

# Report from The Board of Examiners (Silver Award) 評審委員會報告 (銀獎)



"Making our Hong Kong a better place to live" is the Core Purpose of the Hong Kong Broadband Networks Limited ("HKBN"). With the support of 2,800 employees, HKBN offers telecommunication services to commercial and residential markets in Hong Kong. The organization is dedicated in providing broadband internet services to over 2 million Hong Kong households and over 1,800 prime commercial buildings. It also owns the second largest Wi-Fi network in Hong Kong with more than 7,000 hotspots. In 2012, CVC Capital Partners acquired HKBN from City Telecom (HK) Limited. The same year HKBN underwent a management buy-out, and it is now majority-owned by funds advised by CVC Capital Partners and 62 HKBN managers.

## Leadership

HKBN's Core Value "TREE" (Trustworthy, Responsive, Entrepreneurial, Engaging) is well executed by its senior leaders. The company culture is promulgated through the senior leaders by aligning the goals and key performance indicators ("KPI") with Core Values and communicating the Core Purpose and Core Values with all employees through a wide range of activities.

The organization has a comprehensive system to review and achieve the key aspects of the corporate governance system. The Legal Counsel and Regulatory Affairs Department and Internal Audit Department also play a key role in providing advice and monitoring the legal and ethical practices.

Through active participation in social activities, the organization has received a number of awards such as "The Hong Kong Outstanding Corporate Citizenship Award 2012 - Bronze Award" and "Caring Company".

## Strategic Planning

To achieve the organization's Core Purpose, HKBN has adopted four key steps in Strategic Planning. To support and manage the organization's strategies and actions, on-going competitive analysis and benchmarking exercises are conducted. With a balanced consideration towards the internal and external environment, HKBN has formulated the short term and long term projection addressing the business needs and echoing the Core Purpose and Values.

## Customer Focus

The senior leaders of HKBN treasure the Voice of the Customer. The organization has created multiple channels to listen to its current, potential

香港寬頻網絡有限公司的核心理念是「成就香港更美好家園」。公司員工2,800名，致力為香港商業及住宅市場提供通訊服務。寬頻網絡服務覆蓋200萬戶家庭和1,800餘棟頂級商業樓宇。此外，公司擁有香港第二大無線 (wi-fi) 網絡，無線網絡熱點超過7,000個。CVC Capital Partners在2012年從城市電訊 (香港) 有限公司手上買入香港寬頻。同年實現管理層買斷，如今其大部分股權由CVC Capital Partners公司背後的基金和62名公司管理層成員持有。

## 領導才能

香港寬頻的高層領導非常有效地推動公司的核心價值"TREE"，即Trustworthy (誠實無偽 恪守承諾)、Responsive (先知先覺 迅速反應)、Entrepreneurial (果敢承擔 追求卓越) 與Engaging (將心比心 熱誠關顧)。公司的目標和關鍵績效指標與核心價值緊密結合，然後通過一系列廣泛而關聯的活動，由高層領導向全體員工清晰地指出公司的核心理念和價值，從而成為企業的文化。

公司有完善的綜合監管系統，確保滿足管治系統的主要要求。法律及法規部和內部審核部門，就法律和操守方面，扮演著顧問和監管者的重要角色。

由於積極參與社會活動，公司分別獲得「2012年度香港傑出企業公民獎 (銅獎)」及「商界展關懷」等一系列獎項。

## 策略性規劃

香港寬頻用四個關鍵步驟，實現公司的核心目標。公司作持續的競爭分析和標準借鑒，協助構想策略、安排具體行動。在核心目標和價值的大前提下，公司內、外兼顧，擬定長、短期的業務需要。



and former customers in order to identify opportunities for innovation and improvement. These channels cover customer forum, 24-hour customer service hotline, and brand manager for corporate customers, as well as customer satisfaction survey for former customer, enabling the organization to quickly response to its customers' changing needs. The comprehensive approach to customer and market analysis has enabled HKBN to provide quality products and services that differentiate it from its competitors.

### Measurement, Analysis and Knowledge Management

HKBN has established a performance management system contains three key elements (Goal, KPI, and Action Item), and the system is aligned with the Core Values "TREE" and Five Perspectives (Financial, Customer, Internal Process, People and Innovation).

Comparative data and customer data are collected via multiple channels to ensure measurement agility and timely performance review. Quality Assurance Department is also in place to improve customer service performance, and an annual interdepartmental assessment is conducted to assess departmental performance.

### Workforce Focus

HKBN has effectively fostered a culture and built an environment to encourage learning. The organization offers a wide range of training and development programmes for long term learning and career development. For example, sponsorship will be given to employees to obtain their first university degree under the programme named "Next Station University".

The senior leaders are committed to promote work-life balance in the organization by establishing 5-day work week, 2-hour early off on Friday in every month and compensation for working overtime. Emails reminders about work-life balance (e.g. avoid working overtime) will be sent to employees.

To fully engage the workforce in the Core Purpose and Values, various communication channels, such as the bi-annual townhall meetings, forums on internet, internal videos, etc., have been established.

### Operations Focus

HKBN has designed and developed its processes to drive continuous improvement. The work system is built along with 5 core competencies (business acumen, customer focus, talent engagement, innovation & technology excellence, and operational efficiency), and it is implemented

### 客戶焦點

高級領導非常關注客戶的不同心聲，有各式各樣的渠道聽取當前、潛在以及老客戶的意見，從而發掘創新和持續改善契機。渠道包括客戶座談、24小時客戶服務熱線、針對企業客戶的專責品牌經理，以及客戶滿意度調查，對客戶不斷變化的需求作及時反應。由於全面分析客戶和市場，公司能夠提供優於競爭對手的高品質產品和服務。

### 評估、分析和知識管理

香港寬頻的績效管理系統有三個重要元素：目標、關鍵績效指標和行動方案，緊扣核心價值 "TREE"和五關鍵層次：財務、客戶、內部流程、人才和創新。

多渠道方式搜集對比資料和客戶資料，提高量度指標的靈敏度和績效檢驗的時效性；質量監督部負責持續改善客戶服務品質；年度跨部門評估評定各個部門的表現。

### 工作團隊焦點

學習的文化和環境早已孕育，一系列不同的培訓與發展課程，配合員工長期學習和事業發展的需要，其中包括「下一站大學」的資助計劃，贊助員工修讀首個大學學歷課程。

高層領導着意員工工作與生活間的平衡，實施一周五天工作、周五提前兩小時下班、以及加班補貼等制度。每位員工都會經常收到工作與生活平衡的溫馨提示電郵，例如：「避免加班」。

為求員工融入公司的核心目標和價值，各種溝通渠道紛紛設立，包括兩年一次的員工社區會堂會議、網上論壇以及內部視頻等。



with clear accountability. Internal Audit Department takes an independent role to monitor the processes.

Wide-ranging emergency procedures including company-wide risk register, disaster recovery, and call trees are all in place.

### Results

The organization has a committed and experienced senior leadership team. Under the strong leadership, the HKBN maintains a growth in financial performance. For example, the Average Revenue Per User (ARPU) has showed an upward trend. The organization has won numerous awards as evidence of its excellence in service and management practices.

### 營運焦點

自行設計及研發的運作流程，促進自我不斷完善。流程建基於五大核心能力：商業觸覺、客戶關顧、人才關顧、創新和卓越技術以及運營效益；權責分明，內部審計部獨立監控整個流程。

公司還有一系列包羅萬有的應急程式，包括全公司內部風險登記、意外恢復作業以及緊急召喚調用樹。

### 業績

公司高層管理忠誠而經驗豐富。在強領導班子帶領下，香港寬頻的財務收益穩步增長，用戶平均收益呈上升趨勢，所獲眾多獎項充分顯示公司的服務和管理表現優異。