



Report from The Board of Examiners (Special Award for SMEs)



評審委員會報告 (中小型企業特別獎)

The I-Consulting Group (ICG) is an Information Technology (IT) company specializing in outsourcing and consulting services. In response to companies looking for a cost effective alternative to running their own IT department, ICG introduced a new business model which provides collaborative and customized IT solutions. In doing so, the company has demonstrated its ability in establishing a quality system to provide superior services to its customers. The following provides a summary of ICG's core strengths:

Leadership

The senior management cadre of ICG consists of young IT professionals who are very much committed to provide best-in-class IT services to their specific markets. The entire company shares an identical set of core values which allows organizational energy to be easily directed towards common operational and business goals. Meetings with very clear business focuses are regularly conducted to address key issues and review progress of strategic deployments. In addition, employees are encouraged to express innovative ideas at these meetings and whenever possible or deemed appropriate, these ideas are put into action without delay.

ICG supports its local communities through providing free seminars and workshops to share professional expertise in applying the latest information technology in daily operations. The company also offers an annual internship programme to university students to let them gain real life work experience and insights to their future career. Despite of the global economic downturn, ICG is committed to retaining its employees without reduction in their salary. This contributes significantly to trust-building and long-term relationship maintenance between management and the employees.

Strategic Planning

Market analysis, internal insights and customers' feedback have always been the cornerstones of the company's strategic

The I-Consulting Group (ICG) 為資訊科技公司，專門提供委外管理及顧問服務。因應市場需求，ICG 為客戶提供了除自設資訊科技部門以外的另一個選擇，就是為客戶提供度身訂造，而且具成本效益的合作性資訊科技方案。ICG 建立了有效的管理系統以提供優質的服務。下文扼要闡述 ICG 的優勝之處：

領導才能

ICG 的高層管理骨幹團隊由年青的資訊專業人士組成，全力為各特定市場提供上乘的資訊科技服務。公司上下有共同的核心價值，能協力邁向相同的營運及業務目標。在清晰的商業焦點下作定期會議，共商解決主要問題、檢討策略部署的進度。此外，公司鼓勵員工在開會時抒發創新想法，並在合適、可行的情況下採納，盡快付諸行動。

ICG 舉辦免費講座與工作坊，與公眾分享日常操作應用最新資訊科技的專業知識，以支援本港社區。公司每年亦為大學生舉辦見習計劃，讓學生增加對工作的體會和汲取更多經驗。現時經濟不景，ICG 仍堅持不裁員、不減薪，如此大大有助建立管理層與員工之間的互信，維繫彼此的長遠關係。

策略性規劃

公司在策略性規劃的程序，以市場分析、內部瞭解與客戶意見為基石。策略焦點在於加強公司的競爭優勢和改善客戶服務。

ICG 不斷尋求方法為服務增值以保持競爭力。公司在這方面的最新對策，包括採用資訊科技服務管理的國際標準ISO20000，



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planning process. Strategic focuses are put on sharpening the company's competitive edge and serving customers in even better ways.

To remain competitive, ICG continuously seeks ways to improve the value of their services. Some of the company's latest tactics in this regard include the adaptation of ISO20000, an international standard for IT Service Management which promotes the acceptance of an integrated process approach to effectively deliver managed services to meet the business and customer requirements.

Customer and Market Focus

ICG is a pioneer in the industry in that it is very much capable of taking advantage of market opportunities to provide best-in-class IT services to companies with high awareness or expectation of service quality. Further, the company also manages to develop operations by focusing on a selected group of clients, including branch offices of multi-national companies and small professional firms which have special demand on high quality IT services. These companies are now becoming a critical source that continually provides new businesses to the company. ICG is also very responsive to ever-changing customer needs and this allows the company to expand its services such as setting up a 24x7 service center and providing multi-lingual services to their customers.

Measurement, Analysis, and Knowledge Management

A monthly record of "client incidents" is kept to identify problem areas and develop solutions to improve customer service. Information is shared internally through various types of knowledge sharing directories in the information system, which fosters the knowledge sharing amongst employees.

Workforce Focus

ICG values its employees and believes in hiring the best

此套標準採取綜合程序有效傳遞管理服務，迎合業務與客戶需求。

客戶及市場焦點

ICG 是業內先鋒，成功把握市場時機，為極度重視及要求高度注重優質服務的公司提供一流資訊科技服務。ICG 藉着專注於一群經挑選的客戶，以此為參考發展其業務模式，該些客戶包括對優質資訊科技服務有特別要求的跨國公司的分行，以及小型專業公司。目前，這些客戶便成為 ICG 新業務增長的關鍵來源。同時，ICG 對客戶不斷轉變的需求反應十分敏銳，公司因而不斷擴充服務，例如成立一個每星期七天、每天廿四小時運作的服務中心，為客戶提供跨語言服務。

評估、分析和知識管理

公司保存「客戶事件」的按月記錄，據此找出問題所在，並研究解決方案，改善服務。公司內部的資訊系統下設有各個目錄以便員工獲取不同資訊，藉此鼓勵知識分享。

工作團隊焦點

ICG 很重視人才，認為專才與通才兼備的團隊可以帶給客戶最高的價值。公司積極提倡持續進修，又獎勵員工加入成為專業團體的會員。公司亦盡力為員工提供專業環境，投資設立優越的資訊科技基礎設施，讓員工能更有效率地工作。

程序管理

公司標準操作程序均作清楚記錄，並根據 ISO9000 建立質量管理系統。主要業務及支援程序皆緊密聯系起來，成為資訊科技專利服務系統，名為「ITOSE」。透過這



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people with extensive expertise and knowledge in order to bring the best value to their clients. ICG actively promotes continue learning, such as offering incentives to employees to acquire membership of professional associations. The company also aims to provide a professional environment for employees to work more efficiently by investing in state-of-the-art IT infrastructure.

Process Management

All processes are documented in the company's standard operating procedures and the quality system is built according to the ISO9000 system. Both key business and supporting processes are tightly knitted into a proprietary IT servicing system known as "ITOSE". This is a platform that enables ICG to improve its quality of service through improving its business processes. It also helps ICG to build entry barriers against market competition through competitive pricing and technology advancement.

Results

ICG has been able to run a very successful business in the past few years. It has achieved an annual client growth rate of 100% for the past six years and a maintained 100% client retention rate. According to a customer survey, high customer satisfaction levels on helpdesk, IT officer and IT manager and client servicing manager are observed. The service team achieved a high rate of resolving incidents in a timely manner. All customer feedback measures show that all key processes are delivered up to customers' satisfaction.

平台，ICG 可以改進業務程序以提升服務質素。這系統更有助 ICG 提高新入行的門檻，藉着具競爭力的訂價與先進技術，減低市場競爭。

業績

ICG的營運成績十分理想，過去六年，公司每年客戶增長一倍，客戶保留率達百分之百。根據客戶調查，諮詢服務、資訊科技主任、資訊科技經理及客戶服務經理的服務，均見客戶高度滿意。服務團隊在適時解決難題的比率甚高。客戶回饋意見的所有渠道均顯示，公司在執行各主要程序上均深獲客戶滿意。