



Report from The Board of Examiners (Bronze Award)



評審委員會報告 (銅獎)

Established in 1999 as a wholly-owned subsidiary of City Telecom (HK) Limited, Hong Kong Broadband Network Limited (HKBN) now provides a full range of telecommunications services to its customers, and is well-known for its innovative advertising approaches. The Board of Examiners recognizes HKBN for its excellence in business performance and progress made in the company's competitive edge. In sum, the Board commends the company for the following achievements:

Leadership

Since the outset, HKBN has established for itself a clear set of vision, mission and core values which has evolved over time to allow the company to flexibly accommodate market needs and technology changes. The company deploys Mini-CEO managerial structure to create a sustainable organization with a goal setting mechanism and Key Performance Indicators (KPIs).

In accordance with its Corporate Social Responsibility (CSR) Report 2008, HKBN is committed to improving the well-being of the local community and it is indeed the first company in the industry to adopt the CSR initiatives and efforts which can be summarized in 5 key areas: Education of Value, Talent's Training, Enhance Quality of Life, Continuous Education, and Enhances Stakeholders' Relationship. Strong leadership is evidenced by the numerous external awards won.

Strategic Planning

HKBN's strength can be seen in its strategic marketing planning for its services and products. To achieve this, the company has adopted a five-step approach to help decision-makers in the strategic planning process, where impact and risk analysis are used to unveil the blind spots. The company advocates the "Do More with Less" doctrine in its action planning with reviews through the use of qualitative response and quantitative return as measures. There are

香港寬頻網絡有限公司 (香港寬頻) 於一九九九年成立，為城市電訊 (香港) 有限公司全資附屬公司，現向客戶提供全面的電訊服務，以創新的廣告推廣手法見稱。評審委員會認為香港寬頻業績卓著，競爭力也在提升。總括而言，評審委員會推許該公司以下各方面的成就：

領導才能

香港寬頻具有一套清晰的願景、使命與核心價值，因應市場與技術的演變，隨時間逐步發展。公司有效地運用「部門行政總裁」管理架構，使機構可持續發展，並擁有目標明確的體制與關鍵績效指標。

根據二零零八年公司社會責任報告，香港寬頻肩負社會責任的使命，是業內首家公司積極執行社會責任，公司這方面的努力可歸納為五大範疇：價值觀的教育、人才培訓、改善生活質素、持續教育，以及提升與利益相關者的關係。公司贏得無數獎項，反映其強而有力的領導發揮功效。

策略性規劃

香港寬頻市務推廣與產品上的策略規劃盡顯其優勢，公司採取五大步驟作為策略規劃的指引，並透過衝擊與風險的分析找出盲點。公司在行動策劃奉行「以最少做最多」的原則，利用質量上的回饋作出檢討；以量化的回報作為衡量標準。公司有清晰的業績展望與主要業內競爭對手互相比較，而其「部門行政總裁」管理架構，則採用更佳的政策、方法與人才，以彌補與對手之間的業績差距。



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clear performance projections which are weighted against its major competitors, and its Mini-CEO managerial structure would address the performance gap with better policies, methodologies and better personnel.

Customer and Market Focus

HKBN segments the market by group, network coverage, budget of expenditure, and level of consumption on top of the segmentation of service type to cover the entire population. The company has the unique supremacy and flexibility in bandwidth provision that offers customers of different budgets and levels of consumption the choice of service with different service type combinations.

The company uses customer feedbacks (VOC) and comments for leading the innovation. It proactively engages the customers and market by 4C (Connect, Concern, Convince and Continuous Improvement). HKBN is the first provider in HK to introduce Transparent Performance Assurance measures to ensure users' confidence in service quality such as Speed Guarantee with money back policy.

Measurement, Analysis, and Knowledge Management

Key Performance Measures address the strategic objectives of the organization. The company learns from best practices of its competitors for continuous improvements.

Well-structured mechanism is developed for information security. A strict rule on information confidentiality is held within the company that talent is prohibited to download or distribute materials from or to outside of office and encrypted USB memory sticks are assigned to departments for data transfer. Concerning knowledge management, best practice examples are published in intranet for sharing among all staff.

客戶及市場焦點

香港寬頻按照人口組別、網絡覆蓋、預算消費額及使用量劃分市場，因應不同的需要提供不同的服務，藉此令公司的業務照顧到全體市民。公司提供寬頻服務的能力極具優勢而靈活，並能夠因應客戶不同的消費預算和使用量，提供不同的服務組合以供選擇。

公司以客戶回饋的意見與評語作為創新的指引，並積極主動以聯繫、關注、感染、求進取得客戶與市場的信心。香港寬頻為香港首家網絡公司提出透明作業保證措施，確保網絡用戶有信心使用其優質服務，例如其上網速度承諾具有退款保證條款。

評估、分析和知識管理

公司通過關鍵績效評估達成機構的策略目標。公司借鑑競爭對手的最佳業務實踐範例，不斷改進服務，並發展了一套架構完善的資訊保安機制。公司內部嚴格奉行資料保密守則，所有人員都嚴禁從公司下載或發布資料至辦公室以外地方，並會分派經過加密處理的記憶棒裝置給各部門作資料傳輸。公司會透過在內聯網發布有關知識管理，以及最佳作業的範例，與全體員工分享。

工作團隊焦點

「部門行政總裁」管理架構，有助公司提高員工的思維模式，培養各個程序運作上的創造力，加強員工參與決策的權力。教育夥伴計劃與公司不斷求進的核心價值相輔相成。公司通過不同媒體有效調度四大員工關顧原素，例如通過CTI論壇、內部電郵、內部錄影片及圓桌



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Workforce Focus

The company maintains a well-structured Mini-CEO managerial mechanism to improve its employee morale, foster innovation in various processes, and reinforce empowerment. The company's Education Partnership Programme echoes the core value of "Continuous strive for the best as a way of life". The company deploys the Engage in 4Es through various medium, for example, CTI Forum, internal emails, internal video and roundtable to ensure effective and interactive communication. The Staff Engagement Department is set up as a dedicated department to promote staff engagement.

Process Management

Core Competencies of the organization are clearly stated (Business Acumen, Communication, Organization, Relationship, Continuous Improvement, Service Orientation & Leadership). The design of core competencies and key process steps within the work system are integrated with the corporate mission and organizational needs.

Results

HKBN develops its product and service leadership by building the largest Metro Ethernet IP network in the world in 2002, launching Hong Kong's first 100Mbps residential broadband service in 2004, and releasing 1Gbps residential broadband service in 2005. The company introduced local speed guarantee in 2005 which is still unrivalled in Hong Kong. Improving trends in turnover, EBITDA and net profit are recorded. Its gross profit margin and net profit margin are on the rise. The company has achieved a zero complaint rate on premium arrangement for customers.

會議，確保與員工保持有效、互動的溝通，並成立職工聯繫部門專責促進與員工的聯繫。

程序管理

公司清楚訂明各種核心才幹（包括商業眼光、溝通技巧、組織能力、關係、不斷改進、服務方向及領導才能）。這些核心才幹以及運作系統內的主要作業程序，均因應公司的使命及機構的需要設計而成。

業績

二零零二年，香港寬頻建立了全球最大型城域以太網絡連接協議網，繼而奠定了公司在通訊產品及服務的市場領導地位；二零零四年，公司開發全港首項100Mbps住宅寬頻服務；二零零五年，引進1Gbps住宅寬頻服務；同年，公司推出本地上網速度保證，至現時這項服務在市場上仍然無出其右。公司的營業額、EBITDA財務指標及純利紀錄都趨升，而毛利率與純利率亦正上揚。在客戶換購禮品的安排上，亦達至零投訴的紀錄。