



Quality Improvement & Experience Sharing Convention 2011

Accountability

優質改善經驗交流會

2011

Creating

EMPLOYEE ENGAGEMENT

Customer Orientation

Value

Profitability

Performance

PRODUCTIVITY

Innovation

Thorough Quality

憑優質·創價值

SUSTAINABILITY

Respect for People

主辦機構 Organizer:



香港賽馬會
The Hong Kong Jockey Club

協辦機構 Co-Organizer:





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

2011

優質改善經驗交流會的背景及歷史

Background and History of The Quality Improvement and Experience Sharing Convention

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

目標 — 締造互惠互利的雙贏效果，令各參與者均獲裨益。
方式 — 分享成功品質改進小組或品質圈個案的經驗。

1997年，六間機構首次攜手舉辦第一屆優質改善經驗交流會，以體現上述目標。是項交流會其後得到其他機構的支持及響應，繼九廣鐵路公司主辦首屆交流會，十家機構分別於1998年至2010年期間主辦是項交流會。

優質改善經驗交流會主辦機構 (1997 - 2011)

- 1997 九廣鐵路公司
- 1998 香港中華煤氣有限公司
- 1999 屯門醫院
- 2000 新昌管理服務有限公司
- 2001 香港郵政
- 2002 富士施樂(香港)有限公司
- 2003 香港賽馬會
- 2004 地鐵有限公司
- 2005 機電工程署
- 2006 維他奶國際集團有限公司
- 2007 電訊盈科有限公司
- 2008 香港中華煤氣有限公司
- 2009 新昌管理服務有限公司
- 2010 富士施樂(香港)有限公司

香港賽馬會主辦2011第十五屆優質改善經驗交流會，港鐵公司將於2012年主辦是項活動。

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

Vision — Enable win-win situation where all parties can benefit.
Method — Experience sharing sessions of successful case studies on QITs/QCCs.

The vision was first realized in 1997, when the first QIES Convention was organized. The Conventions have received strong support from other organizations thereafter and, following the first convention, which was hosted by Kowloon Canton Railway Corporation, ten other organizations have acted as convention host between 1998 and 2010.

HOST ORGANIZERS OF THE QIES CONVENTION (1997 - 2011)

- 1997 Kowloon Canton Railway Corporation
- 1998 The Hong Kong and China Gas Company Limited
- 1999 Tuen Mun Hospital
- 2000 Synergis Management Services Limited
- 2001 Hongkong Post
- 2002 Fuji Xerox (Hong Kong) Limited
- 2003 The Hong Kong Jockey Club
- 2004 MTR Corporation Limited
- 2005 Electrical and Mechanical Services Department
- 2006 Vitasoy International Holdings Limited
- 2007 PCCW Limited
- 2008 The Hong Kong and China Gas Company Limited
- 2009 Synergis Management Services Limited
- 2010 Fuji Xerox (Hong Kong) Limited

The Hong Kong Jockey Club is honoured to host the 2011 Convention, the fifteen in the series, while MTR Corporation will host the event in 2012.

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- 16 香港房屋協會
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PCCW Limited
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Programme Run-down



大會司儀 MASTER OF CEREMONY

金詠詩小姐 Ms. Gloria Kam 香港賽馬會 The Hong Kong Jockey Club
黃禮明先生 Mr. Alex Wong 港鐵公司 MTR Corporation

1:15 PM
接待嘉賓
RECEPTION

1:45 PM
入場及開幕儀式
ADMISSION AND OPENING CEREMONY

2:15 PM
致開幕辭
OPENING SPEECH
香港賽馬會人力資源及可持續發展總監簡金港生女士
by Mrs. Mimi Cunningham
Director of Human Resources and Sustainability, The Hong Kong Jockey Club

2:30 PM
致送紀念品
SOUVENIR PRESENTATION
香港賽馬會致送紀念品予協辦機構
Souvenir Presentation to Co-organizers by The Hong Kong Jockey Club

發布提案 PRESENTATION

2:40 PM
新昌管理服務有限公司
by Synergis Management Services Limited

2:53 PM
維他奶國際集團有限公司
by Vitasoy International Holdings Limited

3:06 PM
富士施樂(香港)有限公司
by Fuji Xerox (Hong Kong) Limited

3:19 PM
港鐵公司
by MTR Corporation

3:32 PM
中場休息
BREAK

3:50 PM
香港房屋協會
by Hong Kong Housing Society

4:03 PM
電訊盈科有限公司
by PCCW Limited

4:16 PM
香港寬頻網絡有限公司
by Hong Kong Broadband Network Limited

4:29 PM
香港中華煤氣有限公司
by The Hong Kong And China Gas Company Limited

4:42 PM
香港賽馬會
by The Hong Kong Jockey Club

4:55 PM
投票時間
VOTE CASTING

5:00 PM
頒發獎項
PRIZE PRESENTATION
香港賽馬會頒發獎項及致送紀念品
Prize and Souvenir Presentation by The Hong Kong Jockey Club

5:15 PM
致開幕辭
CLOSING SPEECH
香港賽馬會
by The Hong Kong Jockey Club

5:20 PM
交接儀式
TRANSFER CEREMONY
優質改善經驗交流會交接儀式及下屆主辦機構港鐵公司代表致辭
Convention Hosting Transfer Ceremony and Speech by the Next Organizer,
MTR Corporation

5:30 PM
節目完結
END OF PROGRAMME

香港賽馬會

人力資源及可持續發展總監簡金港生女士演辭

各位嘉賓、各位致力推動優質管理的朋友，大家好！

首先，謹代表「2011年度優質改善經驗交流會」籌備委員會，歡迎各位參加今年的交流活動。香港賽馬會自1998年起加入優質改善經驗交流會，繼2003年後，我們今年能夠再度成為交流會的主辦單位，實在感到非常榮幸。

我謹代表馬會對各協辦機構，致以衷心謝意，包括新昌管理服務有限公司、維他奶國際集團有限公司、富仕施樂(香港)有限公司、港鐵公司、香港房屋協會、電訊盈科、香港寬頻網絡有限公司及香港中華煤氣有限公司。

交流會今年的主題是「憑優質，創價值」，這與馬會於2010年在會內推出的「連結一致」計劃，互相呼應。馬會希望透過此計劃，鼓勵員工與員工之間，以至員工與顧客、社會各持份者連結一起，以提供最好的服務。

在過去逾一個多世紀，馬會致力服務香港，憑著獨一無二的非牟利經營模式，一方面為公眾提供世界級的賽馬、體育及博彩娛樂，另一方面將盈餘撥捐慈善及社會項目，回饋社會，因而備受各界推崇。

馬會在香港社會發展中，扮演了十分重要的角色：

- 我們每年為數以百萬計本地及來自世界各地的顧客提供體育娛樂。
 - 我們致力提倡有節制博彩娛樂，提供規範化的博彩渠道，堅持高度誠信的賽馬活動。
 - 我們每年向政府繳納可觀稅款，有助香港維持低稅率，更具競爭力。
 - 我們是全球最尊貴、享譽盛名的會員會所之一。
 - 我們是本港最大僱主之一，聘用約二萬七千名全職及兼職員工。
 - 我們每年將超過十億盈餘撥捐慈善用途，資助數以百計的慈善團體，與社會各階層連結一致。
- 然而，香港社會及經濟環境急速轉變，挑戰重重。

以馬會所面對的挑戰為例，我們的顧客比以往有更大的娛樂選擇。從電影以至旅遊、從卡拉OK以至演奏會、從電子遊戲以至賭場博彩，甚至跳舞和購物等，娛樂項目繁多，均對馬會構成競爭。

除此之外，科技發展與生活節奏日趨急速，對馬會影響甚巨。現今資訊科技發達，便利顧客之間的互動和資訊流通，提升了他們對服務的要求，更讓他們能隨時接觸到不同的娛樂選擇和相關資訊。加上網上博彩網站、鄰近地區的賭場，以至非法外圍莊家均對馬會的業務帶來衝擊。

馬會因此構思了「連結一致」計劃，希望透過計劃，一方面鼓勵員工鞏固馬會的核心價值，同時能注入新的思維，以積極面對不同的轉變與挑戰。例如，馬會各範疇業務運作繼續堅守高度「專業誠信」，並全面落实「以社會為本」的核心堅持，與社會「連結一致」。

在馬會核心堅持的基礎上，我們注入了「以客為尊」的新思維、新標準。透過與顧客連結起來，我們將能提供最良好及最創新的消閒娛樂體驗。

憑著馬會對顧客需求的深入了解，為我們帶來了不同的新構思和開創新的發展機會。今天馬會簡介的「快活圈」項目，就是一個好的例子，說明我們如何針對年輕才俊的需要，為他們創設一個新穎而刺激的賽馬體驗。

憑藉馬會團隊的合作精神、共同分享的核心價值，把我們與員工、顧客、持份者緊密連結起來，最終讓馬會成功達致業務目標。在馬會獨特的非牟利經營模式下，馬會業務的增長，將令我們更能回饋社會，為香港各個階層帶來更大裨益。

在上一個賽馬季度，馬會的慈善捐款刷新紀錄，達十六億二千萬港元，分別支持了一百一十四個不同的慈善及社會項目，令全港大約五百萬人受惠。換言之，每十個香港市民中，便有七人直接或間接從馬會捐助的不同慈善及社會項目中受惠。

香港賽馬會 憑優質，創價值

在逾一個世紀的香港急速發展中，香港賽馬會扮演了十分重要的角色，貢獻社會，建立正確價值觀，馬會深感光榮。除了為公眾提供世界級體育娛樂外，馬會亦是本港最大的非政府慈善團體，每年撥捐超過十億港元，支持慈善及社區公益項目的發展。作為香港其中一個最知名及備受推崇的機構，馬會與香港同運共創，致力為市民及下一代創造更優質的生活環境。

Creating Value Through Quality

The Hong Kong Jockey Club

The Hong Kong Jockey Club is proud to have been a part of the city's evolution for a century and a quarter, both adding value and setting values for the community at large. In addition to providing the public with world-class sporting entertainment, it is the city's major non-Government community benefactor, donating more than HK\$1 billion a year to charitable and community projects, sharing the city's growth and development with its people, and is dedicated to enhancing the quality of life for future generations.



香港賽馬會 人力資源及可持續發展總監 簡金港生女士
Mrs. Mimi Cunningham
Director of Human Resources and Sustainability
The Hong Kong Jockey Club

自從馬會於一九七三年得到政府批准開設場外投注處以來，馬會對慈善及社會項目作出的捐款已超過二百八十億港元。此外，我們會定期檢討慈善捐款形式，確保所有慈善捐款能夠回應社會的轉變和挑戰，迎合社會不同時代的確切需要。這個致力創造價值的又化，令馬會可以不斷邁步向前，同時使我們能夠不斷探索以為現今社會提供最大裨益，以及能惠及下一代的方案。

今日這個交流會提供了一個非常有價值的平台，讓不同機構可以分享它們在優質改善的經驗。在我們吸收他人經驗的同時，更可以進一步鞏固本港整體的優質服務，從而鼓勵社會上其他機構成為我們的一分子，延續我們「憑優質，創價值」的精神。

最後，我謹代表香港賽馬會再次向籌備委員會、各協辦機構及各位嘉賓致謝。我相信今日的交流會必定會獲得空前的成功。

多謝各位！

香港賽馬會 人力資源及可持續發展總監

簡金港生女士



The Hong Kong Jockey Club

Keynote Speech by
Director of Human Resources and Sustainability, Mrs. Mimi Cunningham

Honourable guests and quality friends

On behalf of the organising committee, it is my pleasure to welcome you all to the Quality Improvement and Experience Sharing Convention 2011. The Hong Kong Jockey Club has participated in this Convention since its second year in 1998, and we were honoured to host it previously in 2003.

I should like to take this opportunity to extend my heartfelt gratitude to the eight co-organisers for their support: Symrgis Management Services, Vitasoy International Holdings, Fuji Xerox Hong Kong, MTR Corporation, Hong Kong Housing Society, PCCW, Hong Kong Broadband Network and The Hong Kong and China Gas Company.

Our theme for this year's Convention is "Creating Value through Quality". This ties in very well with the Club's own internal programme called "CONNECT", which we introduced last year as a way of strengthening our service quality by encouraging Club staff to connect better with each other, and with our many different stakeholders across Hong Kong.

Over the past century-and-a-quarter, the Jockey Club has helped shape Hong Kong into the city it is today through its not-for-profit business model, which combines the roles of providing world-class sporting entertainment and returning the proceeds to the community through charitable donations. It has proved a consistently effective formula and is much admired worldwide.

The Club is a vital part of Hong Kong society in so many ways:

- we entertain millions of people here and around the world.
 - we take a leading role in ensuring responsible gambling by providing regulated betting channels and upholding the highest values of integrity.
 - we contribute significant tax revenues, which keep Hong Kong's tax rates low and helps the city compete globally.
 - we are one of the world's most prestigious and best-known membership clubs.
 - we are one of the city's largest employers, with nearly 27,000 full- and part-time staff.
 - we return well over a billion dollars a year to the community, helping hundreds of charities large and small, and connecting the Club with all different parts of society.
- But now, more than ever before, the city is undergoing

dramatic change.

Take the Jockey Club as an example. Our customers now have so much choice in their lives. From cinema to travel, from karaoke to symphonies, from video games to casinos, from dance clubs to shopping. We have to compete for their time in the face of endless entertainment options.

Technology and the speed of life have also had huge impacts too. Nowadays customers can be very demanding because they can connect with each other and share information so easily. Information about other entertainment options is just a few clicks away — not to mention that online betting sites are increasingly posing threats to the Club's business, along with casinos in the neighbourhood and illegal and offshore bookmakers.

That's why we've introduced the CONNECT programme. Through CONNECT, we aim to encourage Club staff to embrace changes in their competitive environment by reinforcing long-lasting values while creating new ones. For instance, we continue upholding the value of "Integrity" to practise the highest standards of ethical behaviour and processes, and we continue to put "Community" at the heart of everything we do.

On the other hand, we've created a new value of "Customer-centricity" to set new standards in how we connect with our customers, and thereby ensure that we can offer them the best and most innovative experiences in the leisure and entertainment market.

New ideas have begun to pour in as a result of our better understanding customers' wants and needs, and new potential has been unleashed to boost Club's business. The Club's presentation case today is a good example of how we made a decision that came from strengthening our understanding of the young professional set and developing an exclusive fun place to enhance their racing experience.

By connecting better with each other through collaboration and strong teamwork, and also by connecting better with our customers and stakeholders by bringing them relevant and recognisable value, we can ultimately provide better returns for the Club. And thanks to our not-for-profit business model, better returns for the Club translate into more returns to the community.

In the last racing season, the Club's total charitable donations set a new record of HK\$1.62 billion. These donations are supporting 114 diverse charitable and community projects, and will ultimately benefit some five million Hong Kong people. In other words, around seven out of every ten Hong Kong residents benefit directly or indirectly from the charitable and community services supported by the Club.

Since off-course betting was authorised 1973, the Club has donated a staggering HK\$28 billion to support charitable and community projects. Furthermore, we have constantly reviewed the nature of our donations over the years to reflect changes in society and ensure that they are channelled to the community's current needs in the best possible way, in particular through timely initiatives to address specific community challenges. With this value creation culture, we can continually move forward in our thinking, and be ever watchful of how we can contribute to the maximum and lasting benefit of our current and future generations.

Today's Convention can provide a valuable platform for different companies to share their experiences of implementing passionate quality improvement projects. By learning from each other, we can enhance the overall quality of what we give back to society and encourage others to do the same. Let us continue our journey of "Creating Value through Quality" journey by committing to continuous improvement.

On behalf of The Hong Kong Jockey Club, let me express my sincere appreciation once again to the organising committee, co-organisers and all our distinguished guests for bringing today's convention to fruition — and, we hope, making it a huge success.

Thank you!

Mrs. Mimi Cunningham
Director of Human Resources and Sustainability
The Hong Kong Jockey Club

大會顧問及評判

Advisory Panel & Panel of Judges

機構 Organization

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

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

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

港鐵公司
MTR Corporation

香港房屋協會
Hong Kong Housing Society

電訊盈科有限公司
PCCW Limited

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

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

香港賽馬會
The Hong Kong Jockey Club

大會顧問 Advisory Panel

馬金泉先生 Mr. James Ma
高級經理 — 品質
Senior Manager, Quality Assurance

張健民先生 Mr. Man Cheung
高級職務執行經理
Senior Operations Manager

伍雪芬小姐 Ms. Eliza Ng
人力資源部總監
Director, Human Resources

陳富強先生 Mr. William Chan
人力資源總監
Human Resources Director

葉錦誠先生 Mr. Jacky Ip
總監 — 物業管理
Director, Property Management

陳紀新先生 Mr. Tom Chan
個人客戶業務 董事總經理
Managing Director, Consumer Group

楊志豪先生 Mr. Henry Yeung
總監 — 網絡發展部
Associate Director - Network Development

敖少興先生 Mr. Simon Ngo
總經理 — 網絡
General Manager - Network

鄭敏霞小姐 Ms. Iris Cheng
高級人事經理 (企業人才培訓)
Executive Manager, Human Resources
(Corporate People Development)

大會評判 Panel of Judges

鄭文智先生 Mr. Frankie Cheng
助理經理 — 品質
Assistant Manager, Quality Assurance

李志強先生 Mr. Kenny Lee
高級營運經理
Senior Operations Manager

劉金蘭小姐 Ms. Katherine Lau
企業優質及可持續部總經理
General Manager, Corporate Quality & Sustainability

陳國偉先生 Mr. Weller Chan
策劃經理 — 工程
Planning Manager, Engineering

谷國融先生 Mr. Peter Kuk
企業傳訊主管
Head of Corporate Communications

陳昌成先生 Mr. Peter Chan
個人客戶業務 電話中心及零售業務 高級副總裁
Senior Vice President, Call Center & Retail, Consumer Group

劉美燕小姐 Ms. Ivy Lau
人才關係部總監
Director, Talent Engagement

孫淑貞小姐 Ms. Susanna Shen
資訊科技總監
Head - Information Technology

潘國輝先生 Mr. Andy Poon
人事務經理
Human Resources Manager (Services)

策劃及工作委員會

Organizing Committee



主席 Chairman

香港賽馬會
The Hong Kong Jockey Club
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2011

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Synergis Management Services Limited



鐵甲無敵小露寶

Armor Robocoon



團隊背景

Background of the team

小組名稱	太和園	Team	Tai Wo Circle
成立日期	2002年9月1日	Date of formation	1 st September 2002
所屬部門	太和邨	Composition	Tai Wo Estate
促進員	張玉龍	Team facilitator	Ivan Cheung
租客	陳靖	Team leader	Alan Chan
小組成員	黃炳光 鄺耀基 梁兆恒 楊志雄 盧若秋 余敬榮 梁文禧 梁伙妹 徐芷婷 劉志偉 羅達強 梁兆瑛	Team members	Ben Wong Jimmy Cheng Hang Leung Jacky Yeung Anderson Lo Daniel Yu Marco Leung Daisy Leung Grace Tsui Victor Lau Kenny Lo Mok Wai Keung Leung Siu Kei

太和園

Tai Wo Circle
1st September 2002
Tai Wo Estate
Ivan Cheung
Alan Chan
Ben Wong
Jimmy Cheng
Hang Leung
Jacky Yeung
Anderson Lo
Daniel Yu
Marco Leung
Daisy Leung
Grace Tsui
Victor Lau
Kenny Lo
Mok Wai Keung
Leung Siu Kei



太和園團隊
Tai Wo Circle

提案背景

Background of the project

太和邨為1989年落成的公共屋邨，全部共有9座大廈。自1999年開始，該邨部分單位已透過「租客置業計劃」成為出售單位。在春天，每當受到潮濕天氣影響時，各座大堂地面變得非常濕滑，居民出入容易摔倒。為此，太和園設計及製作了「鐵甲無敵小露寶」。這個3合1的工具除了可顯示「小心地滑」的告示外，更安裝了發聲感應器，提醒居民注意地面濕滑。其底部亦同時安裝吹風器吹乾濕滑地面，減低居民出入時摔倒的風險。

Developed in 1989, Tai Wo Estate is a public housing estate consisting of 9 blocks. Some units have been sold to tenants under the "Tenants Purchase Scheme" since 1999. During springtime, the estate lobby floor usually gets slippery due to the humid weather and poses potential danger to residents. Tai Wo Circle therefore designed and produced a movable signage called "Armor Robocoon" with a built-in sound sensor and a floor dryer. It is a 3-in-1 design which alerts residents of the slippery floor by both text and sound while keeping the floor dry at the same time.



問題成因

Cause of the problem

- 受潮濕天氣影響，地面變得濕滑。
- 需要大量人手拖抹地面，以保持表面乾爽。
- 居民出入時未有察覺地面濕滑。

- The floor gets slippery due to humid weather.
- More manpower is required for mopping the floor.
- Residents are unaware of the slippery floor.

工程部以簡單材料自行製作「鐵甲無敵小霧寶」
The "Armor Robocon" was produced by our technical department



「鐵甲無敵小霧寶」外面可顯示「小心地滑」的告示
A warning sign of "Caution! Slippery Floor" is shown in each side of the machine

解決方案 Solution

- 工程部設計了「鐵甲無敵小霧寶」，並以簡單材料自行製作。
- 首先利用鋁片製成底座及各個組件，然後加裝發聲器及於底座裝置風扇。
- 在「鐵甲無敵小霧寶」安裝LED燈，方便晚上使用。
- 在「鐵甲無敵小霧寶」外面貼上「小心地滑」告示，提醒居民留意地面。

- The "Armor Robocon" was designed and produced by our technical department.
- It's made of aluminum with a built-in sound sensor and a dryer.
- An LED lamp is installed for night time use.
- A warning sign of "Caution! Slippery Floor" is shown in each side of the machine to keep residents informed.

成果和效益 Achievement & benefit

- 「鐵甲無敵小霧寶」既美觀又實用。
- 減少清潔員工工作的風險。
- 節省人手，提高成本效益。
- 提升屋苑管理質素及公司專業形象。
- 為員工提供安全及健康的工作環境，提高整體士氣。

- The "Armor Robocon" is practical and good looking.
- Reduce work injury case of the cleaners.
- Save manpower and increase cost efficiency.
- Uplift management quality and corporate image.
- Boost staff morale by providing a safe and healthy working environment.

維他奶國際集團有限公司

Vitasoy International Holdings Limited

風排系統

Compressed air boosting device



團隊背景

Background of the team

小組名稱	檸檬動力	Team	Lemon Power
成立日期	2011年4月1日	Date of formation	1 st April 2011
所屬部門	生產部及工程部	Composition	Production Department & Engineering Department
促進員	莫子健	Team facilitator	Ken Mok
組長	邱密萊	Team leader	M.S. Yau
小組成員	彭祥發 葉國強 蕭志強 沈光榮 林健生	Team members	C.F. Pang K.K. Yip C.K. Wong K.W. Sham K.S. Lam



檸檬動力
Lemon Power



提案背景

Background of the project

公司不斷拓展生產能力，以配合公司的長遠發展策略，滿足市場要求。在2010年位於維他奶總部的全新保鮮裝瓶包線正式投產。各組同事察新機器融入現有生產系統及派程提出了優化方案。

Vitasoy keeps on her strategic development in expanding the production capacity in order to fulfill the market demand. In 2010, new production line started commercial production. Everyone involved at this production line worked hard to improve the machine performance.



問題成因

Cause of the problem

- 製成品經管道輸往包裝機，而生產線與包裝線相隔5層樓，由於距離較遠，令正式包裝前後停留在管道之製成品耗量增加。
- 輸送管道於生產及包裝前後均會作大清洗，留在管道之剩餘清水無法預先排出。
- 由管道排出的液體會流入污水處理系統，增加污水處理的負荷。

- The new and existing production line is 5 floors apart, due to such long distance product is wasted during at the starting and ending of production.
- System cleaning is require between each lot, however unable to drain out the water before production.
- The mix-phase need to undergo waste water treatment which creating another kinds of waste.

「風排系統」由食品級過濾器及特製的吹氣閥組合而成
"Compressed air boosting device" compose of Food grade filter and a blowing valve



食品級過濾器
Food Grade Filter



解決方案 Solution

- 為達至排空生產管道而設計出風排系統，利用風力將留在管道內剩餘的水排出，以達到預先排空系統之效。
- 選擇合適的過濾設備，確保風排系統的壓縮空氣達至食品級的要求。
- 訂立風排系統的標準操作程序，確保品質。

- Design the "Compressed air boosting device" in order to empty the production system.
- Select suitable filtering system so as to meet GMP requirement.
- Establish standard operation procedure for control and monitoring.

成果和效益 Achievement & benefit

- 經濟效益：**增加生產效益；平均每批生產可增加成品量1,000公升，亦相對地減低生產成本。
- 環保效益：**每月節省耗水量 8,000公升；減少污水處理量10,400公升及污水處理所用的化學品。
- 互相學習：**有關同事針對問題各自提出專業意見，組員可以從中互相學習，化解問題，提高工作滿足感。

- Economic benefit** : On average, saving 1,000 liter product on each lot of production.
- Environment benefit** : Save 8,000 liter water and reduce 10,400 liter waste water, at the same time save those chemical consumed in waste water treatment.
- Learning in team** : Encourage sense of achievement and inter-department communication.

團隊背景

Background of the team

小組名稱	環保團	Team	Go Green
成立日期	2010年4月1日	Date of formation	1 st April 2010
所屬部門	客戶服務及支援部	Composition	Customer Services & Support
促進員	周傳明	Team facilitator	WM Chow
組長	余慧敏	Team leader	Wendy Shea
小組成員	陳麗佳	Team members	KK Chan
	黃志堅		James Chan
	文玉北		Mathew Wong
	張玉光		Marin Man
	王樂臻		Thomas Chang
	李少華		Ben Wong
	楊子成		Tommy Li
	梁健明		Rockie Yeung
			KM Leung



環保團
Go Green

提案背景

Background of the project

富士施樂(香港)一直承諾為實現一個可持續發展的環境為目標，並期望作為「優秀企業」的方向進發。作為業界的綠色先驅，我們擁有專責團隊來管理整個回收消耗品的程序，並運往我們於泰國的綜合再生中心作循環生產。

我們尊貴的客戶高度評價我們對綠色生活的承諾，因此，我們的成立品質改善小組，研究如何提升回收過程效能並加強與客戶有更好的合作。

Being a "Good Company", Fuji Xerox Hong Kong commit to the realization of a sustainable environment. As taking the Green leadership role in the industry, a dedicated team is assigned to manage the entire used item collection process locally before shipping to FX integrated recycling system in Thailand for re-manufacturing.

Our customers are highly appreciated with our Green commitment, and hence, our project team is set up for enhancing the collection process with better customer collaboration to make our world better.

問題成因

Cause of the problem

- 由於回收消耗品過程中涉及到多個部門，以下範圍需要多加留意：
- 在客戶辦公室內欠缺特定位置擺放消耗品。
- 現有的回收過程中未能應付所有客戶的要求，甚至為客戶帶來不便。
- 現有追查系統未能及時更新，並欠缺充足的資料有權管理回收進度。

- Since used item collection process involves various parties, the following area needs to be focus:
- Without specific location in customer site for keeping used item is available.
- Current collection process may not capable to cope with all customer requirements that may cause inconvenience to the customers
- Current tracking system is not capable to contain sufficient information and to update in timely manner, which hinder to monitor the collection status.



物流團隊每天會到客戶的辦公室內收取消耗品
Our delivery crew will collect used items from customers daily

同事利用掃描條碼系統，以便記錄回收的消耗品的數量及型號
FXHK staff is capturing return record of used items via bar code scanning

為客戶提供富士施樂回收箱以便回收已用的消耗品
FXHK Collection Box is used to consolidate used items in customer site for easy collection

解決方案 Solution

- 為客戶提供收集箱，以便收集消耗品。
- 作出流程重組，可以迎合顧客不同的回收時間。
- 應用新的條碼系統在回收物件上，能夠有效地辨識別及提高庫存的準確性。
- 隨著系統升級，可以更準確地記錄消耗品的回收量，有助於制定各種報告以監察回收情況。
- 為了進一步推動我們的環保承諾，安排物流團隊和工程師進行針對性培訓，以確保能夠提供一致的服務水平。

成果和效益 Achievement & benefit

- 經過實行各種解決方案，回收率更提高到94%，並展現富士施樂在市場上的綠色領導地位和承諾。
- 根據2010年基準問卷調查中，在「回收安排和服務」和「回收速度」項目上佔據市場第一。客戶十分滿意富士施樂的回收服務。所有回收的組件將會運往富士施樂位於泰國的綜合再生中心，用以循環再造及減少香港垃圾堆填的壓力。
- Collection Box is offered to customers for consolidating used items for easy collection.
- Under process re-engineering, the collection process could cater various customer preference on collection schedule.
- Applying a new bar code system, any used item is able to be identified in order to improve the inventory accuracy.
- With the system enhancement, the part consumption can be recorded accurately, which helps to develop the various customized reports for checking the collection status in various perspectives.
- To further promote our Green commitment, our delivery crews and engineers are trained to ensure the proper work practice and service level to every customer visit.
- We demonstrate FXHK Green leadership and commitment in the market. After the deployment of various solutions, the overall collection rate is improved to 94%.
- Achieve Number 1 Ranking in "Arrangement and Service during the Collection" and "Speed of Collection" in Competitor Benchmarking Survey in 2010. Customers are satisfied with FXHK's services in used items collection. All our collected used items will be returned to Fuji Xerox Eco Manufacturing Plant in Thailand which can reduce the number of landfill in Hong Kong.

改善工地交付效率

Efficiency Improvement of Site Handover

團隊背景

Background of the team

小組名稱	UCC 土地交還團	Team	UCC Land Delivery Circle
成立日期	2010年4月	Date of formation	April 2010
所屬部門	工程管理部辦公室地政組及資訊科技服務部	Composition	Land Administration Team of Projects Management Office and Information Technology Services Department
促進員	林偉雄	Team facilitator	William Lam
組長	吳偉朝	Team leader	David Ng
小組成員	林偉雄 吳偉朝 蘇德光 姜詠音 陳偉佳 盧允謙 梁丙華 吳振強 劉智豐 游慶遠 饒海彤 郭鎮怡	Team members	Claudia Keung Sam Chan W/H Lu Tony Yip Desmond Ng Henry Lau Stanley Yau Michael Yim Joanne Kwok



港鐵孫善國 UCC 土地交還團成員
MTR WIT UCC Land Delivery Circle members

提案背景

Background of the project

在鐵路工程期間，工程管理部辦公室的地政組是負責接收由政府多個部門或私人地主交出的土地，以便工程承辦商進行有關建造工程。當建造工程完成後，地政組亦會負責將有關土地交予擁有人或維修人員。一個工地交付過程通常需要至少兩次會議（前期準備工作會議及正式交付會議）。所有有關團體均會被邀請出席交付前的預備會議以檢討工地環境狀況及確認交付的安排。

In the course of railway projects, the Land Administration Team of Projects Management Office is responsible to obtain sites from various HKSAR government departments or private landlords for the contractors to enable their respective construction works. Upon the completion of the construction, the Land Team is also responsible to handover those sites back to the owners or maintenance parties. A site handover process usually involves at least 2 meetings (Pre-handover and Handover). All concerned parties will be invited to the pre-handover meeting to review the site conditions and confirm the handover arrangement.

問題成因

Cause of the problem

- 在土地交付工作流程中，很多時都需要大量的事前準備工夫，例如拍攝工地現場環境和進行基本視察。
- 當有土地爭議或糾紛時，前線工作人員未必能夠即時解決問題或作出相關決定，往往需要返回辦公室和高級經理商議。前線工作人員因此來回兩地多次，直至解決爭議糾紛為止。
- 這些情況會延誤土地交付，最後也影響到整個工程項目的進度，有機會引致重大的損失或索賠。

- Prior to the site handovers, a great deal of preparation work is required such as on-site photo-taking and groundwork.
- In case of dispute, on-site staff may not be able to resolve the issues and some decisions may not be made immediately. They normally need to get back to offices and seek advice from their senior managers. This may require travelling between the sites and offices several times before the dispute is resolved.
- The disputes usually cause delay in site handovers, hence, affecting the overall project schedule. This may result in substantial loss or claims.

前線工作人員透過「整合通訊及協同合作平台」向高級經理匯報現場實際情況，以助商討及交換意見。
On-site staff report to senior managers via UCC the situation at the site for discussion and exchange of opinions



高級經理給予即時支援及意見，令前線人員更有效執行土地交付工作。
Senior manager provides instant support and comments to on-site staff for more efficient site handovers



解決方案 Solution

採用港鐵公司最新的「整合通訊及協同合作平台 (UCC)」技術來進行實時視像會議和文件分享。這個平台提供一個簡易、便捷的渠道，讓辦公室內的高級經理和前線工作人員進行即時溝通，了解事件狀況，從而提升整個土地交付的效率，並大大節省交通往返的時間和費用。

The United Communication and Collaboration (UCC) technology was deployed to support real-time video conferencing and document sharing. The UCC enables on-site staff to communicate with senior managers in the office, minimising the travelling time and expenses during the process of site handovers.



成果和效益 Achievement & benefit

- 加快解決土地爭議或糾紛。
- 前期準備工作的時間縮短了 63%。
- 整體前線人員的工作滿意度提升了 42%。

- Faster process in resolving disputes.
- The time spent on pre-handover meeting preparation has been reduced by 63%.
- The overall job satisfaction level of on-site staff has increased by 42%.

流動五常平安包 5S Safety Bag

團隊背景

Background of the team

小組名稱	翠濠對面海走一圍	Team	Lakeside & TMHC Circle
成立日期	2007年	Date of formation	2007
所屬部門	翠濠花園管理處 / 對面海畔辦事處	Composition	Lakeside Garden Management Office / Tui Min Hoi Chuen Estate Office
促進員	陳慧蓮	Team facilitator	Chan Wai Lin
組長	蔡樹奇	Team leader	Choi Shi Ki
小組成員	陳小玉 阮永傑 鄭雲儀 蔡靄麗 梁得志 石八仔 周健恒 劉武平 何慶傑 袁志強	Team members	Chan Siu Yuk Yuen Wing Kit Kwok Wai Yee Choy Ching Lai Leung Tak Chi Shek Pat Chai Chow Kin Hang Lau Mo Ping Ho Hing Kit Yuen Chi Keung



翠濠對面海走一圍
Lakeside & TMHC Circle

提案背景

Background of the project

現時各屋邨技工同事維修用的工具箱並不統一，亦沒有標籤標示工具/物料，擺放雜亂。另外，技工同事每次前往單位進行維修工作時，均需攜帶齊備工具箱及維修材料往返不同工作地點，非常費時及不便。故此想起五常法的優點，正好應用於製造一套適合技工於屋苑做不同類型工作而又標籤清晰的工具箱上，同時工具箱亦要符合安全原則，以解決現時存在的問題。

At present, tradesmen's toolboxes in different estates are not standardized and do not have label indication. In addition, it is inconvenient and time-consuming for the tradesmen to bring their complete toolbox and the servicing materials to different work locations. Taking consideration of the advantages of 5S and the safety principle, Lakeside & TMHC Circle designed a well-labeled and well-organized "tool-bag", named 5S Safety Bag to improve work efficiency and effectiveness.

問題成因

Cause of the problem

- 集齊一個有完備工具及物料的工具箱，非常費時。
- 維修用的工具箱並不統一，亦沒有標籤標示工具/物料，同事工作前需已預留時間去預備，但有時亦難免出現帶漏工具的情形。

- It is time-consuming to get ready a toolbox with complete set of necessary tools and materials.
- Tools and materials inside a toolbox is in different standard and with no clear labeling. It sometimes happens that tradesman hasn't brought along with essential tools and materials.



解決方案 Solution

• 香港房屋協會關注員工安全和工作效率，一直致力推廣安全工作文化和優質管理五種方法。
• 每個屋苑均成立「卓越圈」，以改善工作之流程，從而提升工作的效率及安全的文化。

• Emphasis is laid by the Hong Kong Housing Society by providing a safe and efficient working environment for its employee. Work safety and 5-S have been accorded.
• Quality Enhancement Team (QET), aiming at improving workflow, is formed by estate staff with main focus on efficiency and work safety.

成果和效益 Achievement & benefit

• 用清晰標記幫助，省時兼齊一個完備的工具箱。
• 整齊外觀，方便攜帶、使用。
• 在不同工作間也能令工作安全文化及五常法到位。

• Time-saving to prepare a complete toolbox with clear labelling.
• Neat outlook and easy for user to carry.
• Work safety and 5-S in place at various work locations.

電訊盈科有限公司

PCCW Limited



平板電腦普及工程 — 「盈」聚體驗動力 Universal Tablets Mega Project — Sensation Experience Force



團隊背景 Background of the team

小組名稱 成立日期 所屬部門	「盈」聚體驗動力 2011年3月1日 電訊盈科個人客戶業務 — 電話營銷中心	Team Date of formation Composition	Sensation Experience Force 1 st March 2011 Call Center Sales, Consumer Group, PCCW
促導員 組長 小組成員	葉若晉 何樹勳 廖晴琳 黃凱宇 劉俊雄 許柏藩 郭健偉 賴恩健 陳偉麟 郭俊浩	Team facilitator Team leader Team members	Mike Yip Kelvin Ho Laurie Liu Vincent Wong Chun Lau Alex Hui Ryan Kwok Kent Lai Dan Chan Ho Kwok



「盈」聚體驗動力成員
Members of Sensation Experience Force



提案背景 Background of the project

電訊盈科作為一間重視優質服務亦同時肩負社會企業責任的機構，公司致力不斷改善服務效率，尤其著重提升客戶與我們接觸及使用服務時的愉快體驗。香港最近掀起平板電腦熱潮，為加快推動客戶對平板電腦的認知及應用程度，電訊盈科推出全方位教學平台，為客戶提供優質及貼心服務。

As an organization dedicated to prestigious service and social responsibility, PCCW is committed to continuously improving its overall efficiency and effectiveness with focus on enhancing its interaction with customers and service delivery. Given that multifarious tablets are in-vogue together with customers' limited understanding about the products and their applications, PCCW has introduced a comprehensive teaching platform to offer support to customers, giving them an unprecedented experience with tablets and hence benefiting the whole community.



問題成因 Cause of the problem

- 市民對平板電腦認知不足，令準用家卻步。
- 市民對繁多的應用程式一知半解，未能全面發揮產品功效。
- 客戶如對產品有疑問，未能得到即時支援。

- Insufficient knowledge and understanding about tablets.
- Incomprehensive knowledge about new and complicated applications.
- Absence of instant support in case there is any query on products.

客戶服務中心應用教學課程，有助客戶了解最新平板電腦的功能及操作專門 Tablet Workshop at PCCW Customer Service Center offers customer a platform to understand and fully utilize the functions of tablets



愉快團結的隊伍，為客戶提供最親切貼心的服務
A happy team delivers prestigious service to customers



解決方案 Solution

- 電訊盈科為客戶提供一站式服務，由前端銷售至售後服務都照顧周全，除了於全港超過60個門市銷售點增設專業平板電腦服務大使外，更領先同業，於港九新界的客戶服務中心，特意為顧客開辦平板電腦應用教學課程。
- 另外，在客戶支援經驗方面，電訊盈科藉著產品優勢，推出現場通話遙距教學及查詢服務，大大改善效率，與客戶建立雙向及密切的關係。

- PCCW is committed to providing comprehensive customer services, ranging from frontline selling to after-sale customer care. In addition to professional Tablet Ambassadors at over 60 shops across Hong Kong, PCCW also launches unprecedented free tablet workshops at all Customer Service Centers to offer operational knowledge and application support to customers.
- PCCW also makes use of its innovative products to provide remote live video teaching and answer enquiries, which enhance service efficiency and quality.

成果和效益 Achievement & benefit

- 平板電腦服務大使了解客戶需要，提供專業意見及示範，解除客戶對平板電腦的疑慮，大大提高客戶體驗及滿意度，營業額亦相應提升。
- 客戶服務中心所開辦的應用教學課程，至今已吸引數百名顧客參與，大大提升他們對平板電腦的認知及應用。
- 電訊盈科提供由入門級到高階的多款平板電腦，以滿足客戶的需要，有助推動香港成為資訊及通訊科技中心。

- Tablet Ambassadors offer professional advice and product demonstration to meet individual customer needs, which will remove their concerns towards tablets and greatly enhance the customer experience. As a result, the turnover will highly proliferate.
- Hundreds of customers highly appreciate the tablet workshops being offered in Customer Service Centers, which had enhanced their understanding about tablets.
- PCCW offers a wide range of tablets, from basic to high-end, to cater different needs of customers from all walks of life and to promote Hong Kong as the ICT hub.

香港寬頻網絡有限公司

Hong Kong Broadband Network Limited



自動軟件快捷有效解決簡單上網技術問題 Smart & Simple Software for Tackling Internet Access Problems



團隊背景 Background of the team

小組名稱	科技以人為本	Team	Technology as People-oriented
成立日期	2011年4月20日	Date of formation	20 th April 2011
所屬部門	客戶關係部	Composition	Customer Engagement Team
促進員	楊昭源先生	Team facilitator	Kenny Yeung
組長	盧鳴先生	Team leader	Ming Chung
小組成員	梁旭升先生 甘凌先生	Team members	Fatsis Leung Kim Kam



科技以人為本
Technology as people-oriented



提案背景 Background of the project

香港寬頻抱著「熱誠由心」的信念，除了為香港市民提供可靠穩定的高速寬頻服務，更致力提升客戶服務質素。我們製作了一個自動檢查及修復客戶網絡的軟件，除幫助客戶更快捷有效地解決簡單的上網技術問題外，更提高了前線同事的工作效率。

Having the persuasion of "Service with Heart", Hong Kong Broadband Network have not only provided stable and ultra high speed broadband services to Hong Kong residents, and at the same time boosting the quality of Customer Services. We help customers to tackle simple problems on internet access disability simply by a self-developed software which automatically checks and restores the PC's internet connection settings. It also improves colleagues' work efficiency.



問題成因 Cause of the problem

- 客戶對電腦操作不熟悉導致透過電話提供技術支援的時間延長。
- 檢查步驟太複雜，導致客人經常要求直接上門維修，加重前線同事工作量。

- Customers are not familiar with computer operations which lengthens technical assistance calls duration.
- Customers request maintenance due to complication which also increases frontline colleagues' workload.

改善工具能縮短現在處理技術支援的時間
Self-repairing tool helps shorten
technical support calls



2010年度集團工作改善小組比賽現場
CTI Group WIT Contest, 2011



「一鍵式」程式幫助客戶電腦自我檢查
及修復
One-click tool checks and restores
customer PC's internet settings



解決方案 Solution

- 開發一個「全自動上網小幫手」的程序。
- 透過主網頁供客戶下載或由技術支援人員安裝/維修服務時安裝於客戶電腦上。
- 讓客戶可以「一鍵式」檢查及修復電腦設定問題。

- Develop a "self-help troubleshooting" software.
- Allow download from HKBN website or installed at customers' PC during services installation or maintenance.
- Checking and restoring of computer setting can be done by just a single-click.



成果和效益 Achievement & benefit

- 簡化整個檢查及修復程序, 提高服務質素。
- 減少客戶來電查詢及縮短處理技術支援時間, 提高客戶服務質素。
- 減少服務技術人員出勤次數, 提高前線部門的工作效率。

- Enhance Quality of Service by simplifying entire process on check-up and repairing.
- Enhance Quality of Customer Service by reducing customer enquiry calls and shorten call times on technical support assistance.
- Reduce no. of on-site visits by our service technicians and hence raise work efficiency.



煤氣
Towngas

香港中華煤氣有限公司

The Hong Kong and China Gas Company Limited

防止煤氣立管銹蝕惡化

Prevent Worsening of Corroded Risers



團隊背景

Background of the team

小組名稱	滅蝕金剛	Team	Riser-Kill Corrosions
成立日期	2010年3月1日	Date of formation	1 st March 2010
所屬部門	客戶維修部	Composition	Customer Maintenance Department
促進員	鄧志浩	Team facilitator	David Tang
組長	陳華滔	Team leader	Queenie Chan
小組成員	王錦麟 楊培正 陳志成 郭子卓 譚慧珠	Team members	Kenny Yeung Alan Wong Chen Chi Shing Kwok Tsz Cheuk Rio Tam



「滅蝕金剛」小組成員
Team members of "Riser-Kill Corrosions"



提案背景

Background of the project

截至2010年，只有20%的立管有防蝕塗層，沒有塗層的立管就面對銹蝕問題。按慣常的處理手法，公司會把這些立管更換為有防蝕塗層的新管道。迫使公司負擔很高的立管維修成本。在2009年，368條由公司擁有的主煤氣立管（位於平台）因受到三級至四級的銹蝕而需要更換，成本高達一百五十萬港元。

Up to year 2010, only 20% of Towngas installed pipes were pre-coated pipes. For the non-pre-coated pipes, some are facing corrosion problems. These pipes are suggested to be replaced with the new pre-coated pipes whenever corrosion is found. However, this induces a great replacement cost for Towngas. In year 2009, 368 company-owned podium risers with class-3 or class-4 corrosion were replaced and the replacement cost was about HK\$1.5M.



問題成因

Cause of the problem

- 香港天氣潮濕，引致各種銹蝕問題。
- 有人成已安裝的管道並未冇防蝕塗層。

- The humid weather in Hong Kong creates various corrosion problems.
- 80% of installed risers are not pre-coated pipes.

已銹蝕之立管
Corroded Riser before treatment



塗上防銹蝕修護物料後的立管
Riser applied with a rust-preventive coating

解決方案 Solution

- 使用一種可以阻止銹蝕惡化的物料，塗於生銹立管上，防止進一步銹蝕。

- Stop the corroded riser from further corrossions by applying a rust-preventive coating on the corroded risers.

成果和效益 Achievement & benefit

- 節省公司用於維護立管的費用，每年節省約港幣一百四十萬元。
- 減少更換立管工程，可減少對客戶的影響。
- 以簡單快捷的方法維護立管。
- 建立公司安全的企業形象。
- 提高客戶滿意度。
- 減少丟棄管道造成的浪費及節省回收和運送管道所需的能源，有助保護環境。

- Save up to HK\$1.4M each year from material cost and labor cost.
- Eliminate replacement work, minimize disturbance to customer.
- Maintain riser pipes healthiness in a quick and simple way.
- Promote company safety image.
- Increase customer satisfaction.
- Enhance environmental benefit by reducing pipes wastage and energy used for transportation and recycling of abandoned pipes.



團隊背景 Background of the team

小組名稱	快活圈	Team	Happy Circle
成立日期	2008年	Date of formation	2008
所屬部門	境外投注部、 餐飲部及市場部	Composition	On-course Betting, Catering and Marketing
領導員	李科禮	Team facilitator	Joseph Lee
組長	陳志峰	Team leader	Takki Chan
小組成員	勞景嫻 甄成鋒 袁蕭賢 呂鈞銘 關勝傑 何超文 唐詩敏	Team members	Kevin Lo Jovi Yan Jacqueline Yuan Iris Lui Gary Kwan Man Ho Fiony Tong



快活圈
Happy Circle



提案背景 Background of the project

香港賽馬會的賽馬業務近年來不斷受到外國及非法博彩的衝擊，而來自澳門及其他亞洲地區的博彩娛樂設施的競爭，亦日趨激烈。今時今日，香港人擁有更多消閒娛樂的選擇；研究亦指出，馬會顧客的生活模式正在轉變中，例如越來越多人在閒餘時間選擇上網。為此，如何留住馬會現有的顧客，並且招徠更多新客人，就成為了馬會一個重要的挑戰；尤其年輕顧客對賽馬運動的長遠發展可謂十分關鍵，要開拓這方面的顧客群便需要創新的渠道和具吸引力的節目。

The Hong Kong Jockey Club's racing business is facing challenges from offshore and illegal betting, as well as fierce competition from other entertainment businesses like the casinos in Macau and other nearby gaming resorts in Asia. The people of Hong Kong are spoilt with many leisure and entertainment options. Survey results indicate that the Club's customers are changing their lifestyle patterns. For example, more people are going online during their leisure time. Retaining existing customers and attracting newcomers to racing is a key challenge for the Club, especially younger customers who are critical to the long-term sustainability of the sport. Reaching this segment requires innovative channels and programmes.



問題成因 Cause of the problem

- 年輕一代普遍認為市民只為博彩才到馬場。
- 年輕一代普遍工作時間較長，他們大多想尋找一些輕鬆及增進社交網絡的機會。
- 與賭場遊戲不同，賽馬博彩需要顧客花腦筋及時間鑽研數據。

- The younger generations tend to associate racecourses purely with betting entertainment.
- The younger generation generally have long working hours and tend to opt for entertainment options that provide relaxation and social networking opportunities.
- Unlike casino games, horse racing is an intellectually challenging game of skill that requires customers to spend time and effort studying the statistics.



啤酒園每月不同主題的表演節目，令顧客們情緒高漲
The atmosphere of the crowd reaches climax through a variety of top performances at the Beer Garden



啤酒園現已成為本地人仕及遊客們的狂歡熱點
The Beer Garden has become a hot spot for locals and tourists

解決方案 Solution



- 馬場新猷 - 啤酒園**
- 為了提高馬場賽季的氣氛，馬會在草地跑道旁的公眾席廣場設立了啤酒園，提供冰凍啤酒及可口小食。
 - 啤酒園內鋪上人工草坪，設置攤尾酒桌，周圍更設置裝有燈飾的花槽，為夜場賽事增添了迷人的氣氛。
 - 馬會不時安排持樽節目和表演，令啤酒園成為一個城中潮流熱點。
 - 在賽馬日，園內以相宜價錢售賣各類飲品。
 - 除了廣播賽事資訊外，馬場服務大使更會在園內為新接觸賽馬及投注的客人提供優質的服務。

The Beer Garden initiatives

- With the aim of enhancing the racing experience and atmosphere at Happy Valley Racecourse, an area located next to the turf track on the public forecourt has been set aside as a "Beer Garden" where draught beer and matching food are served.
- Surrounded by illuminated flower boxes, the Beer Garden has been set up with cocktail tables and carpeted with artificial lawn that gives an alluring ambience, especially during night meetings at the racecourse. It offers a similar atmosphere to Lan Kwai Fong, where customers can gather and socialise with each other.
- Special performances and programmes are offered at the Beer Garden from time to time, making it a trendy entertainment hotspot.
- Popular drinks at reasonable prices are available throughout the race meeting.
- Customer Relations Ambassadors are assigned to offer help to new customers who are not familiar with horse racing and betting, and race commentaries are broadcasted in the Garden.

成果和效益 Achievement & benefit



啤酒園在多方面均能創造價值，是個多贏的方案：

個人效益

- 有效提升員工信心，助公司達致業務目標。
- 建立部門之間的協作和團隊精神。

客戶效益

- 透過設立一個既能觀賞賽馬，又能與朋友歡聚的好地方，為年輕專業人士創設一個嶄新的賽馬經驗，樂而忘返。

馬會效益

- 過去八年，跑馬地馬場四十歲以下顧客的入場率上升了百分之二十五，同時跑馬地馬場為年輕顧客提供了夜間娛樂消閒的好去處。
- 提升馬場入場人數超過百分之三十。
- 促進馬會的業務增長及可持續發展，從而惠澤社群。

The project has created a multiple-win solution as follows:

Individual benefits

- Enhanced staff members' confidence in helping the Club achieve its business objectives
- Developed the cross-functional team's spirit of collaboration.

Customer Benefits

- Created a new racing experience for the young professionals and enhanced their satisfaction, by providing an exclusive fun place for them to socialise with friends and other people from around the world.

HKJC Benefits

- Created a nightlife preference for young customers for race meetings held at the Happy Valley Racecourse as indicated by a 25% rise in customers below the age of 40 over the past 8 years
- An improvement on the Happy Valley racecourse attendance by over 30 %.
- Strengthened the Club's growth and sustainability for the benefits of the Hong Kong people at large.

鳴謝 Acknowledgement

類別 Type

贊助機構 Sponsor

大會司儀 Master of Ceremony	香港賽馬會 The Hong Kong Jockey Club
飲品 Drinks	港鐵公司 MTR Corporation
嘉賓美點供應 Refreshment for VIP	維他奶國際集團有限公司 Vitasoy International Holdings Limited
來賓款待 Reception and Guest Escorts	香港中華煤氣有限公司 The Hong Kong And China Gas Company Limited
攝影及錄影 Photography and Video Shooting	香港賽馬會 The Hong Kong Jockey Club
舞台監督 Stage Management	策劃及工作委員會成員 Members of Organizing Committee
對講機支援 Walkie-Talkie Support	港鐵公司 MTR Corporation
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意見調查 Opinion Survey	香港寬頻網絡有限公司 Hong Kong Broadband Network Limited
進場紀念品 Welcome Gifts	香港房屋協會 Hong Kong Housing Society
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	香港房屋協會 Hong Kong Housing Society
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優質活動聯絡資料

Company Representatives for Quality Activities



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2012 年曆

Calendar

January

Sun	1 元旦	2 初九	3 初十	4 十一	5 十二	6 十三 小寒	7 十四
Mon	8 十五	9 十六	10 十七	11 十八	12 十九	13 二十	14 廿一
Tue	15 廿二	16 廿三	17 廿四	18 廿五	19 廿六	20 廿七	21 廿八
Wed	22 廿九	23 正月	24 初二	25 初三	26 初四	27 初五	28 初六
Thu	29 初七	30 初八	31 初九				
Fri							
Sat							

February

Sun	1 初十	2 十一	3 十二	4 十三 立春	5 十四	6 十五	7 十六
Mon	8 十七	9 十八	10 十九	11 二十	12 廿一	13 廿二	14 廿三
Tue	15 廿四	16 廿五	17 廿六	18 廿七	19 廿八	20 廿九	21 三十
Wed	22 二月初一	23 初二	24 初三	25 初四	26 初五	27 初六	28 初七
Thu	29 初八						
Fri							
Sat							

March

Sun	1 初九	2 初十	3 十一	4 十二	5 十三 驚蟄	6 十四	7 十五
Mon	8 十六	9 十七	10 十八	11 十九	12 廿	13 廿一	14 廿二
Tue	15 廿三	16 廿四	17 廿五	18 廿六	19 廿七	20 廿八	21 廿九
Wed	22 三月初一	23 初二	24 初三	25 初四	26 初五	27 初六	28 初七
Thu	29 初八	30 初九	31 初十				
Fri							
Sat							

April

Sun	1 十一	2 十二	3 十三	4 十四 清明	5 十五 耶穌受難節	6 十六	7 十七
Mon	8 十八	9 十九	10 廿	11 廿一	12 廿二	13 廿三	14 廿四
Tue	15 廿五	16 廿六	17 廿七	18 廿八	19 廿九	20 三月初一	21 二月初一
Wed	22 初三	23 初四	24 初五	25 初六	26 初七	27 初八	28 初九
Thu	29 初十						
Fri							
Sat							

May

Sun	1 勞動節	2 初二	3 初三	4 初四	5 初五	6 初六	7 初七
Mon	8 初八	9 初九	10 初十	11 十一	12 十二	13 十三	14 十四
Tue	15 十五	16 十六	17 十七	18 十八	19 十九	20 二十	21 廿一
Wed	22 廿二	23 廿三	24 廿四	25 廿五	26 廿六	27 廿七	28 廿八
Thu	29 廿九	30 五月初一	31 初二				
Fri							
Sat							

June

Sun	1 端午節	2 初七	3 初八	4 初九	5 初十	6 十一	7 十二
Mon	8 十三	9 十四	10 十五	11 十六	12 十七	13 十八	14 十九
Tue	15 廿	16 廿一	17 廿二	18 廿三	19 廿四	20 廿五	21 廿六
Wed	22 廿七	23 廿八	24 廿九	25 三月初一	26 初二	27 初三	28 初四
Thu	29 初五	30 初六	31 初七				
Fri							
Sat							

July

Sun	1 回鄉	2 初四	3 初五	4 初六	5 初七	6 初八	7 初九
Mon	8 初十	9 十一	10 十二	11 十三	12 十四	13 十五	14 十六
Tue	15 十七	16 十八	17 十九	18 廿	19 廿一	20 廿二	21 廿三
Wed	22 廿四	23 廿五	24 廿六	25 廿七	26 廿八	27 廿九	28 三十
Thu	29 三十一						
Fri							
Sat							

August

Sun	1 十四	2 十五	3 十六	4 十七	5 十八	6 十九	7 廿
Mon	8 廿一	9 廿二	10 廿三	11 廿四	12 廿五	13 廿六	14 廿七
Tue	15 廿八	16 廿九	17 七月初一	18 初二	19 初三	20 初四	21 初五
Wed	22 初六	23 初七	24 初八	25 初九	26 初十	27 十一	28 十二
Thu	29 十三	30 十四	31 十五				
Fri							
Sat							

September

Sun	2 十七	3 十八	4 十九	5 二十	6 廿一	7 廿二	8 廿三
Mon	9 廿四	10 廿五	11 廿六	12 廿七	13 廿八	14 廿九	15 三十
Tue	16 八月初一	17 初二	18 初三	19 初四	20 初五	21 初六	22 初七
Wed	23 初八	24 初九	25 初十	26 十一	27 十二	28 十三	29 十四
Thu	30 中秋節						
Fri							
Sat							

October

Sun	1 中秋節 國慶日	2 國慶日	3 十一	4 十二	5 十三	6 十四	7 十五
Mon	8 十六	9 十七	10 十八	11 十九	12 廿	13 廿一	14 廿二
Tue	15 廿三	16 廿四	17 廿五	18 廿六	19 廿七	20 廿八	21 廿九
Wed	22 十月初一	23 初二	24 初三	25 初四	26 初五	27 初六	28 初七
Thu	29 初八	30 初九	31 初十				
Fri							
Sat							

November

Sun	4 廿一	5 廿二	6 廿三	7 廿四	8 廿五	9 廿六	10 廿七
Mon	11 廿八	12 廿九	13 三十	14 十一月初一	15 初二	16 初三	17 初四
Tue	18 初五	19 初六	20 初七	21 初八	22 初九	23 初十	24 十一
Wed	25 十二	26 十三	27 十四	28 十五	29 十六	30 十七	
Thu							
Fri							
Sat							

December

Sun	2 十九	3 二十	4 廿一	5 廿二	6 廿三	7 廿四	8 廿五
Mon	9 廿六	10 廿七	11 廿八	12 廿九	13 三十	14 十一月初一	15 初二
Tue	16 初三	17 初四	18 初五	19 初六	20 初七	21 初八	22 初九
Wed	23 初十	24 十一	25 十二	26 十三	27 十四	28 十五	29 十六
Thu	30 十七	31 十八					
Fri							
Sat							



此標誌是特別為優質改善經驗交流會而設計，並於二零零一年起沿用至今。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，以此併構成“Q”來代表機構從各方面凸顯其優質管理成就。整個標誌亦象徵了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 using since 2001. The silhouetted heads and the inverted commas not only symbolize the sharing among the quality organizations, but also forming a letter "Q" highlighting of their quality achievement. This logo also represents that Convention provides an establishment of a learning platform for sharing of their improvement experience and their achievement through quality management.

Creating Value Through



quality



Quality Improvement &
Experience Sharing Convention
優質改善經驗交流會 2011

憑優質·創價值
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