

## Customer Communication

### Reviewing our daily business practices from the customers' point of view to improve management quality

One of Ricoh's management philosophies is to put itself in the other person's place<sup>1</sup>. The Ricoh top management strongly emphasizes its commitment towards changing anything, save Ricoh's management philosophy, that hinders the improvement of CS (customer satisfaction). To improve management quality, the Company must listen to customers' opinions, improve daily business activities, objectively check its activities and goals for improving CS, and evaluate its competitive edge.

Ricoh ranked first in the Japanese copier division of a customer satisfaction survey conducted by an independent organization for seven years in a row. The Ricoh Group's efforts in this area include continuously aiming for the Japan Quality Award<sup>2</sup> by identifying and analyzing its position in society, reviewing its business activities, and reorganizing its organizational structure based on analysis results. The Group will continue to review its daily business practices from the customers' point of view to further improve itself and provide innovative solutions.

1. See page 9.

2. The Ricoh Group received the Japan Quality Award in 1999. The award was established in 1995 and was modeled after the Malcolm Baldrige National Quality Award in the United States.

### Japan

#### Local Quality Awards

Niigata Ricoh Co., Ltd., and Mie Ricoh Co., Ltd., which are Ricoh Group sales companies, were each awarded a local quality award by the governor of their respective prefectures in recognition of their distinguished management qualities. Both companies endeavor to enhance their corporate qualities, exhibit leadership qualities in the community, and improve their presence, all for the sake of their customers.

### Answering Customers' Requests

In 1981, Ricoh established a "Quality Assurance Center" (now "Customer Service Center") and began efforts to improve CS long before CS began attracting people's attention. Ricoh believes that complaints are gifts from our customers and those complaints may lead to ideas for new products. Customers who file complaints at the customer service center are often loyal users of our products. Ricoh has a database of customers' opinions that top management and those related to product planning divisions can refer to. Any opinion can be retrieved the day after it is made. The directors themselves handle the more serious complaints by investigating the source of the problem, determining management issues, and finding solutions.

#### Target of Service Quality at the Customer Service Center (Target 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
Customer satisfaction (CS)	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

#### Customer Support in an IT-Oriented Era

As a result of progress made in information technology (IT), office networks are getting more and more complicated in a multivendor environment in which machines of diverse brands coexist. For the purpose of troubleshooting a customer's network system, Ricoh established the Network Call Center, which provides high-level customer support services based

on an advanced computer technology integration (CTI) system.



Network Call Center

### The Americas

#### The United States Improvement in CS and Accessibility

The Ricoh Group engages in business activities in the United States as well as Japan under the belief that CS and social contribution (in the form of environmental conservation) should work in tandem. Ricoh Corporation organizes customer complaints in a particular format and reports them to the president at meetings in an attempt to find ways to improve. To facilitate communication with customers with hearing problems who may find it difficult using the services that the service center provides, the company provided teletypewriters, which enables communication between those customers and us using character entries over telephone lines, to the center and other relevant facilities in June 2001. Thus, the Ricoh Group strives to improve the accessibility to customer services.

### China and Taiwan

#### Hong Kong

#### Ricoh Hong Kong's Customer Relations Management (CRM)

Ricoh Hong Kong manages customer information and product use/sales records on its IT system and utilizes it in making appropriate proposals to customers. Also, the company makes efforts to improve customer satisfaction by organizing customer support units specialized in handling complaints and by giving complaint-handling systems operation training to all company employees.