

Report Summary (Silver Award) 報告摘要 (銀獎)



Provided by Hong Kong Broadband Network Limited
本報告摘要由香港寬頻網絡有限公司提供

As a world-class local telecommunications company, Hong Kong Broadband Network (HKBN) stood tall in the past 14 years. We challenged the incumbent by building a premium fiber optic network across the city, disrupted the market by pioneering the massive deployment of 1,000Mbps Fiber-To-The-Home Service, and now become the market leader in residential high-speed broadband services (100Mbps to 1,000Mbps), and contribute to Hong Kong's current world-leading position in average peak Internet connection speed.

79 managers' engagement in the management buy-out in 2012 and 2013 is a strong vote of confidence and collective commitment to excellence and growth. As one united team, HKBN's 2,600 Talents strive to achieve the company's core purpose - **Make our Hong Kong a Better Place to Live.**

Leadership

With a passion in business growth and high service quality, HKBN is built on a set of core values "T-R-E-E", which not only defines the company, but also works as a guiding framework of its business development and operations:

Trustworthy - We are honest and genuine, keeping promises without compromising

Responsive - We are visionary and receptive, responding aptly and promptly

Entrepreneurial - We are responsible and unyielding, striving for excellence

Engaging - We are devoted and considerate, attracting others to follow suit

According to these core values, HKBN creates sustainability via (i) forging an environment for goal alignment and performance improvement; (ii) initiating a customer-engaging and Talent-engaging culture; (iii) fostering continuous development, communications and an action-oriented culture; (iv) formulating a comprehensive governance system which builds in clear accountability, transparency, evaluation and improvement processes; (v) adhering to legal and ethical practices; and (vi) fulfilling corporate social responsibilities through various community, volunteering and environmental initiatives.

Strategic Planning

When determining strategy, HKBN gives full consideration to its strengths and challenges, and the opportunities and threats offered by the market and technology advancement. Goals and objectives are aligned with business and stakeholder interests; fact-based assessments are devised and implemented. Options are duly considered and discussed with the

香港寬頻是植根香港的世界級電訊服務供應商。成立14年以來，我們昂然而立，不單挑戰業界傳統，於香港廣泛鋪設優質光纖網絡，更成為首家大規模推出1,000Mbps光纖到戶寬頻服務的公司，為市場帶來革命性改變。現時香港寬頻擁有全港最多高速寬頻（100Mbps至1,000Mbps）住宅客戶，並為香港稱冠全球互聯網平均最高連接速度作出貢獻。

79名管理人員於2012及2013年參與管理層收購計劃，向公司投下信心一票，為追求卓越與長遠發展許下共同承諾，領導2,600名人才，一起奮力實踐公司核心目標——「成就香港更美好家園」。

領導才能

香港寬頻致力拓展業務及優化服務質素，其核心價值「T-R-E-E」不單反映公司的本質，更是營運及業務發展的指導規範：

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

Engaging - 將心比心 熱誠關顧

本着上述核心價值，香港寬頻透過各種渠道持續發展：（i）建構目標為本、持續改進的工作環境；（ii）執行提倡客戶關顧及人才關顧的政策；（iii）鼓勵終身學習，着重溝通及積極行動的文化；（iv）確立完善的管治制度，包括清晰的問責制度、管理透明度和日常檢討及改進程序；（v）嚴守法例和企業操守；（vi）透過參與各種社區活動和義工服務，提倡環境保護，積極履行企業社會責任。

策略性規劃

香港寬頻在制定策略時，充分考慮其優勢和挑戰，以及市場趨勢和科技進步所帶來的機遇和

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participation of Talents from different levels and function units. Final decisions are made by the Management Committee, with key strategic directions endorsed by the Management Board.

Customer Focus

Customer satisfaction and engagement is the cornerstone of HKBN's service value propositions. HKBN proactively explores different channels to understand customers' needs and listen to their feedback for innovation and improvement.

HKBN listens to customers via service-based channels such as 24-hour customer service hotline, online forum, emails, retails shops and customer service center. For corporate customers, each is assigned with a dedicated account manager to ensure best service is offered to fit its business needs. Marketing surveys and customer satisfaction surveys are conducted frequently to gauge customer needs and satisfaction levels. HKBN launches crowdsourcing campaigns to invite public to voice their opinions. We also keep a close eye on public opinion expressed in the mass media, various online channels and social networks.

Measurement, Analysis, and Knowledge Management

Data and information are collected regularly to measure and analyze performance in business, financial, operational, customer service and strategic areas. They will be used, together with market research findings, analyst reports, regulatory and governmental requirements, technological and economic development information, for product and service improvement.

A strategic performance management scheme is developed to ensure the process and all key performance indicators are adopted according to the following principles:

- Aligning with the corporate goals and values, and the strategic business objectives
- Driving excellent performance
- Being objective and fair
- Rewarding performance

Workforce Focus

At HKBN, "People are people, not assets". HKBN truly believes that it is Talents that make a great company. If a company treats its Talents well, they will in turn serve the customers well, and the business will be good.

威脅。業務目標務求能切合業務和持份者的利益，也會策劃和推行客觀評核。各項方案經由不同職級和部門的人才適度審議和討論，最終由管理委員會通過決策，並經董事會認可主要策略性方針。

客戶焦點

滿足客戶需求和致力客戶關顧是香港寬頻首要的服務原則，公司積極發掘不同渠道去了解客戶的需求，並聆聽他們的意見，力求創新和進步。

香港寬頻透過以下服務聽取顧客意見，包括24小時客戶服務熱線、網上論壇、電子郵件信箱、專門店和客戶服務中心。以企業方案為例，每位企業客戶皆有專屬的香港寬頻客戶經理，確保客戶可享切合其業務需要的優質服務。透過經常進行市場調查和客戶意見調查，香港寬頻審視客戶的需求和滿意度。我們也推出搜集顧客意見的活動，邀請大眾對服務發表看法，另外也密切注視市民在各大傳媒、網上渠道和社交媒體發表的意見。

評估、分析和知識管理

公司定期就業務、財務、營運、客戶服務及策略方向收集數據和有用資料作評估及分析。這些數據和資料將連同市場研究結果、分析師報告、法規及有關政府部門的要求、科技及經濟發展資訊等一併考慮，務求不斷優化產品及服務質素。

公司引入策略性績效管理制度，確保各項工作流程及關鍵績效指標依循以下的原則推行：

- 符合公司的核心目標、核心價值以及策略性業務目標
- 有效帶動卓越績效
- 客觀、持平
- 論功行賞

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Talent engagement is an integral part of HKBN culture. The company creates a receptive and encouraging environment open to two-way communications. Bi-annual town hall meetings for all Talents, intranet forum, monthly management meetings for all Talents' participation or watching, are among some unique company-wide engagement initiatives of HKBN. The company encourages life-long learning, and has a comprehensive range of learning support and sponsorship initiatives for undergraduate, postgraduate, professional and language training programs. It also promotes work-life balance by introducing no-email policy for weekends, 2-hour early-off on Friday once a month, festive eve half-day off, etc.

Operations Focus

In defining work process, HKBN draws close reference to the company's core competencies, which include business acumen, customer focus, Talent engagement, innovation & technology excellence, and operational efficiency. Controls are in place at different levels and functions to ensure key work processes are implemented according to the company policy, guidelines as well as department operational procedures. Internal Audit also takes an independent, objective role to monitor the implementation of such processes. Results generated from monitoring and review will be used for improvement of work process and workflow.

Results

HKBN has a proven track record of successful service innovations and business growth. The company's subscription numbers have grown consistently every year since its establishment 14 years ago. HKBN now offers a diversified portfolio of innovative products in fiber broadband and Wi-Fi access, communication and entertainment to over 1.4 million subscriptions. The company maintains a strong growth in business performance in interim results of financial year 2013, including record-breaking revenue, EBITDA and broadband subscription numbers. The monthly churn rate of its residential broadband service is consistently kept below 1%.

Our Wi-Fi business strategy and an aggressive plan of building a world-class Wi-Fi network for Hong Kong are making outstanding progress. Customer satisfaction surveys and branding researches show higher customer stickiness to the HKBN brand. Most of the satisfaction scores are better than its key competitors. Customer surveys conducted by independent organizations also reveal HKBN's leading position in both quality and perceived value of its various products and services.

工作團隊焦點

很多企業都將員工視為公司的資產，但我們視工作團隊內每位成員為人才，賦以尊重。香港寬頻深信，只要禮遇人才，人才自然為客戶帶來稱心服務，最終達成業績理想的三贏局面。

人才關顧是構成香港寬頻企業文化的重要部分，我們鼓勵坦誠開放的雙向溝通。公司獨特的人才關顧政策包括每半年舉行一次的全體人才大會、內聯網討論區，以及歡迎人才參與或觀看直播的每月管理層會議等。

香港寬頻鼓勵終身學習，並為人才提供修讀大學學位、碩士學位、專業培訓和語文增值課程等全方位學習支援及進修資助。公司也積極推動工作與生活平衡，倡議「無電郵周末」、每月一個星期五提早下班兩小時，及節日半天休假等措施。

營運焦點

在制定工作程序時，香港寬頻仔細考慮其核心優勢，包括商業觸覺、客戶關顧、人才關顧、創新和卓越技術以及運營效益，也會對不同的功能和程序施以監管，確保關鍵工作流程符合公司政策、指引和部門營運程序；內部審計部也以獨立、客觀的身份監督執行過程。監察和審查結果將用於改善工作流程。

業績

香港寬頻在服務創新和業務發展上一直錄得驕人成績，成立14年以來，訂戶數目節節上升。香港寬頻現為超過140萬名訂戶提供多元化及創新的光纖寬頻、Wi-Fi、通訊及娛樂服務。公司業績維持強勁增長，根據2013年的中期業績，其收入（revenue）、扣除利息、稅項、折舊及攤銷前盈利（EBITDA）和寬頻訂戶數

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HKBN's superiority in network reliability and service quality can also be reflected by quarterly performance measurements over network stability, upload/download speed, technical performance, maintenance service and customer service. All of them exceed HKBN's service pledge, and for most of the parameters, our key competitor's.

目均打破紀錄；其住宅寬頻服務客戶每月流失率亦長期保持低於1%。

我們的Wi-Fi業務策略以及為香港建構世界級Wi-Fi網絡的進取計劃，均有長足進展。客戶滿意度調查和品牌研究顯示，香港寬頻具較高的客戶忠誠度，其他大多數的滿意度得分也高於主要競爭對手。由獨立機構進行的客戶調查也顯示，香港寬頻多種產品和服務在品質和認受價值方面，均佔領先地位。

網絡穩定、服務優質是香港寬頻的競爭優勢。香港寬頻就系統可靠性、上傳/下載速度、技術表現、維修服務和客戶服務設有服務承諾，所有指標的季度表現均超越服務承諾，其中大部分更優於主要競爭對手。