



Report Summary (Silver Award)

報告摘要 (銀獎)

Provided by Hewlett-Packard HK SAR Ltd., Technology Services
本報告摘要由惠普香港公司 科技服務提供

Hewlett-Packard (HP) Technology Services (TS) is an organization under Hewlett-Packard HK SAR Ltd. Target customers include enterprise, commercial and consumer. It supports products across HP. HP TS not only provides support, installation and startup service to hardware (server, storage, personal computer and printer) and software, but also “Solution Infrastructure Practice”, network solutions, and education services.

HP TS set its mission as striving to be the industry benchmark for customer satisfaction and loyalty by delivering quality one stop value-added solution to Hong Kong customers. As soon as 1992, HP TS was the first IT service vendor in accrediting the ISO9002 certification in Hong Kong. It stated clearly its determination on providing customer with quality services. In 2008, HP TS is the market leader on the aspect of Technology Product Services in Hong Kong (According to 2H 2008 IDC Asia/Pacific Semiannual IT Services Tracker).

Since 1979, Hewlett-Packard HK SAR Ltd. (HP HK) has established in Hong Kong for 30 years. HP HK comprises of three groups -“Imaging & Printing Group”, “Personal Systems Group” and “Technology Solutions Group”. Within the Technology Solutions Group, it is further subdivided into EDS, Enterprise Servers & Storage, Software, ProCurve and Technology Services.

Leadership

The vision for HP TS is to be the industry benchmark for customer satisfaction and loyalty. As such, the mission of our senior leadership is striving to deliver quality one stop value-added solution to Hong Kong customers. To sustain our quality service concept, on the other hand, we have developed a series of Talent Management programmes as part of the leaders succession planning.

Our leadership is not only concerning our customers and

惠普香港公司的科技服務部為客戶提供科技服務。服務對象包括企業、中小企及消費者。惠普科技服務部除了提供伺服器、儲存系統、個人電腦及打印機等硬件及軟件的支援、安裝及啟動服務，並提供「解決方案基礎架構實務」、網絡方案及教育服務。

惠普科技服務的使命是為客戶提供一站式高質素的增值服務方案，從而於客戶滿意度及忠誠度上，成為業界模範。惠普科技服務早於一九九二年已成為全港首家榮獲 ISO9002 國際品質認證的科技服務供應商，可見其對提供優質服務的堅持。於二零零八年，惠普科技服務於科技產品服務範疇，是香港市場領導者（根據 IDC 2008 下半年亞太區資訊科技服務追蹤半年報）。

惠普香港公司於一九七九年成立，至今已扎根香港三十年。惠普香港的三大業務部門於核心科技領域中佔業界領導地位：「影像及打印部」、「個人系統部」、及「科技方案部」。而於科技方案部旗下有「EDS」公司、企業儲存及伺服器、軟件、「ProCurve」交換器及科技服務。

領導才能

惠普科技服務的願景，是於客戶滿意度及忠誠度上，均能成為業界的指標。為達此目標，管理層均以帶給客戶一站式高質素的增值服務方案為己任。另外，為確保我們的理念能薪火相傳，一系列的優才管理計劃，為管理層物色繼任人選。

管理層不但關注客戶及員工，在企業社會責任方面，更是不遺餘力。秉承惠普



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employees, but also actively giving back to the society in carrying out our Corporate Social Responsibility. By positioning ourselves as “Global Citizenship, Local Action”, the HP Hong Kong Global Citizenship Fact Sheet 2007 states clearly our global citizenship priorities are: reducing environmental impacts, running our business with utmost integrity, and improving people life by increasing access to IT.

Strategic Planning

HP TS believes that with happy employees, aided by tools and processes, we would be able to delight our customers which in turn will build customer loyalty and profitability for the company. This is now embodied in the HP Business Performance Chain.

Starting with the concept of HP Business Performance Chain and annual HP Worldwide strategic planning direction, HP TS applies to its local market with detailed Hoshin as well as Operational plans. Based on the plan, metrics are developed to enable measurement to ensure that we are reaching the goals set out.

Customer and Market Focus

Aimed at understanding more about the customer, HP TS uses a multi-channel approach in gathering raw data from its various segments' customer experience. These **Voice of Customers (VOC)** are collected in the following ways:

- Systemic customer satisfaction measurement system
- HP user groups
- Some customer visits, and personal interviews through Relationship Assessment Process (RAP)
- Customers' compliments and complaints tracking, and
- Regular customer facing staff (sales, service, administration) roundtables.

「全球企業公民，本地行動響應」的精神，惠普香港於《惠普在香港履行企業公民責任概覽二零零七》清楚表明其全球企業公民責任分別為：減低對環境的影響；以最廉正的商業手法行商，以及幫助更多人以科技改善生活。

策略性規劃

惠普科技服務相信，首先要有愉快的員工，再賦予優質的輔助工具及合適的流程，才能締造滿意的客人。隨之而來的是持續偏高的顧客滿意度，及超卓的業績。此種種也能被歸納於一個理念之中：「惠普商業表現鏈」。

以此理念及惠普全球每年策略性規劃方向為基礎，惠普科技服務引申出適合本地市場的策略性規劃，並輔以詳盡的方針管理及操作上的規劃。於這些規劃之上，再設定不同的評估機制，以幫助監控是否達到預期目標。

客戶及市場焦點

本著了解更多我們的客戶，惠普科技服務以多方渠道，搜集不同顧客層從不同體驗中的回應。搜集這些「客戶之聲」的渠道大致有以下各種：

- 多方位而有系統的顧客滿意度調查
- 惠普用戶小組
- 客戶探訪，及以「客戶關係評估」深入與客人一起探討其所需
- 客戶回應跟進
- 前線員工（包括銷售、服務、行政）定期會議

另外，我們以「客戶回應處理系統」有效地處理客戶的回應。此乃惠普科技服務的



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On the other hand, we handle customers' feedback effectively through the **Compliment and Complaint Handling System (CCHS)**, a web-based application linked with related departments. HP TS colleagues simply input customer feedback in the system. It will escalate appropriately to the relevant stakeholders. Also, it provides insights into business or service improvement opportunities.

Measurement, Analysis, and Knowledge Management

As a technology company, we have exploited technology to enable us to develop metrics and measure them. We have developed separate measurement metrics in capturing and analyzing the performance on operational (which includes more than 100 metrics), financial, customer satisfaction, and employee experience. And, we present all these findings from these metrics in a Balanced Scorecard.

On the aspect of Knowledge Management, on the other hand, Services Access Workbench (SAW) is a web-based Knowledge Management tool where HP engineers can go to look up solutions or add their learning from their fieldwork.

Workforce Focus

Employee engagement is the key in satisfying customers. As such, the leadership and people managers engage employees through many channels - one-on-one meetings, quarterly staff meetings, career dialogues and social events.

Also, HP has comprehensive and systematic talent management programme. For example, there is a SKY programme for managers to enhance their leadership skills, RAINBOW programme for high potential individual contributors and SOLAR programme for new college hires.

With the aim of providing employees with a meaningful workplace, we have developed HPeople as one of the programmes to enhance HP culture and cultivate employee's sense of belonging.

在線系統，連接相關部門。同事只需將客戶的回應記錄於系統之中，相關部門便會加以跟進。此系統除了能確保客戶的回應，能得到及時的跟進外，還能給業務及服務改進方面，提供寶貴的方向。

評估、分析和知識管理

作為全球最大的科技公司，惠普透過科技的應用，使很多東西得以量化，並以相關機制加以評估，方便監控。我們定立了多種評估機制，單說營運方面的評估機制，便有百多種。這些機制幫助收集營運、財務、顧客滿意度、員工滿意度的數據，並加以分析。而不同範疇的資料，將記錄於平衡計分卡以反映整體情況。

另外，在知識管理方面，「業務接入工作平台」是惠普工程師用作查詢疑難，或加入新知識的在線知識資料庫。

工作團隊焦點

員工投入度直接影響著顧客的滿意程度。因此，管理層均積極透過多方渠道，增進與員工的溝通。例如：一對一面談、季度職員會議、職業發展對話，及各種聯誼活動。

同時，惠普設有全面而有系統的優才管理計劃。當中包括：「SKY」是給管理層以增進其領導技能、「RAINBOW」是給高潛質的個別員工、「SOLAR」是給剛大學畢業的新入職員工。本著為員工提供更有意義的工作環境，我們創造了「HPeople」會，藉以作為提升惠普文化及培養員工歸屬感的重要一個環節。

此外，於員工滿意度上，我們每年均有「員工之聲」問卷調查，以量度僱員滿意度及



On the aspect of employee satisfaction, we have the Voice of Workforce (VoW) survey conducted annually aimed at measure employee's satisfaction and gather their feedback.

Process Management

Being the first IT services and support vendor to be accredited with the ISO9002 in Hong Kong, we have continuously optimizing our processes to ensure quality delivery to our customers. Our process is documented in "the Quality Management System".

On the aspect of process management and improvement, we make use the framework of SigmaPlus - a HP's version of Six Sigma Programme. Whenever a serious problem arises, we form a project team to investigate and develop solutions accordingly.

To proactively avoid process problem, all HP TS employees have gone through the Business Process Improvement training course to enhance their awareness. Also, they are encouraged to pursue "green" or "black belt" accreditation to have further understanding on quality process management.

Results

For the market share, according to 2H 2008 IDC Asia/Pacific Semiannual IT Services Tracker, HP TS is the market leader on the aspect of Technology Product Services in Hong Kong.

Also, HP TS has won certain number of external awards. On 2008, for the aspect of service quality, we won the following.

- Customer Experience (B2B) Award (Asia Pacific) 2008 from Global Customer Experience Management (G-CEM)
- Gold Team Award (Internal Support Service), Customer Service Excellence Award 2008 from Hong Kong Association for Customer Service Excellence (HKACE)

We take these winning as confirmations of our service standard is above average when comparing again the industry.

藉此聆聽員工意見。

程序管理

作為全港首間榮獲 ISO9002 國際品質認證的科技服務供應商，我們積極持續優化運作程序，以確保優質服務得以傳遞給顧客。我們的所有程序均有系統地記錄於「品質管理機制」。

在程序管理及改進方面，我們採用「SigmaPlus」概念，每當嚴重問題出現，我們會成立專案小組加以深究，並找出相關的解決方案。「SigmaPlus」是惠普版本的六西格瑪。

而在預防程序問題發生方面，所有惠普科技服務的員工，也修畢商業程序改進培訓課程，以增進其相關認知。同時，我們也鼓勵同事們考取「綠帶」或「黑帶」質量證書。

業績

根據 IDC 2008 下半年亞太區資訊科技服務追蹤半年報，惠普科技服務於科技產品服務範疇，是香港市場領導者。

而且，惠普科技服務於二零零八年贏取數個有關優質顧客服務的獎項：

- 由 G-CEM (全球客戶體驗管理協會) 主辦，全球客戶體驗大獎二零零八中奪得《亞洲區 B2B 客戶體驗大獎》
- 由香港優質服務協會主辦，優質顧客服務大獎二零零八中奪得《內部服務支援隊伍金獎》

透過這些殊榮，及業界的肯定，我們得以確保服務水平維持偏高。