

Talent Infinity 2012 Update

CITY TELECOM (HK) LIMITED

February 6, 2012

Overview of Talent Infinity *EMBA and MBA sponsorship for Management Team*

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As a PEOPLE company, CTI Group arms with an engaged and capable pool of TALENTS which drive us forward as a make-a-positive-difference pioneer and industry leader.

Learning and Development is a continuous process and should never stop to unleash our Talents' potential and to let them shine.

Now, a co-investment in personal / career development is available to our management team - sponsorship in part-time EMBA or MBA program. Please take an action NOW – return on investment declines progressively with your age!

Learning and Development is a continuous process and should never stop.

“...EMBA helps me to stop and think what I am doing.....” TSANG, Kennis (Page 20)

“Different gains can always be explored by action, but it never comes with waiting.” ZHOU, Jelly (Page 23)

Hesitation? You can talk to our EMBA and MBA'ers and they are more than happy to share with their takeaways in the programs.

Sharing by EMBA and MBA'ers in City Telecom

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CHAN, Annie**Associate Director - Customer Relations***The City University of Hong Kong (2009-2011)*

*The learning of
theory, I believe,
can widen our
perspective and
train up
rationalized
thinking*

I have started studying the MBA course since September 2009. In these 5 months, the course schedule is very tight, there are case studies, presentations, reports and exam for each subject. As a part-time student, to tackle all of these, time management is very important. Tasks prioritization, prior planning, setting schedule, being focus and disciplinary implementation are what we have to do in the course. Similarly, all these are the key managerial skills for any managers. I share this perspective with all my direct reports and guide them to use these skills in their daily operation with me together. Whenever I remind them, it is also a reminder to me!

Overall, the conceptual and systematic training on different business administration knowledge provided by the course so far, encourages me to have an analytical way of doing things, which helps me greatly in decision making, planning and organizing. Some people think that theories learned in class are not practical in the real world. I agree that theories are not directly applicable in sophisticated business or managerial problems. However, the learning of theory, I believe, can widen ones perspective and trained up rationalized thinking.

January 28, 2011

CHENG, Jessie

Associate Director, Corporate Communications

The Chinese University of Hong Kong (2007-2009)

Learning from the Others: To someone with undergraduate in business discipline, academic knowledge is not the most valuable part of learning in EMBA program. However, I enjoy very much in these 2 years, to interact and to learn from classmates coming from different industries, at different managerial positions. Be it good or bad, it would be a good reflection/role model for us.

Benchmarking Talents & Company Policies: One specific aspect that impressed me is that our Talent Management policies have won admiration from my classmates, particularly for subsidies to our continuous learning, overseas management trip, discretionary bonus payment, etc. Also, the all-rounded skills, efficiency & learning ability of four of us (Dick, Eric & Kennis) were particularly outstanding in the class, where some of my classmates possess only vertical knowledge in their specialty, while some of them are very stubborn and not willing to learn and change.

Has the e/MBA changed the way you action/plan your career? Yes. From action my career's perspective, I try to be more open-minded to learn & listen to the others, thus benchmarking other companies' practice to enhance my skills. For example, in a marketing project we studied how non-profit making organization market themselves and to enhance their "brand" image. These should be very useful for our classmates to benchmark & learn, but some of them rejected to do so, that I witness how personal complacency affected adversely against the organization's interest.

*....more open-minded
to learn & listen to the
others, thus
benchmarking other
companies' practice
to enhance my skills.*

January 20, 2011

CHEUNG, Amanda
Associate Director, Marketing Communications
The Chinese University of Hong Kong (2008-2010)

My overall summary of my EMBA experience in one word
“Bench markings”

*....to widen my
exposure to the
industry and the
society rather than a
project as this
conveys how
“professional” you
are.*

Benchmark how to act and look like as “Senior Management” : Though I was already playing the role of “middle management”, worked closely with MC and function head i.e. Marcom in Hong Kong Broadband, I was one of the “youngest” in my class. “Youngest” not only mean with age and appearance, also in terms of “exposure” and “freshness to the market/customers”. This remind me to widen my exposures to the industry and the society rather than a project as this conveys how “professional” you are.

Benchmark how to think from different perspectives / functions: It is intentionally to have different “professionals” within a group for case study sharing and group project, so that each of us can be the “leader” and “learners” in different projects in different courses of EMBA curriculum. This can apply in daily work when back to office, especially in cross department projects in order to maximise the total productivity and benefit for a team or even a whole company.

Sometimes, a mix of grade B+ is much more powerful than just having an “A” only for a group. The mix of B+ can learn and grow into mix of A through benchmarking among themselves.

January 28, 2011

CHONG, John
Managing Director – Corporate Division
The Chinese University of Hong Kong (2009-2011)

It is up to my expectation. As for me, in fact, it is a very meaningful move for my personal & professional development after leaving the school environment for 22 years.

I would like to share two (2) important experiences with you.

Firstly, it can enrich my knowledge both in the class and case studies to fill my gap between theoretical knowledge and practical experience. In the past, I learnt from my past working experience and bench marking with similar companies in the industry. To accelerate my learning, I can learn from other parts of the world in a border environment, like from Professors and a number of high-potential executives. It is great to learn a lot from the case studies review. To be specific, I learnt a lot of “User experience” from the professor Sin, Marketing course. I hope INC can promote “People service by Broadband”.

To accelerate my learning, I can learn from other parts of the world in a border environment....

Secondly, as for a Senior Executive, I believe strong social networking is a critical skill. This can facilitate our business co-operation, best practice exchange and promotion of our corporate brand. Some classmates actually can help us

- Lead referral from Hong Kong Air Cargo Terminals Limited
- Help for “Lead in” in Science Park
- Introduce an additional audit firm to Finance for a more competitive offer

January 25, 2010

FAN, Cindy
Associate Director - Customer Care & Service Support

University of Leicester, United Kingdom (2008-2011)

*.... allow me to have
a comprehensive and
macro perspective in
different functions in
the company...*

An MBA program enriches my business knowledge which I may not have the chance to touch in my daily work; it gives me valuable knowledge about business and its aspects, and best practices in various businesses. Also, I can understand more about business strategies and concepts, not just on paper. The diversified work experience and shared knowledge are valued during in-class discussion.

One of the most significant aspects of the MBA is the opportunity to develop team working skills and networking opportunities with divert range of classmates.

An MBA will allow me to have a comprehensive and macro perspective in different functions in the company; let me widen my exposure in organizational functions beyond operations and customer services. I think... I can be a senior executive in other functional areas in the future.

January 25, 2010

FUNG, Leo**Associate Director – Technical Development***The Chinese University of Hong Kong (2008-2010)*

The overall experience is great, engineer often look at problem/things in terms of efficient, effectiveness, engineering planning...etc. The course help me to look at an issue in different angle such as customer needs, strategic planning, in fact, it is not just change the way I used to think, but also broaden my view.

I can't say the course had causes any direct changes on any of my action/plan. What it does is it change the way I think, example would be, when there is a customer request on new engineering product, engineer used to think in terms of core-competence, if our engineering competence meet the requirement, that's okay, but if it is not, we reject it. After the course, I start to look at it in different angle, instead of rejecting the request, I started to look at what the customer really wants "the value" and see whether there is any element within our competence to fulfil the particular needs.

Another example would be, I am organizing a reform of the department, and it will take around 3 to 5 months. A lot of element of the reform is actually taken from what I've learned from the course.

Two years after complete the course, I am still reading new books every two to three months, continuous learning become something natural, and this is one of the important changed I'd after the MBA.

*....I start to look at it
in different
angle...to look at
what the customer
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value"...*

January 4, 2012

IP, Dick

Associate Director – Business Development

The Chinese University of Hong Kong (2007-2009)

What is my eMBA?

Lessons, homework, wasting, busy, learning, inspiration.....

It includes all the above. There are business and technical courses that are new to me. On the other hand, there is also course that I think is time wasting. Nothing is perfect in this world. The program is not telling you what you should be. It is a platform or channel to let you think of what you can to be. Someone might say that he gets and learns a lot during the 2 year life but others may conclude that the program is nothing wealth. To me, the program minds me two important things. One is "Learning is Continuous" and the other is "Contribution".

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One concept I learn is to "Empower people but don't manage them". It was top down management before. The people are just taking order from senior and arrange jobs. They seldom make their own decisions and hence, most of the responsibility will be taken by the seniors. One example is that we start to give the authority to maintenance shift-duty team lead to manage the job and the staff and at the same time, they will be responsible for all events happened in their shift. We are still observing the effect. It can be seen that they have more involvement although coaching is still needed.

January 25, 2010

LAI, NiQ
Chief Financial Officer,
Head of Talent Engagement
Kellogg-HKUST (2008-2009)

Allows me as a manager to look at the business as a whole rather than from a finance perspective.

Gain lots of ideas from the extreme success and failures of companies studied.

Established “dynamic” network of friends, i.e. school friends are getting promoted and moving into more senior positions.

EMBA is like learning a new language, i.e. you need to learn the language before you can learn the culture

EMBA is like learning a new language, i.e. you need to learn the language before you can learn the culture.

Now in Jan 2012, some 3-4 years after started the program, my EMBA alumni network has actually grown in value as my classmates have achieved significant promotions. In addition, I am easily making new senior level contacts from the various alumni function that the program hosts.

Has the e/MBA changed the way you action/plan your career? Skills developed in negotiation class have already been effectively deployed to widen the Zone of Positive Agreement (ZOPA) and drive better value with vendors.

Learnt that bundling of service requires common reporting line, i.e. if you have a separate head of service a, b and c, bundling will not work. Management structure must be aligned with corporate objectives.

January 4, 2012

LAM, Catherine

Associate Director – Customer Engagement

The Chinese University of Hong Kong (2008 – 2010)

To someone with undergraduate in non-business discipline, to acquire academic knowledge is one of the key expectations from the EMBA program. From the two-year program, I have not only acquired the knowledge in different business area through the formal lectures, but also learn the soft skills from classmates and professors.

In addition, when we talked about management, normally we think about the western management theories. However, in the program, I gained a lot of inspiration from the I-Ching. And the combination of the Chinese and western management theories fits the special position and mixed culture of Hong Kong.

Furthermore, the CU EMBA program is not only focusing on business, the faculty spends a lot of time to cover the CSR area. Emphasizing that profit maximization is not the only objective of running a business, how to contribute to the community, protect the environment and keep the sustainability of the society are far more important. There are a lot of charity program and CSR work facilitated by the faculty and the alumni, for example, the “Run to your home” program. This creates a win-win-win situation for the participants, their companies as well as the beneficial organizations.

Lastly, the connection of the EMBA program helps me in my work. We can easily reach the senior management of some well-known companies for exploring the business opportunities.

The EMBA program has bordered up my eyesight and made me feel more confident to take up a new role and responsibility. Stepping out from the comfort zone of the area that I worked for more than 15 years is not easy. However, with the two-year EMBA program, I have well equipped myself to face and handle new challenges and I think it's the time for me to apply all those I learnt before.

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January 5, 2011

LEUNG, Joe**Senior Marketing Manager***University of Strathclyde (2007-2009)*

Students were required to have active participation...how the theories they learnt in the class practice in the real life situation.

- For most of my education background, I was engaged in local institutions. Taking part in this program administrated by a university in UK is a completely new experience for myself.
- As one of its overseas centre, the university sends in teaching staffs from the main campus for intensive courses, usually 2-day tuition will be arranged for each subject. The short and compact teaching session requires students to be well-prepared prior to the class. For the theories the teachers taught in the class, students were required to make instant reflection with the experience in their real business life. Students were required to have active participation, helping to tell in their own experience how the theories they learnt in the class practices in the real life situation. This makes the course more relevant to actual needs, but not on a particular academic perspective.
- I found the course useful when at my position I was frequently required to deal with some financial numbers. I was able to have more understanding in the meanings behind when others talk about some accounting jargons that are not commonly encountered in my daily life. In additional, some thinking framework I learnt from the course also helps me to develop a better informed and logical thinking process.

January 25, 2011

LEUNG, Sam

Sales Manager

The Chinese University of Hong Kong (2009 – 2011)

A platform which we would be exchanged information among industry intelligence and shared the thought. For example, Why the 80's rarely read the newspaper; rather stick with the "net"?

According to our classmates who worked for Yahoo, mentioned that newspaper is a traditional way of collection information, it's one way without any choice you could choose from. In contrast, 80's would love to search from the "net" by fast speed, cost saving, retrieve anytime & anywhere and most importantly, you are able to choose any topic and article you want. See the slogan promoted from Yahoo latest, "it's you!"

I heard the words (such as Engagement, Change, Ownership) during class and mentioned by classmates very often, but most of their companies just "talk the talk" rather "run the talk", employee feel leave behind if company won't execute from planning to action.

A model which I learnt from EMBA Marketing class is:

Know- Easy- Like- Behavior- Accustomed

Which illustrated the process of how people learn a new thing and turn to a behavior; do you **know** what is it first? Then is it user friendly or **easy** to remember? How do you **like**? How will you change to an action **(behavior)**? And finally how do you get used to it **(accustomed)**? It reminded me how we promoted the Core Value of our company. It seemed like we are in the middle of the process.

January 20, 2010

A platform which we would be exchanged information among industry intelligence and shared the thought.

LI, Henry **Marketing Manager**

Hong Kong Baptist University (2008 – 2010)

HKBU MBA Program offered me an integrated approach to management with the opportunities to deepen my expertise and prepare for my career advancement in different areas such as marketing, management, finance, legal aspect and information technology. Through interactive activities such as: in class discussions, workshops, forums and business case sharing have enabled me to better understand the way of doing business. I gained a broader understanding of the business challenges and opportunities that exist in today's economic environment. The experience was incredibly enriching and helped me to develop the collaborative skills necessary to succeed in the business world.

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The program was not only beneficial to my career but also to my personal development outside the workplace. The interactions and discussions among my classmates were a fantastic experience that helped to open my mind to different train of thoughts. I enjoyed every moment spent with the classmates who came from different walks of life and inspired me to see the world from different angles. The knowledge and experience I gained in the MBA Program enhanced my skills to communicate and collaborate with my teammate more efficiently. I am more able to share and understand others' ideas and comments. Through discussions, we are able to identify loopholes and often come up with better ideas to improve program effectiveness and quality.

MBA study is a worthwhile experience in my life. I strongly believe that what I gained from this course will surely benefit me for the rest of my life.

January 24, 2010

MEI, Jacky

Assistant Sales Manager

Open University of Hong Kong (2008-2011)

In my road of learning at the OUHK, I am appreciated not only the university's flexible mode of learning but also its credit system, which enabled me to complete my study despite some unexpected changes at work. The online learning environment was especially useful for me who am I always on the move. In addition to all the online tutorials, discussions and participation, the local study sessions are also helpful. They allow me the opportunity to learn and digest the course materials more quickly and easily, and also allow me to chance to know more friends.

I also treasured a lot the sharing of work and life experiences by the tutors. My classmates come from different background with valuable experiences. This is a very important element of a good MBA program, as we can stimulate each other for experience sharing. This will certainly widen my career perspective. Apart from widening my social network, the MBA program has not only provided me with the advanced academic training but also has given me an all rounded management perspective for my own personal development.

I feel the MBA established the best of what I have learned from experience, expanded my thinking, knowledge and business skills, and provided opportunities to explore and develop my full potential. The MBA expanded my horizons and career opportunities and offered flexibility to specialize in several fields. The program developed strong strategic thinking abilities, analytical skills and systems perspective. I found the course on Creative, innovation and change particularly useful as apply the theories and knowledge gained in our drastic changes of telecom industry. This enhances my improvement in management and performance in my work place. So far I am glad to have joined this program, and I strongly believe that my effort spent in my study will be very well rewarded.

January 21, 2011

The program developed strong strategic thinking abilities, analytical skills and system perspective.

NG, Mikron***Associate Director - Customer Relations****Hong Kong Baptist University (2007-2009)*

I can use the knowledge learnt from the school to:

*Case study of great
company,
benchmark strength...*

- Apply financial indicator to health check company business and department performance
- Analyze economic cycle and business cycle from “Yi Jin”
- Case study of Great Company, benchmark strength and avoid failure
- Connect with people from different companies and industries, case sharing of various difficulties and break through

January 24, 2010

NG, Anthony IT Manager

The Chinese University of Hong Kong (2008-2010)

Technical -> Business: Technology without business is just a gadget. Business without technology cannot be sustained in the competitive world nowadays. With all the different dimensions of business that I learnt in the EMBA programme, it can help me to better align IT functions with business requirements.

Local -> Global: The global favours of the programme allow me to see things in different perspectives. Interacting with executives around the world remind me we are in the globalisation arena. We can always benchmark ourselves to world standard and there is always room for continuous improvement. Besides, having the opportunities to visit different company in Latin America, North America, Europe and Middle East, it definitely expands my horizon.

Leadership: Reinforced the importance of core values and purposes. Legitimate power and reporting structure is not the only way to get things done. In fact, influence the colleagues, obtaining buy-in and hence empowerment may be a better way. Staff engagement and building trusted relationship are a prerequisite. In GZ, staff turnover used to be high, as new join colleague has a high expectation on salary increment before they can appreciate our work environment and culture. We had setup a gratuity system. We can then have a better planning of staff turnover as well as saving recruitment cost and training cost of staff.

*....help me to better
align IT functions
with business
requirements*

January 21, 2010

SHIU, Trasan**Customer Relations Manager***The Chinese University of Hong Kong (2008-2010)*

As a university graduate in the science stream and after many years of different work experience in the business world, I was aware that it is very important to continuously enhance myself for keeping myself competitive in the challenging and continuously changing business environment.

*...more sensitive to
major external
uncontrollable factors
that may influence an
organization....*

The EMBA programme that I am currently taking do not only strengthen my knowledge, but it also allow me to have an excellent opportunity to expand my networking and get to learn from a large group of executives with a very varied business background during the sharing of our experiences in the course. I believe that by learning the basic business concepts from the professors and particularly by learning from my classmates on their best practices, I tend to become more sensitive to major external and uncontrollable factors that may influence an organizations decision making that affects its performance and strategies, etc.

It has been a very packed schedule for the past year and the coming few months ahead but I certainly am enjoying such an excellent opportunity to learn/ grow and I am sure these accumulative knowledge will further allow me to develop and get ready for my future career path as a senior management member of the organization and being able to contribute more to the organization as well as my personal interest to contribute to the society.

January 27, 2010

TONG, Wing
Assistant Manager - Operation
Hong Kong Baptist University (2009-2011)

I was brought up in the HKBN ideology of work hard to get ahead. My approach to work changed when I started university and met extraordinary intelligent people with different view points on approaches to work. Some of these views may have questionable work ethics but the end result of their way of thinking has led to success. I am more aware of these different approaches to work and better evaluate the path that I may take to advance my career.

Studying and discussing amongst fellow colleagues in the course with diverse styles and skill sets have helped immensely to expand the way I associate with other within my work environment. Exposures with people from different background and industries have given me more confidence to deal with the diverse attitude and behaviour of people I come across at work on a daily basis. For example: One of my co-workers is an argumentative person; most of my other co-workers have difficulties to communicate with him because he loves to dispute suggestions' of others within the department. From my MBA experience, I have learnt to be patient and ensure all members within the department work as a team and understand the view point being expressed by both side to keep the department remain focus on the task that needs to be completed instead of battling amongst each other. This experience let me understand the importance of cooperation and teamwork amongst different department within a workplace environment.

My MBA plugged me into a network of a diverse group of business savvy people. I have made friends with these people that have opened my mind, and allowed me to view situations in a variety of perspective that I would have never looked at in the past. Group discussions in the program about hundreds of different topics helped me to understand and approach situations at different angle that I may have not considered in the past.

My MBA plugged me into a network of a diverse group of business savvy people.

January 25, 2010

TSANG, Kennis

Associate Director - Customer Relations

The Chinese University of Hong Kong (2007-2009)

*...EMBA helps
me to stop and
think what I am
doing....*

- Having chances to gain direct interactions and building network among the CEO or senior management of various businesses, knowledgeable professors and a group of business talent during my studies. In addition, I learnt a risk management lesson of "Lehman Brothers Case" from my classmates who are working in banking fields. They shared how they handled the press and their customers.
- EMBA helps me to stop and think what I am doing. I want to quote a story for illustration. A lumbering worker works very hard but his living is not very good. What he has for his lumbering work, is a blunt saw. One day, a passerby meets the worker in the forest and asks him why don't sharpen the saw. He said he was very busy and had no time to do so. It is because he was cutting a huge tree. I see many people like the lumbering worker including me. We always focus to solve the problem right in front of our eyes, but overlook the ways and tools on hand. The tools may have been outdated, ineffective and inefficient. The world is changing rapidly. The tools might be the most advanced in the past, but it may have been outdated now.
- Widen my scope of understanding about development of China economy. During the overseas trip in Sweden in 2009, I am a witness of fast growing international status of China from the eyes of our visited companies. They keen on looking for development opportunities in China, searching Chinese partners and enriching their understandings about Chinese. Besides, many classmates in my class are required to stay in Shanghai because of the growing importance of China business by their companies. It influences my thinking from Hong Kong scale (local level) to China scale (country and global level).

Has the e/MBA changed the way you action/plan your career?

- Corporate Governance & integrity: to educate my subordinates through our regular meetings plus reward and penalty system aligned with this direction, and enhance the quality control to prevent the malpractices happened
- Sustainability: 1) to implement district management concept down to small teams so that they can develop relationship with district partners such as BMO of big estates, councillors, owners of shops and NGO etc. 2) to put more focus on Telecom related development in China and other countries. It is more practical to learn from best practice and execute in our own area.

January 19, 2010

WONG, Eric
Associate Director - Corporate
The Chinese University of Hong Kong (2007-2009)

Overall summary of e/MBA experience:

- 1) It enhances my social networking and broaden business horizon. I have developed a significant relationship which is useful throughout my business career.
- 2) It improves my time management skill. By setting up the personal goal and ranking the job priority, I can work more effectively.
- 3) It refreshes me the latest business theories and models.

Has the e/MBA changed the way you action/plan your career?

- 1) Benchmarking with other companies/industries: Instead of planning/making decision on my own, I can now always call for reference from my EMBA network. The decision will be more comprehensive.
- 2) Some Excel, accountings and financial skills are also applicable in the daily works.

January 25, 2010

*Instead of
planning/making
decision on my own,
I can now always
call for reference
from my EMBA
network.*

WONG, Andrew

Senior Manager - Finance

The Chinese University of Hong Kong (2009-2011)

Overall summary of e/MBA experience:

1. Always give up your own advantage and you can get more by doing this
2. Change is always necessary because knowledge nowadays gets obsolete so fast
3. Developed other areas which are important to business apart from accounting and finance perspective

Change is always necessary because knowledge nowadays gets obsolete so fast.

Has the e/MBA changed the way you action/plan your career?

1. Developed a life-time learning platform by networking with classmates as well as attending activities organized by course after completion
2. The course has enabled me to further understand the needs of my "internal customers" at work.
3. To have huge success, you have to do the right thing at the right moment in the right place.

January 4, 2012

ZHOU, Jelly**Manager - Operation***The Hong Kong University of Science and Technology (2011-Present)***When is the best time to do a MBA**

I decided to do UST MBA a long time ago. I promised myself paying the best effort I can to enrich my knowledge and exposure. However, I struggled a lot for the best timing to do it, as I always think to maximize the benefit of MBA. When I had 5-6 years of working experience, I was thinking to accumulate a bit more so that I may have more reflection and insights when studying. Later when my son was born, I thought I was going to be very busy in the coming year, I probably could not do very well in such a demanding course, so I postponed it again.

When the UST MBA admission started again in 2011, I suddenly realized it took me 3 years to wait for the best timing. Each year I would face different challenges, new roles and job duties, family issues, kids' education. Yet the best timing never comes.

When making decisions, usually we will carefully calculate the expected cost and benefit, compare the loss versus gain. While we tend to consider full range of costs and loss, there are always benefits and gains out of expectation. Such calculation and comparison thus becomes the obstacles in our way forward.

If I didn't submit the application form 4 months ago, I wouldn't have such an exciting experience. I find my passion back in exploring unknown. I meet a lot of energetic persons with different expertise. I have new insights flowing through readings, discussions, and projects.

On the other hand, all the difficulties do appear as is expected. However, the process of managing and solving it brings me unexpected excitement and fulfillment. Now I know there is neither the best timing for learning, nor the maximized benefit. Different gains can always be explored by action, but it never comes with waiting.

*Different gains
can always be
explored by
action, but it
never comes
with waiting.*

January 5, 2012