

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)



Uchiya Hong Kong Limited (UHK) was established in 1986 and is a subsidiary of Uchiya Thermostat Company Limited from Japan. UHK mainly produces safety products like, bimetallic thermostats, thermal protectors, and breakers for electrical, electronic and automotive industries. Their products are designed in Japan and manufactured in Asia in accordance with ISO 9001 and ISO 14001 standards. The following provides a summary of UHK's core strengths.

Leadership

With its mission of “providing safety to society with our products and service”, UHK has put its organizational focus on improving reliability of its products since its inception. “Product quality and safety” are put on the top priority in UHK's culture and their importance are communicated to staff through various channels including management review meeting, quality circle, and TQM meeting.

Top management takes the initiative to implement various international standard programmes such as ISO 9000, ISO 14001, and OHSAS 18001 with the aims to introduce stringent quality, environmental protection, occupational health and safety measures in the company.

Strategic Planning

Both short-term and long-term plans are formulated through a unique strategy development process. Clear targets in areas including quality of products, punctuality of delivery and customer satisfaction are identified for continuous monitoring.

Staff members from different levels are being encouraged to take part in the strategy development process in order to gain their commitment in company's objectives. A “PDCA” improvement cycle is embedded in the whole strategy deployment process to make sure key targets are achieved.

Customer Focus

Special focus is placed on building up long-term relationships with

互持也香港有限公司（互持也）成立於一九八六年，是日本打矢恒溫器株式會社的子公司。互持也主要生產安全用品，如雙金屬片式恆溫器、過熱保護器及斷路器，用於一般家庭電器、汽車及其他電子產品。產品在日本設計，在亞洲製造並符合 ISO 9001 和 ISO 14001 標準。以下總結互持也的核心競爭力。

領導才能

以「透過產品與服務，將安全貢獻於社會」之經營理念，互持也自成立之初，便致力於改良其產品的性能。在互持也文化裏，「產品質量與安全」是最重要的，在與員工的溝通中，這一點會經常被提及，包括：管理總結會議、品質圈和全面優質管理會議。

管理層負責執行各種國際標準程序，如：ISO 9000、ISO 14001和 OHSAS 18001，目標是嚴格控制質量，建立環保、衛生和安全的工作環境。

策略性規劃

短期和長期計劃都有一個獨特的策略性規劃過程。局部的明確目標，包括：產品質量、準時交貨和客戶滿意度都會持續監控。

鼓勵不同級別的員工參與這個策略發展過程，目的是讓他們明確公司的目標並承擔自己的義務。把「PDCA」環貫徹到整個策略發展過程，確保達到主要目標。

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existing key customers. Channels including customer visit, survey, and trade exhibition are employed to deepen the understandings of requirements of these accounts. Formal customer feedback is gathered through survey including areas of product quality, on-time delivery, and service level. Detailed analyses are then carried out to identify areas for improvement.

Measurement, Analysis, and Knowledge Management

Actual results of areas including production, customer feedback and finance are put into analysis and are reviewed and discussed in monthly meetings. Moreover, statistics and data from controls and audits are gathered and assessed. Follow up actions are then taken to ensure that quality objectives are met.

Various monthly meetings are conducted between the management team and employees to enhance two-way communication. Important information and company updates are shared at the meetings as well as being posted on notice boards. These become very effective means of communication between the company and the front-line employees.

Workforce Focus

Staff is encouraged to participate in various committees. It helps develop a sense of ownership amongst team members in each quality improvement project. Workforce planning is carried out with thoughtful consideration in providing enough rest time and spaces for frontline employees.

Various employee incentive programmes such as "Star of the Month" are launched to strengthen staff morale. A "5S" programme has been implemented to ensure workplace safety and health, which proved to be very successful.

Process Management

Work system is built according to the requirements of ISO 9000 and ISO 14001 international standards and is being strictly followed

客戶焦點

公司特別注重與現有主要客戶建立長期關係。為了加深了解這些客戶的需求，公司採用一些方法，包括拜訪客戶、進行調查和參與展覽會。用調查的方法得到正式的客戶反饋，包括：產品質量、準時交貨和服務水平等方面，然後作仔細分析以找出需要改進的地方。

評估、分析和知識管理

對生產、客戶反饋和財務的實際結果進行分析，並在每月會議中回顧和討論。收集並評估監控和審計的數據和資料，跟進以確保達到質量目標。

每月召開各種會議，讓管理層和僱員雙向交流。會上分享重要信息和公司最新動態，並張貼於告示板。這個成為公司與前線員工之間非常有效的溝通方法。

工作團隊焦點

鼓勵員工參加各類委員會，有利於在每個質量改良計劃中使員工形成主人翁意識。勞動力規劃方面，亦讓前線員工有足夠的休息時間和空間。

公司並推行各種員工獎勵計劃，如「每月之星」等來提高員工士氣。公司執行「五常法」，確保工作環境的安全和衛生，計劃非常成功。

程序管理

根據 ISO 9000 和 ISO 14001 國際標準的要



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in daily operations. Production process flow charts and workplace instructions are well documented, which become part of the valuable organizational knowledge.

Process measures are well defined and monitored regularly to identify discrepancies and areas for improvement. PDCA improvement cycle and “5S” practices are weaved together to improve workflow & productivity.

Results

UHK manages to maintain high customer satisfaction level with zero product return in the past few years. Internal product defects rate is also under control and is lower than both internal targets and industry average. UHK also received various awards in recognition of its achievements in outstanding product quality, effective implementation of the “5S” programme, and improvement in staff well being.

UHK’s management runs a very successful business through adopting a Total Quality Management approach in every aspect of their daily management.

求建立工作系統，並在日常工作中嚴格遵守。產品訂有工序流程圖，生產崗位訂定了清晰的作業指示。此等成為一些很有價值的機構知識。

此外，公司清楚界定測量程序的準則並經常監控，找出不符合要求之處和需改進的地方。「PDCA」環和「五常法」相結合應用，改進工作流程和提高生產率。

業績

過去幾年中，互持也保持了高客戶滿意度和零產品回收率。同時，內部產品不合格率也在控制內，並且低於內部目標和行業平均數。互持也獲得了各種獎項，在產品質量，「五常法」的有效執行和改善員工福利方面得到各界的認可。

互持也的管理層在日常管理的各個方面，都採用了全面優質管理方法，經營成功。