

# Talent Engagement as a Competitive Advantage

HKMA Training Conference, Hong Kong

**NIQ Lai**

CFO and Head of Talent Engagement

15 January 2010



# CTI Group

1992

- Co-founders: Mr. Ricky Wong & Mr. Paul Cheung
- 10 Talents with start-up capital of less than HK\$1 million
- 1<sup>st</sup> company to break the monopoly in IDD industry

2009

- 3,000 talents located in Hong Kong and Guangzhou with HK\$1.5 billion annual revenues
- Hong Kong's largest alternative and fastest growing residential broadband service provider

# What we are passionate about?

## Core Value

**“To experience the emotion of competition, winning and crushing competition”**

### VISION STATEMENT

#### CORE PURPOSE

To experience the emotion of competition, winning, and crushing competitors

To experience the joy of advancing and applying telecommunications technology for the benefit of society

To fulfil the dream of Self-Actualisation and “to become everything that one is capable of”

#### CORE VALUES

1. Continuous strive for the best as a way of life
  - We continuously look for innovative changes/improvement in our life and in our company, including products, services and work processes and ourselves, even though change is painful most of the time.
  - We regularly change whatever can be changed after a certain period of time, even though we may not foresee any gain at the moment. We encourage “disruption”.
  - We will not rest as long as there is a single outstanding unsatisfied customer service complaint.
  - We discover and exercise individual ability to make the most of their lives.
2. We are People's Leader and Pioneer
  - We lead the development of the industry. We don't follow others. We set the norm. We prescribe the standard. We set industry practice.
  - We prefer to do the impossible or difficult task, rather than something likely to happen.
  - We commit ourselves to big and audacious challenges.
  - We appreciate, support and reward risk taking decisions.
  - As a People's Leader, we have the duty to lead the community, put community's benefits before ourselves.
  - As a Pioneer, we may be accused of moving too fast, and not being acceptable by the mass, especially at the beginning.
  - We never give up. We are never afraid. We are ever a group of aggressive youth.
3. Direct and Action oriented
  - Direct, frank, and transparent communication with our colleagues.
  - Action-oriented. After a conclusion is made, whole company works as a single team toward the task.
  - We encourage direct communication between the bottom and the top. KPI those who intend to block or cover up.
  - We reject office politics. Do not waste our time!

## Big Hairy Audacious Goal (BHAG)

**“Be the largest IP provider in Hong Kong by 2016”**

### ASPIRATIONAL VALUES

#### Integrity

- Think about “Integrity” before making a decision.
- Delivering our promises.
- Making fair deals.

#### We only work with smart, capable, competent and demanding people

- A smart is not the same in every aspect. Some are smarter and more capable at workplace.
- We need a group of staff with similar capability to build “Team Work”.

#### BHAG

Be the largest IP provider in Hong Kong by 2016.

- IP provider means both infrastructure and service. Not only means B2B services, but, also includes all applications, voice and VOD running on IP platform, i.e. VoIP, IPTV, mobile data over IP.
- Be the largest major customers (B2B) was one of the “best”.
- This is why we didn't call ourselves CTI for several years ago.
- We will be the dominant IP player in HK, exceeding PCCW.
- It is measured by both number of subscribers and total revenue.

#### Vivid Description

Today, no one believed we could do a better job than PCCW or HCC. They thought we were just crazy and hopeless. They thought we could at most only survive for a short period of time. Then, we would be forced to sell the Company and assets, and HCC would disappear in the market. But, we have proved ourselves: they are all wrong! By 2016, our results will prove that, the 10-year investment and business strategy is correct. We shall prove that we are right!

Our team will be famous of “turning everything possible”. Parents and schools refer us as a demonstration of “Never give up”, “Attitude training”, “Vision” and “Team”.

We will be the first choice of customers, employees and business partners. They will come to us before contacting other operators.

All our staff will be professionally developed and trained. We offer a career rather than a job. A strong service oriented culture is tried. Our management team will be mature, knowledgeable and experienced, and frequently being invited as speakers to teach and share their experience in university management courses and industry events.

Our families will share our pride on our achievement and contribution to this region. We will be supported by our competitors, customers and governments. The best and coming university graduates will seek to work for us in earnest. They will be willing to work passionately because they know the value we create for this world. They know besides financial reward, here is the place they will find fulfillment in life.

We will be one of the well-known telecommunications companies in this region. Our products and services range from network infrastructure to customer's software and hardware implanted in the human body.

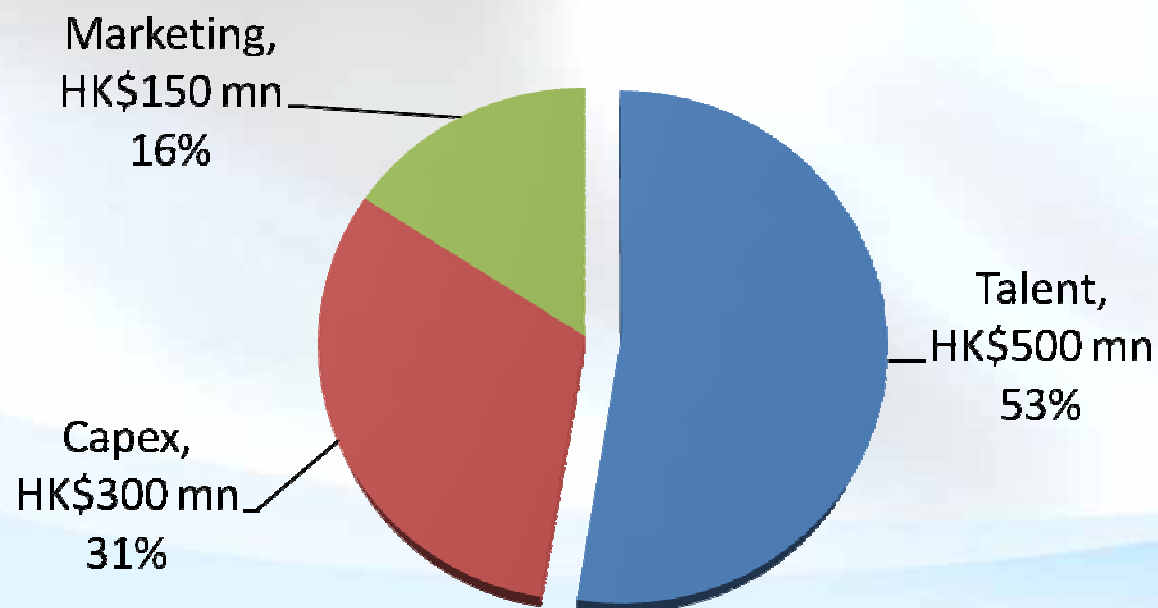
My children would say, “Dad, I love to have you as my Father.”

## Vivid Description

**“My children will say, “Dad I love you as my Father””**

## Talent is our biggest asset ... more than a just a cliché

### Top 3 Annual Cash Outgoings



## Traditional horizontal model is hostile to customer experience



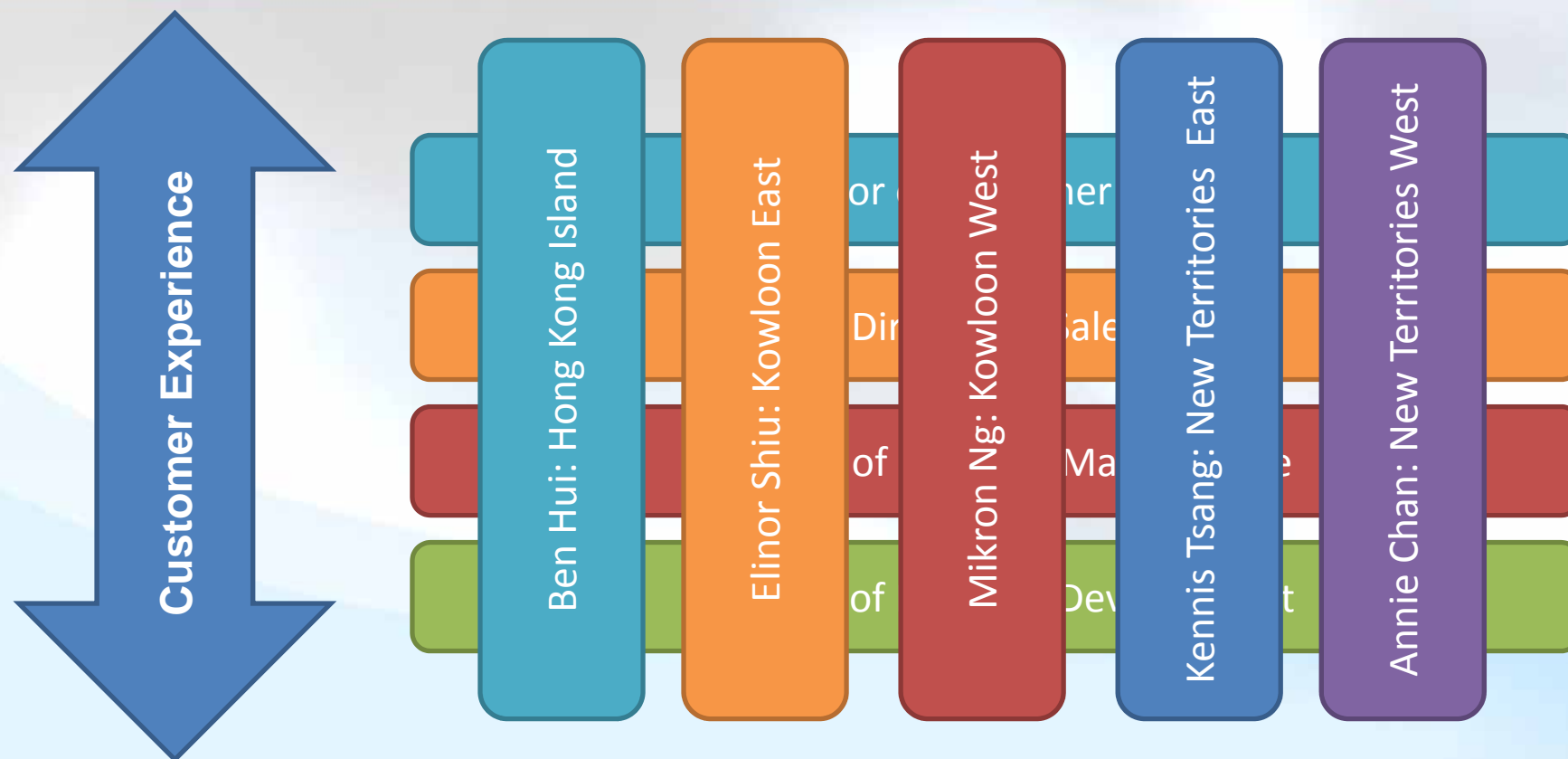
Director of Customer Service

Director of Sales

Director of Network Maintenance

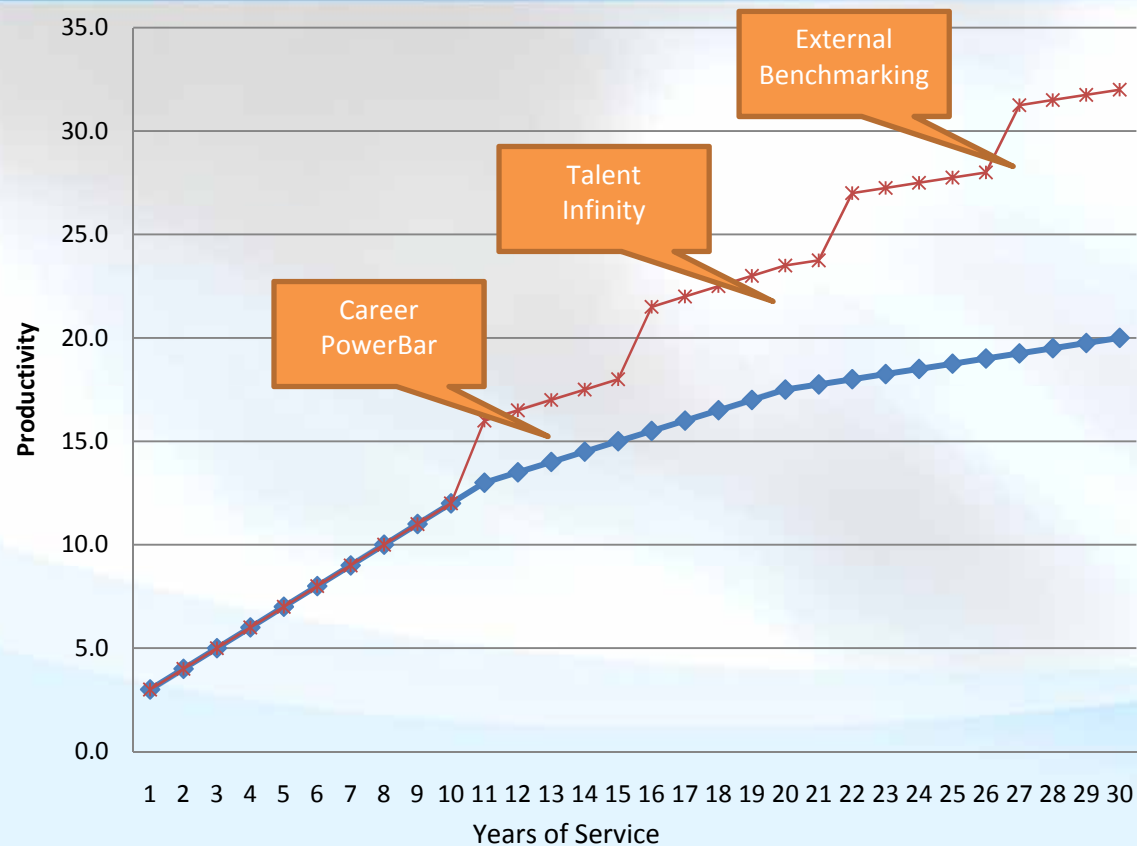
Director of Network Development

# New vertical model optimized for customer engagement BUT requires “smart” Mini-CEOs





## Mid Career Jolts!



# Jolt 1: Career Power Bar – Mid Career Change

- High Potential managers with three years of in the same position are required to change position and reporting line.



**Win: Company**  
(1) Succession Planning  
(2) Communications amongst departments

**Win: Talents**  
(1) Strengthen your CV  
(2) Develop your EQ to work with different teams  
(3) Gain the perspective of your internal customers

**Win: Teammates**  
(1) Chance of stepping up  
(2) Stress test the team without the leaders



# Jolt 2: Talent ∞ Infinity

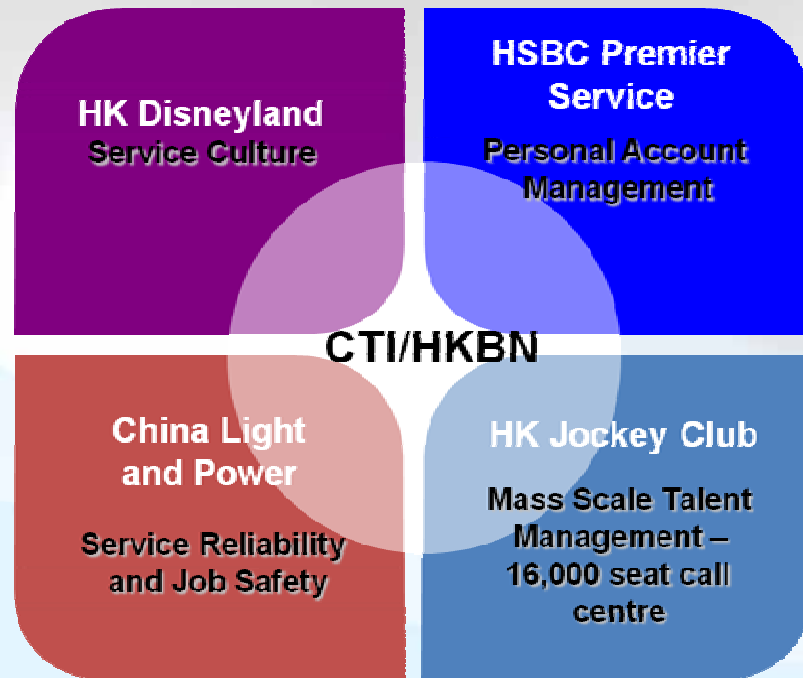
## - eMBA partnership

開始 修讀 年份	人才名稱 (以英文名排序)	部門	職位	修讀課程
2009	1. 黃宇傑先生 (Mr. Andrew Wong)	ACS	Senior Manager - Finance	CU eMBA
	2. 莊健傑先生 (Mr. John Chong)	INC	Director - Corporate	CU eMBA
	3. 梁澤森先生 (Mr. Sam Leung)	CRE	Customer Relations Manager	CU eMBA
自 2006 年起	1. 張樂雯小姐 (Ms. Amanda Cheung)	MECC	Marketing Manager	CU eMBA
	2. 吳紹麟先生 (Mr. Anthony Ng)	IT&D	IT Manager	CU OneMBA
	3. 盧偉民先生 (Mr. Daniel Lo)	ACS	Manager - Finance	CU eMBA
	4. 葉廣達先生 (Mr. Dick Ip)	NOC	Associate Director - Network Operation Centre	CU eMBA
	5. 黃國基先生 (Mr. Eric Wong)	CCR	Associate Director - Corporate	CU eMBA
	6. 鄭靜雯小姐 (Ms. Jessie Cheng)	PR	Associate Director - Corporate Communications	CU eMBA
	7. 曾月薇小姐 (Ms. Kennis Tsang)	CRK	Associate Director - Customer Relations	CU eMBA
	8. 廖星典先生 (Mr. Leo Fung)	TD	Network Manager	CU eMBA
	9. 黎汝偉先生 (Mr. NiQ Lai)	SED	Chief Financial Officer	Kellogg-HKUST eMBA
	10. 王維基先生 (Mr. Ricky Wong)	MGT	Chairman	CU eMBA
	11. 邵潔珊小姐 (Ms. Tristen Shiu)	CRB	Customer Relations Manager	CU eMBA
	12. 楊主光先生 (Mr. William Yeung)	CEO	Chief Executive Officer	Columbia University Senior Executive Program

- 70% of our top 33 Managers have or are in the process of gaining a post graduate degree.
- Sponsor only high quality “in person” courses from The Chinese University of Hong Kong, Kellogg-HKUST, Stephen M Ross School of Business University of Michigan, etc .
- Gain external perspectives without having to leave the company.

# Jolt 3: Best Practice Exchange

## - Benchmark beyond our competitors



Benchmark Beyond our Direct Industry Competitors



Management Visit to HK Disney Land



Management Visit to Japan

# “3E” Management Philosophy



## List of monthly mini-CEO P&Ls

[illegible]

- ~40 mini-CEOs with Full Profit & Loss Responsibilities... More Autonomy & More control
- KPI's based compensation packages ... with "BMW" objective
- Internal "grow the pie" benchmarking rather than internal competition... stimulate innovation culture



## Engagement – Direct Communications... in Good and Bad Times



**2x Per Year, Town Hall  
All-Talent Meetings**



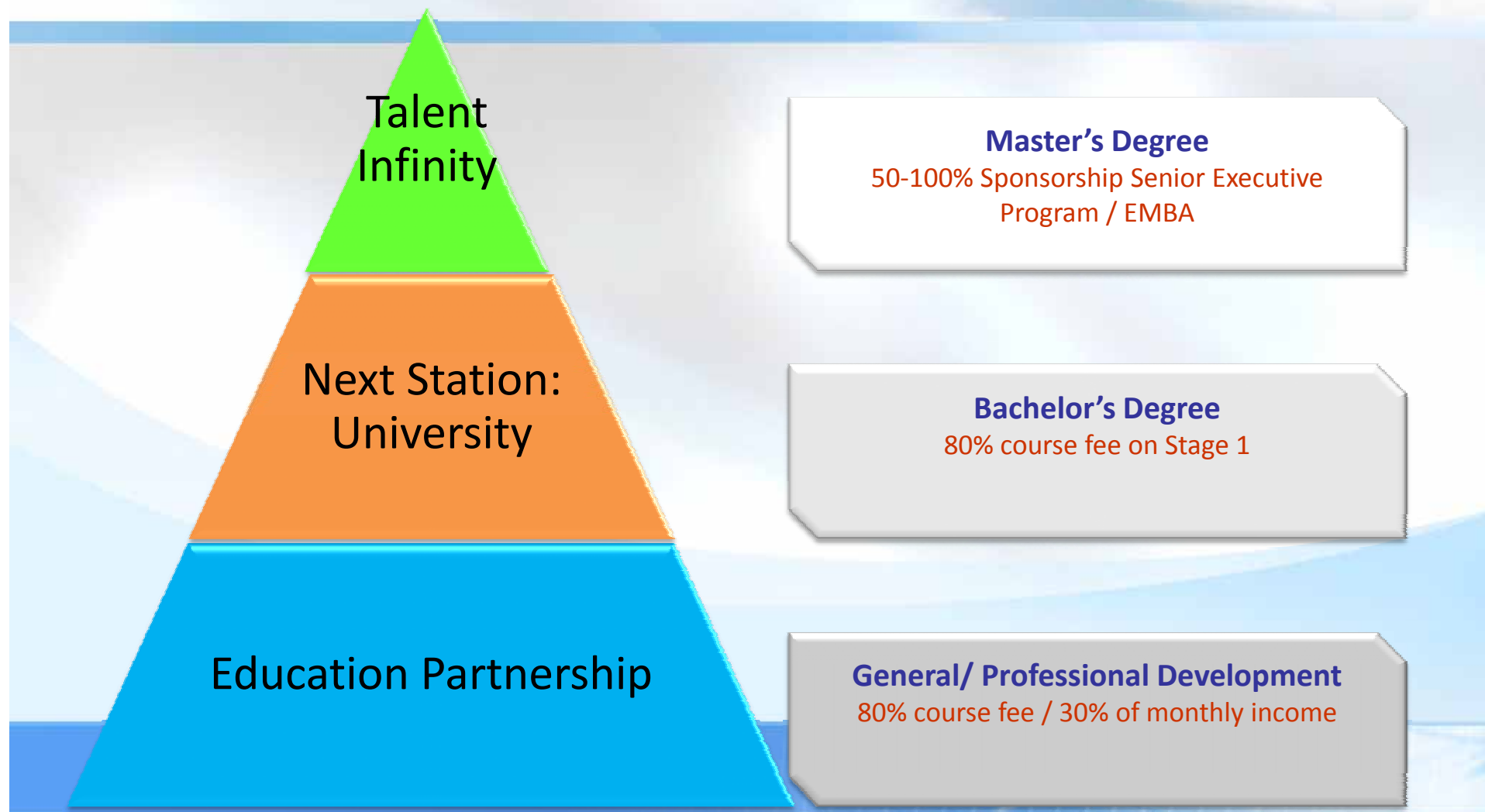
**Annual All-Talent  
X'mas Party in**



**Annual International  
Management Offsite**



# Engagement: Talent Upgrade Rather than Opex



**“An active mind cannot exist  
in an inactive body.”**

**General George S. Patton**

## Work Life Balance – Action Rather than Words



▲ Free Ice-cream Day



▲ Marathon Training



▲ Free Fruit Day

Free Massage



Cake Cooking Course





## “CSI” rather than “CSR” ... I = Investing

**Moon Cake Donation for  
Neighborhood Kids in  
Kwai Chung**



**Dumplings with elders in  
Dragon-boat festival**



**Target to collect  
10,000 glasses and  
turn into Gift of Sight**



## MGM T-Shirt Day: 3000 Talents, One Shirt

AWESOME Spirit @ MGM T-short Day





## Our Gastronomical Canteen



**Free Zone –  
a really cool environment  
for our Talents to relax.**

### **Awesome Free Zone Promotions**

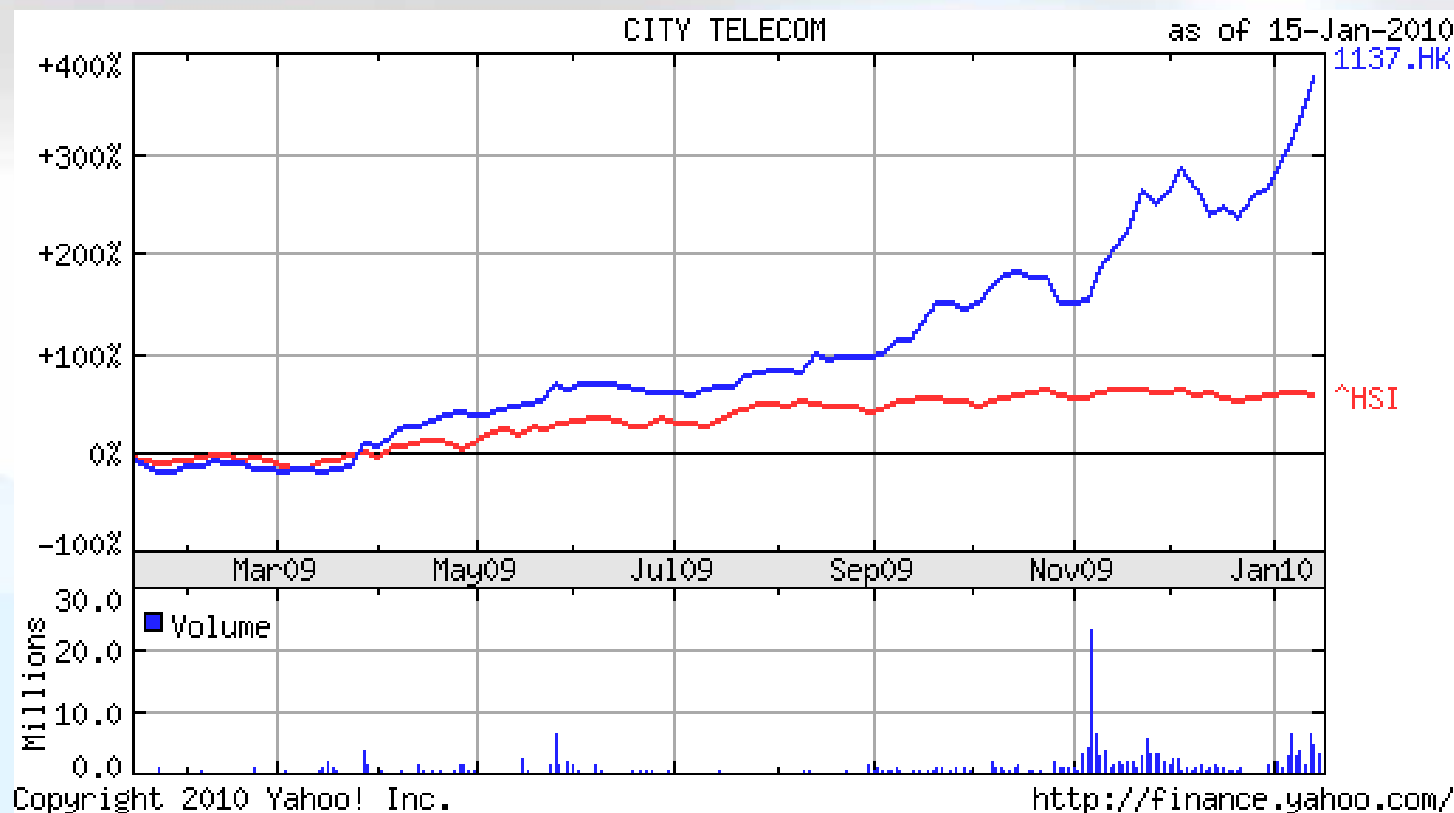
**Abalone/Shark's Fin/ Bird's Nest  
at HK\$9.9/ US\$1.3**

**Fresh Coffee @  
HKBN Café with  
lounge chairs**



# The Results?

# Happy Talents, Happy Shareholders



# ... Our Future in 15-20 years time?

# CXO of the Future ... in 15-20 years time.

**Would you rather be  
CXO  
or  
OX?**

**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.

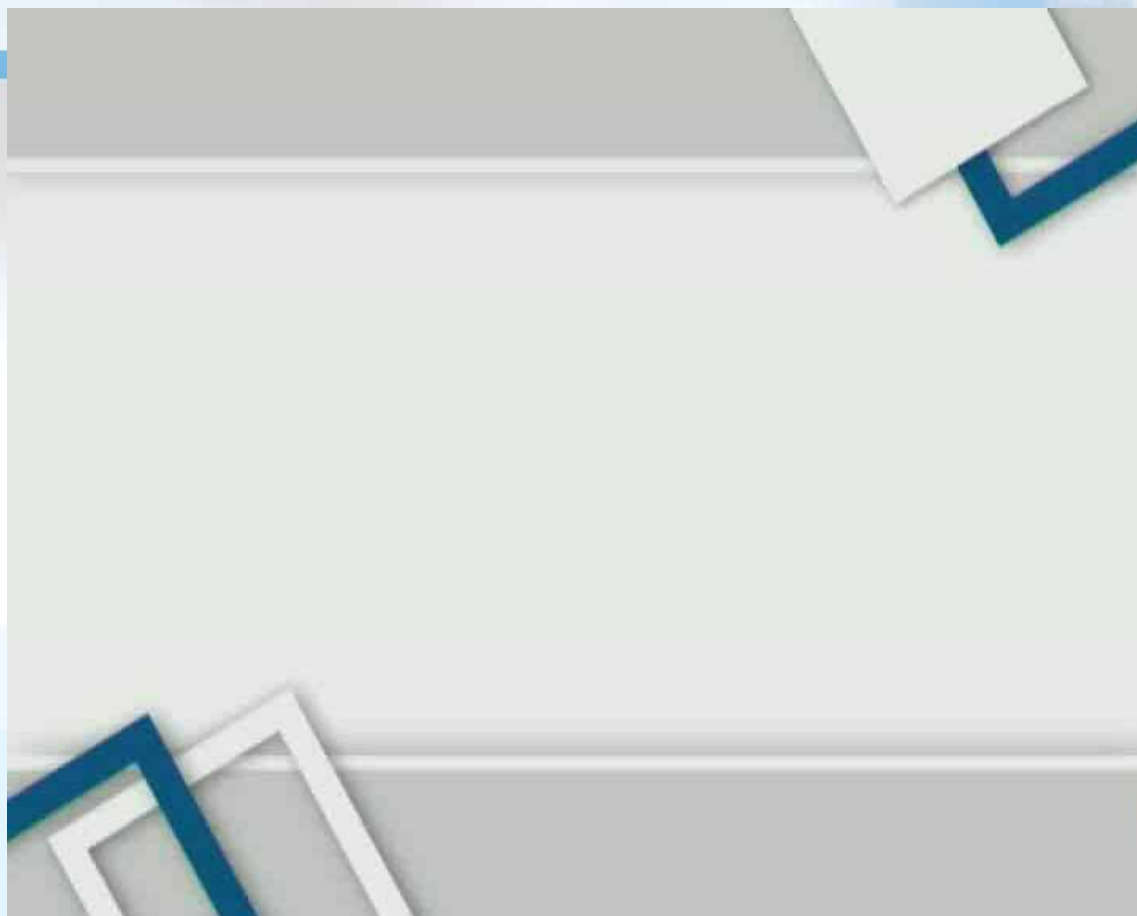
**What we offer:** comprehensive 18 months program that rotates across all our major business lines, personal mentoring by a management committee member, exposure to senior internal and external meetings and more.

**How to obtain more info?**

Please go to JUSIS 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)

- 18 Month Management Trainee Program.
- Requirements:
  - CFA 1
  - ½ Marathon
  - 36 Management Books
- Offers:
  - 1 month CEO shadowing
  - Personal Management Committee Mentor
  - Unique project based learning





Watch it on youtube: <http://www.youtube.com/watch?v=-LNEwz9D8I0>

# Thank You!