

Introducing New Work Styles by Changing the Internal Culture

Ricoh Sales Co., Ltd. is a documents-focused solutions and service provider, selling Ricoh products and providing after-sales assistance. The entire company, which is committed to developing information security systems that customers can trust, and to delivering peace of mind and security, worked toward and successfully obtained ISMS certification. The day-to-day practice, to keep the employees' awareness of security high and to reinforce the security-oriented culture, is explained below.

Focusing on Human Elements

Information security measures at Ricoh Sales are anchored on three key groups of factors: physical, technological and human. It should be noted that there is no such thing as a 100% fail-safe IT security measure. Also, from the corporate management point of view, cost effectiveness must be considered when selecting these measures. After concentrating on these points, Ricoh Sales turned its focus to human factors. It came to the conclusion that, in regard to information security measures, it is crucial to foster a culture that says "no" to wrongdoing and to develop a mechanism that prevents employees from doing wrong. In the same way, measures to increase individuals' commitment to compliance are crucial in the protection of customers' privacy.

For a culture that says "no" to wrongdoing, the challenge is to instill in the workplace a climate where leaking information and other misconduct cannot possibly take place, and such things are never tolerated. To help foster this culture, Ricoh Sales uses easy-

to-understand education approaches to familiarize employees with ISMS policies and standards that employees must comply with. At the same time, daily management includes applying the "Clear Desk" and "Clear Screen"¹ rules and rules concerning PC operations.

In addition, information security activities have been on the management agenda for MQ-UP,² a company-wide, long-standing endeavor. Along with other items on the agenda, it is subject to monthly self-checks. Results of the checks are counted up and reported to the committee as business management issues. The results are then reflected in the development of new measures and mechanisms.

The effort of Ricoh Sales to create a culture that says "no" to wrongdoings is based on the PDCA cycle. The effort requires the participation of every person in the company from senior management to rank-and-file members. Developing a mechanism that does not permit any wrongdoing involves creating solid information systems that don't yield to any malicious attack on the information the company holds by employees or third parties, and it requires strictly implementing rules. Details on this mechanism are not elaborated on here due to space limitations.

¹ An information security initiative requiring employees to lock their PCs and clear their desks when stepping out of the office.

² MQ-UP (Management Quality-Up) is designed to boost the quality of corporate management with the goal of improving the quality of the corporation so that it remains worthy of customers' trust. The initiative is carried out across the organization primarily by marketing/sales divisions and companies of the Ricoh Group. It is a corporate reform undertaking that addresses, in addition to information security, a broad range of topics including compliance, management quality, and environmental protection.

■ Three action areas for stronger security



■ Pages displaying the MQ-UP (Management Quality Up) self-checks



New Work Style in Practice

Having put in place technological measures to ensure information security, Ricoh Sales now faces the great challenge of controlling information in hardcopy formats, which exists throughout the offices. To address this issue, Ricoh Sales enforces the "Clear Desk" and "Clear Screen" rules to alleviate the risk of information divulging, promotes the "paperless state" to reduce unnecessary hard-copy output containing information, and encourages conversion into electronic data for easy control. These steps have an impact that goes far beyond information security, as they also contribute significantly to the environment. Positive benefits such as these, combined with the additional advantage of reduced space and printing costs, allow the initiatives to be rightfully called "work-style reform," so there are three types of positive effects. To demonstrate these initiatives in action, Ricoh Sales created "live offices" called "ViCreA."³

³ ViCreA stands for Value Innovation Creative Area.

An Outline of ViCreA

ViCreA is a series of business offices where the members of the office demonstrate, through their actions, initiatives to meet the challenges of work-style reform. Open to the public, ViCreA live offices are located at 18 Ricoh Sales locations, in addition to ViCreA Central at Ricoh Sales' head office, as described below.

Because the environment surrounding security constantly changes, reviews must be conducted on an ongoing basis. It is

crucial to put into action measures that can trigger spiraling-up effects from the PDCA cycle. It is also important to launch measures considered realistic and feasible in view of time and monetary constraints and organizational culture. Ricoh Sales, with its renewed commitment, continues to implement measures for better information security.

■ "ViCreA" live office



■ Map of ViCreA locations

