

## Listening to customers and taking immediate actions to help them solve their issues and earn their trust

### Enhancing Solutions Services

#### Building global support system for solutions services

##### <Ricoh Group (Global)>

As a solutions business provider, we are required to understand each customer's specific issues/challenges and take optimal actions to address them. However, it is quite difficult to address such issues and challenges on a case-by-case basis through the relevant customer contact point alone because of today's complicated office environment with various products and technologies. Therefore, our Technology Centers all over the world work together to provide support in making a compelling presentation that meets our customers' requests. Approximately 80% of our solutions services projects have already been implemented, resulting in impressive, tangible benefits. Such examples include a project for a leading US brokerage firm, where we worked closely with the customer to obtain a deep understanding of their issues and expectations, and developed appropriate systems. In doing so, we were able to build the customer's confidence in us with our US-

Japan team's timely response and seamless support regardless of the time-zone difference and geographical distance. Going forward, we will continuously improve our collective expertise and capabilities by accumulating and sharing successful project experiences. At the same time, we will provide feedback to the manufacturing-related divisions for product improvements, to meet and exceed customer expectations.



Sharing knowledge and case examples among solutions services members from worldwide

#### Leveraging our own experience to solve customers' issues

##### <Ricoh Group (Japan)>

Companies today need to address a wide variety of issues in a timely fashion to respond to ever-changing markets and increasingly diversified public needs. The Ricoh Group is no exception. While we have been making continuous efforts to this end, we have also launched a new service named Ricoh's Practice Presentation (RPP), in which we use our own experience to help customers solve their problems. Specifically, we have identified and categorized 46 actual case studies within our seven business areas. We support our customers through seminars on these subjects and by benchmarking their practices against ours. More than 120 projects per year are performed under RPP. We believe this collaborative service will help us provide truly useful services to customers and in turn gain further trust from them. Besides this service, each of our Group companies willingly shares information on its own experience with customers.

### Strengthening Customer Support Systems

#### Providing even more reliable services

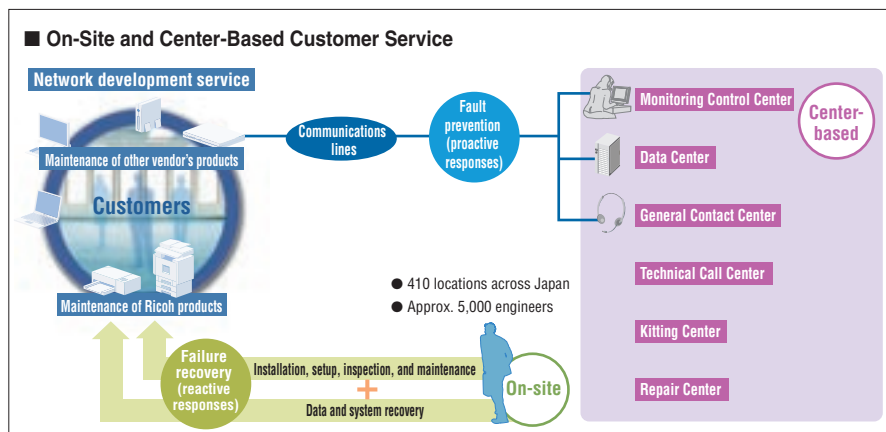
##### <Ricoh Technosystems Co., Ltd., Ricoh Group (Japan)>

In our on-site customer service, our engineers and customer service specialists provide a one-stop fault prevention and recovery service for office equipment in the customer's office,

whether they are Ricoh's or other vendors' products. To provide this service to customers anywhere in Japan, our on-site service units are available in 410 locations nationwide. To accommodate customers' various operating hours, this service is provide on a 24/7 basis.

In addition, we operate a range of service centers for IT environment support to help

solve customers' IT challenges. These centers include: the Technical Call Center for hardware failure recovery and inquiry-answering services, the Kitting Center for customization, the Repair Center for repair services, the Monitoring Control Center for 24/7 manned monitoring of customers' network statuses, the General Contact Center for arranging a service, and the Data Center for data custody service.



## Listening to Customers

### Customer Center: listening to customers and acting as a catalyst for turning customers' voices into product improvement and sales proposals

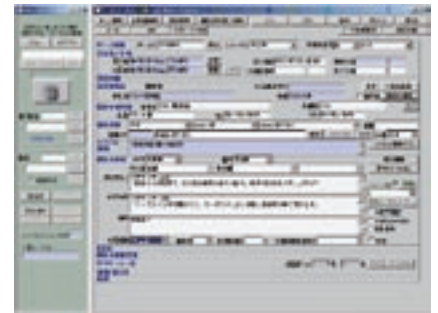
#### <Ricoh Group (Japan)>

At Ricoh we strive day-in, day-out to develop and market new products with improved customer convenience. However, some customers may feel bewildered about how best to use products with sophisticated, complex functions. To deal with these problems swiftly, we support customers through the Customer Center, which answers more than one million calls a year. To respond to customers' diversifying inquiries in a prompt, accurate, and consistent manner, we continuously enhance the quality of this call center, including its organization, systems, and

training programs. We also use customers' inquiries and feedback to improve our products and services. To take this effort to the next level, we launched an in-house portal site that posts customer comments in October 2008 and provided this information to the relevant divisions. With this new system in place, we aim to develop new products and sales proposals that create greater customer satisfaction.



Call center



Sample screen of the customer contact log



Portal site recording customer comments

## Improvements through Customers' Voices

### Reflecting results of customer surveys in CS improvement activities

#### <Ricoh Group (Japan)>

We work to identify Ricoh's strengths and weaknesses, and customer satisfaction drivers by referring to the results of independent customer surveys. The survey results indicate that the more diversified the usage of a product, the greater the satisfaction in terms of not only the product per se, but also the overall user experience. Based on these findings, we have improved our after-sales services, such as explaining how to use and make the most of the product when it is delivered, and suggesting ideas to make the purchased product more versatile. We have also stepped up our efforts to ensure that our maintenance staff's attitude is appropriate, and the availability of supplies.

In addition, we conduct our own customer survey every year to obtain a greater understanding of our challenges and to ensure effective improvements.

This annual survey program has been expanded to cover customers of our sales partner companies. Making the most of our survey experience and expertise, Ricoh and its partner companies are working together to make our respective customers even happier.

### Improvement activities based on comparative survey results

#### <Ricoh Europe PLC (Europe)>

Ricoh Europe (RE) conducted a customer satisfaction survey on Ricoh and its competitors in nine European countries in 2008 to assess strengths and weaknesses. The results show that Ricoh enjoys a higher customer loyalty rate (51%) than any other competitor (42%) in the sector. We have also established a special committee to prioritize and coordinate improvement activities across the region so that the survey findings will lead to better products and services. The committee members include our European execs, key account managers, and the heads of our sales subsidiaries in Europe. Furthermore, Ricoh Europe has launched three improvement projects, under which sales subsidiaries aim to improve their maintenance service, an important priority for both Ricoh and its customers. As the next step, we are developing a follow-up program to evaluate the progress and effectively manage improvement activities on an annual basis.

### Unified customer survey across the Asia Pacific region

#### <Ricoh Asia Pacific Pte. Ltd. (Asia Pacific)>

We now conduct a unified customer satisfaction survey across Asia. Previously, each local sales subsidiary in the region planned a survey on its own, and the actual survey was conducted by a survey firm. Such inconsistent survey methodologies and objectives from country to country made it quite difficult to make a regional analysis or find opportunities for improvements in specific business processes. To solve this issue and obtain a better understanding of customer satisfaction, Ricoh Asia Pacific, the regional headquarters, took the initiative, together with support from Head Office, to shift from a national-based to a region-wide survey. This change has enabled us to accumulate survey expertise and experience, resulting in more effective performance of our customer surveys.



Video conferencing with Tokyo