



Report from The Board of Examiners (Silver Award)



評審委員會報告 (銀獎)

Hewlett-Packard HK SAR Ltd. (HP HK), established in Hong Kong since 1979, is a wholly owned subsidiary of Hewlett-Packard Company. Hewlett-Packard HK SAR Ltd., Technology Services (HP TS) provides technical services in relation to hardware/software support, service and solution attached business, solution infrastructure practices and network solutions.

HP TS's mission guides the company to stay focused on customer satisfaction and loyalty. The performances of the company have shown that the company is on its path to be the industry benchmark for customer satisfaction and loyalty.

Leadership

The senior leaders of HP TS have established and maintained a multitude of regular channels to communicate with and engage staff in order to cultivate the company's culture as well as to promote ethical behaviour.

HP positions itself as "Global Citizenship, Local Action" to reduce environmental impacts, running business with utmost integrity and improving people's life by increasing access to IT. Locally, HP HK has offered a product reuse and recycling programme with remarkable results.

Strategic Planning

HP adopts the Business Performance Chain (BPC) as the high level guiding principle for strategic planning. The Chain links the employees in operations to create customer loyalty which leads to financial performance. Being a customer-centric organization, HP TS adopts a customer loyalty improvement process using customers' feedback as the main driving force to improve its operations.

Focusing on three strategic objectives including Capital (the employees), Efficiency (operation and customer) and Targeted Growth (results), HP TS adopts a Balanced

自一九七九年起，惠普香港公司在香港成立，為惠普公司全資附屬公司。惠普香港公司科技服務（惠普科技服務），提供硬件 / 軟件支援和「解決方案基礎架構實務」等技術服務。

本着公司使命，惠普科技服務努力令客戶滿意，並竭力培養客戶的忠誠。其業績反映出公司正穩步邁向奠定客戶滿意度與忠誠度的業界指標。

領導才能

惠普科技服務的高層領導奠定並持續定期提供多種不同途徑，與員工密切溝通，一同建立公司文化，以及推廣道德操守。

惠普以「全球企業公民，本地行動響應」為定位，致力減少對環境的影響，以誠信從商，並希望通過增加人們對資訊科技接觸以改善生活。惠普香港公司在本地提供產品循環再用的計劃，而且成績斐然。

策略性規劃

惠普於策略性規劃方面採用「惠普商業表現鏈」，作為高層次業務指引，同時把作業的員工連繫起來，造就顧客的忠誠度，有利於財務業績。作為一個以客戶為尊的機構，惠普科技服務聽取客戶的回饋，作為改善業務的原動力，從而提高客戶的忠誠度。

惠普科技服務採取平衡記分卡，集中按照資本（員工）、效率（作業與客戶）及目標增長（業績）三大策略目標，追查策略與作業計劃的進展。



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Scorecard approach to track the progress of tactical and operational plans.

Customer and Market Focus

HP TS clearly defines customer segments and establishes, for each segment, multiple access and support channels for relationship building and communication.

HP TS implements a highly systematic Total Customer Experience (TCE) Programme with 4-level survey to collect voice of customers. In addition to the Compliments and Complaints Handling System (CCHS), the TCE forms the backbone for the determination of customer satisfaction.

Apart from the intelligence from the customers, HP also conducts qualitative market analysis to understand the battle field.

Measurement, Analysis, and Knowledge Management

With the aid of the Performance Management System, HP TS reviews its service performances regularly to develop recovery plans if necessary.

Well deployed IT systems are established to manage information and knowledge, such as Factory Management System, Services Access Workbench (SAW) and grow@HP. IT Resource Centre has been established to facilitate Knowledge Management with customers. In addition, regular sharing sessions on product knowledge are arranged.

Workforce Focus

HP TS sets up a well-articulated Total Rewards Framework covering both tangible and intangible rewards, for example, Customer Heroes and Consultant of the year. The company encourages its staff to develop their own career development plan and sponsors its employees to attend job related Master and Degree course.

客戶及市場焦點

惠普科技服務清晰釐定不同界別的客戶，並因應各個界別制定多種接觸與支援渠道，建立關係與促進溝通。

惠普科技服務採用一套十分有系統的整體客戶體驗計劃，分為四個級別調查蒐集客戶的心聲。除了嘉許與投訴處理系統，整體客戶體驗成為判斷客戶滿意度的基礎。

除了由來自客戶的資訊，惠普科技服務還進行市場定性分析，實地了解市場競爭。

評估、分析和知識管理

惠普科技服務借助工作表現管理系統，定期檢討服務表現，在有需要時制定災變復原計劃。

公司成立靈活調度的資訊系統去管理資訊與知識，例如成立「廠房管理系統」、「業務接入工作平台」及「grow@HP」等。公司又設立資訊科技資源中心，以便為客戶進行知識管理，並定期舉行產品知識分享會。

工作團隊焦點

惠普科技服務制定明確的全方位獎酬架構，涵蓋實際與無形的獎賞，例如年度「顧客英雄」和「全年最優秀顧問獎」。公司鼓勵員工開展個人事業發展計劃，並會贊助職員攻讀與工作相關的碩士及學位課程。

源自員工的靈感，公司創辦了「HPeople」會以培育職員的歸屬感。惠普科技服務進行全體員工心聲調查及公



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Riding on an idea from staff, the company has created the HPeople Club to cultivate employees' sense of belonging. HP TS conducts Voice of Workforce survey and a cultural survey to assess and improve the workforce climate.

Process Management

HP TS clearly defines its key work processes which focus on addressing customers' needs and creating customer satisfaction. All these key process are monitored and improved under the ISO 9001 system.

HP TS implements a Factory Management System to collect the data on the performance metrics of the key processes in order to manage the work processes and identify areas requiring attention. All new employees are required to attend Business Process Improvement courses to equip them with skills to implement Six Sigma projects.

Results

HP TS has achieved good results in various aspects in a competitive environment. Through various initiatives including the HPeople, a steady increase in the satisfaction of its employees has been exhibited.

Moreover, HP HK received the "Best Talent Management" award of the Hong Kong HR Awards. As Global Citizen, HP HK has solid performance and won several industry awards in environmental protection.

司文化調查，以評估及提高整體職員的士氣。

程序管理

惠普科技服務清晰釐定重點工作程序，集中處理客戶的需要，務求客戶充分滿意，並按照 ISO 9001 標準規格對各重點程序加以監控、改善。

惠普科技服務執行廠房管理系統，蒐集各重點程序有關業績規格的數據，從而管理作業程序，鑑定需要留意的範疇。所有新員工均須參加業務程序改善課程，培訓他們執行六西格碼品質管理項目的能力。

業績

惠普科技服務在競爭環境下取得多方面良好業績，通過各種不同活動，例如 HPeople，顯示惠普科技服務員工的成就感正穩步提高。

此外，惠普獲頒香港人力資源獎的「最佳優才管理獎」。身為世界公民，惠普在環保的努力有穩健的表現，並贏得業內數個環保獎項。