



A transformative journey of
teamwork, sacrificial spirit,
strategy & tactics

9-13 Oct 2016
South Korea



Dear Friends of Seoulmates,



To support our strong business growth, especially after acquiring New World Telecom in March 2016, 114 HKBN executives set out for our annual experiential trip, determined to build an even stronger team with partnering relationship.

Why Seoul?

South Korea was selected as the destination of our 2016 management off-site trip for its reputation on military training for its young citizens, as well as its fascinating culture and traditions, which we believed would give us a unique, inspiring experience.

Why Seoulmates?



Soulmate - is someone with whom you share a close friendship and a deep personal understanding. (Collins Dictionary)

Seoulmate - is the intimate partnership we experienced with each other, which sparkled in Seoul and continues afterwards.

Logo: Representing HKBN management, it is an Eagle fueled with fire and passion to drive business success.

We believe the our close bond fostered during the trip would definitely facilitate inter-departmental cooperation and create a supportive working environment conducive to achieving opportunity seeking business missions in a fast changing world.

Strategy & tactics, sacrificial spirit and teamwork



We integrated the core merits of military training, namely, strategy & tactics, sacrificial spirit and teamwork, into the first three days of itinerary, and continued to build these spirits thereafter through company visits and Korean cultural immersion activities.

Embracing agility in strategy and tactic deployment in response to rapid changes

The competition between 6 teams each with 20 members calls for good understanding of the strengths and weaknesses of each team member. The military drill procedures, language barrier, and the sudden change of rules of the team building activities, put our team leaders and members to the test, trying them on how well they could cope with contingencies and adapt to change.



Sacrificial spirit hinges on not only the action of giving up something, but also the motive behind and the mental strength entailed. When our management team has sacrificial spirit, each person submits his or her individual interests and opinions to the well-being and efficiency of the group. We see it an important mindset that helps execute strategies successfully.

In the military base, we brushed aside individuality. Everything was about the bigger good of our team. We tidied up our 8-person bedroom spotlessly for chief commander's inspection. We waited for everyone (114!!) to get their food before we started eating in silence. We observed military dress code every day. Although we were a large group of 114, everything went smoothly and efficiently without complaint.



We constantly experienced joy, support, understanding, stress, friendship, excitement, unity, security, love...from working in a team. Teamwork is of high importance in driving the success of a company. At HKBN, the spirit of teamwork we experienced during our training for K-Pop and Taekwondo performances will be shared with our 3,000 Talents in our Christmas party this December.



We compiled the reflections of our 114 executives into this deck, with a view to sharing their learnings in this trip with all our Talents and friends of HKBN, and hopefully, inspiring them. The spirits of Seoulmates embody the shared convictions and commitments of HKBNers to surge forward as one winning team.

@Edith Kam

Edith Kam
Project Lead - Seoulmates
Manager - Talent Development & Co-Owner



DAY 1

Itinerary

Seoulmates

9-10-2016

Adapted to military life



#Cheorwon-gun military training base is close to the border of North Korea and South Korea.

#Sat quietly and waited for the Chief Commander's instruction



#Briefing on daily routine



#Dinner time



DAY 1

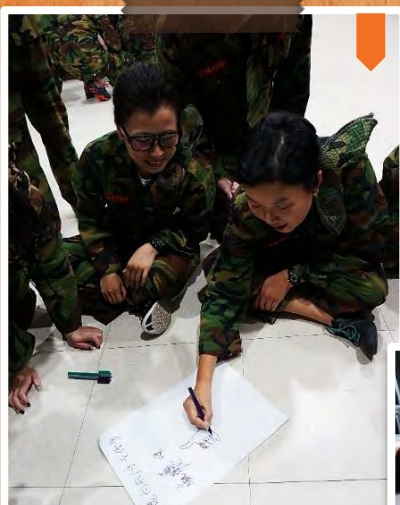
Itinerary

Seoulmates

9-10-2016

Formed the teams

Each team came up with its value, salutation and logo, and presented them through a domino toppling game



#Designed team logo



#Yeah! Dominoes toppled successfully!



DAY 2

Itinerary

Seoulmates

9-10-2016

Attention !

Military drill training conducted by ex-marine corps officers



DAY 2

Itinerary

Seoulmates

9-10-2016

Each team strived to achieve its missions



DAY 2

Itinerary

Seoulmates

9-10-2016

Built a "vision tower" to exhibit
HKBN's Core Purpose

#Building blocks were
randomly allotted to
each team



#Cross-team
collaboration
achieved our "vision"!



DAY 3

Itinerary

Seoulmates

9-10-2016

Military drill performance



#Bravo! Team!



#1-2-3-4
March on!

DAY 3

Itinerary

Seoulmates

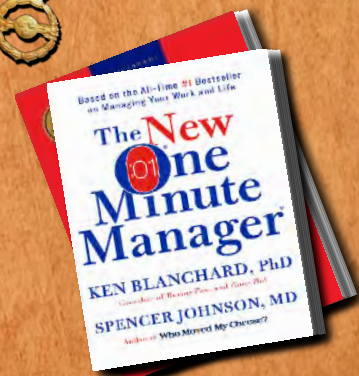
9-10-2016

Closing ceremony

Team Generals (team leaders) were presented with books selected by senior management as tokens of appreciation



Champion team



DAY 4

Itinerary

Seoulmates

9-10-2016

Company visits:

"Creative Economy Centre"



#Try new products!



"KIA Motors"



Hong Kong B... and Ne... Limited

DAY 4

Itinerary

Seoulmates

9-10-2016

Experienced Korean culture

Cooked and shared Korean food with all trip members



Bibimbap -
Mixed rice with various vegetables



Dakgangjeong -
Sweet crispy fried chicken



Mandu - Korean dumplings



DAY 4

Itinerary

Seoulmates

9-10-2016

Experienced Korean culture

Got ready for a K-Pop performance at gala dinner



#We are "Fantastic babies"!



#Let's dance!

DAY 4

Itinerary

Seoulmates

9-10-2016

The making of Taekwondo performance



DAY 4

Itinerary

Seoulmates

9-10-2016

Gala dinner

Celebrated our success!

One team! One spirit! One goal!



#Fabulous shows!

Celebration

We said "Happy Birthday" to our October Stars!



Hong Kong Broadband Network Limited



Team Sharing

- ☐ Teamwork
- ☐ Sacrificial spirit
- ☐ Strategy and tactics



TEAM 1

Team Value : “只懂超越，不懂 me too”



What is the one thing you will do differently after the trip?

- 1 Alex Chu: Put words into action
- 2 Andrew Yau: CHEER LOUD to encourage ones who need courage to cope, including myself
- 3 Boaris Qiu: lunch/dinner with other teams' members after this trip
- 4 Cindy Fan: Experiencing something "once in my lifetime" is a great catalyst for in-depth thinking
- 5 Connie Wong: Try to cook one dish every weekend
- 6 Edith Kam: Proactively talk to newly acquainted executives and figure out how Talent & Organisational Development team can support their business
- 7 Elinor Shiu: Don't limit your challenges; challenge your limits

TEAM 1

Team Value : "只懂超越，不懂 me too"

- 8 Henry Yeung: Be brave and confident towards all problems/difficulties
- 9 Jason Tam: Understanding the needs from different positions is the most effective way to improve the work of my team
- 10 Johnson Chu: Embrace the future with an optimistic and innovative mindset
- 11 Karen Chan: Shout loudly before starting any challenging mission to strengthen courage and increase successful rate
- 12 Kitty Lee: Get moving! Equip myself with cardiopulmonary training to strive beyond my limits
- 13 Peter Pang: I'm proud of being an HKBNER and will tell anyone I know how special HKBN is
- 14 Ringo Leung: Tidy up my bed to the military camp standard
- 15 Sam Leung: Think as a team(Company) instead of an individual before I take any action
- 16 Steven Yau: Try practice Taekwondo with my son every weekend
- 17 William Yeung: I will strive to achieve and deliver more as a human being instead of a senior executive.

TEAM 1

Teamwork

Written by: Andrew Yau, Cindy Fan, Edith Kam, Jason Tam, Kitty Lee and Sam Leung

In the management team, we can recognize the person but sometimes are not easy to recall the names, not to say to understand the person. With little knowledge of each other before the trip,

there are thoughts of whether we are able to achieve goals in a short time, provided that there are many challenging and uncertain activities, new try with performance like K-pop dancing, Taekwondo.



We are different people
but we are ONE when we
commit to our goal.



Military UNIFORM
means we are
united to achieve
team goal!

Amazing thing happened just the night we arrived the military base. We all adapted to the team quickly in the first activity "Domino" with team logo and slogan creation. We showed effective communications, never give up encouragement when we failed several times during the process to achieve the goal. After tasting the first sweet teamwork spirit, we quickly developed a sense of commitment to help each other and make sure that everyone knew what was going on.

After few rounds of activities, we found that the key success factors for teamwork were to understand our own roles and have faith within the team. We tried our best to complete the tasks based on our understanding of the roles, at the same time trusted our other teammates to complete theirs.

TEAM 1

Teamwork

Written by: Andrew Yau, Cindy Fan, Edith Kam, Jason Tam, Kitty Lee and Sam Leung

Although disagreements and conflicts did happen, we handled them in a constructively way by aligning our objective, as well as building trust with each team member.

HKBN is operated in an ever-changing, highly competitive market environment. As telecommunication is to some extent a utility business, to perform better than competitor is another critical success factor. We truly experience that great teamwork reduces frictions and narrows the gaps in the trip, which enables us to seize market opportunities and avoid threats, and drive changes more efficiently and effectively than competitors.

Every successful company has its unique culture for success. At HKBN, caring Talents has become part of our culture because we understand that with common goals and shared values in the team, impossible can become possible.



We are proud to be Team One!

TEAM 1

Sacrificial spirit

Written by: Boaris Yau, Connie Wong, Johnson Chu, Karen Chan and Peter Pang



We are ready to devote ourselves for the best of the team!

"Sacrifice" from the dictionary means the act of giving up something that you want to keep especially in order to get or do something else or to help someone. In Team 1's opinion, "sacrifice" refers to something from our heart, we can do something beyond our rational judgement, aiming at achieving something that we care or treasure even though sometimes it may bring negative impact to ourselves. The action is usually driven by emotion rather than a rational act.

Also, we interpret the one who make sacrifice as a small "Giver". A Giver will be blessed, at least will gain happiness, self-satisfaction and friendship during and after the act of giving.

TEAM 1

Sacrificial spirit

Written by: Boaris Yau, Connie Wong, Johnson Chu, Karen Chan and Peter Pang



Jason is the first man to climb the wall, with the mission to hang up all other teammates.

During the trip, our team experienced what is sacrifice. One example was the jumping down activities. As we wanted to pass our adventure game, even some of our teammates were scared of height, they tried to face the challenge and did something beyond our rational judgement in order to achieve our goal.

Another example to show the sacrificial spirit was the "Over the Wall" activity. No matter for the ones who shared their big shoulders for teammates to step on, or those who showed their power in pulling up teammates, sacrificial spirit brought the team closer and closer to the common goals and got the tasks completed successfully.

Everyone in HKBN has different roles, in order to complete a task, sometimes we need to seek help from other departments. "Sacrifice" may also apply in some cases. We work out as a team, re-prioritizing our work, doing the team job first and our own tasks later. We believe everyone in HKBN is helpful and always demonstrates sacrificial spirit to achieve our company goal before considering our own benefits.

It is our LUCA, it is HKBN way to win!

TEAM 1

Sacrificial spirit

Written by: Boaris Yau, Connie Wong, Johnson Chu, Karen Chan and Peter Pang



Team 1 General Andrew received a selected book from our CEO William with hand-written encouragement inside

Strategy is about focusing on the most impactful areas/directions in order to reach the mission. Tactics shape external environment to facilitate the internal execution of strategy, i.e. effective allocation of resources.

Strategy and tactics are important to any team. They clearly guide the direction and value for every team members to archive the goal. For Team 1, our core value is set as “只懂超越，不懂 me too”, “We aim to transcend, we avoid following others (No “Me too”)”, with this strategy, it gives us a clear direction to take risk and try something out of the box.

We had a good start at the first night on the domino toppling game which increased our team's confidence. However, in day 2 activities, a sudden rule change affected our tactics to gain as many points as possible to win the champion. We Team 1 agreed that this was a valuable lesson. We truly understood that even though a good strategy had been made, we must be alert and able to adjust the tactics all the time to fit in with the constant changing environment.

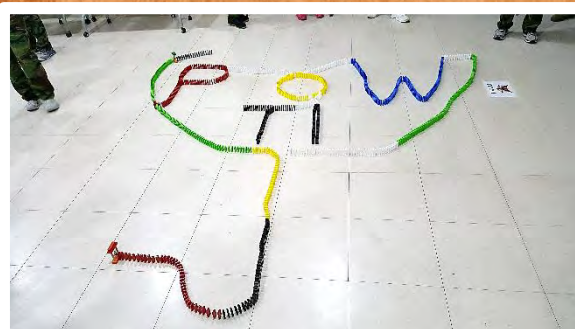
TEAM 1

Strategy and tactics

Written by: Alex Chu, Elinor Shiu, Henry Yeung, Ringo Leung,
Steven Yau and William Yeung

Strategy and tactics are very important to the success of a company, especially to a large scale company like us. We need all Talents working towards the same direction and that's why we need to ensure everyone understands our direction. For example, our direction in the last FY was to gain market share. One of the strategies was set as offering competitive pricing with more value-added packages. Based on this strategy, we adopted different tactics like bundling with myTVsuper, LeTV box, bandwidth free upgrade, etc.

Last but not least, we, as a team, enjoyed every moment of the 5-day trip. We bear in mind to always make complicated things simple.



Values of Team 1:
We aim to transcend, we
avoid following others
(No "Me too")

TEAM 2

Team Value : "One Team, Bottoms Up"



What is the one thing you will do differently after the trip?

- 1 **Angus Chan**
(A-Dragon): Start my routine physical exercise to build a stronger and healthier body to face upcoming new LIFE-work challenges
- 2 **Bonnie Chan**
(Miss B): We have to get other teammates to go up not because we are incapable. If we enable others, there is far more happiness than in your own
- 3 **Daniel Chu**
(EXO): Uplift my confidence to contact and talk with our Talents in any position. Enhance the sharing of ideas in daily work with others
- 4 **Elaine Lau**
(INFINITE): One thing I will do differently after the trip is to view more Korean drama / news to learn more about their culture and people
- 5 **Ivan So**
(I.S.O.): More confidence and determination to try anything new!
- 6 **Jethro Ou**
(Jet Plane): Keep smiling when meeting challenges

TEAM 2

Team Value : "One Team, Bottoms Up"

- 7 Josey Cheung (JPink): Think strategically during the whole process and not only at the start. Always be flexible to change strategy when environment/competitor changes
- 8 Ken Kwong (KK-Kiss): Delegate the tasks to teammates with the right skills. Take a positive attitude to each task and learn skills from each team member and different points of view
- 9 Kenji Lam (GOTji): To serve with humility
- 10 Mau Chun Lau (JYJ Chun): Fight with the power of the group rather than relying on individual.
- 11 Mingo Tsang (TaeTsang): Instead of trying to be a notable person all the time, I will take turns to support others in becoming the superstar
- 12 NiQ Lai (Q Dragon): Delegation works...when team members take ownership of the outcome then reaching that outcome becomes more likely, i.e. team goal is far stronger than individual goals
- 13 Patrick Chan (PC Junior): This trip inspired me that simple is beauty, I will review my to-do list, to put more resources focus on the core jobs to increase the confidence level

TEAM 2

Team Value : "One Team, Bottoms Up"

- | | | |
|----|-------------------------|---|
| 14 | Raymond Ho
(RBang): | Trust the teammates and be one team |
| 15 | Samuel Hui
(Zteak): | Be more vocal in cheering the team on, through both good times and hard times |
| 16 | Shan Tam
(STay): | Embrace risk when planning and setting strategies without fear of failure. Always stay alert to the changes in environment and market condition and update our strategies |
| 17 | Tat Cheng
(T-Port): | "Try & Error" can bring us reflection & find a better solution to achieve our goal |
| 18 | Trevor Wong
(TRain): | As a team, we do right or wrong together |

TEAM 2

Teamwork

Written by Raymond Ho, Tat Cheng, Daniel Chu, Ken Kwong, Jethro Au and Angus Chan

@Raymond Ho

When the team first met up, we are colleagues. After the trip, we are teammates with everyone knowing the position of each other. For example, some are good at commanding, some executing the plan, and some observing and giving out advice. We are a team of fighters and challengers. Without teamwork, we are just a team of losers.

@Tat Cheng

Some challenges may not be completed in one go, but we take the risk rather than fear it. All of us discuss, modify, enhance & try our best to achieve the goal.

@Daniel Chu

All Talents are friendly and willing to devote to the missions and share ideas to achieve the goals! Teamwork - Critical factor to catch up the winning chance by quickly identifying target, sharing ideas, determining the risks, taking appropriate actions, and focusing on essential turning points.

@Ken Kwong

For domino toppling game, we needed to complete with "1" knock down and amazing layout design. Teamwork is very important as every one tries to create enthusiasm and initiative to contribute ideas and make sure every team member clearly understands his/her role by using his/her diversified skills. It is an awesome journey to work with other members and learn from their different experiences.

TEAM 2

Teamwork

@Jethro Au

Even after the trip, I still remember we win the military drill performance. The key factor for our success is teamwork. There are precious memories and the friendship we gain will lead us to march forward in the future.

@Angus Chan

HKBN is not a "machine-oriented" company. We are building our achievement with good partnership & good teamwork. For example, we achieved 100K net growth by doing the greatest ACQ registration number, the record high installation completion rate, the best network availability among operator, and the lowest churn rate in town, to gain 100K in FY16. We could not achieve our company business goal by any department alone. Therefore, teamwork is very important to HKBN.



Team 2: Together we "Make our Hong Kong a Better Place to Live"

TEAM 2

Sacrificial spirit

Written by: Samuel Hui, Mingo Tsang, NiQ Lai, Bonnie Chan,
Mau Chun Lau and Patrick Chan



Sacrifice = pain, but as the proverb says, "no pain, no gain". Sacrifice (or pain) can come in many forms. Sacrifice can mean a team spending 200% effort to cover for each other's weaknesses. Sacrifice can mean letting go of your ego and delegating power. Sacrifice can mean "taking one for the team", being the first to forge a path through dangerous icebergs, and the last to leave a sinking ship. However through sacrifice, inspiration is born, and the team's collective power is magnified to achieve: $1 + 1 > 2$. Each and every one in our team demonstrated sacrificial spirit.

Ivan So, the team General, took charge to test the waters in every challenge. Tat and Samuel sacrificed their shoulders so the team could climb over a 3m wall in record time. And those with the softest voices became the most vocal in cheering teammates on.

At HKBN, our mandate is not just to "do the job", but to "do the job well". In this competitive and dynamic market, sacrificial spirit not just inspires our Talents to put superstar-effort in working out a fast and flexible solution, but also inspires our business partners to follow our lead.

TEAM 2

Strategy and tactics

Written by: Shan Tam, Elaine Lau, Josey Cheung, Trevor Wong, Kenji Lam and Ivan So



#We win the logo building activity

Strategies and tactics are crucial to how well you reach your goal. While strategies build the foundation of success, tactics provide the guide for execution. In the domino toppling game (objective: use up all 1,200 pieces of dominoes to build our team logo), we perfectly implemented our team's strategies and tactics to bring ourselves the final win of the game.

Strategy

"Simple + Flexible" is our strategy and guiding principle to demonstrate our team slogan "One Team, Bottoms Up"

Our original logo design was more sophisticated, with various design elements and a complex structure. We considered it would undermine the final project completion timeline and involved more resources to set up. After a quick discussion, we as "One Team" agreed to adopt a simplified design to ensure the result was attainable.

TEAM 2

Strategy and tactics

Tactics

- Talents skills and role assignment

- Ivan So as the Chief Operation Officer to oversee the overall project, role assignment and determine project direction
- Trevor Wong as our designer of team logo
- Mau Chun Lau/ Ken Kwong/ Jethro Ou as our *engineer and architect team* to build the logo.
- Josey Cheung as our marketing officer to think strategically and also observe the situation to make sure our team is competitive and CAN win during the whole process.
- Rest of the members acted as the workers and quality controller to execute the plan and follow the instruction advised by our engineers

- Adaptable and Flexible working motto "Simple + Flexible"

- Easily understood design so everyone in the team can share the pool and logic.

- All round process and quality monitoring flow

- We dedicated members to closely monitor the domino building process. As only one sub-group was allowed to work at a time, the idle group would take up the role of quality control to check and monitor the building process
- With our belief and trust on our 3 engineers, we took their advice in earlier stage to set up safety gaps in our structure. This really saved us many times to avoid total building failure and paved our way to success

TEAM 2

Strategy and tactics



#Good dinner after team work!

Upon the last round, the monitoring team made the decision to wrap up the process and drive for timely completion.

In short, we believe in simplicity and flexibility, and we delegated basing on trust. These are actually the very LUCA we have in HKBN management team.

TEAM 3

Team Value : "團結！無得輸！"



What is the one thing you will do differently after the trip?

- 1 **Andy Lau:** I start to organize more team gatherings to strengthen our team spirit
- 2 **Annie Chan:** Live a simple life!
- 3 **Billy Yeung:** Don't give up, keep at it until the job is completed
- 4 **Chris Wong:** I have started to think more in effective ways before giving instructions to my team members, and listening more to their opinions
- 5 **Coco Cheng:** I believed none of us is better than all of us, so I will stay open and listen to different opinions before making decision
- 6 **Eric Cheung:** Think, plan and coordinate before action

TEAM 3

- 7 Ivy Lau: Be confident in everyone in the team. Each member can contribute in his own unique way, making the team strong
- 8 Jacky Chan: When I delegate a task, I have to understand the capability of individual members and keep up the team spirit
- 9 Jacky Mei: I will keep my habit to tidy up and make my bed after waking up, and I will deliver my message to my leaders that self-discipline is an important factor for leadership
- 10 June Lam: Be flexible and spontaneous, to go with the flow and get the most out of life
- 11 Karina Tsoi: More teamwork, enjoy teamwork!
- 12 Ken Chang: Start to learn how to cook
- 13 Kim Hue: I have more courage to challenge my own fear

TEAM 3

- 14 **Peter Tung:** I will think differently and learn about how things are done in other industries
- 15 **Queenie Chan:** Want to try and try
- 16 **Simpson Ngan:** I will treasure more what I have rather than I don't have, and think about how far I could sacrifice for my life and work
- 17 **Stephen Kwok:** Don't escape to take up challenges before trying my best
- 18 **Thomas Wong:** I experience "You never say never", so for myself I will stay more positive and never rule out any possibilities for work and life
- 19 **Tim Kwok:** When facing new challenge, find a way to go for it and never say NO or impossible in the first place
- 20 **William Kwan:** Work hard, play hard, enjoy life

TEAM 3

Teamwork

Written by Annie Chan, Coco Cheng, Eric Cheung, Karina Tsoi, Queenie Chan,
Tim Kwok and William Kwan

From weak teamwork to the Team of Champion

When we first met up on day one, half of the teammates did not know each other very well and some even had not met before. Our teamwork was relatively weak. We lacked cohesion in the first activity and the result was a headache. We immediately reviewed ourselves, examined how we could do better.

On day two, we had to participate in a number of games to acquire as many scores as we could. With everyone's active involvement in the first two games, we understood each other more. Collaboration, productivity, creativity and motivation then followed. Teammates were chosen to play the games by their strengths and competence. Trust was building up within the team and we acted as one team instead of individuals.



#We win by unity teammates Strengths & Competences

TEAM 3

Teamwork

Still remember the game of climbing up the "Great Wall"! It was successfully completed within a very good time with our great teamwork. We believed that none of us was better than all of us. In the latter activities, we got good scores which were totally different from day one.

All the games should be ended at 5:45pm. Team had to start the last game not later than 5:20pm. Our team ran and arrived the last game site "Vertical Hanging Drop" at 5:10pm. Unfortunately, another team was playing the game and likely would not finish it before 5:20pm. However, we did not give up, made ourselves ready for the equipment and persuaded the site commander to allow us to join. Lastly, we finished the game at 5:40pm. We were the team who finished all the games and got the highest scores on day two.

We believed the more communication, the more understanding and trust. It made us win the champion finally. We would say the common goal - Faith to Win, led us to work closely. The team value - 團結! 無得輸! motivated each of us. These led to our great success at the end.

TEAM 3 Teamwork

Importance of Teamwork to HKBN

"Team" means everyone has responsibility and obligation to put utmost effort to achieve the common goal. Team is priority and individualism should be put aside. In the military camp, we needed to act and move towards the target together.

In the company, sometimes ones will focus on the immediate / short-term goals of themselves, work on their own, neglect others, and forget that the whole company is one team which should move forward together towards the ultimate goal.

Teamwork creates synergy where the sum is greater than the parts. It maximizes strength and brings out the best of each team member. By fitting in our 3,000+ HKBNers' unique individual strengths, what we can achieve is beyond our imagination.



“不凡的業績，源于非凡的團隊精神。”

Fostering teamwork creates a unique work culture that values collaboration. That is the spirit we need in HKBN.

TEAM 3

Sacrificial spirit

Written by Andy Lau, Ken Chang, Kim Hue, Jacky Mei, Peter Tung and Thomas Wong

Our sacrificial spirit - Caring

"Human sacrifice was practiced by many ancient cultures. People would be ritually killed in a manner that was supposed to please or appease a god or spirit." Unlike the ancient times, our team has one unique common understanding for sacrificial spirit - a desire to care for others, and let go of our own interest and ego for the sake of team success.



#We are smart team 3

TEAM 3

Sacrificial spirit

Sacrificial spirit is one of the success factors

In our team, every one has the heart of sacrifice and always prepares to make adjustment to different circumstances without a second of hesitation because we all have one common goal - "Must Win". If we really need to name one as the most voted sacrificial teammate, Stephen Kwok, our General, is the man! He is enthusiastic, well organized and very caring. When we needed him he always stood up immediately and had the guts to make difficult decisions. Being a General of a group of 20 was not easy, enormous efforts and time he put and spent with the team to up-bring the team within a short period of time is definitely one of the key success factors to help Team 3 achieve the best score overall.

Another memorable "sacrificial" activity - the "Great Wall" climbing. The team quickly decided the method of climbing and selected 2 members as the "stairs" and 2 members to give their "power arms" to grab all members up over the wall. These 4 members sacrificed their "energies" and "bodies" throughout the game. Another sacrifice was some members hesitated to climb the wall because of their fear of heights. Yet, they overcame (sacrifice) and trusted the supporters. This is one great example to demonstrate how sacrificial spirit can lead to success.

TEAM 3

Sacrificial spirit



HKBNers can also sacrifice? YES!

There are many ways we can sacrifice for HKBN. Facing ad-hoc marketing programmes' hard deadline, we sacrifice our non-office hour time to ensure programme launch on time. The company sacrificing 1 working day by adopting 5-day work week improves our working efficiency.

HKBNers can even do more: senior Talents are ready to sacrifice their "ego" to adopt new ideas and step back to encourage the team to shine; junior Talents are ready to take up new challenges and spend more time (sacrifice own time) and efforts to deliver results.

We have made so many successes in the past because we know we "sacrifice", we are also flexible and willing to change and adapt to different situations. These will lead to a bigger success of HKBN in the future.

TEAM 3

Strategy and tactics

Written by Stephen Kwok, Simpson Ngan, Chris Wong, June Lam, Billy Yeung,
Ivy Lau and Jacky Chan

Learning from failure

Our team developed our strategy and tactics day by day during the trip. In the first night when we played domino toppling, although all of us participated in the game, the result was not very satisfactory due to the lack of planning and teamwork. Thankfully, We learnt from this failure and improved our communication the next day.

A flexible mindset to face changes

In the military games on the second day, we aligned our strategies before we played the games. We had certain knowledge of the required skill sets to complete the games. Our common objective was to complete as many games as we could within the time constraints. As such, our strategy was to prioritize the sequence of games according to the risks, difficulties, game scores and our strengths. We had to be flexible to adjust the priorities and made decision based on actual situation, In each game, we tactically empowered a leader to drive the game and put the right people to participate according to their strengths. The rest of the teammates actively participated in cheering on the team. Finally, we executed the strategy and tactics well. Our team spirit was further enhanced in every small win.

TEAM 3

Strategy and tactics

If you know your enemies and know yourself, you will not be imperiled in a hundred battles(“知己知彼,百戰百勝”)

In the military drill, our team understood that we were soft in shouting (shouting loud was one of the judging criteria). Yet, we observed other teams' performance was pretty standard, so we agreed to add extra elements to impress the judges to gain more marks and compensate for our weakness. We impressed the judge by marching to the performing stage (which was not required). Finally, we succeeded. We were the second runner up the drill and the overall champion in our 3-day military training.



TEAM 3

Strategy and tactics



Focusing on the common goal/interest is the easiest way to make success

All of these games remind us that we never really know what is going to happen. However, if we can think ahead and formulate a better strategy or a contingency plan, a good result is more likely to be achieved. Teamwork is another critical factor for driving to success. Small efforts from each member bring great impacts. All of above strategies/tactics can be worked out when we face the daily challenges in HKBN or in reality. If we all can focus on a common interest and support each other to accomplish the common goal, we can definitely deliver better results.

TEAM 4

Team Value : "Sure Win!"



What is the one thing you will do differently after the trip?

- 1 **Benny Tang:** Engage team member like dancing "Fantastic Baby" which everyone could enjoy & involve
- 2 **Brian Lee:** Speak loudly with same tone then you can be on fire!
- 3 **Bruce Ho:** The one thing I will do differently after the trip is my life attitude. From one of the sharing sessions, there is a quote, "If you can't change it, enjoy it"
- 4 **Calvin Ng:** Wait until everyone finished the meal before leaving the table
- 5 **Charles Lu:** Early to bed and early to rise is a healthy way of living
- 6 **Clio Ip:** I will cook Korea dumplings to my family during holiday, and try to be creative and make them in different shapes

TEAM 4

Team Value : "Sure Win!"

- 7 Craig Li: Enjoy whatever you're doing!
- 8 David Wong: Download the sleeping song on the phone
- 9 Else Tam: To explore more feasibilities in my life
- 10 Gary Wong: 100% dedication and trustworthy towards the team is the key differentiation to success
- 11 Gladys Cheng: Military troops emphasize discipline and efficiency. It makes sense only when the commander makes smart decisions and is able to mobilize resources and motivate people. I left the military camp with a strengthened resolve to empower my team members to be the best "soldiers" and "commanders-to-be".
- 12 Ivan Kan: Maximize my respect to others' belief, culture, tradition, behavior and rules. Compares them against my value judgment to learn and enrich my view to this world
- 13 KH Kwok: Stretch my body every day for more flexibility

TEAM 4

Team Value : "Sure Win!"

- 14 Maggie Liu: Breakthrough my weakness - fear of heights
- 15 Martin Kan: Be more patient to wait for others with less complaint. 😊
- 16 Matthew Liu: I will wear my dobok and practice Taekwondo with my kids every week
- 17 Mikron Ng: To build a strong team - 단결 #團結#
- 18 Regina Au Yeung: Going forward, I will wait for all family members to come home before having dinner
- 19 Selina Chong: I will not waste food. Only take what I can finish eating

TEAM 4

Teamwork

Written by: Mikron Ng, Gladys Cheng, Maggie Liu, Bruce Ho, KH Kwok,
Martin Kan and Matthew Liu

Before the trip there was no such thing as teamwork in our team - we only completed our individual write-up as required. With many of us not knowing each other in person, "team" was only a concept.

After 3 days of camp living, chains of activities and team competitions (which everyone has a lot of interactions) we started to know each other's background, interests and personality. After these experiences we bonded with each other and true teamwork was sensed - we worked as a team, not individuals, and strived for the best to achieve a common goal.

For example: During the "High Wall" session, most of us had no experience in climbing that high wall. However some of our team members stood out and shared their experiences, and we planned how to climb over the wall one by one. This is one of the examples that shows teamwork from planning to action.



TEAM 4

Teamwork

The trip did magical wonder to the building of teamwork, reasons were straight forward - we had a common goal, and we didn't take failure as an option. Every one spontaneously chipped in our ideas and tried his/her best. Maggie, our outstanding leader, further bonded us together. She was always conscientious, target-focused and stayed encouraging no matter what.

Quoted by Michael Jordan: **"Talent wins games, but teamwork and intelligence win championships."**

With teamwork, we work towards a common goal; we can set of objectives according different member's strength; we can share the workload among parties; we can share the limited resources in unlimited ways. With teamwork, our duties could be benefit in quality, efficiency, effectiveness and consistency; and helping HKBNers fulfill the mission "Make our HK a better place to live".



TEAM 4

Sacrificial spirit

As Nelson Rolihlahla Mandela said "Real leaders must be ready to sacrifice all for the freedom of their people." A sacrifice is an act of giving up something valued for the sake of something else regarded as more important or worthy.

Sacrifice would only be meaningful if what you have sacrificed could result in a better-off outcome to someone or something. There is no point to sacrifice if there is no beneficial effect, unless you want to self-destruct yourself.

We think Mikron Ng, Craig Li and David Wong are the team members who demonstrated the best sacrificial spirit. In the game of "over the wall", Mikron and Craig initiated to be the supporting base for team members to step on to climb the wall. David trusted his team members to hold him while turning himself upside down along the wall to pull up the last member of the team. Finally we were the team to finish this task within the shortest time. Not only was there sacrificial spirit, there was significant trust within our team.

TEAM 4 Sacrificial Spirit

HKBN Talents are binding together to achieve something higher and bigger. Teamwork and sacrificial spirit are imprinted in our mind so that we do not do the things for our own interest. Management team always stands by to be the supporting base for our colleagues to climb higher and fight harder without boundary. In return, we can kick our competitors' ass quickly and easily.

Sacrificial spirit can be applied to HKBN effectively only when HKBN Talents treat themselves as a beneficiary as well. Our outstanding results owe to their sacrifice.



#Team 4: Sure Win

TEAM 4

Strategy and tactics

Written by: Regina Au Yeung, Benny Tang, Brian Lee, Calvin Ng,
Charles Lu and Clio Ip

The team had a strong desire to make every effort to overcome and win all challenges during our stay in the military camp hence we have the "Sure Win" as our team code.

Ironically, we tasted the failure when we started the first challenge where we were required to use the dominos to form the team logo.

Straightly speaking, we didn't have many strategies to start with and we underestimated the difficulty of the game. Definitely, a good lesson learned. Surely, there was no excuse for failure if other teams could succeed and toppled all the dominos nicely to form the intended design.

To sum up, probably we should:

- 1) Simplify the design
- 2) Split the area of responsibilities to improve collaboration

#Our failure in domino toppling game is a good lesson to Team 4



TEAM 4

Strategy and tactics

Written by: Regina Au Yeung, Benny Tang, Brian Lee, Calvin Ng, Charles Lu,
Clio Ip

With the failure to begin with, the team had a stronger bond and a great spirit as no way we wanted to repeat the history. The 3m wall-climb game showed our great teamwork as it required all team members to get on top within a definite time. We were able to complete the challenge within 4:17mins and the team were chilled. Below was our strategy:

- 1) Identify who would be the first person to go up
Criteria: Must be strong enough to pull up the next two heavy members
- 2) Identify who would be the last person to go up
Criteria: light-weight, able to jump high enough
- 3) Performed UAT on item 1) and 2)

#Our high wall strategy helps us succeed



TEAM 4

Strategy and tactics

It is difficult to combat the enemies (e.g.: HKT, WTT, HGC...) with everybody working alone, and essentially impossible just by oneself. Working with the others is an important aspect of success. Key of strategy & tactics:

1) Communication: Coordination between the team players and the right balance will always lead the team towards victory.

2) Team composition: We have our own strengths and weaknesses and own unique styles, based around maximizing our strengths and minimizing their weaknesses.

TEAM 5

Team Value : "Have Fun!"



What is the one thing you will do differently after the trip?

- 1 **Adrian Watt** : I am more disciplined in my daily life. I have started the long overdue exercise
- 2 **Alan Li** : Think is only your imagination, think with proposition and take action!
- 3 **Boris Yip** : Fun is our team faith, apart from LIFE-work priorities, seeking fun in life and work is also important. You may find unexpected outcome and delightful things around you
- 4 **CF Liu** : Keep a rule of meal with my family.
- 5 **Charles Yeung** "Enjoy" more in my life :
- 6 **Cindy Leung** : Action for the team, not only just for yourself!!

TEAM 5

Team Value : "Have Fun!"

- 7 CY Chan : Fully trust your team, utilize potentials and maximize possibilities
- 8 Dave Chan : Be a highly self-disciplined player in "Only one HKBNER team"!
- 9 Eric Yim : Good result is achieved when doing happily, "Enjoy" more
- 10 Evon Lau : One goal, one team, you will win when you believe!
- 11 Fantastine Shum : Making teamwork awesome!!
- 12 Gary McLaren : I will try and improve my timing and rhythm - the military drill and K-Pop performance highlighted to me how uncoordinated I have become. Not sure what I will do to make this happening - maybe some dancing lessons! ☺
- 13 Ivan Chan : One teammate told me "Aren't you a bit too serious?" (on alcohol). That struck me hard and made me rethink is it better to tell a little white lie on it. If you find that out, please pardon me, my friends

TEAM 5

Team Value : "Have Fun!"

- 14 Kelvin Lai : Be there or be square
- 15 Kevin Kwan : Will do more 'listening'.
- 16 Muse Mok : JUST DO IT, DON'T WAIT! / ACTION ! / GO !
- 17 Raymond Wu : Adversity successfully overcome is the highest glory!
- 18 Teddy Chan : Keep myself calm even in a difficult situation to achieve goals with our strongest LUCA "Teamwork".
- 19 Trasan Shiu : Spare some time to do some exercises and will try to "have more fun, but not too much" whilst achieving the goal at the same time
- 20 Victor Chiu : Keep cooking one time per week

TEAM 5

Teamwork

Written by : CF Liu, Dave Chan, Fantastine Shum, Kelvin Lai,
Raymond Wu and Teddy Chan

Our Teamwork

When we first met up at the 1st night for the domino toppling challenge, we were a team of 20 members but there was not much teamwork at all, we may say "just the team itself keeps working naturally". We just had a quick conclusion on the design of the team logo then kicked off to work it out in different small groups, with limited discussion, evaluation, and monitoring... Remember some teammates still could not figure out what was going on after half the time is passed. Obviously, it turned out to be a total failure though we did "have fun".

As mentioned above, we could not strongly perform teamwork during the domino toppling game. Though we all focused to gain higher points, it would not lead us to success without the synergistic way of working. Just as it is one thing to join a team, it's quite another to perform as a team member. Simply put, team doesn't work without teamwork.

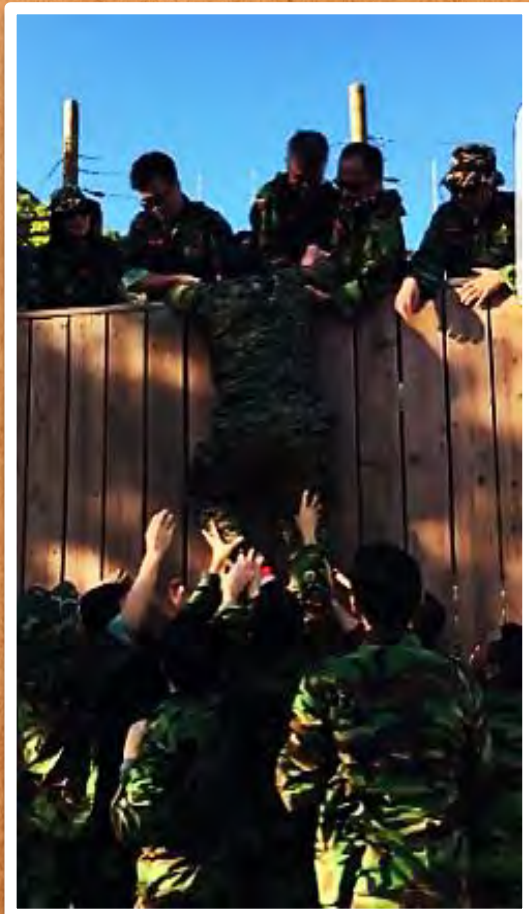
With our team's values "True GRIT and Reach Higher", we had a better planning for our strategies & tactics and created synergy on 2nd day, where the whole is greater than the sum of its parts. Properly managed teamwork maximized our strengths, bringing out the best in each team member which was a key element in all the activities, especially the one of "High Wall" & activities.

TEAM 5

Teamwork

In addition, the drill competition was also a good example to demonstrate our teamwork. It was challenging to tackle the skills, steps, commands in Korean within just 24 hours. Some fast learners were willing to step up in the front, being a bridge between our commander and team members, and transferred skills to others. We all satisfied with our performance at the end.

Teamwork kept us together as one unit and enabled smoother movement towards our goal and helped us overcome obstacles which we got 1st runner up finally.



#Bringing out the best in the team is the "High Wall"

TEAM 5

Teamwork

Teamwork Is Important To HKBN

HKBN seems to be a functional organization structure providing professional services by different functional departments. There is no doubt that our strongest LUCA is "teamwork" and it showed in our management trip absolutely (Example: 114 Seoulmates finished the puzzle box and vision tower games in short time). As Talents are committed to living by "TREE" when joining HKBN Family, "Teamwork" is our HKBNers' DNA to collaborate Talents to achieve HKBN core purpose "Make our Hong Kong a better place to live". It seems like Talents are xylem vessel to transport nutrients and water from roots to shoot and leaves. The "TREE" grows with you and me together under the mutually beneficial Mutualism. Today is more valuable than tomorrow. We strengthen our team spirit to face the challenge in future; we get ready to fight anytime anywhere (以攻為守...無得輸) by our strong HKBN Team.



#Salute to our teamwork in HKBN

TEAM 5

Sacrificial Spirit

Written by : Alan Li, Boris Yip, Cindy Leung, CY Chan, Evon Lau, Muse Mok and Victor Chiu

Share your knowledge and know-hows selflessly

Actively help others and take initiatives

Compromise whenever necessary for the good of the whole team

Reach out for others and make sure everyone is on track

Immerse deeply to think and work as a team

Follow orders and instructions so to synergize teamwork

Illustrate to members in need and guide everyone to the finish line

Collaborate with the team

Enlighten others to boost team spirit: Kevin Kwan, Trasan Shiu

Sacrifice by definition is for one to give up something to fulfill a bigger purpose. Giving up might sound negative to oneself but when you focus on the bigger purpose, it is by all means a positive spirit that we should demonstrate because at the end we will all win. Sacrifice is made from one's heart. It cannot be ordered. The wisdom of Henri Frederic Amiel explains it all, "sacrifice, which is the passion of great souls, has never been the law of societies.". That is also why only the most angelical and beautiful people sacrifice. And hence if we think more about sacrificing in the small ways, the world will become a better place where everybody is the angel.

TEAM 5

Sacrificial Spirit

The Best "Sacrifice Spirit"

Everyone in the team deserves credit for sacrifice over the "High Wall" activity as we all performed our roles and we never had any personal thinking on the climbing orders and methods. However, we deeply appreciated below teammates.

Teddy / CF / Victor --- heavy loading when we play the game and support team members to achieve the goal in the game of Over The Wall, especially Teddy & CF did not afraid that they would be difficult to climb the wall.

Boris --- takes care everyone during the trip.

How Sacrifice Spirit Can Apply To HKBN?

Sacrifice spirit in HKBN, we have mainly to divide into two markets. In residential market, we will increase price in broadband while aggressive in mobile-fixed bundles, need revenue/EBITDA growth. In ES, drop price to prevent upside revenue growth of all the competitors (mobile or fixed).

Working towards our Target / KPI even though there will be disagreement / compromise.

Everyone will give up their personal benefit in order to achieve company goals. e.g. Resources are limited and we sometimes have to put someone's ideas on hold in order to complete the major tasks, even that may mean more difficult work for those whose ideas have been delayed.

Everyone work with heart, it can make a better place to live in HK.

TEAM 5

Strategy and tactics

Written by : Adrian Watt, Charles Yeung, Eric Yim, Gary McLaren, Ivan Chan,
Kevin Kwan and Trasan Shiu

Our Strategy & tactics

'HAVE FUN' was our team's main theme. Special thanks to Boris, our General, we set our expectation without any pressure - this was our strategy to handle all challenges especially at the military base on the first three days of the trip.

Nelson Mandela said "it always seems impossible until it is done". With our "Have Fun" strategy, we were not taking ourselves too seriously on the final ranking. Re-calling all the activities we went through, among 20 of us, we all had different ideas and approaches towards all the tasks, but naturally we all came up with a single solution after many of the trials and errors (without any disagreement or argument during the process). We believe, our tactics were 'Try', 'Cooperative', 'Communication', 'Listening', 'Sharing', 'Synergy', 'Never Give Up' and the most important was 'Enjoy' the process together.

TEAM 5

Strategy and tactics

During wall-climbing, we noted the importance of sequence: who went up first, next & last. It couldn't be completed successfully without strategy and planning. For the balance game: heavy ones stayed in middle, others stayed close to middle, only one teammate moved to seek for final balance.

The team was led by a smart General and all team members worked together. We completed 8 out of 9 activities successfully on day 2. Although our team hardly got any points on day 1, unexpectedly we got first runner up finally.

Strategy & tactics in the team and in HKBN

At HKBN, we adopt the same tactics of trying, cooperating with each other and enjoying the process. We were not great at the start, but we started to be great. Being a young and fast growing company like HKBN, we do need to 'listen' and 'share' among the departments and team members with the mind set of 'Never Give Up' in-order to sustain in this challenging market now-a-days.

The management trip itself is a good example: Gather all point 4 and above to experience something special together, to know each other more, to build up trust, lead to higher efficiency and minimize internal friction, and to good results ultimately.

TEAM 6

Team Value : "Keep Fighting! Aim High!"



What is the one thing you will do differently after the trip?

- 1 Alvin Chan: Co-working, Co-winning
- 2 Amy Tam: More confident to achieve goals without hesitation
- 3 Chris Leung: Don't think so much and act, enjoy the process
- 4 CJ Tan: Be disciplined and focus - that will bridge the goals and accomplishments
- 5 Connie So: More confident to breakthrough comfort zone
- 6 Don Li: Start cooking in holiday

TEAM 6

Team Value : "Keep Fighting! Aim High!"

- 7 **Eddie Ng:** Fully warm up before practicing in any kind of sports
- 8 **Eleanor Leung:** Always aim high so that you can fly high
- 9 **Eric Ho:** Hope there is no war and no need for army in the world
- 10 **Henry Li:** Never limit yourself and try something new
- 11 **Kai Cheng:** Whenever new challenge (work or personal) comes, just try if it's under manageable risk
- 12 **Ken Shum:** Wake up early to exercise in the morning
- 13 **KP Yeung:** How much you eat, how much you order

TEAM 6

Team Value : "Keep Fighting! Aim High!"

- 14 Marco Li: Finish all the food on my plate
- 15 Monica Chu: Wear the beautiful Seoulmates apron when cooking
- 16 Priscilla Leung: Don't be a deadline fighter and wake up earlier to get myself read to accomplish the tasks
- 17 Ryan Li: Schedule ahead and plan in detail, you will be more efficient
- 18 Tony Chan: Fall in love with all military camouflage pattern
- 19 Vincent Wong: Executing like an army
- 20 Yoyo Ng: Will try things out of my comfort zone

TEAM 6

Teamwork

*Written by: Amy Tam, Eleanor Leung, Eric Ho, Henry Li, Don Li,
Monica Chu and Chris Cheung*



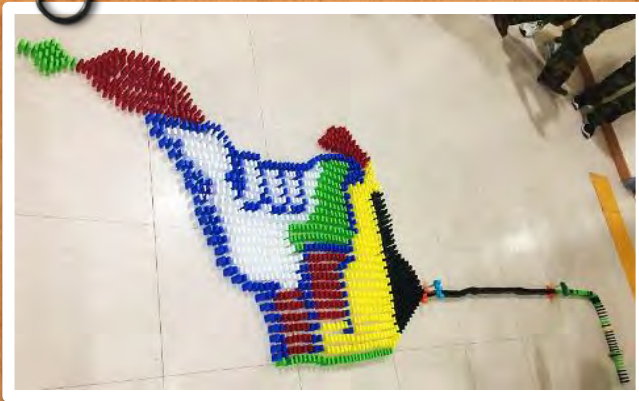
#Team 6: Keep fighting! "Arm High"

Once we knew Team 6 was formed, the General set up a whatsapp group to better manage communication amongst the team. Although at that time, we only had a name list without knowing each other at all.

With various team building activities, team members started to know each other more. Through sharing sessions, we were able to observe each team member's strengths and we appreciated each other; we achieved better collaboration and improved the team spirit "Fighting" throughout the trip. A close and harmonious relationship was established both during and after the trip.

TEAM 6

Teamwork



#Our Team 6 logo

Team 6 is unique.

Every morning during the trip, Team 6 was the earliest team to line up for the roll call. After the first day drill training at the military camp, we initiated the request for better Korean translation so that we could understand the instructions of the commander fully.

On the last day before leaving the military camp, to ensure that we would better equip ourselves for the drill performance, the whole team came down to the training ground half an hour in advance for more practice and better co-ordination amongst ourselves. On the same day, we were awarded as the most impressive team. Although this did not give us additional points for the team competition, the team spirit of "Fighting" and working towards the best outcome as a team were our most important motto which kept the team together.

Teamwork is important to HKBN

Teamwork is the key to success for HKBN. Make no little plans, they have no magic. Instead, make big plans together, aim high in hope and work. Teamwork is the source of strength which will always spring up if we always look there. We as a team should nurture our common dream together and bring HKBN to the next level of success!

TEAM 6

Sacrificial Spirit

Written by Ken Shum, Tony Chan, Ryan Li, CJ Tan



Sacrificial spirit will spontaneously prompt you to work harder and influence others because we are going to see the result.

A goal-oriented mindset is always encouraged by the sacrificial spirit.

For example, if you target to be a fit marathon runner, you have to wake up early to exercise in the morning over a long period of time. You dare to set this target because you are willing to sacrifice your sleeping time.

TEAM 6

Sacrificial Spirit

Written by Ken Shum, Tony Chan, Ryan Li and CJ Tan

Another point of view of sacrificial spirit is to place ourselves as a devoted team player instead of a leader for the sake of team benefits. As team leaders, we are used to give commands and provide directions. If we do not "sacrifice" our own perspectives for the team, hardly can we overcome the challenge of keeping the team motivated and move the boat to the right direction.



#We are ready to overcome challenges

TEAM 6

Sacrificial Spirit

Our team member Marco got a wounded left hand but he still actively participated in all activities at the military camp. He also took up the video shooting task for the team during our outdoor competition. I saw his painful face several times when unexpected hit on his wounded hand, however he tolerated and overcame it until the mission was accomplished. A genuine demonstration of "sacrificial spirit" and "team spirit"!



When this is applied to HKBN, sacrifice may mean to give up something that is valuable in order to help another person. From that perspective, we are always pioneers in doing good for a better all (rather than just for the maximum benefits of one) with our core purpose to "Make our HK a better place to live" - e.g. we have committed to setting a price ceiling for our 100Mbps residential broadband service at 1% of Hong Kong's median monthly household income.

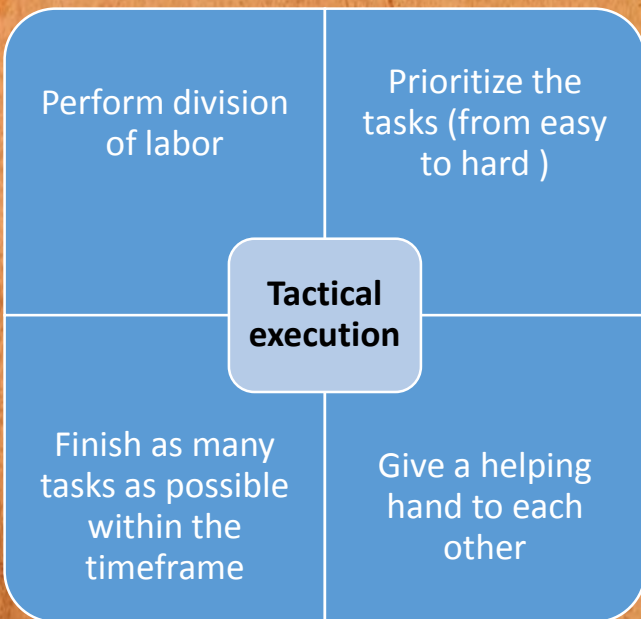
TEAM 6

Strategy and tactics

Written by: Marco Li, Yoyo Ng, Connie So, Kai Cheng, Alvin Chan
and Vincent Wong

Straight forward style

"Get the highest score in the competition by keeping our fighting spirit alive!" is our team strategy. Aligned with our team core values "Keep Fighting! Aim High!", we were determined to stick it out to the bitter end.



#We aim high



TEAM 6

Strategy and tactics

Are these strategies & tactics successful at the end?

Yes, spiritually! Though we recognized it was hard, we dared to try and even apply the "double up" tips in the activity that we had less confidence. We failed to double up our score in that particular activity but we demonstrated our "keep fighting" spirit. Tactically, we executed well as planned:



- For tasks that had restriction on the number of participants, team members demonstrated good initiative and coordination, according to our own capability and confidence levels, and participated in turn in different activities. Let the best performed their best.
- Tried all easy (non-physical) tasks as planned first, then those physically demanding and high score point games, so as to secure the base points for winning the competition.

TEAM 6

Strategy and tactics

Strategy & tactics are 100% needed in HKBN. With these, the team can work towards the same direction and get a higher chance of achieving our desire goals. For instance, mobile service is one of our hero products in FY17. We chose a smart way i.e. MVNO to deliver the service instead of making huge investment on self-own license and cell sites. Quad-Play is another excellent sample on our tactical execution. We changed the market norm, delivered the best value to the customer while facilitating our sales team to win the market share with a clear strategic plan.





Thank you

for understanding our "Seoulmates" and their amazing adventure.

Welcome to let us know your feedback or encouragement to our "Seoulmates"

Your Word

[Click Here](#)

The image features a camouflage pattern in shades of tan, brown, and olive green. Overlaid on this is a large, stylized graphic of a blue and orange flame or starburst. The word "Seoulmates" is written in a bold, blue, sans-serif font with a white outline, slanted upwards from left to right, positioned in the lower right quadrant of the image.

Seoulmates