies, manufacturing practices which are internalized for product excellence. Vitasoy also adheres to an uncompromising philosophy in quality standards and complies strictly to local food safety and regulatory requirement.

Process

Internally Vitasoy has adopted various operating practices to support the Company's sustainability. The Company has been, in various forms, continuously reinforcing the culture of continuous improvement since 1982. The mechanism has been planted in different business areas to strive for operational excellence. Every year, the Chief Executive Officer, HK Operation will lead the management team to participate in the whole process from improvement suggestions endorsement, project milestones review, implementation result evaluation and project feedback. Participation from the management is the foundation to the establishment and reinforcement of the continuous improvement culture at Vitasoy.

People

To stay ahead of the ever-changing market, we must be clear about our Company's vision, strategy and programs, which embracing in daily operation the Vitasoy attitudes and behaviors that are required to keep winning retailers' support, consumers' preference and community's admiration. To this end, we have introduced a new model of core competencies: Vitasoy Success Drivers (VSD). This sets out the skills, attitudes and behaviors most crucial to the Company's success.

The model contains six critical success drivers, including Customer Focus, Accountability, Strategic Agility, Innovation, Collaboration and Quality Orientation. Each of the success drivers is stated with behavioral indicators specified by job level, which will also be incorporated into our Performance Management System (PMS) as a common platform for all talent systems. We aim to set clear expectation of success to employees and foster their growth and development with the Company. A series of awareness and customized training programs have been launched to facilitate a comprehensive understanding of VSD, and to equip employees with the necessary skills and behaviors in their daily work. With our VSD, we align company values and performance expectations across functions to sustain Vitasoy's growth in the long term. At Vitasoy, innovation forms a hard core to connect product, process and people without a flaw.

Sara Yeung
Human Resources Director



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

創新培訓思維 落實職安健理念

今年優質改善經驗交流會的主題是「激發創意 締造優質新天地」。最近，新昌管理亦引入創新的培訓思維，制定獨一無二的培訓項目——「新昌安全巡察員計劃」(Synergis Safety Inspector Program)，持續提升服務質素。

物業管理行業以人為本，員工的職業安全及健康尤為重要。為保障他們的職業安全及健康，新昌管理在過去數年增聘註冊安全主任，致力推廣安全意識和進行安全巡察，並尋找方法進一步提升職安健表現。不過，面對不同物業的特性及要求，要把職安健理念落實於前線每一角落，實在需要有創新的培訓思維。

培訓前線人員共同建構安全文化

有見及此，新昌管理決定採用嶄新辦法，培訓前線文職人員成為安全巡察員。透過內部培訓大幅增加前線安全巡察員的人手，直接在最前線為同事職安健把關。在培訓中，新昌管理不斷向安全巡察員灌輸安全意識的重要性。藉著安全巡察員在日常工作中對團隊成員起潛移默化的作用，讓員工都知道職安健與日常的管理工作有著同樣的重要性，令團隊共同積極落實職安健措施。

工傷比率驟減

自計劃推行以來，成效顯著。在過去兩年，工傷千人比率按年分別下降16%和15%，因工傷引起的人力資源流失也減少兩成多。由於工傷賠償數字銳減，保險公司亦答應給予更優惠價格購買保險。此外，前線團隊的積極性大為提升。這項培訓計劃更於2015年度香港管理專業協會「最佳管理培訓及發展」比賽中，榮獲銀獎殊榮，成績令人鼓舞。

持續改善是企業的生存之道。新昌管理會持續優化服務，致力為員工及客戶提供最安全和最優質的工作和居住環境。

鄭文智先生
經理 - 品管

An Innovative Training Concept Helps Implement OSH Practices

'Quality Excellence by Inspiring Creativity' is the theme of QIESC this year. Recently, Synergis has also adopted a creative training concept to design a tailor-made training program – Synergis Safety Inspector (SI) Program, for continuous improvement in service quality.

Property management is a people-oriented industry which sets a high value on the occupational safety and health (OSH) of the staff. To ensure their safety and health at the workplace, Synergis has employed more registered safety officers to promote safety awareness, conduct regular site inspection and explore new ways to improve the OSH performance over the past years. However, to implement the OSH concept and measures at all properties with different features, an innovative training concept is required.

Build Up a Safety Culture with the Frontline Staff

Therefore, Synergis has decided to adopt a new approach by training the frontline management office staff to act as safety inspectors. The innovative training concept features increasing the number of frontline safety inspectors substantially to enhance the OSH performance. Synergis instilled the importance of safety awareness in the training. The safety inspectors then influence the team members to realise that OSH is as important as daily work, so as to work together to put in place relevant measures.

Reduce Injury Rate at Work

Since the launch of SI program, the accident rate per 1000 staff dropped by 16% and 15% respectively in the past two years. The manpower turnover induced by the work injury drastically decreased by over 20%. Given a decline in injury compensation claim, the insurance company has also offered a favorable premium to Synergis. In addition, the frontline staff are more proactive at work now. Furthermore, this training program has recently earned Synergis a Silver Award for Excellence in Training and Development 2015 from the Hong Kong Management Association.

Continuous improvement is key to corporate survival. Synergis is committed to enhancing service quality continuously to provide employees and clients with safe workplace and fine-quality living environments.

Frankie Cheng
Manager – Quality Assurance



美國輝瑞科研製藥有限公司 Pfizer Corporation Hong Kong Limited

輝瑞的創新之道

擁抱創新

輝瑞公司香港區總經理梁國強先生提到企業的「企」字：「無人即止」，代表人對一間企業的重要性。輝瑞透過在員工建立創新文化，從而達到提升品質水平的目標。辦公室裡設有圖書館以及用9個核心價值命名的會議室，反映公司激發員工創新思維及擁抱創新文化的心思。輝瑞科研憑著再接再厲和勇於嘗試的精神，成為香港市場的創新先鋒。

創新的定義

對輝瑞而言，創新是一種推動企業改進的新方法。創新的想法除了是新建立的想法外，亦可以是將兩個熟悉的概念擦出的新火花，甚至可將一些被認為是荒謬的想法作創新的改變。輝瑞的製藥團隊曾經在研究治療心血管疾病藥物中失敗，但他們沒有放棄，調整劑量和加以改良後便演變成該公司最知名的產品-威而鋼* (偉哥*)。這個例子展現了輝瑞公司獨特的創新文化和不屈不撓的精神。

企業融入創新文化

梁先生比喻企業為一棵樹：其樹根是文化，樹幹是員工，樹葉和果實為業績。因此，梁先生致力在公司內建立創新文化，從最重要的樹根著手，打好企業的基礎。因此，輝瑞香港的員工成立了一個創新團隊，致力實現將創新文化滲入工作間的目標。該團隊在茶水間的牆壁上設立了一個「創新意見區」，員工可以不記名在牆上的告示貼寫下一些提高工作效率的方法。此外，他們也舉辦了一個名為「創新茶座」的活動，讓同事們一邊享用早餐，一邊交流改善業績的創新主意。會議室內亦有一條「有話直說」的規則，鼓勵員工自由地表達各自不同的創新想法。以上的例子都能推動創新的理念和凝聚同事間的團結精神。

自我提升 力臻完善

梁先生亦提及謙虛和不斷的學習態度是創新的基礎。每個星期一早上的全體員工例會上，除了會分享不同部門的最新活動或動向外，亦會有一個名為「iShare」的環節讓不同同事分享個人興趣、經驗或知識，包括好書推介、義工分享、家庭生活小錦囊、旅遊體驗和品酒心得等。輝瑞還會邀請其他行業的企業家分享一些創新思維的範例，例如「Design Thinking」及「高效能人士的七個習慣」等。這些活動促使員工不斷自我提升並虛心學習，協助他們廣闊視野及開拓新思維模式。

運用創新，精益求精

一直相信創新是由人推動的，所以它透過樹立公司的創新文化，激勵員工不斷提升自己的工作效率，從而激發他們提升企業各方面的品質標準的上進心。在2012年，輝瑞香港成為業界首個採用「Project PASS」驗證藥物產品技術的生物製藥公司。每個輝瑞原廠產品的包裝上都有一個獨一無二的驗證碼，消費者可以透過手機SMS傳送或在輝瑞網站輸入驗證碼，以確認產品的真偽。這個辨別假藥的科技令輝瑞成為香港市場中守護病人安全的先驅之一。它的創新概念和科技更獲取業界內的創新科技獎項WW Innovation Awards。這樣說明了創新的主意如何直接提升品質水平和病人對產品的信心。

總結

「輝瑞的員工都是對自己有要求的人。」一名銷售部的同事說道。輝瑞香港提倡不斷求進的精神—縮寫「CAN-I」。它對企業的進步和個別員工的提升同樣看重。在過去十年輝瑞致力發展的創新文化，促使員工都有一個做到最好和不斷前進的心態。樹根通過樹幹提供養分給樹葉結成果實；輝瑞香港的文化，讓同事能合力創造輝煌業績，貢獻社會。這就是輝瑞保持其卓越的品質標準的關鍵。

梁國強先生
香港區總經理

Innovation Journey of Pfizer Hong Kong

Embracing Innovation

Mr. Stephen Leung, the Country Manager of Pfizer Hong Kong, who spoke about his core belief regarding business, "the Chinese character of business '企' consists of the word people '人' and halt '止'. Without people, business will cease." This illustrates the importance of people to the establishment of a successful company. Equipped with a library, an innovative "Wall of Ideas" and meeting rooms named after the firm's 9 Core Values, Pfizer Hong Kong has always strived towards innovation. It is the company's never-ending pursuit to uplift its standards of quality through developing an innovative culture among staff. Despite the challenges the industry faces, our colleagues are never afraid to embrace new ideas, making Pfizer a major innovator and active trendsetter in the pharmaceutical industry.

What is Innovation?

Innovation is usually understood as the creation of a new method or idea, it does not necessarily mean that ideas must start from scratch. Rather, it could be a re-alignment of familiar concepts. Viagra, one of Pfizer's most well-known products, was initially thought to be a failure in the treatment of cardiovascular disease. With constant perseverance, it was later discovered with slight adjustments in dosage, the same active ingredient was found to be a successful medication in the treatment of erectile dysfunction. This example reveals Pfizer's unique culture that supports the spirit of innovation.

Integrating Innovation into the Workplace

Mr. Leung also likened his management philosophy to a tree, with the roots being company culture, the trunk being the staff and the fruits and leaves being the results. Mr. Leung hence dedicates himself to strengthening the tree from the roots up by building an innovative culture among staff. Pfizer Hong Kong has established an innovation team, which takes continual steps towards achieving the goal of spreading the spirit of innovation in the workplace. The firm has also created an innovative "Wall of Ideas", where staff can anonymously express their thoughts on how productivity can be improved by means of putting up post-it notes. Occasionally, Innovation Café is organized to enable colleagues to exchange ideas freely while enjoying breakfast together. There is also a "straight-talk rule" inscribed in every meeting room, which encourages the free flow of different ideas and opinions. It is these little things that propagate the culture of encouraging innovative ideas and collaboration.

Continuous & Never-Ending Improvement

Pfizer also believes that humility and continuous learning is the foundation of innovation, as knowledge and wisdom lead to the inception of new ideas. There is a staff-led weekly announcement every Monday, where colleagues can get updates from different departments. This is followed by an "iShare" session, when employees take the initiative to share anything that interests them, such as book recommendations, volunteering experiences, parenting tips, travelling, wine tasting and the like with all fellow colleagues. Pfizer also invites senior executives from well-established companies across industries to share their best practices and experience on innovation, such as "Design Thinking" and "The 7 habits of Highly Effective People". These activities motivate staff to improve themselves constantly and humbly, empowering creative thinking.

Advancing Quality through Innovation

All of the aforementioned encourages the employees to be self-driven and continually improve themselves and hence the standard of quality manpower of the firm. In 2012, with the latest technology Pfizer Hong Kong adopted a breakthrough program named Project PASS, or "Patient Authentication to ensure Safety via SMS". There is a unique authentication code on Pfizer's product packaging; by sending this through SMS or validating it on Pfizer's website, customers can instantly verify the product's authenticity. This advanced technology served to protect patients from counterfeit medicine, and it was also lauded with the WW Innovation Award for its concept and technological interface. This is one of the many examples that clearly demonstrate how an innovative idea can directly augment the standards of quality of Pfizer products.

Conclusion

A colleague from the sales department once rightly told me, "Pfizer is the perfect company for individuals who have high expectations of themselves." Pfizer strongly advocates "CAN-I" culture, which stands for Continuous And Never-ending Improvement. It values not only the advancement of the company, but also that of each individual employee. It is the common mindset here at Pfizer Hong Kong to strive for the best and to keep moving forward, all thanks to the beautiful and enriching culture that the firm has developed over the past decade. Pfizer's strong belief that their culture affects their staff, and thus their business, is truly the key to sustaining its outstanding standards of quality.

Stephen Leung
Country Manager



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

善用科技推動優質 創新一代打印管理

今天科技研發日新月異，企業必須力臻完善，善用科技的配合，才能於瞬息萬變的新一代商業環境突圍而出。

富士施樂(香港)於一項最新的企業文件及信息管理方案指標調查中發現：「縱使有接近50%的受訪企業仍然以人手方式處理文件及資訊，他們卻深深意識到高效能的文件及傳訊服務是如何重要。」

富士施樂(香港)作為最可信賴的資訊及通訊科技工作夥伴，一向要求為客戶提供最優質的服務實踐。企業優質及持續發展總經理劉金蘭強調：「公司的成就，全靠全體員工具有優質文化的認知，專業知識及認真的處事態度。」我們以3R + V的優質主導精神，以「Reliability可靠」、「Responsiveness快速」、「Relationship關係」及為客戶創建價值的心去聆聽客戶的要求，

致力能夠完全滿足客戶要求及超越他們的期望，以配合社會的改變，領導資訊及通訊科技服務。管理層強調以科學思維分析和研究問題的優質改進方法文化推廣及客戶。

社會日益重視環保、求進步、求優化及減少消耗。「低耗高效、持續革新」是富士施樂(香港)達致高優質的方法。我們不僅重視富士施樂(香港)自己的持續革新，也善用科技把持續革新的文化推廣予客戶。

數碼化的文件及傳訊服務能夠有效協助他們提升業務效率改善知識共享，以及減少打印消耗。富士施樂(香港)已推出一系列「新一代智能辦公室」文件及傳訊服務，藉簡化文件及業務程序為優質價值，協助本港企業提升競爭力。

在第一階段 - 評估及優化客戶的傳訊環境。客戶將可享受一個優化的打印環境，從而減低成本以支援可持續發展的目標。

在第二階段 - 透過保安和整合簡化業務過程，提升效率

在第三階段 - 自動化及簡化文件流程以減少打印量，從而減少資源耗費，客戶能夠制定智能工作程序，簡化倚重紙張的工作流程，從而改善生產力，營造更有效率且低碳排放的辦公室。

邁向將來，富士施樂(香港)將繼續支持客戶通過新的打印管理服務掌握資訊及獲得持續業務增長，從而轉型為「新一代智能辦公室」。

劉金蘭女士
企業優質及持續發展總經理

Making Use of Technology on Quality, unveils the Next-Gen Intelligent Office

In today's digital age, technology does not only contribute to the growth of the service quality and continuous improvement but also enables businesses to grow rapidly in the changing business environment.

Fuji Xerox (Hong Kong) conducted the Document and Information Management Solution Index in 2014. Nearly 50% of Hong Kong businesses are still manually managing documents and information and the index indicated businesses have grown to realize the importance of Document & Communication Services, in particular:

- how such services can help drive business efficiency
- how to improve knowledge sharing, and
- how to reduce printing consumption

As the trusted ICT partner, every employee of Fuji Xerox (Hong Kong) always provides excellent quality services in leading Document & Communication Business. Katherine Lau, General Manager of Corporate Quality & Sustainability, mentioned "Our corporate success relies on our colleagues as they are well-trained with Quality culture, professional knowledge and best working practice." In Fuji Xerox (Hong Kong), we also provide services to customer with the practice to show "Reliability", "Responsiveness", "Relationship" and "Value" (3R + V) to satisfy customer requirements or even exceed their requirements. Our new business approach is to promote the logic of scientific thinking analysis and process of quality improvement culture to customers.

"Higher the efficiency, lower the cost by continuous improvement" is the way Fuji Xerox (Hong Kong) adopted to achieve quality business.

As digitization on document & communication business can help to enhance business operation efficiency, improve knowledge sharing and reduce printing consumption, Fuji Xerox (Hong Kong) decided to launch a series of Next Generation of Intelligent Office document and communications services by simplifying the procedures for high-quality documents and business value, to help local enterprises to enhance their competitiveness.

We unveil the business roadmap and plan as below.

Stage 1 - Assess and Optimize on Enhancing the Customer Communications Environment. An optimized print environment will be provided to help our clients reduce their costs and support their sustainability goals.

Stage 2 - Secure and Integrate to Streamlining Business Process for Efficiency

Stage 3 - Automate and Simplify to Printing Less and for Less. The stage will help clients to improve productivity by automating paper-based processes by developing smart workflows for a more efficient while less carbon footprint Next-generation intelligent office.

Moving forward, Fuji Xerox (Hong Kong) will continue to support clients in taking control of information and achieving continuous business growth through next generation Managed Printed Service in order to transform businesses into the Next Generation of Intelligent Office.

Katherine Lau
General Manager, Corporate Quality & Sustainability



中華電力有限公司 CLP Power Hong Kong Limited

持續創新服務流程 確保可靠電力供應

中華電力有限公司（「中華電力」）在香港經營縱向式綜合電力業務，為供電地區範圍內580萬人提供高度可靠的電力供應及優質的客戶服務。

中華電力營運總裁周騰輝先生表示，中華電力的供電可靠度達99.999%世界級水平。在2012至2014年間，中華電力客戶每年經歷平均約2.3分鐘的意外停電時間，遠低於紐約、悉尼和倫敦的16至30分鐘（根據2011至2013年間所得的數據）。

我們擁有一支專業團隊，專門物色和監察能源業方面的創新意念和新興技術。一旦發現可以令中華電力受惠的好意念/技術，這支團隊就會與相關業務單位密切合作，評估應否吸納這些技術以及其融入方法。

為鼓勵知識交流和創新，中華電力在2003年成立讓員工發揮創意的平台「品管圈發佈大會」，就公司的營運流程、程序和整體表現提供建議。優秀的意念將轉化為可施行的方案政策，不但有效改善公司營運效益，更可提升團隊士氣。今年的品管圈發佈大會，收到超過100份計劃書。各參賽隊伍將會在品管圈發佈大會展現創意思維，提出可行的新構思，以提昇營運和服務水平。

周騰輝先生認為，創新及持續學習對公司的未來發展十分重要。優質改善經驗交流會為參與機構提供有效的互動平臺，攜手努力，以力臻完善的態度，共同推動向前邁進。

周騰輝先生
中華電力營運總裁

Innovation and Continuous Improvement to Enhance Supply Reliability

CLP Power Hong Kong Limited (CLP Power) operates a vertically integrated electricity supply business in Hong Kong, and provides a highly reliable supply of electricity and excellent customer service to 5.8 million people in its supply area.

Mr. TF Chow, Chief Operating Officer of CLP Power, said CLP Power provides one of the most reliable electricity services in the world, achieving 99.999% supply reliability. Between 2012 and 2014, CLP Power's customer experienced an average of 2.3 minutes of unplanned power interruptions per year, as compared to 16 - 30 minutes in New York, Sydney and London (between 2011 and 2013 – the latest available data).

We have a team that is dedicated to exploring and tracking innovative ideas and emerging technologies in the energy sector. When a good idea / technology is identified that could be beneficial to CLP Power, the team will work closely with the relevant Business Units to determine whether it should be incorporated and how.

To encourage innovation and creativity, and improve quality throughout the organisation, CLP Power also launched the "Quality Control Circle Convention" in 2003 to provide a platform for staff to submit creative ideas to improve processes, procedures and operations. Outstanding ideas are developed into solutions which help enhance continuous improvement and team spirit in the company. This year, we received more than 100 submissions for the CLP Power Quality Control Circle Convention. Each team will showcase their creative thinking and new ideas to improve the operations and service levels in the convention.

Mr. TF Chow thinks that innovation and continuous learning are critical to our future development. Quality Improvement and Experience Sharing Convention provides an effective interactive platform for all participating companies to work together and innovate to steer the company forward.

TF Chow
Chief Operating Officer of CLP Power



新世界發展有限公司 New World Development Company Limited

新世界集團一向致力實現可持續發展，並在日常運作當中，於盈利、人文和環境之間取得平衡。新世界在為投資者提供合理回報的同時，竭力照顧環境及社會的需要，肩負社會企業責任。The Artisanal Movement是新世界品牌個性的最佳定義。這是一趟傾心專注於具原創性的工匠手藝，從而開拓無限想像的旅程。Artisan的精神靈魂，帶領著我們從細微處了解客戶需要，以熱誠成就夢想。新世界從世界各地搜羅不同的收藏品，無論是一件雕塑抑或一個握手，致力為客戶打造獨一無二的匠心體驗，成就當代美學生活的新標準。

"At New World, We Are All Artisans!"

新世界自2013年起推出「新意圈」計劃，為同事提供一個發揮內部企業家精神的平台，讓同事們主動發掘優化集團品質和服務流程的原創性改善方案。

同事們透過一個個創新的工作改善方案，提升自己的分析能力及解決問題的技巧。他們群策群力，將每個方案落實為具體的作業方式，從中亦建立了團隊精神。自「新意圈」成立的兩年時間內，集團一共收到300多份同事們自出心裁、匠心獨運的工作改善方案，為集團帶來多項效益，同事們力求完美的精神，在我們追尋卓越的旅程中發揮了強大的力量。

新世界發展企業籌劃及人才發展部總經理廖國泰先生應為優質改善經驗交流會是一個重要的學習和交流平台，透過參加優質改善經驗交流會，能讓員工學到嶄新的意念，更能從中獲得啟發，提升集團的服務及產品質素。

廖國泰先生
總經理 - 企業籌劃及人才發展

New World Group has a strong commitment to sustainable development and adopts a 3Ps approach to its daily business operations that involves maintaining a balance between making profit (Profit) and fulfilling the company's responsibilities towards the environment (Planet) and the community (People).

New World's brand personality is best defined by The Artisanal Movement, a journey of expanding one's imagination through our persistence in delivering bespoke craftsmanship, which is the core of the artisan spirit. This spirit drives our desire to secure deep understanding of customers' needs and our enthusiasm to fulfil their dreams. Whether it is a sculpture or a handshake, we are devoted to creating exceptional customer experience and gathering collectibles from around the globe to escalate modern living standards.

"At New World, We Are All Artisans!"

The New World Group has launched the Incubation Circle programme since 2013 to encourage intrapreneurship, innovation and teamwork among staff.

Staff can not only improve their analytical and problem solving skills by proposing and implementing their own initiated work improvement projects, but also strengthen effective teamwork. Since the launch of the programme, more than 300 work improvement projects has been initiated by staff of which a lot of tangible and intangible benefits are recognized. The strive for perfection of our colleagues is the driving force of our quality excellence journey.

Mr. Teddy Liu, General Manager of Corporate and Talent Development of New World Development, strongly believes that the Quality Improvement Experience Sharing Convention (QIESC) is a very important sharing and learning platform to foster quality excellence. Our participation in the QIESC would undoubtedly inspire our colleagues to come up with great ideas for product and service enhancement.

Teddy Liu Kwok Tai
General Manager – Corporate and Talent Development



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

貫徹執行創新點子 攜手帶動企業增長

作為香港歷史最悠久、規模最大的能源供應商，香港中華煤氣有限公司（下稱煤氣公司）近年積極推廣創新，以創新理念提升優質服務，並且透過培養優質文化，以達致企業增長的目標。

繼1998及2008年後，煤氣公司於今年第三度主辦「優質改善經驗交流會」，並以「激發創意，締造優質新天地」為主題，透過匯聚在創新方面有卓越成就的各大企業，發揮協同效應，並促進各友好機構的創新交流。

煤氣公司一直深明持續革新是達致優質及力臻完善的重要經營理念，近年在常務董事陳永堅先生的領導下，煤氣公司以「企業增長 = 創新力 x 執行力」(Growth = Innovation x Implementation) 為管理主題，鼓勵同事發揮創意，並且將創新力這項要素引進推

行已久的「優質服務計劃」，讓僱員在改善工作流程的過程中迸發新點子並加以執行。

煤氣公司業務策略總監暨持續革新辦公室主席馮文傑強調，為對應瞬息萬變的市場環境及迎合日益提升的客戶期望，創新是公司得以保持領先地位的必要條件。「任何好的創新意念都必須靠積極有效的實踐才能締造價值。因此，公司鼓勵所有同事積極發揮創意，將創新意念付諸實行，透過創新及實踐提高安全水平，為客戶提供優質服務，從而帶來實質效益和推動業務增長。」

為此，煤氣公司定期舉辦「常務董事大獎」、「創意大獎」等，並會獎勵方案獲採納的隊伍。為了讓僱員開闊視野，公司亦透過一連串的交流活動，引領他們跳出框框，激發創新思維，並鼓勵僱員汲取別人在創新方面的經驗，把這些創新意念應用於自己的部門和崗位上。

2014年，公司舉辦台北「優質服務、創意」考察團，安排僱員參觀華碩聯合科技股份有限公司、悠遊卡公司、誠品書店等八家創新機構，參加者獲益良多。今年，公司舉辦新加坡考察團，讓僱員前往3M、新加坡電訊、君悅酒店等五家機構，學習其推動創新及優質服務的經驗。在考察旅程結束後，公司更會舉辦分享會，讓參加考察團的同事將旅程的經驗與其他僱員分享。

在推動創新的氛圍下，煤氣公司的創新例子多不勝數，例如應用於非開挖式穿管修復技術的機械人Laparobot、使檢查立管更便捷的立管檢查飛行器等。煤氣公司最近於北角總部展覽館新設煤創館(Towngas Hall of Innovation)，展示十多項由僱員自行研發的改善方案及成果。馮文傑表示，煤創館的成立是公司對僱員努力的認同，冀能啟發更多同事投入創新，以達致「企業增長 = 創新力 x 執行力」的目標。

馮文傑先生
業務策略總監暨持續革新辦公室主席

Implement Innovative Ideas to Stimulate Business Growth

The Hong Kong and China Gas Company Limited (Towngas) is Hong Kong's oldest and largest energy provider. The company advocates an innovative culture to help nurture successful business growth and quality services.

Towngas is the host organiser of the 'Quality Improvement and Experience Sharing Convention 2015', the third time for this honour since 1998 and 2008. QIESC has taken the theme 'Quality Excellence by Inspiring Creativity' this year in order to build on the collective ideas of its distinguished partners who are well-known for their outstanding achievements in innovation. Harnessing their synergy QIESC aims to promote the exchange of quality improvement through the sharing of experience, knowledge and resourceful initiatives.

Towngas is very mindful that continuing improvement is the key to excellence and achievement. Managing Director of Towngas, Alfred WK Chan, has pioneered "Growth = Innovation x Implementation" as a main corporate objective and management philosophy, thereby seeking to inspire staff not only to be more creative but also to be more effective in deploying their ingenuity. This goal also seeks to complement the Company's long-established "Superior Quality Service Programme, SQS" which encourages Towngas staff to think creatively about their daily operations so as to improve productivity through practical implementation.

Daniel MK Fung, Head of Business Strategy and Chairman of Continuing Transformation Office, has stressed that to face ever-changing markets and ever-growing expectations of its customer base, innovation is essential if Towngas is to maintain its leading position. "Every great innovative idea must be executed to create value. Therefore, the Company encourages all staff to not only unleash creativity but also demonstrate practicality as to enhance safety and quality, realize tangible benefits and stimulate business growth."

To foster out-of-the-box thinking, the Company annually presents the Managing Director Award and biennially a Creativity Award as very visible means to celebrate the efforts made by teams whose projects attain these accolades. Underpinning such schemes, a series of exchange programs also inspires employees to learn from others and try to apply the wisdom they gain from such programs to their departments and daily work.

For example, in 2014, participants took part in a "Quality Service and Innovation" study mission to Taipei, visiting eight companies including ASUS Joint Technology Co., Ltd., EasyCard Corporation and Eslite Bookstore. This year, a Singapore study mission was arranged taking in five organisations amongst which are 3M, Singapore Telecommunications and the Grand Hyatt Hotel, all of whom are well-known for their innovative cultures and quality service. These visits are fruitful, not just for the knowledge that participants acquire, but also for the sharing sessions that take place afterwards with colleagues in Towngas.

Innovation is now part and parcel of the Group's DNA. Towngas has created many innovations that have led to significant process and productivity improvement, including the Laparobot, a robotic system to enhance pipe rehabilitation by providing higher flexibility, better control and shorter operational times; and the Riser Inspection Quadcopter which avoids the need for dangerous high-rise scaffolding and reduces inspection time thus enhancing both safety and productivity. These remarkable devices epitomize the Towngas Hall of Innovation where they are exhibited at Towngas Headquarters. Daniel believes the "Towngas Hall of Innovation" marks, and joyously broadcasts, the contribution and effort of Towngas staff to the Company's philosophy of "Growth = Innovation x Implementation".

Daniel M K Fung
Head of Business Strategy and Chairman of Continuing Transformation Office

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
港鐵公司 MTR Corporation	金澤培博士 Dr. Jacob KAM 車務總監 Operations Director	陳國偉先生 Mr. Weller CHAN 電力系統工務經理 Power Systems Works Manager
維他奶國際集團有限公司 Vitasoy International Holdings Limited	楊燕萍小姐 Ms. Sara YEUNG 人力資源總監 Human Resources Director	王寧先生 Mr. Brian WONG 集團資訊科技總監 Group IT Director
新昌管理服務有限公司 Synergis Management Services Limited	鄭文智先生 Mr. Frankie CHENG 經理 - 品管 Manager - Quality Assurance	鄭文智先生 Mr. Frankie CHENG 經理 - 品管 Manager - Quality Assurance
美國輝瑞科研製藥有限公司 Pfizer Corporation Hong Kong Limited	梁國強先生 Mr. Stephen LEUNG 香港區總經理 Country Manager	陸敏怡小姐 Ms. Rebecca LUK 醫學總監 Medical Director
富士施樂（香港）有限公司 Fuji Xerox (Hong Kong) Limited	陳慧德小姐 Ms. Debby CHAN 外事及營運支援部總監 Director, External Affairs and Operations Support	王潔兒小姐 Ms. Kitty WONG 企業優質經理 Manager, Corporate Quality
中華電力有限公司 CLP Power Hong Kong Limited	陳國華先生 Mr. Keith Kwok Wah CHAN 副總監 (安健環質 - 輸電及供電業務) Deputy Director (SHEQ - Power Systems)	伍介政先生 Mr. Kai Ching NG 副總監 (北區) Deputy Director (North Region)
新世界發展有限公司 New World Development Company Limited	廖國泰先生 Mr. Teddy Kwok Tai LIU 總經理 - 企業籌劃及人才發展 General Manager, Corporate and Talent Development	張樹強先生 Mr. Frankie Shu Keung CHEONG 助理總經理 - 物業管理 Assistant General Manager, Property Management
香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited	陳永堅先生 Mr. Alfred W.K. CHAN Managing Director 常務董事	張子筠小姐 Ms. Senna T.K. CHEUNG Senior Human Resources Manager 高級人力資源經理

策劃及工作委員會

Organising Committee

主席 Chairman	副主席 Vice - Chairman
香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited 馮文傑先生 Mr. Daniel FUNG	香港中華煤氣有限公司 The Hong Kong and China Gas Company Limited 張子筠小姐 Ms. Senna CHEUNG 黃志強先生 Mr. Melvin WONG 杜永明先生 Mr. James TO
成員 Members	
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
維他奶國際集團有限公司 莫文照先生 余美蓮小姐	Vitasoy International Holdings Limited Mr. Man Chiu MOK Ms. Ronnie YU
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
美國輝瑞科研製藥有限公司 張活龍先生 陳羽微小姐 馮詠妍小姐 譚小瑩小姐 吳莉萍小姐 葉佩詩小姐	Pfizer Corporation Hong Kong Limited Mr. Alex CHEUNG Ms. Anita CHAN Ms. Kelly FUNG Ms. Louisa TAM Ms. Shirley NG Ms. Geraldine IP
富士施樂（香港）有限公司 王潔兒小姐 金浩延先生	Fuji Xerox (Hong Kong) Limited Ms. Kitty WONG Mr. Michael KAM
中華電力有限公司 盧志堅先生 楊寶華小姐	CLP Power Hong Kong Limited Mr. Albert LO Ms. Creo YEUNG
新世界發展有限公司 廖國泰先生 譚文生先生 麥達民先生 劉翊霆先生	New World Development Company Limited Mr. Teddy LIU Mr. Vincent TAM Mr. Simon MAK Mr. Derek LAU
香港中華煤氣有限公司 楊福慧小姐 劉淑媛小姐 陳怡俊先生 林芷樺小姐	The Hong Kong and China Gas Company Limited Ms. Melody YEUNG Ms. Noel LAU Mr. Yi Chun CHAN Ms. Heidi LAM

推行創新的獎罰制度改善車站商舖送貨安全

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

團隊背景 Background of the Team



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

背景 Background

商舖送貨安全管理對車站日常運作尤為重要。為了確保乘客及顧客身處一個安全的營運環境，商舖租戶必須確保其所有送貨員工遵守在港鐵站內的送貨指引和商舖經營的安全要求。港鐵車站沿綫1,300間車站商舖每天送貨的次數十分頻繁，由於送貨員偶然違規，構成車站安全隱患。

Safe delivery is of paramount importance for the station operation. In order to ensure a safe operating environment for our passengers, station shop tenants are required to ensure all their delivery workers comply with the delivery guidelines and safety requirements of operating shops at MTR Stations. Daily delivery activities of the 1,300 station shops along the MTR lines are extremely frequent. Safety risks were generated due to non-compliant delivery cases occurring occasionally.

問題成因 Cause of the Problem

為滿足乘客的需求，商舖租戶需要經常補貨，確保供貨量充足。然而，由於車站設計和配套設施的限制，例如個別車站沒有載貨升降機，導致送貨人員偶爾會為求方便而作出違規行為，構成安全隱患。為改善有關情況，本提案嘗試分析導致送貨違規的主要成因，並尋求解決方法。

To cater for the customer demands, tenants have to replenish products frequently to ensure adequate supply. However, owing to the constraints of station design and ancillary facilities, such as the lack of goods lifts in some stations, non-compliant delivery cases which pose safety risks occur occasionally. This project aims at defining the major causes of non-compliant delivery and working out a solution to improve the situation.

解決方法 Solution

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

成果及效益 Achievement & Benefit

有形得益

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

無形得益

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



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



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

Tangible Benefits

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

Intangible Benefits

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




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

改善五加侖蒸餾水生產線效率及生產能力

Improve the 5 Gallon Distill Water line efficiency and production throughput

團隊背景 Background of the Team

	團隊名稱 Team Name	雙飛螺 Double Screw Nut
	成立日期 Date of Formation	2014年4月 April 2014
	業務單位 Business Unit	工程部 / 生產部 Engineering Department / Production Department
	部門促進員 Team Facilitator	朱瑞榮 Andrew Chu
	隊長 Team Leader	李志強 Vincent Lee
	團隊成員 Team Members	阮澤廉 馮景漢 鄧柱業 湯兆方 葉巧君 陳志榮 Yuen Chak Lim Fung King Hon Tang Chu Yip Tong Siu Fong Yueh Hau Kwan Chan Chi Wing

背景 Background

- 2013年五加侖蒸餾水銷量只為生產線產出之89%，生產線使用率仍有空間供業務增長。
- 銷售需求不斷增加。
- 2014年需求已到達五加侖蒸餾水生產線最高產出。
- 另生產效率時會出現不穩定情況，造成間歇影響銷售供應，導至客戶投訴。
- 故集合製造部及工程部成員組成團隊，全力改善生產效率及生產能力，令業務持續增長。
- 5 Gallon Distill Water sales demand was only 89% of the line throughput in 2013. There was room for raising the line capacity to tie in with the business growth.
- Sales demand continuously increased.
- Till 2014 the sales demand had reached to the maximum throughput level of the 5 Gallon Distill Water line.
- There may be variations in the line efficiency. Sometimes it affected the sales supply and caused customer complaints.
- A team with members from Production and Engineering department was formed. The target was to improve the line efficiency and throughput so as to sustain the business growth.

問題成因 Cause of the Problem

團隊從流程開始研究，並搜集導致生產機故障的數據作分析，並繪畫柏拉圖及魚骨圖，找出問題成因如下：

- A) 生產線效率不穩定原因：
上樽機故障 - 波子絲桿每條只安裝了1個波子絲母，但每條波子絲桿有4條螺紋，重壓不能平均分佈在4條螺紋上，導致螺紋磨損。

- B) 生產能力制約原因：
充填速度 - 制約在於充填速度已經達致能力上限，每次充填時間為11秒，導致每小時產量只能在780支。

The team started from processing map analysis and collected the data of machine downtime with Pareto and Fishbone diagrams. The causes of the problem were identified as follows:

- A) The cause of variation in line efficiency: Carboy Loader downtime – One nut was only installed in each screw, but there were 4 threads on the screw. The load weight could not be evenly distributed on the threads and lead to wear and tears on the threads.
- B) The constraints of Line throughput: Carboy Filling time – The filling time had reached its optimum speed, the filling time is 11 seconds for each cycle and therefore, the hourly output is limited at 780 bottles.

解決方法 Solution

利用力場分析及TRIZ創新思維，團隊得出以下改善方案：

- A) 生產線效率改善：
每條波子絲桿安裝2個波子絲母，盡用波子絲桿4條螺紋，重壓平均分佈在4條螺紋上，大大減低螺紋磨損。

- B) 生產能力制約解除：
增加供水泵壓力以增加供水量及加裝六支濾芯以增加流量，從而提高供水及填充速度。

Using the Force-Field analysis and TRIZ innovated thinking, the team identified the solutions as follows:

- A) Line efficiency improvement
Modify the mechanism by having two nuts on each screw so that all 4 threads are now used to support the load weight. The stress is evenly spread. Wear and tear on threads could be dramatically reduced.

- B) Line throughput constraint removal:
Increase pump pressure to max 2.0 bar in order to improve water supply pressure and installed 6 additional filter elements to improve water flow and filling speed.

成果及效益 Achievement & Benefit

有形得益

- 銷售增加：
 - 每小時產出增加 100瓶，增幅12.65%。
 - 每年生產量共增多250,000瓶供銷售增長，全年銷售收入增多港幣1千6百萬元。
- 降低生產成本：
 - 全年總生產成本節省港幣75萬元
- 節省零件耗損：
 - 延長螺絲和螺母的使用壽命，全年節省零件費用港幣八萬元。
- 項目支出：
 - 螺母及過濾濾芯全年合共港幣四萬元。

全年總得益超過1千6百萬元。

無形得益

- 產能得以提升，減低生產、工程及銷售員工之工作壓力。
- 上樽機故障大大降低，避免了員工以體力將水樽搬運上架，造成工傷意外之風險。
- 增強跨部門合作性及士氣。

Tangible Benefits

- Sales revenue increase:
 - Hourly output increase 100 bottles, percentage increase 12.65%
 - Annual total output increases by 250,000 bottles for increased sales demand, annual sales revenue increases by HK\$16 M
- Production cost reduction:
 - Annual total production cost saving HK\$750,000
- Spare parts saving:
 - Prolong the shelf life of screws and nuts, spare parts saving HK\$80,000 per year
- Items expenses:
 - Nuts and filter elements, total expenses HK\$40,000 per year.

Annual total tangible benefit is over HK\$16million per year.

Intangible Benefits

- The line throughput was increased and that has greatly reduced the work pressure of all staff in production, engineering and sales departments.
- As Carboy loader breakdown was significantly reduced, the risk of work accident caused from manually lifting the Carboy bottles to the rack was eliminated.
- Cross-departmental cooperation and the staff morale has been enhanced.



五加倫疊板機
Carboy Loader - new mechanical design improves the service life time and reduce downtime



五加倫灌注機
Integrated Carboy washer / rinser / filler - improves the filling time to achieve a faster filling process

騎術學校減聲手推車

Shock Absorbent Trolley for Public Riding Schools

團隊背景 Background of the Team

	團隊名稱 Team Name	馬會圈 HKJC PRS Circle
	成立日期 Date of Formation	2014年6月 June 2014
	業務單位 Business Unit	設施管理-香港賽馬會公眾騎術學校 Facility Management - HKJC Public Riding Schools
	部門促進員 Team Facilitator	嚴翠玲 Dora Yim
	隊長 Team Leader	李曉峯 Derek Li
	團隊 Team Members	方家孝 張國威 李伊平 李廣生 陳達文 袁振明 Felix Fong Cheung Kwok Wai Linda Lee Li Kwong Sang Chan Tat Man Yuen Chun Ming Joel

背景 Background

騎術學校外圍地面鋪設百歲磚，前線同事使用手推車經過地面時會發出聲響，除了容易令附近馬匹受驚，甚至會使騎師墜馬受傷。

Noise disturbances are usually emanated from trolleys used on uneven pavement at riding schools. A sudden noise from trolley may scare the horses and even poses falling risk to horse-riders.

問題成因 Cause of the Problem

- 前線同事日常需要使用手推車，搬運物料到騎術學校內的不同位置，有時無可避免會經過凹凸不平的地面，產生噪音。
- 噪音會引起馬匹恐慌，並對正在策騎的騎師構成墜馬風險，所以搬運工作只能安排於學校午膳時間或休息日進行。
- 過往亦曾發生不少懷疑因附近產生噪音，導致騎師墜馬事故的個案。
- In daily operation, our staff members need to transport material to different locations by trolley at riding schools. Noise disturbance is unavoidable when the trolley is passing through the uneven floor surface.
- Noise can create panic to horses, which poses risk of falling off to horse-riders on the pavement. Therefore, our staff members could only carry the material delivery at lunch time or school rest day.
- Suspected noise-induced incidents of falling from horses had occurred in the past.

解決方法 Solution

- 改良手推車車輪，減低行車時產生的噪音。
- 以馬房廢棄膠板覆蓋手推車車輪，配以膠水穩固，製作低成本的「騎術學校減聲手推車」。
- Modify the trolley wheels to minimise the noise disturbance during transportation.
- Unused rubber sheets from the stables were glued to the wheels to produce an economical 'Shock Absorbent Trolley'.

成果及效益 Achievement & Benefit

有形得益

- 經用分貝測試器量度後，使用減聲手推車確實有效減低噪音。
- 客戶及前線同事都認同「減聲手推車」能有效減低聲量，於任何時候均可以於學校內使用。
- 有效控制成本，符合經濟效益。

無形得益

- 透過是次提案，認知客戶服務的重要性。
- 各團員積極參與，充份發揮團結精神，增加對公司歸屬感及工作滿足感。
- 勇於面對新事物，突破傳統方式，建立自信。
- 改善工作得到客戶認同，促進彼此間的溝通及信任。

Tangible Benefits

- Noise is effectively reduced as measured by sound level meter.
- Both the client and our staff members have positive feedback – the new trolley can be used at riding schools at all times.
- Achieve Cost effectiveness.

Intangible Benefits

- Recognise the importance of customer services through participation in Quality Circle Proposal.
- All members have gained a greater sense of belonging and achieved job satisfaction.
- All members have learnt to develop an innovative mindset and build up their self-confidence.
- Foster better communications and build mutual trust with the client.



使用手推車時所產生的噪音會引起馬匹恐慌
Noise disturbances emanated from trolleys can create panic to horses



以馬房廢棄物料包裹車輪達至避震效果
Surround trolley wheels with rubber waste from horse stable to absorb vibration

4D銷售領導管理法 4D Sales Leadership Management

團隊背景 Background of the Team

	團隊名稱 Team Name	輝瑞銷售管理團隊 Pfizer Sales Management Team
	成立日期 Date of Formation	2011年9月 September 2011
	業務單位 Business Unit	輝瑞銷售部門 Pfizer Sales Department
	部門促進員 Team Facilitator	輝瑞銷售經理 Pfizer Sales Manager
	隊長 Team Leader	張世聰 Kelvin Cheung
	團隊 Team Members	張文輝 劉安錫 鄭國豐 鄭子傑 何婉茜 袁立言 陳敏剛 嚴灝鈺 Anthony Cheung Anthony Lau Benson Cheng Christopher Cheng Esther Ho Martin Yuen Nicholas Chan Vincent Yim

背景 Background

不同行業都經常面臨人才爭奪的問題，而當中國研製藥行業的競爭尤為激烈，輝瑞香港亦面對著相同挑戰。如何挽留人才，特別是銷售人員，成為公司甚為重要的課題。

Talent acquisition and retention is a common problem faced by many industries in Hong Kong. The competition amongst the pharmaceutical industry for skilled individuals is no exception and Pfizer Hong Kong also faces the same challenge. Therefore, retention of colleagues, especially sales professionals is of primary concern.

問題成因 Cause of the Problem

銷售往往被理解為一項只講求結果導向的工作，而輝瑞香港的銷售團隊以往亦傾向集中於追求銷售目標。然而，公司領導層卻發現過度注重於業績或會對員工之個人推動力、工作滿足感、公司歸屬感等構成負面影響。

Traditionally, sales professionals were results driven and aggressively pursued sales targets as their primary goal. This model was also adopted by Pfizer Hong Kong, however the executive leadership found that it adversely impacted their teams' motivation, job satisfaction and sense of belonging to the company.

解決方法 Solution

- 本小組自行研發出「4D銷售領導管理法」。此管理法循四大方向著手，從多角度提升員工參與度。
- Our unit has developed the "4D Sales Leadership Management" to enhance colleagues' engagement with the company.

成果及效益 Achievement & Benefit

- 自引入「4D銷售領導管理法」策略，輝瑞銷售團隊一直維持士氣高昂及團隊穩定。從這數年銷售人員流失率大幅減少可反映出來，更遠低於同業50%。
- 根據員工的參與度調查，輝瑞香港於2015年獲得97%的滿意度。
- 雖然面對市場的競爭激烈及種種挑戰，輝瑞香港銷售團隊之業績表現仍然能夠連續數年超出公司預期的目標。
- 此外，在處方藥物方面更持續穩據香港市場的領導地位。
- 在輝瑞所有附屬公司當中，輝瑞香港這數年一直成為擁有全球最高的本地市場佔有率的位置之一。
- Since introduction of the "4D Sales Leadership Management" strategy, a stable and highly motivated sales team has developed as reflected by the incredibly low turnover rate. It was significantly less by 50% compared to the current pharmaceutical industry rate.
- Colleague Engagement Score achieved an exceptionally high rate of 97% in 2015.
- The sales performance always exceeds ambitious targets in consecutive years despite an increasingly competitive and demanding landscape.
- Pfizer Hong Kong achieved, and most importantly, retained market leadership in the highly contested ethical pharmaceutical category.
- Pfizer Hong Kong has maintained one of the highest local market share in all Pfizer subsidiaries worldwide.



4D銷售領導管理法
4D Sales Leadership Management



輝瑞開心銷售團隊
Pfizer Happy Sales Team

Pfizer Engagement Survey 2015

Outcome Indices	Hong Kong
Climate/Engagement	97%
Retention	97%
Inclusion	97%
Culture	97%

■ Favorable ■ Neutral ■ Unfavorable

2015員工參與度調查
2015 Pfizer Engagement Survey

提高專業服務 持續資訊及通訊科技變革
Enabling ICT Transformation by Gearing Up Professional Services Support

團隊背景 Background of the Team



團隊名稱 Team Name	Service & Project Management System (SPMS)
成立日期 Date of Formation	2014年7月 July 2014
業務單位 Business Unit	Solutions & Production Services
部門促進員 Team Facilitator	關景偉 David Kwan
隊長 Team Leader	周啟光 Bernard Chow
團隊 Team Members	李海晞 張文輝 劉國堅 陸永耀 關志健 梁國榮 張偉軒 Fred Lee German Cheung Ivan Lau Jeff Luk Michael Kwan Roy Leung Tony Cheung

背景 Background

社會日益重視環保、求進步、求優化及減少消耗。「低耗高效、持續革新」是富士施樂(香港)達致高質的方法。富士施樂(香港)在業務轉型為文件管理顧問服務供應商的過程中，不僅要求前線工作人員必須具有專業能力，能夠為客戶的業務帶來增值。同時也需要支援公司持續資訊及通訊科技的變革。In today's digital age, technology does contribute to the growth of the service quality and continuous improvement but also enables businesses to grow rapidly in the changing business environment. While Fuji Xerox (Hong Kong) is transforming from equipment-selling oriented business to solution services, not only the front line staff need to be professional and competent in bringing values to customers, but also the change of company processes to gear up the transformation.

問題成因 Cause of the Problem

- 處理記錄的過程以人手操作EXCEL為主，根據不同的支援性質，團隊人手必須被分在不同部門工作，因此管理層需要很長時間來撰譯全公司的問題、資源使用率和計劃。
- 即使是相同資料，系統分析員(SA)仍需要重複輸入同一資料，記錄解決問題的進度。
- 在專業服務的範圍，項目管理是種新思維，因此需要加強對資源分配上的系統數據支援。
- Record processing is quite manual-based by EXCEL in professional services area. Per different supporting nature, team resources has to be spread across different departments management takes long hours to compile company-wide problem, resource utilization & projection.
- Due to different encoding schemes and reporting layouts among teams, team suffered the work effort duplication by System Analysis (SA) to log activity & reporting problem status.
- Within the scope of professional services, project management is a new type of support modelling for which is lack of systematic activity data for resource allocation and budgeting for business deals.

解決方法 Solution

- 富士施樂(香港)的專業服務團隊開發了一個新的平台 - SPMS。系統配置統一的編述和報告方式，單一化處理數據存儲，讓所有系統分析員(SA)記錄所有服務要求(SR)及任務。
- SPMS主要 ...
 - 1) 提供界面以記錄日常活動
 - 2) 提供界面以記錄客戶遇到的問題及其解決進度
 - 3) 能自動產生規範化的管理用報告，方便管理層了解SA的資源使用率和跟進問題進度。
- SPMS採用了2層編碼方案設計，兼容企業結構上的變化：
 - 1) 服務要求(SR) "可以是日常活動或問題的支援
 - 2) 任務"Task"可以是任務的細節或問題的詳情
 - 3) 簡化了"SR"及"Task"之間的關係，不再需要輸入兩次。
- The professional service team of Fuji Xerox (Hong Kong) developed a new platform - SPMS (Service & Project Management System) which centralized the data repository. With the single interface, the platform is used by all SA to log Service Request (SR) & tasks which unified the encoding scheme and data field format.
- SPMS works to ...
 - 1) provide a user interface for System Analysts (SA) to record daily activities
 - 2) provide a user interface for SA to record customer encountered problem & resolution progress
 - 3) provide management with reporting standardize and analysis tool on SA resource utilization & problem management status
- Report generation is automated
- SPMS is able to define organization grouping to facilitate structure change when needed. It adopted a 2-tier encoding scheme design:
 - 1) "Service Request (SR)" can be an activity or a problem
 - 2) "Task" is the detail / repeat actions of a SR
 - 3) Relationship between SR & Task simplified the steps to log activity and problem status eliminated the need to key in data twice.

成果及效益 Achievement & Benefit

- 提高了系統分析員(SA)日常工作的效率，並減少填寫報表所需的時間。
- 能更容易掌握問題的數量和詳情。
- 成功地幫助員工減少用於非客戶支援的時間達30%。SA可以投放更多時間和客戶建立關係，能更快速回應客戶的要求。
- 減省重複輸入數據的工序，並提高了員工的工作滿意度。管理層也節省了編制報告的時間達70%。
- 集中資料存放，簡化數據備份，有助於將來ISO 27001資訊安全管理系統認證和確保持份者的信心。
- After the full system rolled out in the end of 2014, it improved the effort required to capture SA activity and generate reports.
- Having a clearer picture of the no. of problems and details.
- Reduced effort on log activity and report generation successfully help to save up 30% of working hours. The tangible benefit brought by SPMS is fabulous. SA can spend more time to build up relationships with customers and provide fast response to customer's request.
- No duplicate data entry, improved employee's satisfaction. Management can generate instant and accurate reports to get a holistic view on SA resource utilization, plan for the future. Save 70% of time to prepare monthly problem report.
- Information Security has been improved due to the centralizing repository for keeping SA job and support event job. Data backup could be deployed easily which helps to secure the coming ISO 27001 Information Security Management System certification to assure confidence from stakeholders.



拆它易 Detachable 11kV Live Jumper

團隊背景 Background of the Team

	團隊名稱 Team Name	11kV架空線帶電工作團隊 11kV Live Line Work Team
	成立日期 Date of Formation	2013年1月 January 2013
	業務單位 Business Unit	輸電及供電業務部 Power Systems Business Group
	部門促進員 Team Facilitator	蔡偉添 Felix Choy
	隊長 Team Leader	楊天賜 TC Yeung
	團隊成員 Team Members	廖永健 呂偉傑 郭天恆 韋達志 陳立德 溫展威 莫偉成 陳鎮倫 莊鍵臻 黃欽龍 WK Liu Alex Lui TH Kwok TC Wai LT Chan CW Wan WS Mok CL Chan KJ Chong YL Wong

背景 Background

中電的宗旨是為客戶提供更穩定和優質的電力供應。現時在中電的11kV架空電纜為非高壓帶電作業設計。因此進行架空電纜保養維修工作時，需要把11kV架空電纜停電才可進行工作。這樣會引致在架空電纜內所有供電客戶都受停電影響。這個品管項目是研究應用高壓帶電技術協助公司減少客戶每年的「客戶計劃停電時間」。

The Company's objective is to deliver secure and reliable electricity to customers. The existing 11kV overhead line (OHL) network of CLP Power (CLPP) is not specifically designed for High Voltage Live Line Work (HVLW). Thus, scheduled outages for maintenance or repair work are required. Unavoidably, it will lead to power shutdown to customers in planned outages. This QCC project adopts the HVLW practices to support the Company in reducing the Planned Customer Minutes Lost (CML).

問題成因 Cause of the Problem

- 在中電的11kV架空電纜上會安裝一些掛梯式隔離設備，用處是可以把整條線路劃分成不同段落，當在架空電纜進行保養維修工作時，只需要把受影響的架空電纜段落上兩端的掛梯式隔離設備打開便可以進行停電工作。
- 當保養維修工作在個別棟上進行，整段架空電纜仍然需要停電才可以進行工作。問題是所引起的停電範圍遠大於工作點，並且在整段架空電纜內所有供電客戶都受停電影響。
- 因此高壓帶電團隊成立品管項目重新設計現有11kV拉力棟上的11kV架空跳線，並配合高壓帶電絕緣棍技術拆除11kV架空跳線在計劃停電時用作隔離設備（圖一）。從而解決上述問題，在計劃停電時把停電範圍限制在工作地點，而並非以往做法需要把整段11kV架空電纜停電。
- The 11kV OHL circuit of CLPP was divided into different OHL sections and each OHL section would be separated by pole mounted isolation devices. Power outage was necessary for either maintenance or fault repairs in 11kV OHL circuit of CLPP. During outage, the conventional method was to open pole mounted isolation devices at both ends of OHL section as isolation points to de-energize the work area.
- All customers in the said OHL section lost electricity even the OHL work might only happen in a single pole location. Therefore, many customers even not locating at the work area would be affected by supply interruption during outage.
- For this QCC project, it redesigned 11kV jumper at 11kV section pole. The new designed jumper could be detached by HVLW stick technique to serve as an isolation point for outage (see Figure 1). Thus, it could limit the extent of power shutdown at the work area only rather than the traditional way to de-energize the whole OHL section.

解決方法 Solution

- 邀請有經驗的高壓帶電技術員及工程師共同討論開發此品管項目。
- 透過思維衝擊法找出問題的成因。再利用因果圖、柏拉圖（圖二）和評估矩陣分析確定和驗證問題的主因。
- 經過問題分析，組員提出若干設計準則，包括：一，能夠用高壓帶電絕緣棍技術很容易、快速及安全地拆除在11kV拉力棟上的11kV架空跳線。二，設計要求簡單和輕巧，配件要簡約和可循環再用。
- 針對問題的成因，配合設計準則等因素，組員找出三個解決方案。根據三個方案的成效比較結果，最終得出方案三「拆它易」（圖一）是完全滿足原先所定立的設計目的，在計劃停電工作時能提供臨時隔離設備。
- Experienced HVLW linemen and engineers were invited to develop this QCC project together.
- All causes were figured out with Brainstorming while the root causes were screened out and validated by Cause and Effect Diagram, Pareto Chart (Figure 2) and Evaluation Matrix.
- Based on the aforesaid information, the design criteria were agreed as follows: (1) the new designed OHL jumper at 11kV section pole could be detached by HVLW stick technique in an easier, faster and safer manner; and (2) simple & lightweight, reusable design and minimum accessories.
- In analyzing the root causes and in consideration with design criteria, the team came up with three improvement options. A thorough evaluation was then conducted and option 3 of "Detachable 11kV Live Jumper" (Figure 1) could fulfil the objectives and achieve the targets of provision of temporary isolation points for planned outage.

成果及效益 Achievement & Benefit

有形得益

- 這個品管項目協助公司減少客戶每年的「客戶計劃停電時間」0.522分鐘。
- 估計每年帶來四十萬港元成本節約。項目的收益和成本比率為1.48。

無形得益

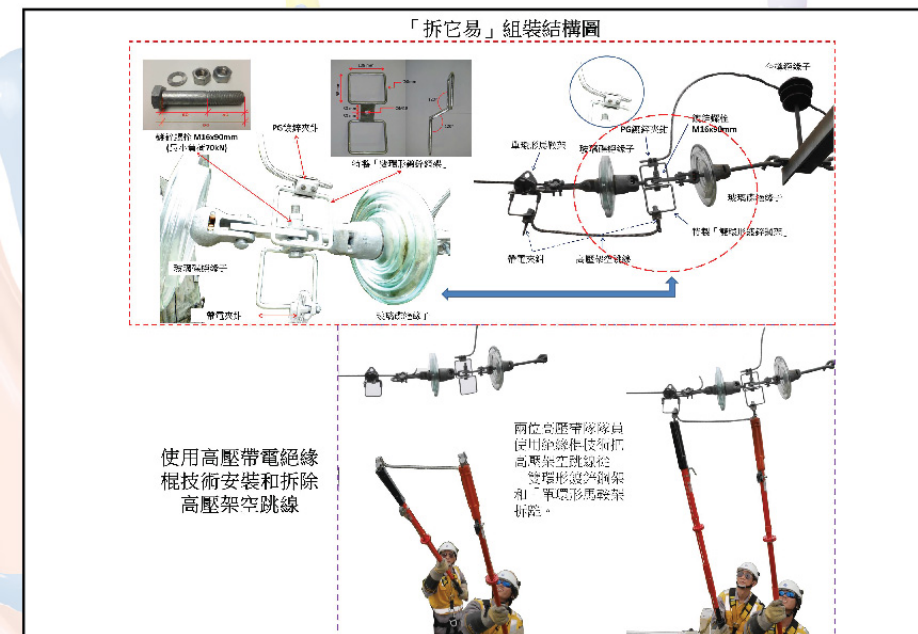
- 電能專業：中電是香港首間電力公司自主研發和應用高壓活動跳線在11kV拉打棟。在進行計劃停電時，這項設計能大幅減少停電範圍和減少受影響的客戶數目，從而減少中電客戶每年的「客戶計劃停電時間」。
- 客戶至上：使用高壓帶電技術，可以避免客戶受到不必要的停電影響，從而提升供電的可靠性。
- 社會承諾：這個項目減少客戶受停電影響，對公司和客戶帶來雙贏的結果。並提升公司良好的企業形象。
- 環境保護：所有配件可以循環使用，既環保又實用。

Tangible Benefits

- This QCC project supported CLPP to reduce yearly Planned CML by 0.522 minutes.
- The cost saving was more than HK\$0.4M per annum and the project Worth / Cost ratio was 1.48.

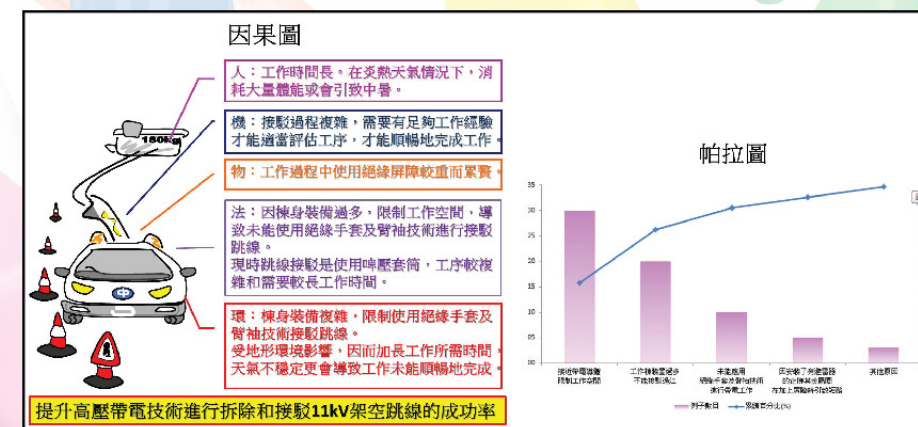
Intangible Benefits

- Power Expertise: CLPP was the first power utility in Hong Kong to develop and adopt this 11kV detachable jumper at 11kV section pole. Such design could significantly reduce the extent of power shutdown and the number of customer affected per outage which in turn contribute to the reduction of Planned CML in CLPP.
- Customer Excellent: HVLW technique was adopted which could avoid electricity supply interruption to customers. Thus, supply reliability was improved.
- Community Commitment: Customer loss of supply was reduced. This was a win-win project for CLPP and customers, which directly boosted the positive image of the Company.
- Environmental Protection: All components of this detachable jumper were reusable. This reduced waste of materials.



圖一：
品管項目「拆它易」組裝結構及操作圖

Figure 1:
Detailed Component and Operational Diagram
for the Detachable 11kV Live Jumper



圖二：
成因問題分析工具

Figure 2:
Root Cause and Problem Identification by
Proper Analytical Tools

愛的呼喚
Calling with LOVE

團隊背景 Background of the Team

	團隊名稱 Team Name	又一圈 One More Circle
	成立日期 Date of Formation	2014年11月 November 2014
	業務單位 Business Unit	協興建築集團 Hip Hing Group
	部門促進員 Team Facilitator	李國威 Herman Lee
	隊長 Team Leader	梁翠萍 Yanney Leung
團隊 Team Members		陳冠輝 陳柱焜 黃潤安 蕭世焜 劉錦珊 葉文春 柯倩衡 許建忠 梁穎雯 陳國偉 Andrew Chan Chris Chan Tom Wong Tony Siu Kathleen Lau Derrick Yip Eunis Or KC Hui Mandy Leung Mike Chan

背景 Background

現時很多建築項目均採用建築工地升降機（工人籠）來運載建築工人穿梭上落建築中樓層，減少步行樓梯，以提高工作效率。過去數十年，工人如欲搭乘工人籠，要到最近樓層的開門外按下電鈴按鈕，召喚並等候服務。而電鈴設置於最底層的開門外，工人籠操作員聽到鈴聲便會駕駛工人籠，由最上層逐層搜尋至下層，接載等候者，最後又返回並停泊於底層。

Builders' lifts (temporary passenger lifts) are usually adopted in building construction site for vertical transportation of workers to increase efficiency. Call buttons of the temporary passenger lift are set near the temporary lift doors in selected levels of the building under construction. The temporary passenger lift car usually parks on the ground level when standy. When worker presses the call button on high level, the signal bell installed on ground level will ring. The lift operator will drive the lift car to the highest level and move to lower levels to search and pick up the waiting passenger.

問題成因 Cause of the Problem

- 工地噪音大，工人籠操作員未必聽到鈴聲。
- 工人籠操作員聽到鈴聲便會駕駛工人籠從上而下逐層站搜尋/接載等候者，工人耗用長時間等候工人籠，情況於繁忙時間（上/下班及午膳）特別嚴重。
- 工地時有發生工人因輪候時間太長大發雷霆繼而怒罵操作員，致同僚之間產生磨擦。公司投放資源的本意為提升工作效率及工作環境質素，卻帶出一些負面效果。
- Temporary passenger lift operator sometimes cannot recognize the bell's ring due to the background noise.
- Temporary passenger lift operator needs to search the waiting passengers floor by floor. Thus, a long waiting period is required especially during the peak hours (ie. lunch hours, on-duty time and off-duty time).
- Conflict between waiting passengers and the temporary lift operator often occurs.

解決方法 Solution

利用了「思維衝擊法」和「魚骨分析圖」，以「人（人員）、機（設備）、物（物資）、法（方法）、環（環境）」五大範疇分析問題的根本；再使用「TRIZ」的「矛盾矩陣表」，透過對應「系統特徵參數」找出兩條「創意發明原理」：

- 拋棄與再生原理
- 預先行動原理

憑著這兩條「創意發明原理」得出以下解決方案：

- 摒棄數十年行業慣用的傳統方法（以電鈴傳送訊號）
- 設計全新工人籠召喚系統協助操作員預先得知召喚樓層及上/落需要，盡快駕駛工人籠前往接載及減省多餘行程

標準化/全面推行：

- 善用內部資源，公司內部人員自行設計安裝召喚器及接駁電線，省卻外判人手安裝成本
- 統一安裝方法，適用於全公司各工地工人籠，設定為工人籠標準配套
- 召喚器操作容易，操作員只需接受簡單培訓

Use the QC tools 'Brainstorming' and 'Fishbone Diagram' to identify the root causes of the problems in areas of 'People', 'Machine', 'Materials', 'Method' and 'Environment'. When the root causes are identified, 2 inventive principles are obtained based on contradiction table of the tool "TRIZ":

- Rejecting and Regenerating
- Prior Action

Solutions are obtained based on these 2 inventive principles:

- Disposal of the traditional bell signal system for lift calling
- Re-design of a new lift calling system to enable lift operator to have a prior notice on the locations and requests of passengers to shorten the travelling or searching time

Standardization and Implementation:

- Use internal resources and arrange in-house qualified technicians to develop and install the new lift car calling system to save costs of subletting
- Standardize installation method for company-wide adoption
- New calling system is user friendly, only simple training for the lift operator is required

成果及效益 Achievement & Benefit

有形得益

- 工時 - 每人每日節省30%輪候時間；即15分鐘
- 工資 - 相等於每人每日港幣\$27.8工資
- 電能 - 每部工人籠可節省7%電能
- 零件 - 於能縮短上落距離/次數，有效減低機件損耗
- 工人籠召喚系統於各工地使用，每年可節省開支\$14,086,000

無形得益

- 減少二氧化碳排放
- 放棄使用電鈴對改善環境亦有幫助，減低噪音污染
- 節省輪候時間，有助工人準時出外用膳，爭取時間休息
- 節省輪候時間能舒緩等候者心情，同僚關係亦能隨著工作環境而得以改善
- 提升員工士氣，促進生產力，有助減低延誤工期機會
- 提升公司信譽，加強議價能力及競爭力

Tangible Benefits

- Working hours – save 30% of waiting time of each worker per day (ie. 15 min)
- Salary – save \$27.8/day for each worker
- Electricity – save 7 % of electricity consumption per lift
- Maintenance – reduce lift maintenance due to shorten distance travelled
- Total cost saving of \$14,086,000 per year

Intangible Benefits

- Carbon emission to the environment is reduced
- Reduce noise pollution due to the abolishing of the bell signal system
- Save lift waiting time and enable workers to have more time for lunch and rest
- Improve worker's interrelationship due to less conflict
- Boost the team spirit and productivity; and reduce the risk of delay in completion of the works
- Enhance the image and competitiveness of the company



立管偵察機

Smart Quadcopter

團隊背景 Background of the Team

	團隊名稱 Team Name	立管偵察機 Smart Quadcopter
	成立日期 Date of Formation	2014年1月 January 2014
	業務單位 Business Unit	客戶維修服務部 Customer Maintenance Services Department
	部門促進員 Team Facilitator	楊培正 Kenny Yeung
	隊長 Team Leader	鄧志浩 David Tang
	團隊 Team Members	陳志成 郭子卓 黃永忠 鄭建松 陳紹基 陳鎮陞 梁俊喬 Chan Chi Shing Kwok Tsz Cheuk Wong Wing Chung Cheng Kin Chung Chan Siu Kei Chan Chun Sing Leung Chun Kiu

背景 Background

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。煤氣公司自2010年開始使用立管機械人檢查外牆喉管，但截至2013年，全年只有55幢目標大廈利用了機械人檢查立管，而其它大廈仍需要配合其大維修和利用棚架進行檢查。

Gas service risers are gas pipes installed outside the façade of a building supplying gas to our customers. Since 2010, Riser Inspection Robot has been used to inspect risers. However, in 2013, the Robot was applied to only 55 targeted buildings. For other buildings under renovation, bamboo scaffolding is still used for service riser inspection.

問題成因 Cause of the Problem

- 組裝立管檢查機械人及作業時間較長；
- 操作前需註冊專業工程師檢測立管檢查機械人之吊架；
- 大廈一般相隔20至30年才搭建棚架進行大維修，未能配合每18個月一次之煤氣定期安全檢查。

- Long set up and operating time for the Riser Inspection Robot;
- A Registered Professional Engineer for inspection on the hanger for the Riser Inspection Robot is required before works;
- Building renovation normally takes places once every 20 to 30 years; it does not suit our 18-month Regular Safety Inspection cycle.

解決方法 Solution

- 在大廈使用遙控錄像直升機並加裝氣體探測儀替代以竹搭棚架或立管機械人進行銹蝕立管及分支喉管檢查。
- 在大廈天台安裝一個方便和靈活的支架，並利用一組鋼索引導遙控直升機沿立管垂直上落。

1.) Using a quadcopter equipped with a video camera and a gas detector instead of using scaffolding or the Riser Inspection Robot for inspection of corroded service main and lateral pipes of buildings.

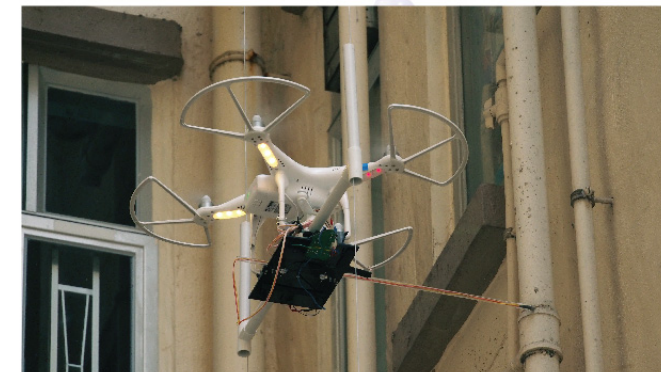
2.) Installing a flexible supporting frame at the rooftop and using a pair of wires to guide the quadcopter moving upward and downward.

成果及效益 Achievement & Benefit

- 每年額外更換銹蝕喉管得益HK\$660,660
- 減少非煤氣客戶漏氣風險
- 減少於棚架高空工作的風險
- 降低耗電量及碳排放
- 提升公司安全及專業形象
- Annual additional profit for corroded service pipe replacement is HK\$660,660
- Reduce the risk of gas leakage at non-towngas users.
- Lessen the risk of working at height on scaffolding
- Reduce the power consumption and carbon emission
- Promote Company safety and professional image



活動支架
Different types of Hanger



立管偵察機
Smart Quadcopter

鳴謝

Acknowledgement

承蒙下列單位/人士的鼎力協助和支持，2015年優質改善經驗交流會得以圓滿舉行，謹此衷誠致謝。
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 2015 a tremendous success.

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Presentation Teams

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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.

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2015年優質經驗交流及借鑑活動花絮

Quality Experience Sharing and Benchmarking Activities in 2015



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



20/08/2015
"Algorithm for Work Improvement" Seminar
「創新工作改善法則」講座



18/09/2015
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