

The Hong Kong Management Association Award For Excellence in Training and Development 2014 Final Presentation Seminar

The Ugly Duckling

Hong Kong Broadband Network Limited

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The Ugly Duckling



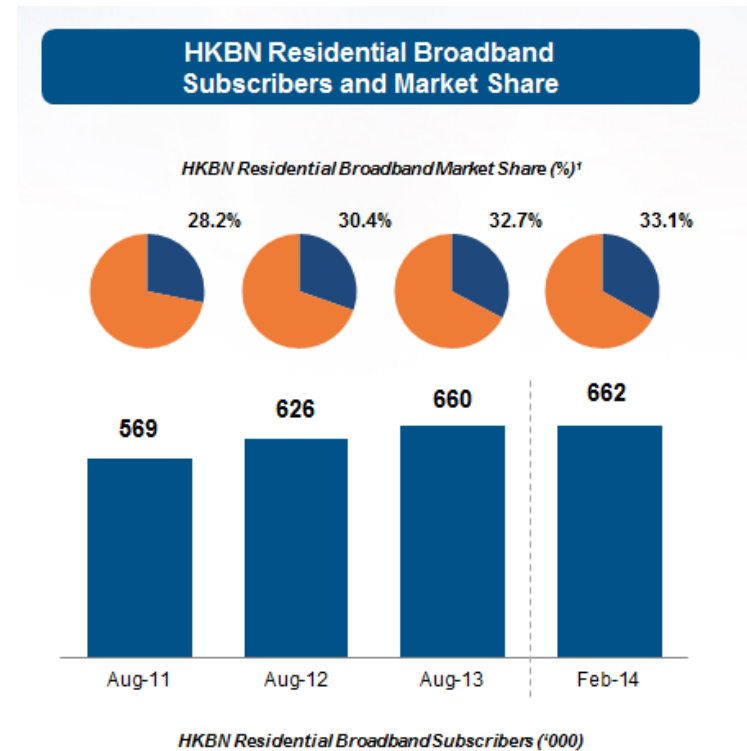
The Ugly Duckling



Hong Kong Broadband Network



- **Market leader** of residential high-speed broadband service (100Mbps and above) in Hong Kong
- **3 Highs & 1 Low**
 - High service revenue growth
 - High EBITDA growth
 - High subscription growth
 - Low churn rate



Who is the Ugly Duckling?

- CPE= Residential Broadband Installation Technician



CPE...What Comes to Your Mind?



*Blue-collar
Technicians*

Non-degree Holder

Unpleasant Odor

HOW?



Expectations to CPE



*Know your telecom
needs
(Customer-IN)*



*Eliminate future
technical problems
(Fortune Teller)*



*Provide long-run
solutions
(IT Consultant)*

Certified Professional Engineer (CPE) Certification Program



Objectives of CPE Certification Program (Competency-based)



- Enable CPE to exceed customers' expectations
- Engage our CPE
- Establish CPE professional standard for HKBN and potentially for the industry
- Generate positive business impact

Approach of Transformation



Fun



Engagement



Professionalism



Recognition

Bring up Service Level with Fun!

Organize **Twice**
a Year

One-year Validity

Fun



Certified
Professional
Engineer

Level 3: Professional

- Offer helpful suggestions to “WoW” customers

Customer Service



Certified
Professional
Engineer

Level 2: Advanced

- Observe and proactively communicate with customers and exceed their expectations

Technical Skills



Certified
Professional
Engineer

Level 1: Sound

- Understand and satisfy customers' needs

Product &
Selling Knowledge

CPE-oriented Training Approach

Engagement

- Role Play



WoW & Customer-In Professionalism

Customer Service

- * Customer-In post training test score
- * Quality score
- * On-site assessment service score
- * No. of compliments (40%)

Technical Knowledge

- * On-site connectivity score (25%)
- * Network post training test score (25%)

Product & Selling Knowledge

- * Product knowledge test score (10%)

Assessment period: September – December 2013



Memorable Graduation

Recognition



William Yeung, our CEO, presented Gold Awards to the CPEs who attained Professional Level



We had our first graduation ceremony in April 2014!

Multi-stakeholder Involvement



CPE Leaders – Coaches & Assessors



Famous Network Consultancy



Quality Management – Product & Selling



performing dry... ultra-cool!

No Odour!

No Sweat!

Dri-fit polo shirt designed to keep the engineers feeling cool & dry while installing broadband network at customers' homes

Lab test on dri-fit material		
	HKBN custom uniform	Dry-fit shirt of a famous Italian sport brand
Wicking rate (Water wicks up after 60 minutes)		
Lengthwise (cm)	12.3	6.3
Widthwise (cm)	13.5	9.3
Drying rate (after 60 minutes)	45.6	41.9

The higher the rates, the better performance the fabric has.

HKBN Fiber Sneakers
Lightweight Adidas Climacool running shoes complete the full gear of HKBN engineers, giving them maximum comfort and enabling them to walk or run fast

Cargo pants made in stretchable cotton to allow fast and free movements

Retail Marketing – CPE image

Outcome of Transformation



Surge of compliment letters from customers

- 2012: 12.3
- 2013: 44.5 (+262%)
- 2014: 67 (+445%)

且熱心服務，技術了得，他不曾貫徹 Order 工作，而是站在客戶角度去思考，他經過一輪考察及嘗試之後，告訴我們可以經電話線由門外一直拉暗線入屋到位。一個多小時，周先生已經完成所有服務，效率高，效果好。

非常感謝周先生的熱心服務，亦感謝 貴公司培養了一批高技術的技術人員，你們的付出，我們感受得到。

在此祝 貴公司業務蒸蒸日上，繼續維持以客為本，高質素的客戶服務。

鄭太

and in a friendly, polite and helpful manner and finally successfully solved the problem of telephone. Epecially, he explained to me the difference between pulse and tone system of telephone. Both systems also suit for my pulse telephone.

I would be grateful if you could forward this message to him. Hope your company keeps up with good customer service and staff training.

服務，比下世个螺業也和我
丈夫之電腦白痴的幼稚問題
很有耐性地逐一為我解答
對於用寬頻上網方面亦為我
一對在學子女提供宝贵意見
而且他工作态度良好，耐心，有耐
性；實為貴公司之福。希望藉此能
給予上述技術員表揚和讚賞。
『用心關懷，用行動照顧』

Business Impacts



Installation Completion Rate

2012: 92%
2013: 94% (+2%)



Sales Revenue

2012: HK\$149,543
2013: HK\$172,867
(+16%)



CPE's Participation in Learning & Development initiatives

CPE vs. Infrastructure Technicians: >24%

Learning Impacts



*Recognition drives
motivation for service
excellence*



*Easy
Talent management*

CPE is a Swan



*CPE is born a swan
not an ugly duckling*

Thank You