

Life after HKBN Summer Internship
By HKBN Summer Intern '08, Samuel Hui

Dear all HKBNers,

When NiQ asked me to share some insights from my summer at HKBN, I thought it would be an easy task. But three hours later, I still didn't quite know where to start – there were simply too many moments to write about. So instead, I'll start in the most straightforward way possible – what I remember my first day at HKBN eight years ago.

It was the summer of 2008. I remember setting foot into the Kwai Chung office for the first time, thoroughly excited about my first real job out of secondary school. I remember nervously wiping the sweat off my palms, before shaking hands with my manager Kenny and his team. As I picked up my pen to sign my contract, I remember feeling proud about my signature – one that I had practised signing over and over again the night before. I was ready to prove my mettle.

For all my studying however, I quickly realized how woefully inadequate I was for my first task – updating a page on the company intranet. None of my classes had prepared me to type in Chinese, and I remember my embarrassment as I admitted to Kenny that I had already failed on my very first day. Yet instead of assigning me to sit next to the photocopier, Kenny went out of his way to teach me 速成 – an endeavour that lasted him hours, when he could have easily updated the page himself in 10 minutes. That one gesture motivated me to not let him down, and I practised my typing both in the office and at home. In three weeks, I had improved from one-paragraph-an-hour to one-in-15-minutes. Still not first-rate, but enough to get the job done.

With barely a notch under my belt, I received my next big task from Kenny – helping him with some analytics on customer acquisition/retention. At the time, my Excel knowledge was about the same as my skills in typing Chinese (i.e., near none). I ended up creating even more work for the team as they had to re-do all my analyses, even as they walked me through how to use pivot tables. Despite this, the entire team never stopped trusting me as a member of the team – I was still invited to play soccer after hours, to join their lunch breaks over 咖喱牛腩飯. By the end of my internship, I was able to help Kenny put together a couple of charts to show where HKBN was gaining/losing customers.

Herein lies the biggest insight I gained that summer. HKBN is a place that believes in opportunities. That attitude, not skill, is a prerequisite to bigger responsibilities. That people are its greatest assets, and if you were pro-active in stepping up to the plate, HKBN will happily invest in your success. HKBN gave me my first LUCA – I knew a full four years before anyone else in university that to go long professionally, I needed to start my career in an industry (and company) that not only believes in the value of people-investing, but also walk-the-talk by constantly exposing each employee to challenges beyond his/her pay-grade. With this LUCA, I began crafting my story so I can become a management consultant – the same story that landed me two amazing full-time offers. It has been four years since I joined Oliver Wyman. And now, as I find myself sitting next to a Fortune 100 CEO advising him on how to better segment his customers (with the help of some pivot tables), I like to smile and think – I owe this all to HKBN, where I started my career.

Cheers,
Sam

Addendum: As they say "all roads lead to Rome", Sam has since rejoined HKBN as a Business Development Manager, more than 8 years after his internship. Sam is excited to be in Kwai Chung once again, with the mission to make our Hong Kong a better place to live.

Sam graduated in 2012 with a Bachelor of Arts and a Bachelor of Engineering degree from Dartmouth College in the United States. But at heart, Sam is a Hong Kong-er through and through, having spent his primary and secondary school days in St. Joseph's and Li Po Chun United World College.

Since graduating from university, Sam has been working for Oliver Wyman, a global management consultancy, in New York City. Sam joined Oliver Wyman for two reasons: 1) the Talent; and 2) its "dark horse" status while vying for top 3 against the likes of McKinsey. Coincidentally, these are the exact same reasons why Sam is joining HKBN

Sam's 4 years in the Big Apple was fruitful, to say the least. He worked exclusively with Financial Services clients, ranging from retail banks to insurance companies. Key lessons learned include:

- At an insurance brokerage: harnessing data/analytics for business insights is not just a technological challenge – it is a people question as well
- At a US financial services group: your customers' needs come first; and when in doubt, benchmark your customer experience against the Ritz Carltons of the world
- At a reinsurer: talent (and management) is a company's most valuable asset, and can be worth the extra 0 in a company's valuation
- At a Canadian retail bank: quoting the CFO – "Just Get *Stuff* Done"; when it comes to restructuring a bank, fancy analytics and pretty slides are the death to progress
- At an investment management company: when you need to run numbers, be meticulous with the analysis, but only show the CEO one chart
- For a retirement solutions provider: ask your financial advisor how much commission he/she is making before buying a retirement product

Each engagement typically lasts 3 to 8 months. As an Associate (typically a post-MBA manager role), Sam has been managing 2 to 3 consultants per project, in addition to supplemental client resources.

Outside of project work, Sam is also a founding member of the Community Services Consulting program, which matches consultants to pro bono projects that are run at the side of the desk. One of the sourced projects is to assess the viability of a summer program for Minds Matter, a high school mentorship program where Sam volunteers at on Saturdays. Side note: his mentee, Kelly, successfully entered university on scholarship to become a Mechanical Engineer, after having immigrated to US from Peru at the age of 10, not knowing a single word of English.

Looking back, Sam is immensely grateful for the opportunities and mentorship offered at Oliver Wyman. It is not every day that a young adult is given the green light to present in front of the global COO of a Fortune 50 bank, advising him on how to segment his private wealth clients. But after 4 years – Sam is looking to put concrete action to words. It is one thing to write a slide on marketing strategies, and quite another to put money on the table and execute a recommendation.

With this in mind, Sam is thankful for the opportunity to return to HKBN, more than 8 years after interning at the same company as a fresh graduate from secondary school. It has been a winding road since that first work experience with an upstart fiber broadband company in Hong Kong, but as they say, all roads lead to Rome. Sam is excited to be back and to learn from so many talents in the coming future.

SAMUEL Z.Y. HUI

WORK EXPERIENCE

Hong Kong Broadband Network
Manager – Business Development

Hong Kong, CN
May 2016 – Present

Oliver Wyman (Financial Services)

New York, US

Associate – post-MBA managerial role; *selected engagement experience*

Sep 2012 – May 2016

- *Insurance brokerage*: improved value proposition to corporations and carriers by identifying opportunities in data/analytics
 - Conducted primary research to evaluate competitive dynamics in the risk mgmt. software and online brokerage space
 - Developed business case for a new information services business, with standalone profit opportunity of USD30m
- *Reinsurer*: completed strategic due diligence of target (USD6.5bn revenue), assessing business implications of an acquisition
 - Conducted primary and secondary research on target, including franchise, operations, talent, financials, footprint, etc.
 - Developed detailed combination scenarios modelling potential business mix and FTE mix in target operating model
- *Retail bank*: assisted in planning and executing an org transformation, with focus on restructuring Finance and IT functions
 - Assessed opportunities in offshoring, agile delivery, Cloud, etc.; co-developed target operating models with EVP
 - Led analyses and exec workshops to detail initiatives and roadmap – expected to deliver USD150m in run-rate savings
- *Retail bank*: developed a high impact growth strategy for the mortgage business targeting 14% CAGR over 10 years
 - Designed strategic playbook for improving customer experience (e.g., differentiated engagement, predictive analytics)
 - Coordinated with client to construct a USD300m investment roadmap, which was approved by the executive board
- *Investment management*: developed a deposits valuation analysis (RoC) to support strategic decisions around deposit-taking
 - Developed product-level P&L and balance sheet models to analyze lifetime value across 5 products and 5 businesses
 - Studied impact to balance sheet and P&L based on different interest rate environments and product compositions
- *Retirement solutions provider*: developed one-year execution plan for business model revamp in response to new DOL rules
 - New rules will subject financial advisers to strict “best-interest” standards, and enhanced disclosure requirements
 - Managed client resources to assess business implications across the annuities and mutual fund business; identified 20+ initiatives, including product changes to support advisors in shifting from commissions-based comp to fee-for-service

Goldman Sachs

Hong Kong, CN

Summer Business Analyst

Jun 2011 – Aug 2011

- Developed framework to analyze cost impact of replatforming derivatives trading from DSMatch to MarkitWire
- Segmented 95 institutional clients by net worth and default risk to allocate resources for client interactions on MarkitWire
- Drafted matrix listing regulatory reporting requirements of 15 Asian countries by leveraging legal advisors, consultants and individual research; matrix used for assessing feasibility of business expansion projects in India, Thailand and Indonesia

Selected individual project and internship experience

- *Dartmouth Hitchcock Medical Center*: increased patient throughput capacity by 40% in the angiography suite by addressing challenges in cross-departmental communications, patient ownership, and scheduling (2011 – 2012)
- *SmarTone Mobile (HK)*: drafted a market entry white paper for femtocells (personal base stations) in Hong Kong, identifying business opportunities in the geo-location space; presented plan to Engineering General Manager (2011)
- *HKBN*: assisted QA team in maintaining company intranet; conducted simple analysis on customer retention (2008)

EDUCATION

Dartmouth College

New Hampshire, US

Dual degree – B.Eng. and B.A. in Mechanical Engineering (completed 5-year program in 4 years)

Sep 2008 – Jun 2012

- *Cumulative GPA*: 3.7/4.0 (cum laude); United World College *IB*: 44/45
- *Study abroad*: Completed 5-month engineering program at Chulalongkorn University in Bangkok, TH (2011)
- *Activities*: Dartmouth Asian Organization (*President*), Tau Beta Pi Engineering Honor Society, Order of Omega Greek Leadership Honor Society (*VP of Finance*), Chi Gamma Epsilon (*VP of Programming*), Presidential Research Scholar

COMMUNITY SERVICE AND SKILLS

Minds Matter – New York, NY: Weekly mentoring for high school students from low-income families (2013 – Present)

Volunteer/backpacking: Orphanage support, poverty housing across China, Philippines, Vietnam, Thailand and Cambodia

Computer: SQL, Access, VBA, R, SNL Financial, Microsoft Office, Microsoft Visio

Language – read and write: English (Native), Cantonese (Native), Mandarin (Proficient)

Certification: Lean Six Sigma (Green Belt), Engineer-in-Training

Interests: Mixed Martial Arts, Tough Mudder Obstacle Race, Lion dance, Snowboarding