

## Customer Communication

One of Ricoh's management principles is to put itself in the other person's place<sup>1</sup>. However, for CS (Customer Satisfaction) this is not enough. It is also important for the Company to objectively evaluate its CS and competitive levels and to check whether its activities and goals for improving CS and strengthening competitiveness are appropriate.

To meet the requirements described above, Ricoh's top management made it clear that they would review the quality of their management from the customer's point of view. The results of their efforts were objectively examined for the fiscal 1999 Japan Quality Award<sup>2</sup>, which they won. We will continue to review our daily business practices from the customer's point of view to see if there is anything that can be improved or added for CS.

1. See page 5.

2. The Japan Quality Award was established in 1995, modeled after the Malcolm Baldrige National Quality Award in the United States.



The Ricoh Group receives the fiscal 1999 Japan Quality Award.

### Customer Service Center

In 1981, Ricoh established a customer service center and a quality assurance center as its planning headquarters long before CS began attracting people's attention.

It is important to listen to customers' opinions and provide services and information that are in line with them while providing customers with advanced solutions. Customers who complain to the customer service center are often loyal users of our products. The complaints indicate the high expectations these customers have towards our products. Ricoh has a database of customers' opinions that top management and those related to product planning divisions

can reference. Any opinion can be retrieved the day after it is made. For serious complaints, directors themselves visit the customer who made the complaint to personally look into the problem and to find a solution. Phone (toll-free): 0120-000475 (In Japan)

#### Level of Service at the Customer Service Center (targeted values based on actual results)

Telephone connection rate	How often calls make it through to the center (no busy signal)	85% or more
Immediate solution rate	How often problems are solved on the first call	90% or more
Waiting time	How long the caller is kept waiting on the phone	Under 20 seconds
E-mail response time	Number of days to answer e-mail	Within two days
CS (Customer Satisfaction)	Questionnaire on CS*	90 points or more

\* Questionnaires are sent twice a year via fax and e-mail to approximately 270 customers.



Ricoh's customer service center

### Network Call Center

Office networks are getting more and more complicated in a multivendor environment in which machines of diverse brands coexist. Accordingly, the need for troubleshooting is increasing. To meet this need, Ricoh established the Network Call Center, which specializes in providing customers with office network support services. Based on an advanced computer technology integration (CTI) system, the center is providing high-level customer support services.

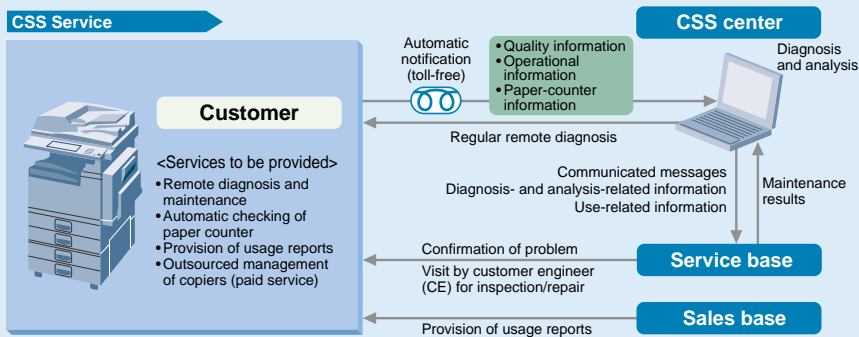


Network Call Center

### Remote Diagnosis System

In 1995, Ricoh launched a remote diagnosis system for its customer support service (CSS). Under this system, the customer's copiers are constantly being monitored through Ricoh's network, and maintenance information, such as regular inspection schedules and the kinds of problems encountered (paper jams, etc.), is remote managed by the CSS center. This service relieves the customer of the burden of maintenance and minimizes the downtime of machines.

#### CSS Remote Diagnosis Service



#### Aims of the CSS service

##### (1) Prevention of copier problems

To prevent problems through regular diagnosis and careful inspection according to the state of each individual machine

##### (3) Support the management of copiers

To simplify copier-related tasks and provide outsourcing services for the management of copiers

##### (2) Reduction of downtime through quick response

To minimize the downtime of copiers through the automatic notification of a problem, confirmation of the problem, prompt dispatch of a CE, and simplification of repair-request procedures

##### (4) Offer consultations based on information obtained through the remote diagnosis service

To suggest better ways of using the customer's copier and to recommend models better suited to the customer