



Report Summary (Bronze Award)

報告摘要 (銅獎)

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

Hong Kong Broadband Network Limited (HKBN) is the wholly-owned subsidiary of City Telecom (H.K.) Limited, major businesses include broadband Internet access, Internet Protocol (IP) enabled telephony, TV and corporate data services, among which, HKBN was the first to introduce 1Gbps upload and download symmetrical broadband service for residential use in Hong Kong.

In the past, only the rich could afford advanced information technology. With HKBN's dedication in building a new fibre network in Hong Kong, advanced telecommunications service has become highly accessible to the mass market. HKBN reversed the digital gap by offering better value and choices of broadband service to the mass residential market than those of the commercial and luxurious properties.

In its early days, the Group broke the IDD monopoly in the early 1990's, starting with fewer than 20 employees; today, the group has close to 3000 talents, dedicated to the provision of integrated high quality services. In November 2006, the Group set a "Big Hairy Audacious Goal (BHAG)" of becoming the "Largest IP Provider in Hong Kong by 2016".

Empowered by a set of specific core values, and supported by the pioneering fibre optical network, HKBN is now the second largest broadband network service provider in Hong Kong.

Leadership

Key to the Group's success to date is its unique culture, history and operation, a unique vision statement and a set of core purposes and values were designed accordingly to guide the company and all talents with a clear direction, and to ensure "the right people on the bus", by attracting talents with common personal visions, which also ensures that the wrong people get off the bus over time.

香港寬頻網絡有限公司（香港寬頻）乃城市電訊（香港）有限公司轄下成員，其主要業務包括寬頻上網、IP 網絡支援話音及 IP-TV 服務。當中，香港寬頻更是全港首間為住宅用戶提供高達1Gbps 上下載對等寬頻上網的網絡供應商。

以往，只有負擔得起高昂服務收費的人才可享用先進資訊科技。香港寬頻致力於全港十八區建立全新的光纖網絡，將尖端的電訊服務普及化，以合理的收費提供電訊服務，打破數碼鴻溝，令本港的大眾住宅市場可享用較商業社區及鄰近高尚物業更佳的寬頻服務價值及選擇。

集團成立時，以僅僅十多人組成的團隊便成功打破了九十年代初長途電話市場壟斷的局面。時至今日，集團已有接近三千名精英，並於二零零六年十一月訂下了實現「宏大驚險大膽的目標－於二零一六年成為全港最大的寬頻網絡供應商」。

憑藉獨特的核心價值，及領先於市場的光纖網絡骨幹，香港寬頻現已是香港第二大的寬頻供應商。

領導才能

香港寬頻今天的成就，有賴其獨有的文化、發展史及營運模式，更因而度身制定其企業願景、核心目標及價值，給予全體員工及工作伙伴一個清晰的發展方向，有助吸納「志趣相投」的人才加入集團，同時也可確保只有與集團有共同理念的人才可長遠地與集團共同奮鬥。



Core Purposes:

- To experience the emotion of competition, winning and crushing competitors
- To experience the joy of advancing and applying telecommunications technology for the benefit of the public
- To fulfill the desire of Self-Actualization and “to become everything that one is capable of becoming”

Core Values:

- Continuous strive for the best as a way of life
- We are People's Leader and Pioneer
- Direct and Action oriented

Aspirational Values:

- Integrity
- We only work with smart, capable, competent and demanding people

Rather than Corporate Social Responsibility, as part of the local community, HKBN has bred a strong Corporate Social Investment culture. The Group invests and partners with talents to take part in volunteer activities and looks for ways to leverage its assets for maximum social return. For example, HKBN worked with the Hong Kong Council of Social Service to sponsor free broadband services for unprivileged families in Hong Kong. HKBN also published its inaugural Corporate Social Responsibility Report, a first in the telecom industry, taking up a leading role in the market.

Strategic Planning

The telecommunications market is rapidly changing; the Group effectively allocates resources and plans ahead with strategic precision through innovation and agility. To achieve the BHAG, the Group adjusts its annual targets in accordance to the latest economic conditions, technological development, customer satisfaction level and the needs of different stakeholders.

HKBN runs a Mini-CEO management structure which empowers its senior managers with maximum autonomy

核心目標

- 體驗競爭、勝利和擊垮對手的感覺
- 體驗引進及應用電訊科技造福於民的喜悅
- 滿足實現自我的需要，充分發揮個人潛能

核心價值

- 不斷改進
- 走在最前
- 直接行動

熱切渴望的價值

- 誠信
- 我們的員工必須是精明稱職、有才能有要求的

於企業社會責任方面，作為本地社群的一份子，香港寬頻講求「企業社會投資」，積極投資並與員工共同參與各種義工服務，務求以最高效能方式讓有需要的社群能獲得最大的援助，例如與香港社會服務聯會合作，為低收入家庭提供免費的寬頻上網服務，並推出了電訊業首本企業社會責任報告，務求在電訊業帶起領導作用。

策略性規劃

電訊市場變化急速，集團以創新及靈活的方法有效地分配資源及作針對性的策略部署，令業績持續上揚。為實踐「宏大驚險大膽的目標」，集團會因應最新的經濟環境、科技發展、客戶滿意程度，以及各受惠團體的需要來調整年度的目標。

在營運上，集團採取了「部門行政總裁」管理架構，於既定方針及監控制度下給予管理層高度自主權，而各部門的表現亦是



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within pre-defined control limits, where compensation is performance based. This structure motivates talents to deliver entrepreneurial innovation while limiting the downside of the control measures.

Customer and Market Focus

To ensure customer satisfaction and enhance their sense of loyalty to HKBN, the Group stays close with the market through an array of surveys and information collection methods, with the sole aim to sustain regular connections with the general public. Also, the Group took initiative in setting up its internal quality assurance unit, service performance pledges as well as its unique speed guarantee scheme, confirming the Group's confidence in its service delivery.

Furthermore, HKBN creatively educates the public on network knowledge, helping them to differentiate between legacy telephone line and fibre optical broadband services through educational marketing campaigns.

Measurement, Analysis, and Knowledge Management

Returns and Efficiency are the Group's Key Performance Indicators, which are monitored, assessed and analyzed by the Customer Engagement & Staff Engagement Department through regular meetings and reviews.

Apart from daily operations, comprehensive sustainable programmes are also designed to ensure the swift recovery of operations at time of crisis and emergency.

Workforce Focus

The Group's investment in time and resources for Talent Management preceded those for network development and marketing promotion, for the Group believes "Talents" is the most valuable asset of a company, and is the key to achieving its BHAG. To nourish both personal and professional growth, the Group proactively encourages work-life-balance within the

與回報掛勾的，此管理架構推動員工的企業家創意思維，更能讓他們充分發揮其創意及執行力。

客戶及市場焦點

為確保客戶稱心滿意及加強他們對香港寬頻的歸屬感，集團致力與時並進，緊貼市場趨勢，並透過廣泛的渠道收集客戶意見，務求與社會緊密交流。此外，集團亦自發性地率先成立內部質素監控小組、網絡供應商服務承諾及獨家的速度保證計劃，以行動來印證集團對其服務質素的信心。

此外，香港寬頻以具教育性的市場推廣，藉著創新手法將正確的網絡知識透過廣告灌輸給香港市民，以喚醒其對電話線寬頻和光纖寬頻服務兩者的差別。

評估、分析和知識管理

效益及效率是反映一間企業營運表現的關鍵績效指標，集團主要將業務分為客戶關顧部及員工關顧部來監察、評估及分析有關的指標，並會定期進行交流及檢討。

除確保日常營運順利外，我們亦制定妥善的業務持續計劃，以應付突如其來的災難和迅速恢復運作，確保業務不受影響。

工作團隊焦點

集團投資在員工發展上的時間和資金，遠比網絡發展或市場推廣的為多，因為集團相信「人才」是公司最重要的資產，亦是帶領集團達成「宏大驚險大膽的目標」的關鍵因素。為促進人才在工作及個人生活層面的成長，集團積極提倡工作與生活平衡。



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company, with a work hard, play hard emphasis.

Taking the “CXO of the Future” programme as an example, Management Trainees go through an 18-month on-the-job training to understand all aspects of the company, during which the trainees are expected to take the Chartered Financial Analyst examination, read and share 36 management books as well as complete a 21 km Half Marathon, with the aim to develop a new generation of executive leaders with vision, stamina and strength over the next 15-20 years.

Process Management

To empower talents, the Group employs vertical management by geographical regions rather than traditional horizontal management by service function such as service installation, customer service, sales, etc. This vertical management ensures total ownership of a customer relationship rather than a customer function.

To encourage and implement “change” in the workplace, the “Work-Improvement-Team” was formed to have Talents challenge legacy processes by workflow improvements, fostering the spirit of continuous improvement and strengthening the ability to execute within the company.

Results

HKBN’s recent results are already solid proof of dedication and ability in achieving its BHAG. Through a team of professional managers, outstanding marketing strategies and effective resources allocation, the Group shall dedicate to the provision of quality network and service, enhancing the role of Hong Kong as the hub of global information technology!

以一個名為「未來行政總裁」的管理實習生計劃為例，獲聘實習生需經歷十八個月的在職培訓，了解公司的營運模式及流程。期間亦要考取特許金融分析師；分享三十六本管理書籍的心得，以及完成廿一公里的半馬拉松賽事。目標是為十五至二十年後的集團培育出一群集廣闊視野、堅強毅力及強健體魄於一身的管理人才。

程序管理

為使員工更能盡情發揮，集團實行了「垂直管理」，把前線銷售、客戶服務、維護及後勤支援團隊按地域分界整合起來，比傳統的「橫向式管理」更能確保客戶服務的整體質素。

此外，為鼓勵及實行「改變」，集團亦成立了「工作提昇小組」，鼓勵員工挑戰固有及既定的工作模式，務求全集團上下均有不斷改進的思維及相當的執行能力。

業績

事實勝於雄辯，香港寬頻近年輝煌的業績均顯示集團的「宏大驚險大膽的目標」並不是一句空話。透過富經驗的管理團體、出色的市場策略及資源分配，集團將更積極擴展業務，並以為廣大市民提供優質網絡服務和鞏固香港的資訊地位為目標！