



你需要一個 怎麼樣的學會？

By K M Yim, FHKIM, CPM (AP), CPM (HK)

過去二十多年，在徵求會員及公眾宣傳方面，香港市務學會都頗為低調。即使直到近期，我們不過只得二、三千會員，其中不少部份是參與香港市務學會課程的朋友。這個數字與全港數以十萬計的市場營銷從業員來比，簡直是小巫見大巫！

不少人士對我說，本會應廣開大門，接納全部市務營銷行業和前線銷售的從業員為會員，因為不少人需要這麼一個學會的培養。也因此我們會員人數得以大幅增加，從而可以成為一個有力量的龐大學會。

專業資格的釐訂

問題是：香港市務學會是一個強調專業的學會，我們的會員都是資深的市場營銷專業人員，大部份都受過大學程度正式的市場學（或同等學歷）訓練，但大學程度是否專業形像的基礎？如果我們一旦更改基本入會條件，那會否因此影響了我們的形象和質素？別人能否像從前一樣尊重我們？

這個門檻的問題很值得我們深思熟慮——因為將會直接影響到學會日後的發展！在過去來說，比較偏重要求學歷，因此審批的程序亦很繁複和嚴謹，對已在行內工作超過十五二十年「經

驗老到」的前輩來說，一定嫌這些煩瑣的申請太過麻煩，不少因此錯過了入會的好機會。於是，我們的制度在不知不覺間把一些優秀的市場專家摒諸門外。

沒有了在市場上的這批專業人士作棟樑，學會在大公司中的權威地位就難以與其他專業團體，如人事學會、董事學會等相比。還有一點的是，沒有了這些棟樑，學會搞大型活動時要找人贊助就艱苦多了！

我們要面對的現實，是希望能大量招攬這些市場學的專家，同時，有不少現職市場學的從業員，他們可能沒有學位，也可能未有時間進修，那麼我們學會是否接納他們為會員——或者是較會員為低的副會員呢？

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聯屬會員？

另一項有關會籍的提議是我們在副會員之下增設一個 **Affiliate**（聯屬會員），讓所有對市場學有興趣的朋友，而他們是未經任何市場學訓練，甚至未

有大學學位者，都可參加本會的活動。從而對市場營銷學產生興趣，最少可獲得市場內最新的資訊和消息。

以上眾多提議，均會影響現時的會員及學會未來的動向。以我本人來說，我認為學會除應要努力尋找業內棟樑作會員，還要努力把會員數目擴大，理想的會員人數應在五千至一萬之譜。我們有了這樣龐大的會員，自然就有龐大的力量為政府作諮詢，也有足夠的力量做更多大型活動，積極推廣市場學在香港、中國和亞洲的地位。

但，只得個人或是只由理事會去推行是不足夠的，我希望透過這篇短文把這個問題帶了出來。由於事關重大，理事會已決定延長下次開會時間，把此問題作為「策略性研討」項目——我們將邀請各理事會成員及幾位資深的顧問一起，要花一個星期六下午作出詳細討論。而身為會員的您（也是學會的主人），我們希望能收集到你更多的寶貴意見。

請你抽出寶貴時間，告訴我的想法，我的電郵是：chairman@hkim.org.com，我期待著收集你寶貴的意見，並於「策略性研討會」上反映。

謝謝各位。

What type of institute you want?

Traditionally, HKIM has taken a low profile in promoting itself and promoting for members. There are only 2 to 3 thousand members and most of them became members through studying our courses. Comparing with the number of marketers in Hong Kong, our membership is but a tiny part of the marketing community.

I have been receiving a lot of suggestions that an open admission policy would instantly boost up our membership numbers because many marketing practitioners would need professional support and opportunities for personal development.

Education and Professional Image

The question is: Over the years, HKIM preaches on need for professional marketing and this philosophy led to a membership base made up of highly experienced marketing professionals who have a tertiary education in marketing. Is a tertiary education that essential to maintain a first class professional image, and a relaxation of entry requirement would lower our public profile?

We really need to ponder deeply on this particular issue, as the future development of HKIM would be directly affected it! Our educational requirements may have

complicated the membership admission process and as a result, we could have missed out on those veteran marketers with decades of experience? Would missing out on the veterans result in missing out on an authoritative stature in our own field of excellence?

We may be at a cross road – is the route of progression built on hard-earned professional experience or a high level of education? Is there a middle of the road possibility where we could admit the less well qualified but highly experienced into a separate category of membership?

Affiliates

There had been a suggestion that a grade of 'Affiliate' membership could be introduced for those without formal marketing training to join our activities so they could be provided with personal and career development.

All these ideas and suggestions could have long term implications for HKIM. Doubling the membership base would give us a louder voice to speak as the marketing authority. This is achievable, but where should we go to find them?

Membership growth will be a topic for discussion at the Council's Strategic Task Force meeting in September. We

would like to hear your views before then.

So, as a member (and master) of HKIM, you should provide guidance to the Council. Please spare us some of your precious time and tell me your comments. My email is chairman@hkim.org.hk and I await your valuable comments so we could discuss them at our meeting.

I M 頭 條

特首，多謝您！

曾蔭權先生於二零零五年六月繼任為新一屆香港特別行政區行政長官。新一屆理事會把握時機，立即去信要求他繼任為本會名譽贊助人。特首於2005年8月2日回函本會，正式承諾出任此重要職位。本會期待多與新特首打交道，希望本會贏得社會上更多知名人士的支持和贊助。

Thank you, Mr Tsang!

Last month, the Executive Council invited Mr. Tsang Yam-Kuen to be the Patron of HKIM. We are extremely happy and proud that our invitation has been accepted, and the Patronage will enhance the image of your Institute.

電郵用得更專業， 以便時刻感動你！

新一屆的理事會與科大附屬科研機構雷克系統有限公司達成協議，由該公司提供一套先進的個性化電郵推廣軟件予本會使用。

該軟件使用後，本會每次可按電郵內容發放給不同的目標會員，減少垃圾郵件和避免重覆電郵送遞。透過各項實時的活動分析和反彈電郵報告，我們可更方便地傳遞本會訊息和進行各項市務分析及研究，了解會員需要之餘，亦同時有效提升內外溝通。

預計此系統可於九月份使用，本會將繼續在此向各會員報告有關狀況。

Personal Touch to Members with New Email Software

The new Council has successfully achieved a deal with Radica Systems Limited, a local personalized e-marketing software provider, to provide the Institute a state of the art email marketing software.

With the application of such software, we can better manage and deliver emails with more relevant content to different target members, eliminate junk emails and errors on sending repeated emails. The e-marketing software can also provide us different campaign response and bounce email reports in real-time, allowing us communicate with our members more effectively as well as providing us valuable information on future market research and analysis.

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認住呢個標誌，年慳\$4,800 ~\$7,200**

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Exclusive Member Benefits: Annual Activity Discount Pass



會員專享福利：



認住呢個標誌，
年慳 \$4,800 ~\$7,200**

各位親愛的會員，感謝大家過去對本會不同項目活動的支持。身為市場工作的專業人士，不停參與香港市場學會的各種活動，時刻提升自己的市場營銷知識，培養敏銳的市場觸覺，與行內前輩後浪交流，都是我們不斷學習、而且引以為樂的良機。

唯為了提供更多的、更直接的福利給會員，本會於今年度將向本會會員提供首次推出的『全年活動折扣優惠證』(Annual Activity Discount Pass)。憑著這張折扣優惠卡，閣下即可享有會員價再七五折的優惠，而且，能在本會所主辦，每月達四次至六次的各項活動，包括 Marketing symposium, 晚餐聚會、參觀、演講會，以至講座及工作坊，均在優惠之列。折扣一律高達七五折。

以一個於酒店舉行的全天（八小時，連午餐及咖啡）的工作坊來說，一般定價約為\$1,800，香

為支持本會會務發展，閣下又可隨時享有勝人一籌的特享折扣。謹呼籲各位會員踴躍從速欲購，勿失良機！折扣優惠詳情如下：

『全年活動折扣優惠證』(Annual Activity Discount Pass)

會員類別	原價	優惠價	折扣	活動項目
資深院士(Fellow)	\$1,200	\$500	全年七五折優惠	市場學專業研討講座、晚餐聚會、參觀、演講會、講座、研討會及工作坊等
行政會員(Executive)	\$1,200	\$500	全年七五折優惠	
會員(Member)	\$1,200	\$600	全年七五折優惠	
副會員(Associate)	\$1,200	\$600	全年七五折優惠	

港市場學會的會員僅須\$1,200，但持有『全年活動折扣優惠證』的會員，謹須付\$900即可享有等同的安排。以單一次計算，已可比其他會員節省\$300，或比非會員節省\$900，亦即可以約一半的非會員價，就可參加本會舉辦的優質活動。若每月參加兩次由香港市場學會舉行的活動，已可省卻四、五百元之多，一年下來，省掉\$5,000至\$10,000，絕不為過。

為鼓勵會員於9月30日前購買，本會更送贈於2005年11月舉行的市場學專業研討講座入場券乙張（價值約\$600）。鑑於折扣優惠證只限本會會員購買，雙重優惠下，閣下只須實付\$100或\$200即可取得此優惠證。

**本會已規劃每月四至六項活動，若平均每項節省\$100，每月可省\$400至\$600，每年可省\$4,800至\$7,200。『全年活動折扣優惠證』只供本會會員使用，恕不設轉讓。

如欲購買或有任何查詢，請至電 2104-2280 與本會會員事務經理蔡月儀小姐(Ms. Alice Choi) 聯絡！

Exclusive Member Benefits: Annual Activity Discount Pass

It is important that all marketing professionals to update themselves with the latest marketing knowledge, to be alert to the latest market trends, and to exchange ideas with fellow marketers.

HKIM is presenting to members an Annual Activity Discount Pass. This pass enables you to a 25% discount off all members to various Institute activities such as Marketing Symposium, Dinner Talks, Company Visits, Seminars, Workshops and lots more.

Exceptional Value!

Our Unique Discount Pass to all Activities could save you \$4800-\$7200 a year**

For example, a full day workshop at a hotel costing \$1200 to Members (or \$1800 to non-members) would be discounted to \$900 for card holders. Not only do you save \$300 on the members' rate, you will be given priority to join when the activity is heavily booked. The more activities you join, the more you save. There are 4 to 6 activities each month – quantifying the benefits is impossible.

Still not impressed? If you order your Pass before 30 September, we will give you a free ticket (worth \$600) to the November 2005 Marketing Symposium.

Support HKIM, and enjoy this exceptional discount offer, act now!
 Details on the Discount Pass as follows:

Annual Activity Discount Pass

Membership Type	Original Rate	Discount Rate	Discount	Events
Fellow	\$1,200	\$500	25% off All-year-round	Marketing Symposium, Dinner Gatherings, Visits, Seminars, Workshops, etc.
Executive	\$1,200	\$500	25% off All-year-round	
Member	\$1,200	\$600	25% off All-year-round	
Associate	\$1,200	\$600	25% off All-year-round	

Call Membership Manager, Ms. Alice Choi on 2104 2280 for further information.

**HKIM organizes 4-6 activities a month. Saving \$100 at each event, you save \$400-\$600 monthly or \$4800-\$7200 a year. Please note that this Annual Discount Activities Pass is not transferable.

未 來 活 動 報 告

Date 日期	Topic & Speaker 題目及講者	Type of Activities 活動種類
2005/8/20 (Sat) 	Global Trends and Challenges on e-Marketing 電子行銷 (e-Marketing)——趨勢及挑戰 講者 Speaker: 賴嘉偉 博士 (英國威爾斯大學市場學系講師) 羅健恩 先生 (世界著名網站設計及廣告公司 Lemon Asia Limited 董事總經理) 郭正光 先生 (雷克系統有限公司行政總裁 , 香港電子推廣策略聯盟主席) Dr. Ivan Lai (University of Wales , Newport Associate Lecturer) Mr Winston Law (Managing Director, Lemon Asia Limited) Francis Kwok (CEO of Radica Systems Ltd, Chairman of Hong Kong e-Marketing Strategic Alliance)	Seminar 講座
2005/8/23 (Tue)	Winning Strategies for Search Marketing 網上搜尋行銷(Search Marketing)必勝全攻略 由 Yahoo! Inc.全資附屬公司 Overture 贊助 Mr Frankie Ho, (Channel Manager, Overture HK, a Yahoo! Company) Ms Angela Wong (Editorial Manager, Overture HK, a Yahoo! Company) 何建邦先生 Overture 香港銷售渠道經理 黃雅蘭小姐 Overture 香港編輯部經理	Dinner Talk 晚餐聚會
2005/8/27 (Sat)	How To Achieve Greater Success In Your Work Life? How To Become A More Valuable Employee In Your Organization? 香港市務學會「專業求勝」講座如何望——贏取職業勝利。做個有價值的僱員！ Mr James Lu, Council member, The Hong Kong Polytechnic University Executive Director, Hong Kong Hotels Association 呂尚懷先生 香港理工大學校董, 香港酒店業協會執行總幹事	Seminar 講座
2005/9/8 (Thu)	Visit to SPCA NEW 愛護動物協會參觀及講座	Visit 參觀
2005/9/15 (Thu)	超市「認抵」爭霸戰 NEW 從兩家超市的廣告戰, 評論他們的市場攻防戰術 Mr KM Yim 嚴啟明先生 FHKIM, CPM (AP), CPM (HK) 《信報》「創作萬花筒」專欄作家 香港市務學會主席 亞太市務聯盟代表 管理顧問學院董事局顧問 27 年廣告品牌及創作經驗	Workshop 工作坊
2005/9/17 (Sat)	How to solve problems creatively? NEW Mr Alfred Ho CMC, MBA, MScIS, Master Trainer of the Academy of Management Consultancy Certified Management Consultant (CMC) Oxford University certified development adviser	
2005/9/22 (Thu)	Brand and Branding Work Camp 品牌工作營 NEW (One-day work camp in Private Club House) Mr. Ravel C.S. Wong Lecturer, School of Journalism & Communication CUHK Guest Lecturer, Chinese and Bi-lingual Studies The HK Polytechnic University Speaker/Lecturer, The HKTDC 香港中文大學新聞與傳播學院講師 香港理工大學客席講師 香港貿易發展局課程及講座講師	Workshop 工作坊

2005/9/29 (Thu)	A New Marketing Era: free newspapers as a new marketing channel	Dinner Talk 晚餐聚會
2005/10 – 2006/1	Course of Business Communications for Marketers NEW 個別指導如何正確撰寫英文，各類商業文件與市務文書寫作指導，三個月速成	Course 課程

精選活動推介：

* 網上搜尋行銷(Search Marketing)必勝全攻略晚餐講座

如果你

- ✓ 希望 Search Marketing 幫您更精準搜尋您的目標客戶
- ✓ 吸引龐大互聯網用戶成為你的客戶
- ✓ 覺得傳統行銷方法不足推廣你的產品或服務
- ✓ 想開拓網上業務
- ✓ 想用更少的成本接觸更多的客戶

那麼，一定要參加由 Yahoo! Inc.全資附屬公司 Overture 贊助及主講的《網上搜尋行銷(Search Marketing)必勝全攻略》晚餐講座：

講者： 何建邦先生 -- Overture 香港銷售渠道經理，曾任 IBM, Dell, HP 等要職
熟知搜尋器及網上行銷推廣的策略和方向

黃雅蘭小姐 -- Overture 香港編輯部經理，對網上搜尋行為尤有研究

日期：2005 年 8 月 23 日(星期二)

時間：7:00pm – 10:00pm

地點：銅鑼灣告士打道世界貿易中心 38 樓

* 如何贏取職業勝利。做個有價值的僱員！「事業求勝」講座

酒店業協會 CEO 呂尚懷先生主講的講座極受歡迎、多場爆滿，徇眾要求於本月底再次開辦！

講者：呂尚懷先生 香港理工大學校董
香港酒店業協會執行總幹事
香港中文大學酒店與旅遊學院兼職副教授
香港理工大學酒店與旅遊學院導師

日期：2005 年 8 月 27 日(星期六)

時間：9:00am – 1:00pm

地點：香港金鐘統一中心 8/F 城市大學校外進修中心

想取得事業勝利秘笈，成為受歡迎的成功領袖，或升職加薪？您一定要參加這個令您改變一生的講座

超過 95%的參加者將繼續參加由本會舉辦或主講者主持的講座！

超過 95%的參加者評定此講座「十分好」或是「很好」！

僅餘名額 5 個，報名從速！

滿額早 反應佳 親臨地鐵公司總部 探索市務新猷

地鐵有限公司(地鐵)近年積極作多元化發展,除於沿線開設商舖外、更發展各新支線,致力乘客提供「多點時間,多點生活」的優質服務。

地鐵支持本會,讓會員於七月二十八日參觀九龍灣地鐵總部及講座。他們的市場策劃經理 Ms. Annie Leung 及 Ms. Michelle Au-yeung 為我們詳細講解地鐵的市務策略。地鐵致力發展的兩個項目 MTR Club 及迪士尼線,並希望可進一步對



市場策劃經理 Ms. Annie Leung 及 Ms. Michelle Au-yeung 介紹 MTR Club 及迪士尼線的發展

乘客有更清晰了解,從而提供更佳服務,而所推出的積分優惠及紀念品,亦旨在增加乘客的歸屬感。

迪士尼線近日成為大眾的熱門話題,在迪士尼線正式啟用之前,會員可率先了解地鐵與迪士尼的合作、迪士尼線的發展、車站車廂的設計及如何配合迪士尼開幕宣傳迪士尼線的形象,令參加者比別人更早知道更多有關迪士尼的資料。



本會主席嚴啟明先生致送紀念品給地鐵有限公司

海外交流團到訪 HKIM!

香港生產力促進局引薦本學會為墨西哥 (ITESM) 學院訪港交流其中一站。學會為推廣香港市務專業不遺餘力,於本月 8 日在本會會址迎接了該學院 12 位學院成員及 MBA 畢業生,由本會企業傳訊主席盧翰豪先生親自接待,並介紹了學會的歷史,會務發展及與大中華、亞太區及海外各地的聯繫。訪港團提問熱烈,對中、港市場尤感興趣,盧先生介紹了中港兩地近年的市場營銷概況,幫助訪港團對中港兩地的市場環境的認識;交流會在友好氣氛下完滿結束。

Overseas Delegation visiting HKIM office



本會企業傳訊主席盧翰豪先生與墨西哥 ITESM 交流團合照
Mr Johnson Lo, Chairperson of Corporate Communications of our Institute and the delegation of ITESM

Members and graduates of Tecnológico de Monterrey, Mexico and a delegation of 12 MBA faculty (ITESM) visited HKIM on August 8. Johnson Lo, Chairperson of Corporate Communications welcomed them and gave them a presentation of our history, recent developments and also about our affiliations with the Mainland and internationally. The delegation was most enthusiastic about the market environment of Hong Kong and China and Mr. Lo outlined for them the recent marketing trends and activities of these two places.

「資源增值、創新里程」教育講座 好評如潮

本會應香港浸會大學持續進修學院之邀請，成為「資源增值、創新里程」教育講座協辦機構之一。本會前主席李錦昌博士主講「如何有效裝備自己，在中國市場突圍而出」。除提及不少實用例子，更提醒香港人在進軍中國市場前，應先了解香港人本身的優勢和不足、對中國市場有認識、以及從個人性格和適應力建立事業成功的基礎。聽眾反應熱烈，踴躍提問，覺得獲益良多。



參加者全神貫注聽李博士精彩的講解

上海消息

「大中華 Get Together!」

七月二十七日的會員聚餐集合了二十二位 HKIM 上海分會的會員。他們有常駐上海的，從香港及新加坡到上海公幹的，也有即將移居上海的朋友。大家不單品嚐豐富日式自助餐，更享受彼此認識及交流了在上海從事市務工作的苦與樂。

如您打算到上海闖一闖，可以聯絡施淑媛小姐 (86) 13816 888 784 電郵：priscillasze@n-dynamic.com 查詢上海分會詳情。



22 位 HKIM 上海分會於 7 月的會員聚餐合照

052 號，老友記！

義務秘書對香港市務學會的期望

採訪：鮑健輝先生

筆錄：梁銘賢小姐

經過六月中旬新一屆理事會的成立，相信各會員已知道新任義務秘書是王皓明先生。王先生今年被邀參與競選，得到極高的票數而入選，繼而成為本會的義務秘書，實在眾在望所歸，皆因他是香港公司秘書公會的前主席，還是英國特許秘書公會的國際副主席，上至公司法規及策略的奠定，下至公司政策的執行和管理，都需要王先生的專業管理常識、豐富的經驗以及卓越的英文和水平才可應付。只有王先生才能勝任義務秘書一職，以解決香港市務學會的內部問題，重整一套更有系統、更有約束力的會章、行政、組織選舉和會員制度，以重拾會員對本會的信心和穩固本會的專業地位。

身為香港市務學會會員 會員號碼 052，王先生對本會的發展和歷史的了解，大大方便了他可為理事會出一份力，並作用適當的改革，務求本會的發展更順利。

身為一個成功的公司秘書，為何會與香港市務學會有這麼緊密的關係？不講不知，雖然王先生沒有在大學修讀市場學，但是他努力不懈，不斷進修，他的奮鬥令他在兩年間獲取公司秘書文憑：他的努力全令他的英文水平不斷提升，在他 35 年公司公司秘書的生涯中，經常平衡市場策劃和管治之間的需

要，以制定公司的發展方向和政策，所以王先生的廣闊商務的經驗，對本會會務重整為發展，將大有幫助。

『我感到普遍市務人員只求短線的成功和利潤，忽略了計劃時對公司整體 競爭者及社會深遠影響的一環。我欣賞他們的創意和幹勁，可惜他們對計劃往往過於樂觀，未能預先作出深入的考慮。在策劃一項市場推廣計劃時，必須切身處地，從顧客方面設想；更需要有深入探討的思維和遠見，全面地分析計劃對目標對象、整個企業及社會的深遠影響，這樣才能成為有優秀專業水平的市務人員。』

各位會員，繼續努力，為我們的專業水平加油！

(歡迎聯絡王皓明先生。 [電郵 hwong@hkim.org.hk](mailto:hwong@hkim.org.hk))
如欲推薦受訪者，歡迎聯絡鮑健輝先生， [電郵 philip@gem.biz.com.hk](mailto:philip@gem.biz.com.hk))

(眾所週知，占士邦是 007。你可知道誰是本會會員 005? 首 3 名獲中者可獲鮑健輝先生送出的『IQ Builder』歡迎電郵：editor@hkim.org.hk 答案下期揭曉。)

No. 052, Insider Wong!

Since the June election.....

Interviewed by: Mr Philip Pau

Since the June Council election, members will be aware that an “outsider” has joined the Council. In fact, Horace Wong is not so much an outsider – he is a Founder Member but had not been active in HKIM for the last twenty odd years.

Mr. Wong had held presidential appointments with the Hong Kong Institute of Company Secretaries and the Institute of Chartered Secretaries & Administrators, and had extensive experience in professional management, legal administration and strategic planning, particularly with reference to managing professional bodies. He was elected because of his experience in corporate governance and in answer to the need of the Institute for such expertise.

As a Founder Member of HKIM (membership number 52), he has intimate knowledge of the history and development of the Institute over the years. This knowledge is valuable for designing plans for the future of HKIM.

How can company secretaries and marketers be brought together? Horace did not received formal training in marketing, but through hard work and continuous education, he had not only achieved an

eminent status in company administration but had also taught marketing.

In his 35 years of companies administration work, he had an on-going task of balancing the needs of marketing, planning and governance to achieve company goals. Our members will look forward to seeing the success of his balancing act for HKIM.

“Many marketers have been focusing themselves on short term gains and ignored the holistic impact of their plans on their companies, their customers and their competitors”, said Wong. “I admire their optimism but in these days, marketing is not a self-centred operation, to the exclusion of customers and the society at large. There should be a vision and a total approach for the benefits of the company and the society. In my view, this is what professional marketers should strive to practice.”

Members, lets work hard towards professionalism.

(Quiz: Do you know who is Member 005 of HKIM? First 3 winners will receive “IQ Builder” from Mr Philip Pau, Vice Chairperson of HKIM Executive Council. Please email your answer to editor@hkim.org.hk. Answer and list of winners will be released in the third issue of WhassssUp!)

Just in Time systems: Features and Costs and Benefits

The JIT Philosophy by Mr James Chan, *MBA, MHKIM*

Member, Education Committee, Members, Business Strategies and Constitution Reform Task Forces

The Just-in-time (JIT) philosophy has attracted considerable interest internationally since the early 1980s. The philosophy was originated from Japan and seeks to do the process right the first time and to eliminate any non-value added activities. The system is also called a "Kanban" system. A "Kanban" is a card used to record material components needed in every part of the whole production process. JIT is not an easy and simple system and needs continuous support from senior management. Normally, the most visual benefits may only be seen after 5-10 years. JIT was first implemented by Toyota Motor Company in the early 1970s and has since spread to other Japanese companies. However, the Toyota Company has spent 20 years' time to implement the system successfully and reaps significant benefits from it.

JIT system is primarily applicable to manufacturing settings. The main objective is concerned with producing the component only when needed by the next step in the production line (or producing the right part at the right place and the right time). For the effective implementation of JIT system, a company needs to change its supplier relationships, product design, the plant layout, and also the procedures of the recruitment or training of employees. The following paragraph will elaborate these main features of a JIT system.

Main Features of a JIT system

Feature 1: Establish long term contracts with suppliers for the major components of the production line. Each supplier is required to make frequent deliveries of small orders directly to the production floor. That means a company will purchase goods or materials such that a delivery immediately precedes demand or use. Moreover, there must be a careful selection of suppliers. Only those suppliers with a timely and quality delivery record will be selected. For example, a division of Xerox in its move toward JIT purchasing, reduced its number of suppliers from 5,000 to 300. An effective relationship between a purchaser and a supplier depends not only on the type of communication but more importantly on the effectiveness of each partner's communication. In a JIT environment this dimension reflects the trust and commitment of the two partners to achieve mutual goals.

Feature 2: Products should be designed in a way that uses the fewest number of parts and should also be standardized to the greatest extent. Although companies should use only a few of basic models, they can still produce a great number of variations. This objective of design is to minimize costs and maximize manufacturing efficiency.

Feature 3: Less workspace is needed in a JIT environment owing to the smaller lot sizes and reduced inventory

levels. Research showed that average company adopting JIT should be able to reduce workspace by 25 to 50 per cent. This reduction is mostly due to the absence of stored inventory both between and within work centres. This absence of inventory, in addition to the use of group technology techniques, would allow companies to move their work centres closer together, to free more spaces and to reduce material-handling distances. Materials move from one machine to another, and various operations are done in predetermined sequence. Production activities are organized in different "manufacturing cells". A manufacturing cell is a grouping of all different types of equipment used to make a product. **The following diagram illustrates the follow of product through a factory in a manufacturing cell.** The cell allows more efficient and effective production process to make a product type and allow mores visual control in controlling the potential defects or equipment breakdown in the production process.

Feature 4: Hires and trains multi-skilled workers capable to perform various operations. These workers are trained to operate and monitor various machines. These workers should also be able to perform quality inspection and routine maintenance. Since the link between workstations in the production line are tight and minimal inventories are hold at each workstation, problems occur

at one workstation will affect other workstations in the production line. Employees with a variety of work skills can assist the elimination of the root causes of defects as quickly as possible. They can also undertake more responsibilities and should be able to see their work more challenging than traditionally only perform routine task. Cross-training of employees allows less idle time when a machine is not needed for production. Having workers with the ability to move from one work centre to another may result in increased labour utilization. The number of workers required can then be reduced with no consequential drop in output.

Costs and Benefits of JIT system

The primary benefit of implementing a JIT system is the reduction of inventory carrying cost since the need for storage or excessive handling are reduced significantly. Early JIT literature contains numerous examples, which support the contention that inventory reduction is an indicator of success in JIT implementation. These examples display inventory reduction benefits, ranging up to 97 per cent. The less time materials and parts spend in the production process will lower the cost of financing and storage. Raw material is reduced by smaller purchased lot sizes and more frequent deliveries. Work-in-process is reduced by the shift to smaller lot sizes, which are, in turn, made possible by shorter set-up times. When the firm produces at the rate demanded in the market, finished goods are shipped, as they are finished. No inventories accumulate in the finished goods warehouse.

However, JIT systems do not automatically increase profit in the short term, because the benefits from JIT adoption may be offset by the associated direct and indirect costs of implementation. As mentioned before, it may take a long time to see the benefits. First, JIT production requires substantial training and implementation costs, which increase overhead and reduce profit. Second, capital expenditures associated with JIT adoption increase the asset base, and the associated depreciation reduces short-term profit. Third, reducing raw materials inventory levels increases a firm's dependence on the stability of its supply chain and could result in lost sales and/or higher costs from emergency purchase.

On the other hand, management studies found that the benefits resulting from JIT implementation have a significant effect on the financial success of the implementing firms. Results of previous studies reveal that the level of success reached in implementing JIT accounts for almost half of the variance in financial success.

Some other benefits of JIT are summarized below:

Downtime Reduction

Since the lot size is cut and each component is produced only when needed, equipment must be readily available for use. Machinery must be capable of running when it is needed, if current demand is to be met, unexpected downtime can lead to the inability to respond to demand. In addition, the increased use of preventive maintenance in a JIT environment can also result in decreased downtime.

Increased Quality

Reduction of lot sizes promotes

rapid feedback from downstream work centres, when there is a quality problem. This feedback results in a reduction of scrap, rework, and ultimately, a higher overall level of quality. Further, the cross-training of workers as an element of JIT implementation provides for workers who are able to assist one another, when a quality problem arises.

Increased equipment utilization

The introduction of total preventive maintenance, the cross-training of workers, smaller and more flexible machinery, and the use of group technology techniques all combine to increase equipment utilization. The General Electric facility in North Carolina had such a large increase in equipment utilization following JIT implementation that they were able to change from three lines running three shifts to two lines running one shift with no change in output.

Conclusion

The implementation of JIT manufacturing process is a continuous process. It is not static but rather dynamic in nature. The process is not thought of as a short-term investment but rather a long-term philosophy of company management that yields many benefits. As previously discussed, several features are key "building blocks" to the success of JIT manufacturing. These features include the commitment of all employees in the organization, having the proper materials at the right time, supplier relationships, quality aspects and personnel considerations, etc.

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