



Richform Holdings Limited  
富安集團有限公司



As the exclusive master distributor of one of the worldwide leaders of purified drinking water system products in Hong Kong, Richform Holdings Limited (Richform) has managed to maintain a steady business growth in the past few years.

### Leadership

“Success through Sincerity” is the main vision of Richform. Clear directions have been set by senior management to achieve this vision. They have established six management principles, namely quality first, customer-oriented, continuous improvement, employee involvement, supplier partnership and integrity. In these areas, senior management acts as a role model to ensure the whole company shares the same core values.

### Strategic Planning

To maintain its strategic position in the industry, Richform conducts SWOT analysis on its business environment as well as changing both its existing and potential market segments on a regular basis. Marketing plans across “4Ps” (Products, Price, Place and Promotion) are then formulated with a strong focus on maintaining customers’ satisfaction and loyalty. Markets are further segmented into commercial product sector and household product sector with different strategic focuses in place to cope with the different needs of the two sectors.

### Customer and Market Focus

In order to build up good customer relationship, Richform provides unique offers such as lifetime free maintenance, free renewal scheme and no repairs bonus to its customers. As a result, a cartridge replacement rate of over 90% has been recorded in the past few years.

### Measurement, Analysis, and Knowledge Management

Measuring and monitoring customer satisfaction and loyalty are the main concerns of Richform and are regarded as the key organizational performance indicators. Actual performances in this aspect are reviewed twice a month during management

富安集團有限公司（富安）獨家經銷某全球首屈一指品牌的飲用水淨化設備，多年來均保持著穩定的業務增長。

### 領導才能

「以誠意創造成功」是富安的主要理念。公司的管理層為此理念訂下清晰方向，並以六項管理原則貫徹之：質素為先、以客為本、精益求精、令僱員融入公司、與供應商維持良好夥伴關係，以及發展良好品格。在這幾個層面上，公司高層均以身作則，全力令企業上下秉持相同的核心價值。

### 策略性規劃

要保持在業內之策略性位置，富安就其業務環境進行了 SWOT 分析，以及定期分析其現有及潛在市場之轉變。公司的市場推廣計劃主要以「4P」（產品、價格、銷售地點及宣傳計劃）為主，並以保持顧客滿意及忠誠度為目標。公司不同部門亦會採取不同策略，進一步把市場分類為商業產品和家居產品客戶兩大範疇，以不同的策略應付上述兩類市場的需要。

### 顧客及市場焦點

為建立良好的客戶關係，富安為客戶提供特有之優惠，如：永久免費保養、免費更新計劃及零維修小費。優惠推出數年後，濾芯替換率錄得超過九成以上。

### 評估、分析和知識管理

富安重視評估及監察客戶滿意程度，視之為企業表現的重要指標。在這方面的實際運作，則每兩個月在管理層會議上

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meeting to identify possible improvement measures. Moreover, a tailor-made computer system is installed to capture and analyze customers and sales data to enhance the overall efficiencies and timeliness of daily decision-making process.

### Human Resource Focus

Both monetary and non-monetary awards are given to recognize top performers and reward outstanding performance. To further upgrade its workforce, Richform's employees are encouraged to attend training programmes regularly and are advised to give inputs on training needs. Richform deeply believes that "satisfied employees will lead to happy customers". Creative employee-caring initiatives are exercised to support employees in getting job satisfaction, such as the "an-orange-a-day" scheme, appreciation meals and birthday leaves.

### Process Management

Richform is much focused on improving its core value creation process – offering excellent products and services to its customers. By creating a shared value of service excellence and customer loyalty, Richform is able to achieve aligned efforts of different employees in delivering a consistent high level of customer service to its customers.

### Results

In the area of results, Richform not only records an average of 25% annual growth rate of turnover since 2001, but also manages to achieve a high customer retention rate which can be reflected by the 90% of the cartridge replacement rate.

Due to its active participation and support in the society, Richform was awarded the "Caring Company 2006/07" logo by the Hong Kong Council of Social Services. In addition, Richform has received the "2005 Customer Service Excellence Award for SME - Gold Award" by the Hong Kong Association for Customer Service Excellence.

進行檢討，以找出可行的改善方法。公司亦以特別設計之電腦系統，用以記錄及分析顧客和銷售資料，從而提升整體效率，縮短日常決策所需的時間。

### 人力資源焦點

表現優越的僱員，會獲得金錢或非金錢的獎賞。為進一步提高員工質素，富安鼓勵員工定期參與公司提供的培訓課程，並積極提出任何改善課程的意見。富安深信，「員工的滿足感會使顧客感到更愉快」。公司以別出心裁的方法關懷員工，例如「每天一橙」計劃、「獎勵餐譜」及「生日休假」等，從而提升員工對公司的歸屬感。

### 程序管理

富安集團致力改善其企業核心價值的創造過程，為顧客提供優質產品和服務。透過與公司不同部門分享企業對顧客忠誠度及優質服務的珍視，集團得以集結不同員工的一致努力，為顧客帶來穩定的超卓服務。

### 業績

在業績方面，自二零零一年開始，富安的營業額按年錄得逾百分之廿五的增幅。此外，公司更成功保存一群忠實客戶——其超過九成的濾芯替換率記錄，無疑是最佳證明。

富安對社會事務的熱心參與及積極支持，使之獲選為香港社會服務聯會舉辦的「商界展關懷二零零六至零七」得獎機構。此外，集團亦獲得由香港優質顧客服務協會所頒授的「中小企業優質顧客服務大獎—金獎」。