

**HRM** awards  
H O N G K O N G

11 November 2009, Conrad Hong Kong

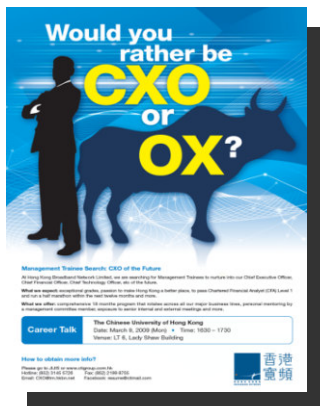
Innovation In Recruitment  
Hong Kong Broadband Network Ltd.



# City Telecom (HK) Ltd: Company Overview

## *We Dream, We Achieve*

City Telecom (HK) Ltd (CTI) is a leading provider of telecommunication services in Hong Kong since 1992. Its wholly-owned subsidiary, *Hong Kong Broadband Network Limited* (HKBN) was established in 2000. In 2006, the company defined its 10 year *BHAG*\* (Big, Hairy, Audacious Goal) of becoming the largest IP provider in Hong Kong by 2016. So far, three years into the 10 year plan, it is well on track.



## *The “CXO of The Future” Program*

To accomplish our BHAG, Talents are a conclusive factor for its success. Since its inception in 1992, CTI has put a lot of effort to attract the highest caliber Talents, cumulating in the more recent “CXO of the Future” Program launched in 2008. With a comprehensive promotion and recruitment campaign, it has successfully drawn attention from 1000s of university students from worldwide, investors as well as generate positive references various stake holders such as customers, shareholders, investment community, vendors and suppliers etc. At the end, CTI received over 400 applicants and eventually hired 3 after an extensive 3 months short listing process.



**Note:** \*BHAG is a term coined by Stanford professors Jim Collins and Jerry Porras in their book *Built to Last* and later in Jim Collin’s follow-up book *Good to Great*.

# City Telecom (HK) Ltd: Brand Initiative in 2008



## *Extraordinary ways to reach target audience*

Our employer's branding image is best explained by a simple phrase "CXO or OX". CXO = CEO, COO, CFO, CTO, etc. This clearly shows our stance that we are looking for future CXOs, which echoes with one of our aspiration values that we only work with smart people, but not "OXs".

## *Public exposure: informative & interactive*

Beyond standard channels such as posting job notices on the Internet (at JIIS, JobsDB, [CareerTimes](#)), at universities' career centres, organizing career talks and career fairs, CTI deployed new social networking averages that appeal to the targeted youth audience.



A [promotional video](#) about the Program was produced and was highlighted on the most popular youth websites such as [Youtube.com](#), [Facebook](#), etc. Furthermore, was pro active in careers forums, which yielded maximum exposure as well as providing an interactive way for applicants and the company to communicate direct interaction.



# City Telecom (HK) Ltd: Brand Initiative in 2008

## *A Win-Win-Win Relationship – Candidates, Corporate & Society Candidates also benefit: Life-time friendship developed*

With the 3-month selection period of CXO of the Future Program, the candidates have gained something invaluable – Life-time friendships.



During the overnight Outward Bound Live-In process, they bonded together and worked as a team under extreme conditions, scarce resources and intense time pressures. These extreme conditions opened up channels for strong teamwork and friendship to develop in a short period of time.



Beyond unique interview experience for the applicants, the process also broaden their social networks skills due to the diverse range of backgrounds in the final group of 12.

## *We nourish ALL candidates, not only the selected ones*

As committed as a social responsible enterprise, HKBN cares about ALL candidates, before and after each selection process. For example, a feedback session after the Outward Bound trip was conducted and more particularly, requests from certain candidates were catered to ([emails](#)). The Chairperson, Ricky Wong, has personally sent some comments and advice to a candidates by request. The Chief Executive Officer, NiQ Lai, has also mentored a unsuccessful candidate, helping him to make his career decision process more clear.



# City Telecom (HK) Ltd: Working with Third Parties

## *A Great Diversity of co-operation with third parties*

With the aim for Global appeal, attract the best in the World rather than the Best in Hong Kong, CTI Group partnered with various third parties to broaden the marketing channels.

We have worked closely with tertiary institutions to organize recruitment talks, proactive in career fairs and put posters in prominent locations at campuses. Online job notices were also posted on universities' websites.

Besides, we co-operate with several professional organizations to push the exposure of the Program and to attract elites from there. For example, we targeted The Association of Chartered Certified Accountants (ACCA), Certified Public Accountant Australia (CPA Australia), The Hong Kong General Chamber of Commerce (HKGCC), Hong Kong Institute of Certified Public Accountants (HKICPA) and The Institute of Human Resources Management (IHRM).



Moreover, we also solicited press feature stories to enhance the profile to public. They can be found on newspapers or job-hunting publications such as [Hong Kong Economic Journal](#) and CareerTimes. Uniquely, we even included the CXO search in our direct mail to our 800,000 plus fixed telecom service customers, seeking their referrals.

## *Deliver message through TV*

Publication means are not restricted with printed or the Internet materials. Being the Head of Talent Management Department, Mimi Choy has also received an [interview on Cable TV News Channel](#), introducing about the Program.





# City Telecom (HK) Ltd: CXO of the Future Program

*5 stages; from 1000's of attendees to 400 applicants to 3 hires*

*Beyond academic excellence we also want to secure the Talent are suited to our unique CTI Culture, as we are offering a Career rather than a Job. The criteria for a candidate to be a "suitable one" is assessed according to our company's specific core values. Therefore, the selection and recruitment process of the "CXO of the Future" Program is specially designed to last for 3 months. It consists of 5 stages in total: 1. essay submission, 2. written test, 3. Career Exposure Day, 4.. Outward Bound Live-In and 5. the final Board Interview.*

*We treasure Talents as company's priceless capital*

## **1. Direct Senior Executive Management involvement in Recruitment and Selection Process:**

Our Management members were invited to be interviewers: our Chairperson, Mr. Ricky Wong; CEO, Mr. William Yeung and CFO, Mr. NiQ Lai were the panel in the Final Board Interview; a Q&A session was held by the CTO, Mr. Ivan Tam in the Pre-Career Exploration. Pre-Career Exploration is one of the selection process which we invite talents to visit our company and have a 2-way communications through presentation by our Senior Management members and casual group interview.

## **2. Staff involvement :**

### **Dare to Say and Dare to Ask (你敢講。我敢問) Campaign**

To create a sense of company-wide ownership for the CXO of the Future program, CTI Group engaged existing Talents in Hong Kong and Guangzhou via the ["Dare to Say and Dare to Ask" Campaign](#) to suggest challenging questions for applicants.



# City Telecom (HK) Ltd: Brand Initiative in 2008

## Details of the process:

### 1<sup>st</sup> stage: CV & Essay Submission (Mar 09)

Applicants are required to submit their resume as well as a one page essay stating why they wanted to join CTI Group. Over 400 applications were received.

400 Applicants

### 2<sup>nd</sup> stage: Written test (Apr 09)

The test lasts for 1.5 hours and consists of 2 parts: MC questions on company's knowledge and aptitude test; situational questions in English and Chinese. 400 applicants sat for the test.

50 Short-listed

### 3<sup>rd</sup> stage: Pre-Career Exploration (May 09)

50 applicants were short-listed. Totally there are 3 sessions, a talk delivered by our CEO Mr. William Yeung, a presentation and a Q&A session by CTO Mr. Ivan Tam; and a group interviews on crisis management and decision making.

12 Finalists

### 4<sup>th</sup> stage: Outward Bound (OB) Live-In (Mid-Jun 09)

A 2-day-1-night trip challenged 12 further short-listed applicants' mentality under extreme conditions. 4 staffs from Talent Management Department and 2 OB coaches assessed them.

3 Hired

### 5<sup>th</sup> stage: Final Board Interview (Late Jun 09)

The 45 minutes interview was conducted by The Chairperson, Mr. Ricky Wong; CEO, Mr. William Yeung and CFO, Mr. NiQ Lai. Finally, 3 out of 12 were hired.



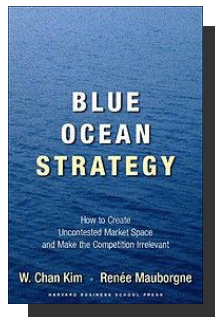
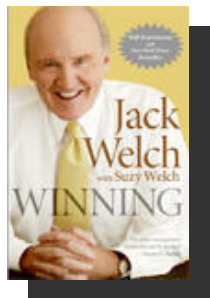
# City Telecom (HK) Ltd: Extraordinary Reward Package

*The excellence deserves something exceptional*

We set up extreme requirements for our future CXOs, therefore in exchange, we provide *extraordinary rewards* to them. In terms of reward packages, we offer a wide range of compelling special attractions.

*Exceptional high requirements: for CXO of the Future include:*

- **CFA Level 1:** To be able to speak and think in the common language of business. This is essential for a future CXO. It's a tough challenge to talents as the Level 1 global pass rate was 46% only.
- **½ Marathon:** We emphasize work-life balance, ability to meet a challenge, physically and mentally strong and having FUN.
- **36 Management Books in 18-month:** We Continuous learning, widen perspectives rather than specialists, nurture passion for knowledge





# City Telecom (HK) Ltd: Extraordinary Reward Package

*Exceptional high development include:*

- **Remuneration:** 18-month remuneration package of HK\$270,000 + discretionary bonus after the completion of the program
- **Job rotation:** Comprehensive 18 months rotational program across all our major business lines
- **Action Learning Projects:** Various projects from different streams to train up their management skills
- **Personalized mentorship:** by a Management Committee member and guidance by department head as Big Brother/Sister
- **Exposure:** senior external and internal meetings, e.g. Asian Infrastructure Investment & Financing Conference, HKMA TQM awards, HP Workshop etc etc
- **Education Partnership Allowance:** up to 30% monthly salary or 80% of course value, whichever is lower, for them to attend course/enroll professional membership



# City Telecom (HK) Ltd: Unexpected appearance of Job advertisements

## *Brand image boosting through promotion*

We do not only want to deliver our message to potential candidates extensively, but also we treat as a way of strengthening our brand. Since we target to the next generation Talents, we post all updated information on the most popular youth internet site. We proactively use channels like:



- [Facebook](#) : [recruitment poster](#), program details, company news etc.
- Youtube: [promotional video](#) (Outward Bound) after the selection – Attract attention for next year graduates
- [Corporate website](#)



- [Press releases](#) – To build up branding image among investors e.g. Press Release at CareerTimes
- Recruitments at campus –career talks at major Hong Kong education institutions



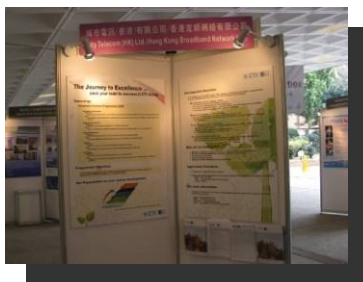
# City Telecom (HK) Ltd: Percentage of offers made

*0.74% ≠ impossible: Finally we searched for them.*

We launched the “CXO of the Future” Management Trainee Program earlier this year and received **over 400 applications** from local and overseas university graduates.

After 3-months’ selection process, **3 elites** were finally hired to join our BHAG of becoming the largest IP service provider in Hong Kong by 2016. The detail statistics is as follows:-

Selection Stage	Total Candidates	Survival Percentage
1. CV & Essay Submission	408	-
2. Written Test	400	98%
3. Pre-Career Exploration	50	12%
4. Outward Bound live-in & Final Board Interview	12	3%
5. Hired	3	0.74%



# City Telecom (HK) Ltd: Employee test drive

## *Never settle for less – Strive for the Best*

We strongly believe that whom we selected is suitable for our company.

After surviving in the keen competition during the recruitment process, the selected MTs are still tested and challenged.

To perform as a “test drives”, a 18-month training period is considered as a challenge to our future CXOs. During the period, we have periodic evaluation from department heads during their attachment, working parties of action-learning projects & some colleagues. As a result, they can understand their strengths and weaknesses for their career development.

After the 18 months, they have to “sell” their strengths to the department heads by designing tailor-made CVs for job hunting internally so as to find a permanent position in the company. ***If they fail, they may have to leave the company.***



# *City Telecom (HK) Ltd: non-discriminatory measures and policies*

## *Integrity = employment equality*

CTI Group is an equal opportunity employer and we only search for high caliber candidates to become our future CXOs. During the entire selection process, we clearly select candidates who meet our core values and stick closely to our selection criteria – elites who are willing to accept challenges, regardless of nationality or gender.

For instance, we selected a graduate from the Mainland to be our Management Trainee few years ago. She rotated to different departments and had a opportunity to become the Personal Assistant of our Chairman, Ricky Wong. This valuable experience developed her to have critical thinking and become a leader. She enjoys working here with her colleagues and works in harmony. She has been working here for 6 years and currently she becomes one of our Department Heads.





# City Telecom (HK) Ltd:

## *Other innovative practices*

### *Intangible is something concrete!?*

For the “CXO of the Future” Program, we make use of various distinctive recruitment channels to promote our program. Our *talent acquisition strategy focuses on word-of-mouth* from different parties, such as alumni, investors and applicants. Word-of-mouth can be an effective strategy to enhance brand image by:

#### **Externally**

- **e- Delivery Mails** (e-DMs) to existing customers of over 800,000 fixed telecom service users
- **CTI Group Alumni** - We invite our alumni to join CTI Group Alumni which updates company news; and will be sent to them via Email

#### **Internally**

- **In-house monthly Video Newsletters** - to promote the program amongst staffs in order to induce referrals
  - **Job fairs** - to increase exposure of the program
- **Internal referrals** - CTI staffs or their family members are also welcomed to apply. Over 140 talents in year 2008 were come from referral.
- **PowerBar** – a program to encourage talents to transfer between departments so as to widen their exposure and knowledge





# Appendix 1

Featured story at CareerTimes, 27<sup>th</sup> Mar 2009

## MT OPPORTUNITIES

This is an extra edition of a special series offering graduates tips for winning the hottest management trainee positions in town

## Experiencing unconventional challenges

CTI to nurture audacious young management talent

By Grace Chan

**C**risis management and decision-making skills are key to successful business management. In this regard, City Telecom (HK) Ltd (CTI) adopts a patient approach in nurturing its future leaders.

In particular, the company's "CIO of the Future" management trainee (MT) programme is designed for university graduates eager to step forward and face uncertainties in the fast-changing business world. This year, no more than three entries will be admitted to the 18-month programme.

Established in 1992, CTI is a provider of residential and corporate fixed network and international telecommunications services. Its wholly-owned subsidiary, Hong Kong Broadband Network Limited, is a major fixed telecom network services operator.

In essence, the "CIO of the Future" programme is made up of job rotations at all 40 of the company's business divisions in the first 12 months, with the final six-month placement in one to three divisions based on the MT's career aspirations.

Trainees are expected to acquire all the essential skills and knowledge,

ranging from frontline customer service to back office operations, through hands-on experience and direct participation in special projects.

Unlike any traditional recruitment process, around 10 handpicked candidates go through an Outward Bound adventure in addition to the written tests, group interview and panel interview.

The Outward Bound experience will take two days and one night, with a number of tasks assigned to challenge candidates' competence in coordination, organisation and independent thinking. "It is intended to find out if the candidate's personal traits match our corporate culture," says Alex Chey, director, talent management, City Telecom (HK) Ltd.

"They may be asked to jump into the sea or go high up in the sky, just to test their courage."

More challenges still await the selected trainees, as they are required to read 36 management books in 18 months, at the Chartered Financial Analyst (CFA) Level 1 exam five months into the programme and participate in a half marathon next February.

**Trial of perseverance**

The philosophy behind taking the CFA exam and joining the half marathon

is similar: to make an attempt and to learn through the process. As Chey says, the passing rate for the CFA exam is low, so it is more important for trainees to get familiar with the financial and business language rather than to pass the exam.

"Top management always deal with figures and so a good understanding of financial concepts can certainly help trainees move up. Besides, we'd like them to experience early on the difficulties that management staff face," she explains.

In line with the company's unconventional management style, the MTs are not assured a job upon completion of the programme. Generally, they are required to hunt for a job internally after 12 months of training. "They have to look for job opportunities and send their resume to department heads on their own or they'll be out," she says.

CTI's MT programme was launched more than 10 years ago, though each year the programme takes in no more than six candidates. "We believe in quality over quantity. Our management committee members show strong commitment to the programme as each trainee is assigned a mentor and a department head as big brother or sister," she says.

### Interview Tips

Do's

Be yourself and express yourself  
Be familiar with the company's corporate mission and values  
Show courage and be a good team player  
Read through company's annual report and information on the website before the interview

Don'ts

Be late  
Be too dominant or too quiet during group discussions  
Be a "yes-man"  
Show lack of confidence and passion



Alex Chey (standing, director, talent management)  
Kathy Chan (management trainee)  
City Telecom (HK) Ltd  
Photo: Wallace Chan

### Recruitment Schedule

Month	Campus talk
March	Submit CV with a one-page essay explaining reasons for applying for the programme
17 April	Application deadline
April	Written tests (90 minutes) Situational questions in Chinese and English Aptitude tests
June	Group interview (one hour) Crisis management and decision making skills Outward Bound Live in (2 days 1 night) Exchange candidates to challenge themselves Complete aptitude tests to show ability of risk taking, coordination, organisation, team building and leadership Panel interview with the management committee (one hour) Offer: 1 to 3 vacancies Salary: 18-month remuneration package of HK\$270,000 plus discretionary bonus (upon completion of programme)
Early July	Programme commencement

### Training structure

Duration	18 months
First 12 months	Rotations in all major business units (around 40)
Final 6 months	Final placements in one to three business units
Expectations	Take the Chartered Financial Analyst (CFA) Level 1 exam by December 2009 Run the half marathon (21km) in February 2010 Finish reading 36 management books
Support	Mentorship by a management committee member Department heads act as big brother/sister mentors
Assessment & Evaluation	Reports on every rotation and attachment Special projects and assignments On-the-job evaluation

### Entry requirements

Qualifications	A bachelor's degree or higher Less than 2 years work experience
Language ability	Excellent command of English and Chinese
Key attributes	Passionate about achieving common goals Willing to take on challenges and take risks Smart, capable, competent, energetic and innovative Superb interpersonal skills and leadership competence

A Cheo visit



Christmas party 2007



### Accelerating growth

In July 2007, Kathy Chan could hardly imagine how challenging her life would be—being personal assistant to a major corporation's chairman, completing a half marathon, and helping with a corporate project.

Graduating with a degree in systems engineering and engineering management from the Chinese University of Hong Kong, Ms Chan was attracted to CTI's MT programme for the its comprehensive exposure to different business units. "To fresh graduates like me, learning the ropes is a priority," she says.

Most important of all, she could fast-track the exceptional corporate culture. "The whole learning process was full of challenges, reflecting the company's 'learn to try corporate culture', Ms Chan adds.

She snapped herself by completing the half marathon last month. "I was never a sport lover at all, but with the company's encouragement, I finished the 10-kilometre marathon last year and a half marathon this year. Now, I love running."

During the first 12 months of training, she was attached to almost all 40 CTI business units, while the day working as the personal assistant of CTI chairman Ricky Wong was her most unforgettable and extraordinary experience. She was given opportunities to sit in on sales and marketing planning and internal budget meetings, learning directly from the top management's point of view.

"It's really tough. However, now motivated to learn extra hard to exceed Mr Wong's expectations," she recalls, noting that she has benefited from reading 36 management books. "While going through them, I

think of applying the textbook knowledge into actual working life and sharing my views with colleagues."

While digital broadcasting became a trend, Ms Chan was one of the first to lead the company's "full top box development project", from the start to the completion of the final output. Meetings with developers, in-house technical staff and customers sharpened her interpersonal skills and business sense.

There she found the next opportunity for her career advancement—to help develop a new customer information handling system. "I saw one of the project while being attached to the quality assurance unit. Encouraged to take on a challenge, I discussed the possibility of system improvements with the department head," she says. As a result, her final six-month placement at the customer engagement department proved valuable.

"Before confirming my final placement, I discussed the issue with my mentor, one of the corporate directors who always shares some far-sighted advice with me," she remarks. Ms Chan now assures herself that an long for learning opportunities is more essential before making further career decisions.

**Career Path**

CIO  
Department head  
Managerial level  
Executive level  
Management trainee



Carriers World Asia Conference 2008



Company wine tasting class



The 10-kilometre corporate team



Graphics and supplementary photos: Courtesy of CTI

<back>

# Appendix2

Promotional video about “CXO of the Future” Management Trainee Program

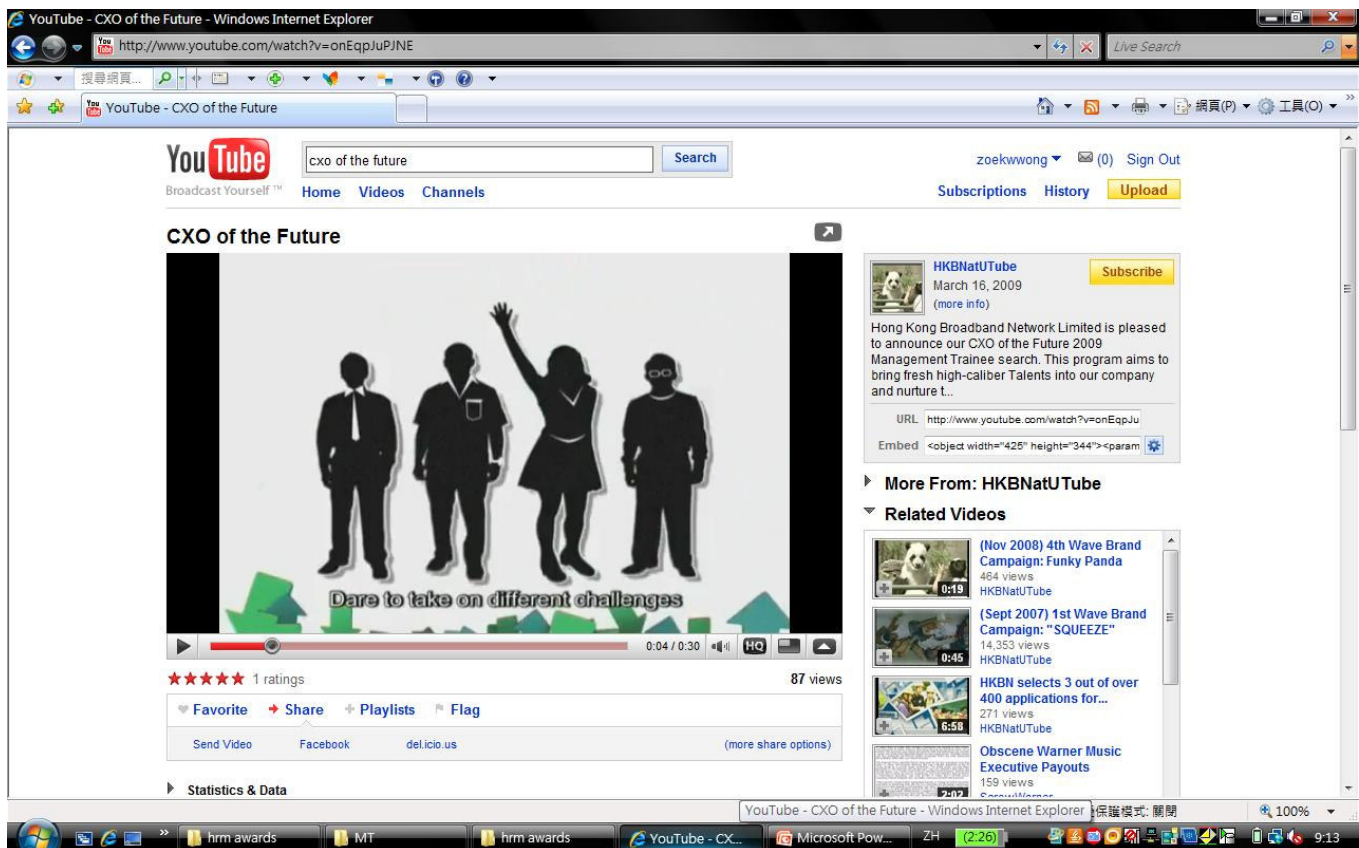


Source: <http://www.youtube.com/watch?v=onEqJuPJNE>

<back>

# Appendix3

Promotional video post on Youtube.com



Source: <http://www.youtube.com/watch?v=onEqJuPJNE>

<[back](#)>

# Appendix 4

## Company's Facebook group



<back>



# Appendix 5

Featured story at Hong Kong Economic Journal, 8th December 2008

香港經濟日報

Understanding how to be a good investor makes you a better business manager and vice versa.

— Charlie Munger

Career

●熟識三國策

●給予立時市面現貨

A42

Management Trade

●米蘭站平買平賣

●近市富旺

A44

Commerce

●珠寶買家少

●展商難敵買

A47

Executive & Market

●Xbox遊戲遊樂

●休閑玩客

A48

## CTI明年請「GT」起薪1.2萬

### 需通過生還者遊戲 估牌考推理

本報專訊

香港電訊集團（CTI）宣佈，大學生畢業生（Graduate Trainee）起薪1.2萬元。CTI將於明年2月開始，為大學生提供4個月的實習期，提供不少於10個「畢業生培訓計劃」（Graduate Trainee）職位，起薪1.2萬元。

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

專才培訓計劃 缺額約10個

城市電訊（CTI）設有「管理人員培訓計劃」（Management Trainee）及「專才培訓計劃」（Specialist Trainee），起薪分別為1.5萬元及1.2萬元。前者為期18個月，後者為9個月。MT會獲派到3至4個不同部門工作，培訓期後才獲派到合適的職位。至於GT則獲派到指定部門工作，培訓期後才獲派到合適的職位。至於GT則獲派到指定部門工作，培訓期後才獲派到合適的職位。

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

面試選到1分鐘 即取消資格

應徵者需通過「生還者」（Survival）遊戲、入職半年內課程、（航海策略）及（WINNING）等商業管理課程，並通過最終的綜合測試（CFA）其中一份試卷。

<back>

# Appendix6

An interview movie from Cable TV News Channel



[<back>](#)



# Appendix7

Featured story at Recruit, 18<sup>th</sup> March 2009

對跑步運動員來說，起跑是重要時刻，如掌握得好，借助一刻的爆發力，可跑得更快更前。同樣地，初投身社會工作的人欲令事業發展理想，起步至為重要，若然擇業正確，將可快人一步躋身管理層。現時各大企業為培訓未來管理接班人，樂於投放資源培訓管理見習生Management Trainee (MT)。城市電訊集團 (CTI Group) 及中華電力 (CLP) 就是好例子。今期Recruit請來兩間公司的培訓生分享經驗，而且有人力資源代表講解計劃詳情及應徵要點。若果你正為未來事業躊躇，他們的經驗和提點為對你帶來啟示。

## 管理接班人 由MT起步



蔡美玉說，當然培訓生表現優異，不一定需要待完成計劃才開展下一步，機會多少全視乎表現。



林麗雲說，面試內容之一是要求考生就公司的價值和文化作出選擇，這過程會令他們更深入瞭解公司，且發覺公司歡迎他們提出意見，提供空間發展。

城市電訊 (香港) 有限公司在10前已開設管理人員培訓計劃 (Management Trainee Program)。該公司人力資源部總監蔡美玉表示：「整個計劃裏，我們提供很多機會，但同時給予他們 (受訓者) 很多壓力。」她解釋，公司希望培養嚴格的訓練，觀察培訓生的毅力，「即使過程中出錯也不要緊，最重要是錯後能站起來，再接受挑戰，而且能將經驗轉為學習。管理層會在旁提供意見和協助。」

### 18個月培訓 表現優異機會多

培訓計劃長達18個月，期間培訓生將接受不同工作和技能訓練，並且在公司各部門實習約1至3星期。此外，還要在半年內閱讀12本管理書籍，外訪其他公司，策劃及統籌各類型的項目等。

她說：「各部門主管會給予培訓生評語，我們會全程跟進他們的進度，若有人表現不理想，或會被要求離開。今年有位培訓生因為表現突出，未滿期計劃已被公司主席點名擔任其 Personal Assistant。」

她續說：「我們希望帶出一項信息，就是培訓生距離成為管理層其實路途不遠，若果表現優異，不一定要待完成計劃才開展下一步，機會的多少全視乎表現。」即使培訓生順利完成培訓，也不代表公司會繼續聘用他，「培訓生必須得到其中一個部門的主管『吸用』，才能留在公司發展。」她解釋，這個安排既可讓培訓生選擇發展機會，又可顯示他們的成績是否得到其他同事認同。

### 不設名額 遴選3部分

CTI管理人員培訓計劃的參加對象為應屆大學畢業生或多於兩年工作經驗的大學畢業生，遴選過程由3部分組成，考生須通過筆試 (中英文語文測試及能力測試)，小組面試和最後遴選才獲錄用。蔡美玉表示，每年培訓生計劃不設既定名額，實際人數視乎考生的質素。招募活動已於各大學展開，整個計劃的最後截止報名日期是4月底。

對於有興趣報名人士，她有以下建議：「除要熟讀公司業務和資料外，還要認真考慮個人性格是否適合在CTI發展，好像『拍拖』一樣，必須互相配合。」

面試時，考生須注意與人相處的態度和合作精神。她說：「實際工作裏，我們要和不同性格及背景的人相處。在小組面試中可看出考生的性格，曾有些考生以為自己是某大學的畢業生，便自以為是，不願得與人相處和合作。」

### 人辦1：培訓得著多 向管理進發

畢業於香港大學的林麗雲是應屆MT之一。她表示，選擇投身電訊業是因為看好行業發展，而且認為行業競爭激烈，不斷改革，與她喜歡接受挑戰的性格非常配合。

### 事業啟導得方向

「促使我選擇CTI的原因，還有面試時的難忘體驗。在最後遴選中，公司主席及其他高層管理成員都在場，可見他們很重視面試，之前我從未試過在一間公司面試時，公司高層

出席。」

她去年7月正式開展其培訓計劃生涯，回想過去大半年的日子，雖然辛苦，但得著很多。她印象最深刻是「導師計劃」及「大哥哥大姐姐計劃」。前者是由其中一位高層管理成員擔任培訓生的導師，給予事業發展方向的意見，而後者則由公司資源的同事負責，協助培訓生解決工作、人際等方面的問題。

「他們的意見對我影響很大。我初加入公司時，只期望在管理工作方面發展，但經他們指導，我已確立目標，要在未來成為管理層一分子。」

在學習及發展部實習的日子，她體驗至深。「我負責統籌一項新計劃，那是用不同的網絡來連繫客戶溝通。整個計劃由零開始，自己一手一腳全盤處理。過程中，我不但深入認識到部門的角色和工作，還學到一些溝通技巧、撰寫建議書的方法等，對日後工作和發展有很大幫助。」

### 人辦2：對準目標 找一個事業

畢業於香港中文大學訊息工程系的梁利南，加入CTI是因為想找一個事業，而不只是一份工作而已。「兩者差別很大，工作有如一部機器，人家提供甚麼材料，你只要跟著指示把它製作出來；但事業則不同，人家提供很多機會，我可利用不同工具，幫助個人及公司發展。」

為了應付面試，他事前在網上搜集歷屆考生的經驗，得知每年試題和測試形式也不同，他又詳讀該公司網頁資料，連主席的私人網誌也不錯過。他發覺CTI非常著重核心價值，只要事前準備充足及適切了解其文化，便能充分發揮。

### 出色表現 獵頭垂青

成為培訓生後，他得到多個部門實習。最難忘是在商業客戶部，參與一個過千萬的機場收費電話服務計劃。「我負責撰寫指引，期間要查閱很多法律文件。」他強調，這是一項大規模的計劃，涉及金額高昂，而他作為一個新人參與其中，不自覺感到榮幸，更是畢生難忘的經歷。

他認為CTI管理人員培訓計劃給與培訓生很多不同的嘗試機會。他曾代表公司到廣州出席一個供各大企業人力資源總監參與的研討會，並在台上介紹公司的人才培訓計劃。「由起初無信心，直至後來充滿自信和信心，看著自己不斷改變。」在場200多位與會者都是業界經驗十足的人物，但他沒有怯場，出色的表現更得到獵頭公司的垂青。

他建議有興趣參加計劃的人，事前必須做好準備，深入認識公司，認定自己有興趣在這方面發展，且又能配合公司的文化和價值，別只抱著嘗試心態，以漁翁撒網方式尋找就業機會，否則只會浪費時間。面試時也不能突出自己。



梁利南說：「我當時有時覺得很疲累，工作上遇到很多困難，甚至想離開電訊業也不會，但幸得到導師的鼓勵，從旁協助，令我很快便適應過來。」

<back>

# Appendix8

## Postings of the Program on Facebook group



**Cti Hkbn** In CTI Group, "Talent" is an invaluable asset and we have invested significantly in talent-related cost. In FY2008, our talent-related cost is \$472 million - more than 2 times of our capital expenditure or 4 times of advertising expenditure.

We offer...[Lire la suite](#) ▾

**Are you ready for Executive Development?**

Source : [www.ctigroup.com.hk](http://www.ctigroup.com.hk)

📅 13 janvier, à 11:13 · [Commenter](#) · [J'aime](#) · [Partager](#) · [Signaler un abus](#)



**Cti Hkbn** As Long As You Have a Dream, Come & Join Us

Our secret of success is solely because of - "Dream". We aspire to cooperate with talents who have dreams and treat them as our golden partners. We offer numerous opportunities for their career developme...[Lire la suite](#) ▾

**Organized by AIESEC - "Corporate Social Responsibility" seminar**

Source : [www.hkbn.net](http://www.hkbn.net)

📅 14 novembre 2008, à 11:27 · [Commenter](#) · [J'aime](#) · [Partager](#) · [Signaler un abus](#)



**Cti Hkbn** 只要你有夢想歡迎加入我們

城市電訊成功的背後全賴擁有「夢想」。我們對有夢想的員工十分渴求，視這類員工為我們合適的伙伴，希望給予員工充滿發展機會的事業，而不是一份工作。我們深信每位員工均有不同方面的潛能，有待發掘成為人才，因此我們十分重視員工的發展，不單注重提升員工的職業技能，而且切實推行多元化而務實的個人發展培訓課程，渴望每位員工都得到全面的發展，拓展更美好的前途，實現自己的夢想之餘，能夠和公司一起成長。

剛於11月7日(星期五)，我們的財務總監及員工關顧部主管黎汝傑先生出席了由 國際經濟學商學學生...[Lire la suite](#) ▾

**國際經濟學商會學生會(AIESEC)主辦 - 企業社會責任研討會**

Source : [www.hkbn.net](http://www.hkbn.net)

📅 14 novembre 2008, à 11:14 · [Commenter](#) · [J'aime](#) · [Partager](#) · [Signaler un abus](#)

[<back>](#)

Source:

<http://www.facebook.com/search/?q=hkbn&init=quick#/Ctihkbn?ref=search&sid=532325001.1721065803..1>

# Appendix9

Outward Bound Live-in at a glance (Video)



[<back>](#)

# Appendix 10

Job notice of Trainee Program posted on company's website



Source: <http://www.ctigroup.com.hk/en/careers.html>

<back>



# Appendix 11

Featured story at Recruit, 27<sup>th</sup> Mar 2009



## 香港寬頻 管理培訓生 愛變才會贏

金融海嘯百年一遇，市場環境劇烈變遷，企業必須觀察入機，勇於嘗試，開拓新局面。香港寬頻以不斷嚴格創新為經營方針，「轉變」為企業文化特色，挑選大學畢業生加入「CXO of the Future 管理人員培訓計劃」，也考慮應徵者有否「敢嘗試、創新與轉變」特質，以延續企業文化。

香

### 尋找管理接班人

試問，這個包羅萬象與時俱進的轉機，是每位員工特別追求管理發展具備的。香港寬頻人才管理總監陳玉潔：「CXO of the Future 管理人員培訓計劃」旨在為管理接班人，應徵者需具備優秀、中文英文良好之條件，更重視是香港與公司文化的契合度，新進者不斷追求進步，不可安於現狀，具創新和冒險精神的態度。公司鼓勵同事不斷創新，更嘗試新事物，即使失敗後，應從中學習，而後人不要失敗及認為不嘗試，此外，香港寬頻提供廣闊視野，讓位一個人無可發揮而有所學。

培訓生是企業發展前鋒，香港寬頻為新晉管理人員「真身」身分後，部門主管「大哥哥/大姐姐」提供指導，由於受多人人力資源培訓，使不斷每年培訓新人到。例如，「07年」聘了5位培訓生，今年預計聘1至2位，應徵人應具備多項條件，如：性格外向，可與同事多於3位；然而，應徵者出於不斷學習的決心。

陳玉潔說，應徵者不單計劃工作多寡，應考慮在時間內爭取學習機會，超越其他一般經濟轉型的轉機。培訓生獲公司鼓勵，在香港寬頻及其他公司不同之處，在於不會以年資「論資排輩」方法來晉升員工，而是按工作表現與能力，有一名完成「管理人員培訓計劃」。



陳玉潔，香港寬頻人才管理總監，負責培訓計劃。

## 經驗之談：應徵首重性格

劉嘉欣於07年參加香港寬頻「CXO of the Future 管理人員培訓計劃」，並從700多名應徵者中脫穎而出，成為該年度的5位培訓生之一。她自其性格與公司文化相符合，建議有意申請者應先了解自身性格和公司文化，面試時應展示公司文化及團隊精神，並說明「家史」。

劉嘉欣於07年獲選為「CXO of the Future」培訓生計劃，為應徵者提供自己的性格，並與公司文化相符合，並能接受挑戰，「轉變」，勇於嘗試，突破自己。

**考 CFA + 跑半馬**  
加入香港寬頻後，劉嘉欣也努力提升自己，她可要求培訓生考取會計師執照(CPA)，並應在學士學位，於4年大學中完成及畢業後，再以下半段是考一

方法，最後成功考得 CFA，她早已少微遺憾，但今年初將開始準備托福，再次挑戰自己，她認為，不斷挑戰自己向前，使她發現自己更多與應徵者更相符合。

對於有意應徵人士，她建議，改善中級職位，應先考慮自己的性格與特質，應符合公司的要求，並要好好地觀察面試機會，應先了解個人素質與專業，若有必要則應公司資料，如公司的各大學程度及專業程度，面試考官會看其性格與專業，並能與同事合作，並能與同事合作，不單是，談話中要簡潔。



參加培訓計劃的學員合照，劉嘉欣(右二)在培訓計劃中表現出色。

## CXO of the Future 計劃詳情

- 職位要求：**
1. 地產經紀於2009年12月前考取一般特許金融分析師(CFA)。
  2. 於2010年2月內完成至少21個月的半年期實習。
  3. 能快學學，於18個月內完成前16本有關管理學的書籍。
  4. 大學或以上學歷，工作經驗少於兩年。
  5. 最後面試應徵者必須通過面試。

- 培訓及發展：**
1. 18個月培訓期，於公司所有部門輪流實習。
  2. 公司為管理人員會以個別導師培訓，不另付主管提供指導。
  3. 18個月內可獲27萬元酬金，完成計劃後可取得獎金。

- 考試程序：**
1. 提交申請表格及一紙以「CXO of the Future 培訓計劃」為題的應徵信。
  2. 筆試(名額400名)。
  3. 小組面試(名額100名)。
  4. 外訪面試(名額10名)。
  5. 管理實習面試(名額5名)。
  6. 面試人數：1至2名。

**截止報名日期：2009年3月31日**

查詢：  
網址：[www.cigna.com.hk](http://www.cigna.com.hk)  
Facebook：[recruit.hk](http://recruit.hk)  
電郵：[CXO@mhk.net](mailto:CXO@mhk.net)  
熱線：3145 5726

申請方法：  
電郵：[CXO@mhk.net](mailto:CXO@mhk.net)  
傳真：2199 8755



本系列於2009年3月27日出版，由Recruit提供。

<back>

# Appendix12

## Press Release on CXO of the Future Program, 2<sup>nd</sup> March 2009



For Immediate Release

### **HKBN Launches "CXO of the Future" 2009 Management Trainee Search**

(Hong Kong, 2 March 2009) Hong Kong Broadband Network Limited (HKBN, a wholly owned subsidiary of City Telecom (H.K.) Limited (SEHK : 1137 and NASDAQ : CTEL) is pleased to announce our "CXO of the Future" 2009 Management Trainee search. This program aims to bring fresh high-caliber Talents into our company and nurture them into potential Chief "X" Officers of the future, i.e. executive positions such as Chief Executive Officer, Chief Financial Officer, Chief Technology Officer, Chief Talent Officer etc.

At HKBN, Talent is our most valuable asset, being the foundation of our productivity and competitiveness. Our "CXO of the Future" Management Trainees will be given extensive exposure across all our business lines over a tailored 18 months program and be personally mentored by our management committee members. Successful candidates will be offered a 18-month remuneration package of HK\$270,000, plus discretionary bonus at program end.

*"We will invest through this Global Economic Crisis to nurture our next generation CXOs. We are looking for extreme caliber Talents who share our passion about pioneering leading technologies to make Hong Kong a better place," said NiQ Lai, Chief Financial Officer and Head of Staff Engagement. "Beyond academic excellence, the candidate will need to survive our Outward Bound live-in selection process and during the 18 month immersion program, we expect our "CXO of the Future" to pass Chartered Financial Analyst (CFA) Level 1, run a marathon, be a fast learner reading 36 management books and much more."*

For additional information, please refer to our corporate website  
[www.ctigroup.com.hk](http://www.ctigroup.com.hk)

-End-

#### **About City Telecom (H.K.) Limited / Hong Kong Broadband Network Limited**

Established in 1992, City Telecom (H.K.) Limited (SEHK : 1137, NASDAQ : CTEL) provides integrated telecommunications services in Hong Kong. City Telecom's wholly-owned subsidiary, Hong Kong Broadband Network Limited (HKBN), is the largest alternative residential broadband service provider in Hong Kong, targeting to extend our homepass to 2.0 million households and 1,800 commercial buildings. HKBN currently serves more than 800,000 subscriptions across Voice, Broadband (symmetric 25Mbps up to 1Gbps) and IP-TV services. Additional information on City Telecom can be found at [www.ctigroup.com.hk](http://www.ctigroup.com.hk).

For enquiries, please contact:

Corporate Communications - Jessie CHENG

Tel: (852) 3145 4118

Fax: (852) 2199 8372

Email: [chengcm@cthk.com](mailto:chengcm@cthk.com)



# Appendix12 (cont'd)

Press Release on CXO of the Future Program, 25<sup>th</sup> August 2009



即時發放

## 香港寬頻 逾 400 人中選出 3 位「CXO of the Future」

(香港, 2009 年 8 月 25 日) 香港寬頻網絡有限公司 (下稱「香港寬頻」, 為城市電訊(香港)有限公司(香港聯合交易所上市編號: 1137; 美國納斯達克市場交易代號: CTEL)的全資附屬公司) 於年初所推出的「CXO of the Future」\* 管理人員培訓計劃, 接獲逾 400 份來自本地及海外大學畢業生的申請。經三個月的篩選過程後, 挑選出 3 位精英與我們共同實現於 2016 年成為本港最大 IP 服務供應商的願景。

為招攬最優秀的人才加入我們的卓越團隊, 並於 15 至 20 年間把他們栽培成為未來的 Chief «X» Officer, 香港寬頻特別設計了一系列的嚴謹篩選程序 (詳情請參考附奉資料), 包括外展訓練測試, 以考驗申請人於極端環境及挑戰下的表現。歡迎登入以下連結一睹十二位進入最後挑選階段的準「CXO of the Future」接受一連兩日外展訓練測試的片段:

<http://www.youtube.com/watch?v=0UXav0PPvCU>

\*有關「CXO of the Future」管理人員培訓計劃的詳情, 請參考以下連結:

[http://reg.hkbn.net/ctigroup\\_admin/files\\_upload/090302%20MT%20Program%20Detail.pdf](http://reg.hkbn.net/ctigroup_admin/files_upload/090302%20MT%20Program%20Detail.pdf)

- 完 -

## 關於城市電訊/香港寬頻

城市電訊(香港)有限公司(香港聯合交易所上市編號: 1137; 美國納斯達克市場交易代號: CTEL)於1992年創辦, 為一綜合電訊服務供應商。城市電訊的全資附屬公司, 香港寬頻網絡有限公司積極拓展網絡, 目標將城域以太網覆蓋由現時的155萬住戶覆蓋增至200萬住戶。香港寬頻提供寬頻互聯網(上下載對等25Mbps至1Gbps)、話音及數碼電視, 現時合共擁有逾八十七萬二千名客戶。有關城市電訊的詳細資料, 請瀏覽 [www.ctigroup.com.hk](http://www.ctigroup.com.hk)。

如有垂詢, 請聯絡:

企業傳訊部

鄭靜雲

電話: (852) 3145 4118

傳真: (852) 2199 8372

投資者關係

陳鳳儀

電話: (852) 3145 6068

傳真: (852) 2199 8655

# Appendix12(cont'd)

Press Release on CXO of the Future Program, 25<sup>th</sup> August 2009

## 「CXO of the Future」 篩選程序一覽



跨平台、跨媒體的計劃推廣，包括就業講座、就業展覽及城市電訊集團的 Facebook 等。



逾 400 人參加筆試及提交中、英文論文



40 位人材獲選與現任 CXOs 進行職前探索



12 位準「CXO of the Future」接受外展訓練測試，並由現任集團主席、行政總裁及財務總裁親自面試



欲知 12 位準「CXO of the Future」於外展訓練測試的表現，請登入：  
<http://www.youtube.com/watch?v=0UXav0PPyCU>

<back>

# Appendix13

Electronic delivery mails to existing customers



助你的親友向  
**高級行政人員**  
之路邁進？

**CXO**

還是看著他們  
**騎牛搵馬？**

**OX**

你有剛剛大學畢業又成績卓越的親友嗎？  
世界經濟逆轉的情況下，不少企業都減薪、裁員、強逼員工放無薪假兼且凍結招聘，不少畢業生都正為前路徬徨。不過，香港寬頻著眼公司的長遠發展，希望招攬最高質素的大學畢業生加入，成為未來的高級行政人員，繼續為客戶提供高質素服務。  
香港寬頻今年推出的名為「CXO of the Future」的管理人員培訓計劃，CXO與OX只是一字之別，但以行政總裁及財務總裁等高級行政職位為目標的CXO培訓計劃，與做牛做馬、騎牛搵馬，毫無前景的職位相比，當然有天壤之別。

2009年的管理人員培訓計劃，現正展開招募。如果你的親友當中有符合以下要求者，請即將此電郵轉寄他們，鼓勵他們申請。他們的前途可能已掌握在你手！

要求	待遇
----	----

申請辦法：

請瀏覽JLIS聯校就業資料庫 或 [www.ctigroup.com.hk](http://www.ctigroup.com.hk)

查詢熱線：(852)3145 5726

傳真：(852)2199 8755

Email：CXO@tm.hkbn.net

Facebook：resume@ctimail.com

截止日期：2009年3月31日

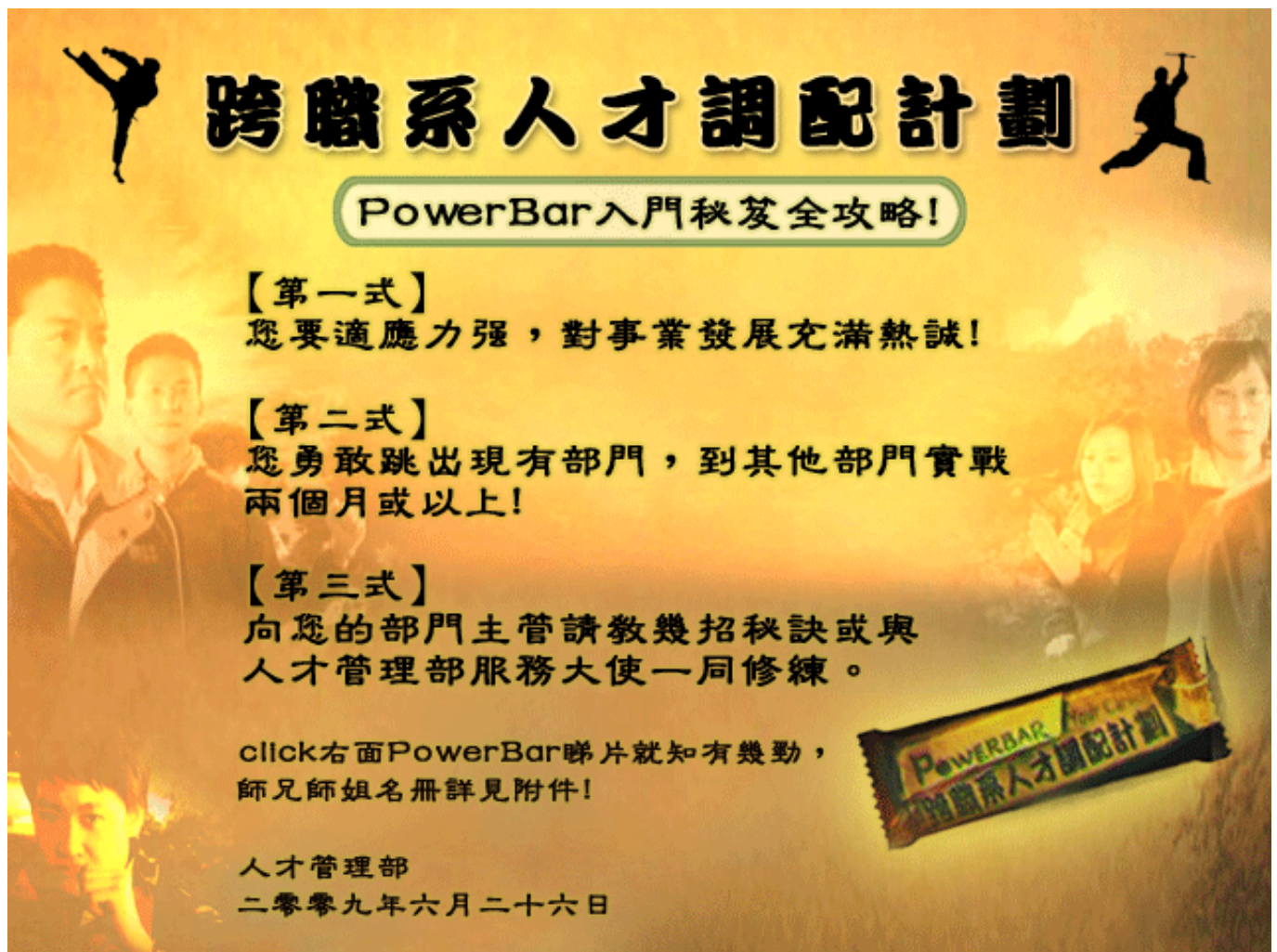


<back>



# Appendix14

## PowerBar Program



The poster features a warm, orange-toned background with silhouettes of people in martial arts poses at the top corners. The central text is in bold Chinese characters, and the bottom right shows a PowerBar candy wrapper. The background also includes faint images of people's faces.

### 跨職系人才調配計劃

PowerBar入門秘笈全攻略!


**【第一式】**  
您要適應力強，對事業發展充滿熱誠!

**【第二式】**  
您勇敢跳出現有部門，到其他部門實戰兩個月或以上!

**【第三式】**  
向您的部門主管請教幾招秘訣或與人才管理部服務大使一同修練。

click右面PowerBar睇片就知有幾勁，  
師兄師姐名冊詳見附件!

人才管理部  
二零零九年六月二十六日



<back>

# Appendix15

Introduction video, by the 3 Management Trainees  
(Thomas Chow, Tommy Kwan and Zoe Wong)



<back>

# Appendix15

## Internal E-mail of Say it and I'll Ask Campaign

----- Original Message -----  
**From:** TM - Ben Woo  
**To:** Undisclosed-Recipient  
**Sent:** Tuesday, June 16, 2009 7:00 PM  
**Subject:** CXO of the Future 你敢講 · 我敢問

**CXO of the Future 你敢講 · 我敢問**

各位同事:

上星期四及五嘅「CXO of the Future 野外挑戰」已經順利完成。緊接下來 12 位候選人會進入最後階段嘅小組面試，由集團管理委員會評定出我哋今年嘅管理見習生(Management Trainee "MT")。

「你敢講 · 我敢問」- 今次嘅最後遴選你同我都可以一同參與，齊來考一考各準 MT。如同事有極度挑戰嘅面試問題，歡迎電郵至 [benwoo@ctihk.com](mailto:benwoo@ctihk.com)，提供俾管理委員會作為 MT 面試考題。管理委員會選出最具挑戰性嘅 3 條題目，每位同事可獲得 \$100 書券，截止日期為今個星期四 6 月 18 日下午六時正。

「CXO of the Future 野外挑戰」嘅精華片段將於稍後時間給同事欣賞，同事可先登入以下網址觀看部份活動照片。

<http://ctigroup.hkbn.com/hk/hr/documents/Photo.pdf>



人才管理部  
二零零九年六月十六日



# Appendix 16 (cont'd)

Internal E-mail of Exclusive on "CXO of the Future" Program

## 「CXO of the Future」號外

經過筆試 ➡ 面試 ➡ 外展挑戰 ➡ 管理委員會成員面試

**3** 位精英已經從超過400位應徵者中突圍而出成為我哋今年嘅管理培訓生 (Management Trainee "MT") 各MT將會係7月同大家見面，稍後我哋會向大家介紹佢哋。

要成為CXO，MT只不過係其中一個方法，透過公司嘅支持如「下一站·大學」PowerBar跨職系人才調配計劃、教育合作計劃，每位同事都有機會成為我哋未來嘅CXO，我們一起努力吧。

人才管理部

二零零九年六月二十六日

「CXO of the Future 你敢講·我敢問」  
有結果啦。3條挑戰嘅題目已經選出，得獎  
同事分別為：

NOCVN - Franco Cheung  
CCRM - Fred Lam  
GZ-CRM - Michelle Tsui

**CXO**  
**OF THE FUTURE**



「CXO of the Future 野外挑戰」  
嘅精華片段已經剪輯好啦！  
立即click入去收看啦！

[<back>](#)

# Appendix 17

## Recruitment Poster of CXO of the Future Program



### Management Trainee Search: CXO of the Future

At Hong Kong Broadband Network Limited, we are searching for Management Trainees to nurture into our Chief Executive Officer, Chief Financial Officer, Chief Technology Officer, etc of the future.

**What we expect:** exceptional grades, passion to make Hong Kong a better place, to pass Chartered Financial Analyst (CFA) Level 1 and run a half marathon within the next twelve months and more.

**What we offer:** comprehensive 18 months program that rotates across all our major business lines, personal mentoring by a management committee member, exposure to senior internal and external meetings and more.

### Career Talk

#### The Hong Kong Polytechnic University

Date: March 23, 2009 (Mon) • Time: 1300 – 1400

Venue: PQ303 Lecture Theatre

### How to obtain more info?

Please go to JJJIS or [www.ctigroup.com.hk](http://www.ctigroup.com.hk)  
Hotline: (852) 3145 5726 Fax: (852) 2199 8755  
Email: [CXO@tm.hkbn.net](mailto:CXO@tm.hkbn.net) Facebook: [resume@ctimail.com](https://www.facebook.com/resume@ctimail.com)



<back>

# Appendix 18

## E-mails: Request from a candidate of the Chairperson's comment

主旨: RE: Your email account.  
日期: Wed, 1 Jul 2009 18:40:53 +0800.  
收件者: <bonnie@ctihk.com>

Hello Bonnie,

No, not yet. I am still waiting for Ricky's comment.

BTW, I do want to take the chance to say thank you to you and others in Talent Management Department of Hong Kong Broadband Network Ltd. I do appreciate for the given opportunity to participate in the selection process. Though I was not selected, I still think I gained.

The recruitment materials are all very nice. The present from CTO in the group interview day deepened my understanding in telecommunication industry and HKBN. Outward bound gave me the chance to attempt some totally new situations and meet and know other talents. Once again, thank you so much.

Best regards,

Subject: RE: Your email account.  
Date: Wed, 1 Jul 2009 17:12:07 +0800.

Hi,

Just to check whether Ricky has sent the personal comment to you or not.

Thanks & Regards,

Bonnie Chan

Talent Management Department

City Telecom (HK) Ltd / Hong Kong Broadband Network Ltd.

Direct Tel: 3143 5726

Direct Fax: 3492 7191

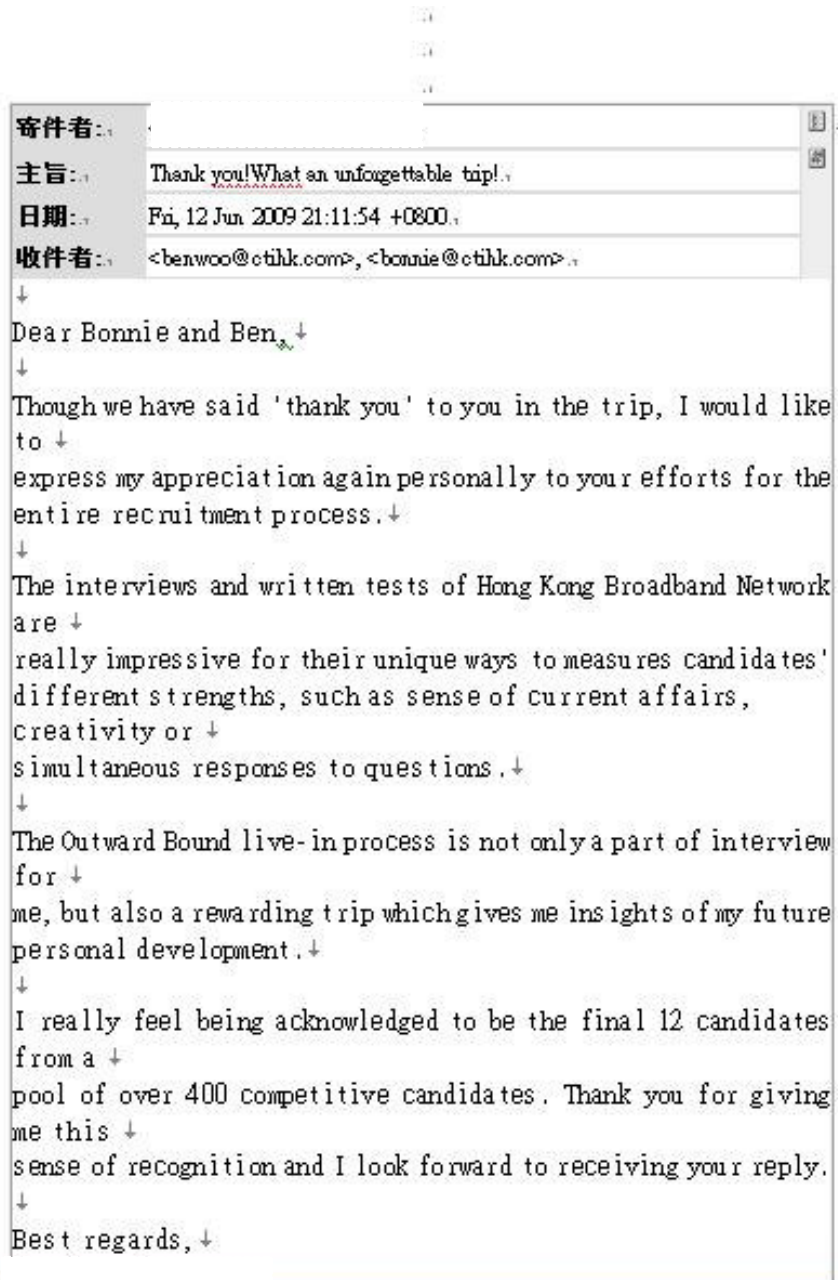
E-mail: [bonnie@ctihk.com](mailto:bonnie@ctihk.com)

[<back>](#)



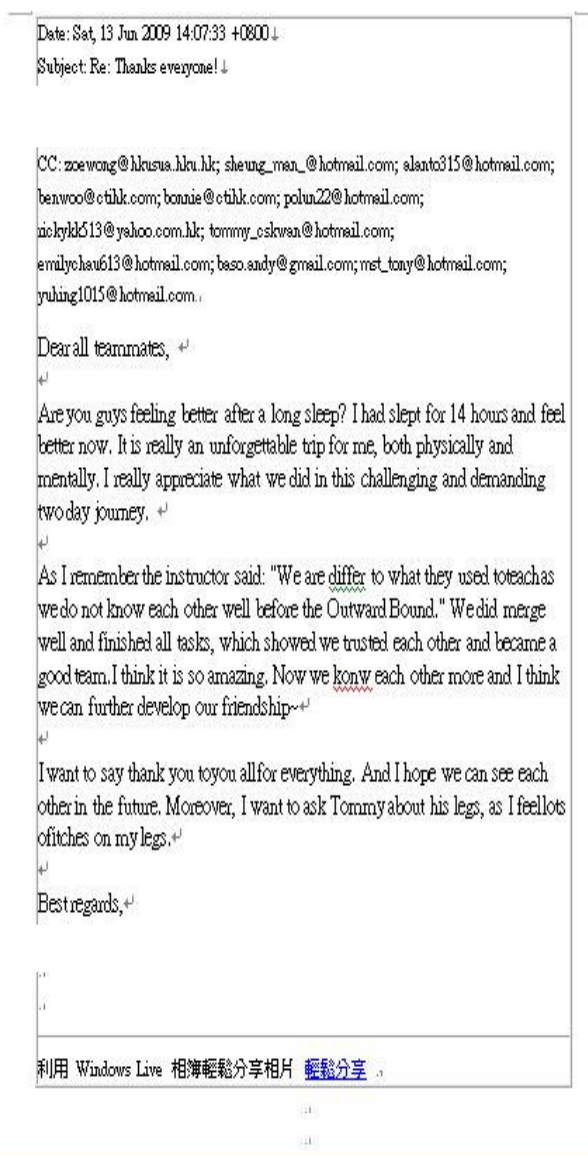
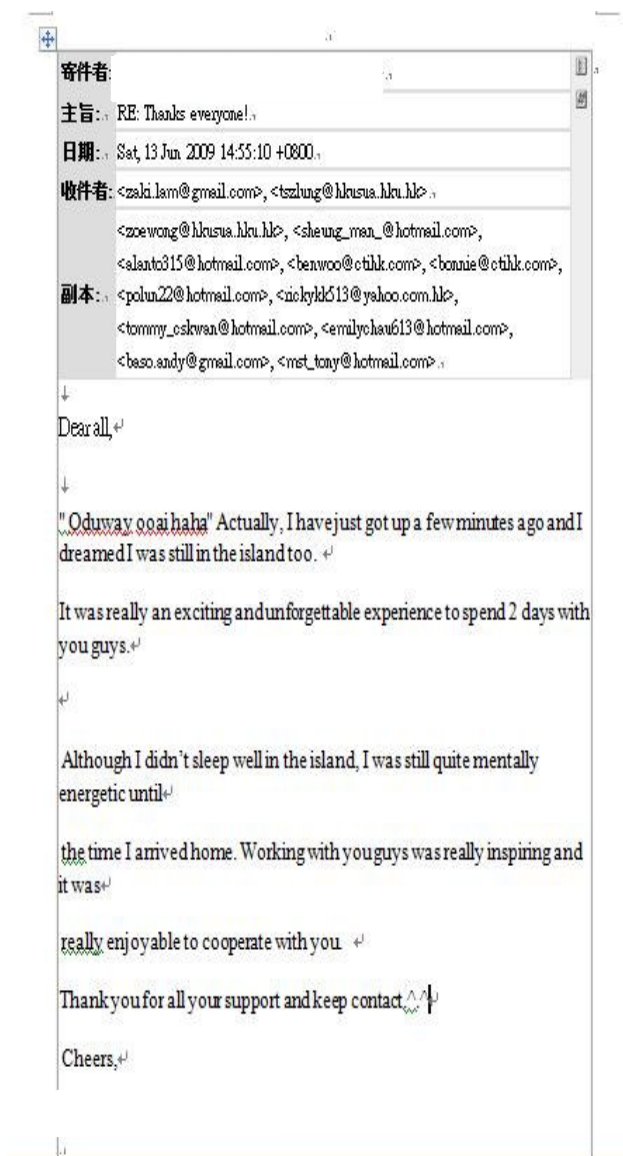
# Appendix 19

E-mails: Thank you emails from candidates



# Appendix 20

## E-mails: Thank you emails from candidates



<[back](#)>