



ANNUAL EXPERIENTIAL MANAGEMENT TRIP 2017

STREET FOOD MARKET



Ho Chi Minh City, Vietnam



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Tour Highlights



“Leading disruption” may sound like a buzz word, but at HKBN, we work to ensure our leaders can disrupt the status quo through actions rather than words.

This year, we named our annual management experiential offsite trip as “**InnoVIETour**”. Our aim is to demonstrate our innovative and disruptive spirit in a place where we are not familiar with, Ho Chi Minh City (HCM) of Vietnam.



Part I – Disrupting the “Ben Thanh Street Food Market”

This year, we sought out a location where our management team would have the chance to run businesses that already exist; indeed the disruption began long before this 4-day trip even commenced. Our pioneer team flew to HCM to negotiate with potential business owners to allow us to run their businesses; this was no easy feat because our proposition meant their businesses could be at risk of losing revenue or customer trust if we did our jobs poorly. After several rounds of negotiations, we finally secured 10 stalls in the famous “Ben Thanh Street Food Market” to work with us.



Our 104-strong management team arrived in HCM with one aim: to come up with disruptive ideas so business revenue at Ben Thanh would increase, not only for that day, but well into the future.

By visiting the food market, meeting the business owners, and listening to customer feedback, our 10 different teams came to understand the businesses and then put together their business plans, ideas and were ready to rock at the food market. With just 4 hours, our target was to boost revenue for all 10 stalls. On top of running around to operate the stalls, through advertising, bundling, bartering and many other different business and marketing strategies, we attracted more customers to spend money at our stalls.



The result? Overall, we brought about a 44% rise in total revenue for the 10 stalls, compared to their usual daily turnover. We have imparted our ideas for the businesses so they can expect better business in the near future, and hopefully, by injecting HKBN's disruptive spirit, they will be inspired to continue innovating in ways that would help grow their businesses further.

Part II – The Purpose Migration Sharing by John Wood

During the trip, we also invited John Wood, the Founder and Board Co-chair of Room to Read, an organization which believes world change begins with educated children, to share with us his life journey after departing Microsoft to change the world as well as the "Purpose Migration" that is happening around the world.

John runs Room to Read with a disruptive mindset to attract donations from around the world and make sure those donations are spent efficiently.



His mission to grow the number of libraries in developing countries and educate more than 11 million children, at a growth rate faster than that of Starbucks outlets, proved that collected donations have been well spent. His research on making Purpose-for-good-cause the competitive advantage for a business, aligns very much with our Core Purpose to “Make our Hong Kong a Better Place to Live”. Through his sharing, we’re more motivated than ever to merge purpose with our business, a transformation which could be extremely rewarding in the future, for our business and the community.



We were extremely pleased to have raised US\$67,000 from HKBN managers, sufficient funding to build a school and provide 1-year of learning for 107 girls.



By providing first and second graders in low-income countries with quality, engaging children’s books in their language and at their level, Room to Read aims to put them in the best position possible to develop the skill and the habit of reading.

Part III – The HKBN “Vietnamese” Orchestra

During our final afternoon in HCM, the whole team visited the “Ho Chi Minh City Conservatory of Music”, to experience the charms of Vietnamese culture. Splitting into 7 different teams, we learned to play traditional Vietnamese musical instruments, including Drum, Mono Chord and Ruan. After 3 hard hours of training, we managed to perform the Vietnamese version of a popular Chinese song at our gala dinner, marking an end to our management trip with traditional music and plenty of fun.



To conclude, this is the first time we’ve incorporated an element of leadership development as a theme for our management trip. The introduction of Purpose Migration also provided us some food for thought in our strategies and operations so we can further bolster our desire to become purposefully profitable. Overall, the trip has been proven successful by the active participation and great results in the food market.



In just 2.5 hours, we learned to play traditional Vietnamese musical instruments.

Our Gala Dinner at Reunification Palace featured a fantastic orchestral performance by the entire management team.



Thank you, team, and see you next year!

Itinerary

16 - 19 Oct 2017

Day 1

- Inspirational sharing by Kenny Lam, a Chinese Vietnamese entrepreneur, on disruptive innovations in Vietnam
- Prepping to disrupt the Ben Thanh Street Food Market by identifying the team strengths, doing food stall analysis and site visit

Day 2

- Ideating the prototype of food stalls after listening to customer feedback
- Challenge in action – aiming to boost food stall sales in the evening

Day 3

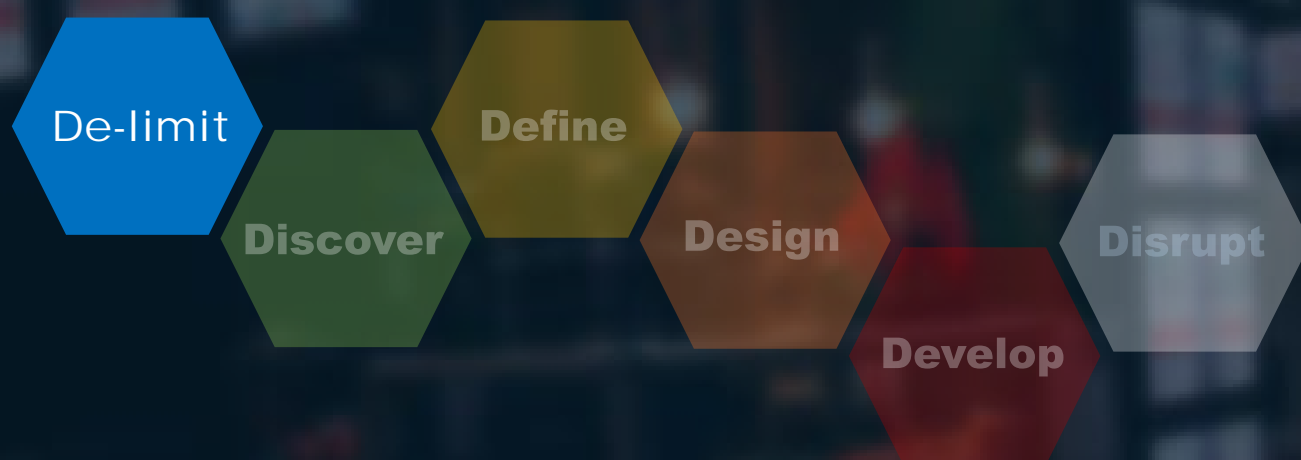
- Purpose Migration, a sharing session by John Wood, Co-founder of Room to Read
- Learning to play traditional Vietnamese musical instruments at Ho Chi Minh City Conservatory of Music
- Gala Dinner at Reunification Palace

Day 4

- Quilt Making at Mekong Quilts
- Free time for shopping and sightseeing

Disrupting “Ben Thanh Street Food Market”

To lead disruption with maximum impact, we applied design thinking to ensure all the disruptive ideas or solutions generated are based on customer needs.



DE-LIMIT

ELIMINATE

- ASSUMPTIONS
- BOUNDARIES
- CEILINGS

To eliminate assumptions about running our food stalls, we invited Kenny Lam, a local Chinese Vietnamese entrepreneur to share with us Vietnam's social and economic transformations in recent years.

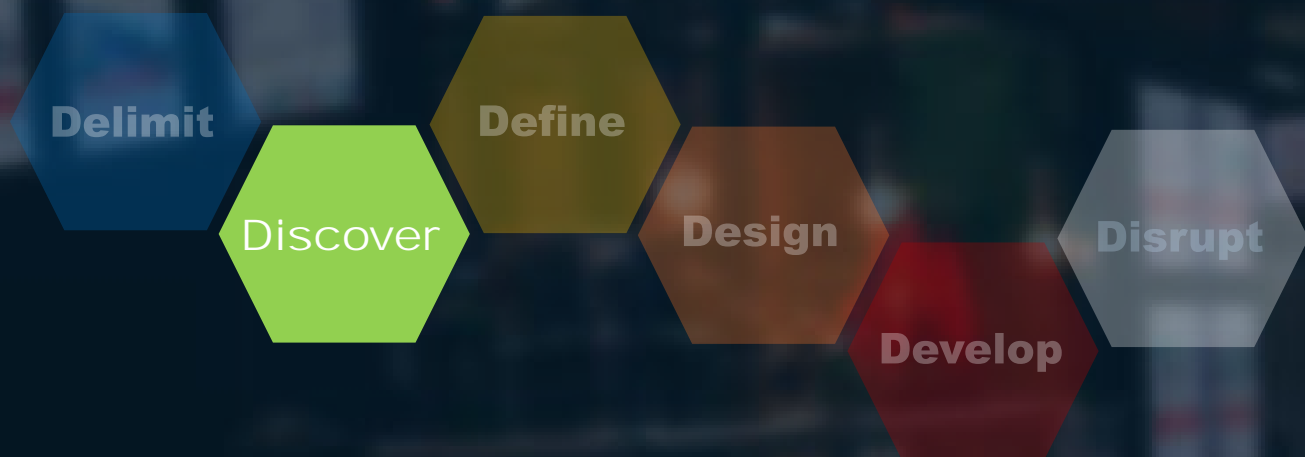


Kenny Lam explains how Vietnam has changed in recent years...



Everyone was eager to learn about the business environment in Ho Chi Minh City...





DISCOVER

OUR TEAMS' STRENGTHS

Before generating disruptive ideas, it is essential to discover and leverage each team/teammate's strengths. Thus, we hosted an activity called..."team status, 'Pho' real"



Start by identifying
each teammate's
strengths...

1

Explore other teams'
strengths...

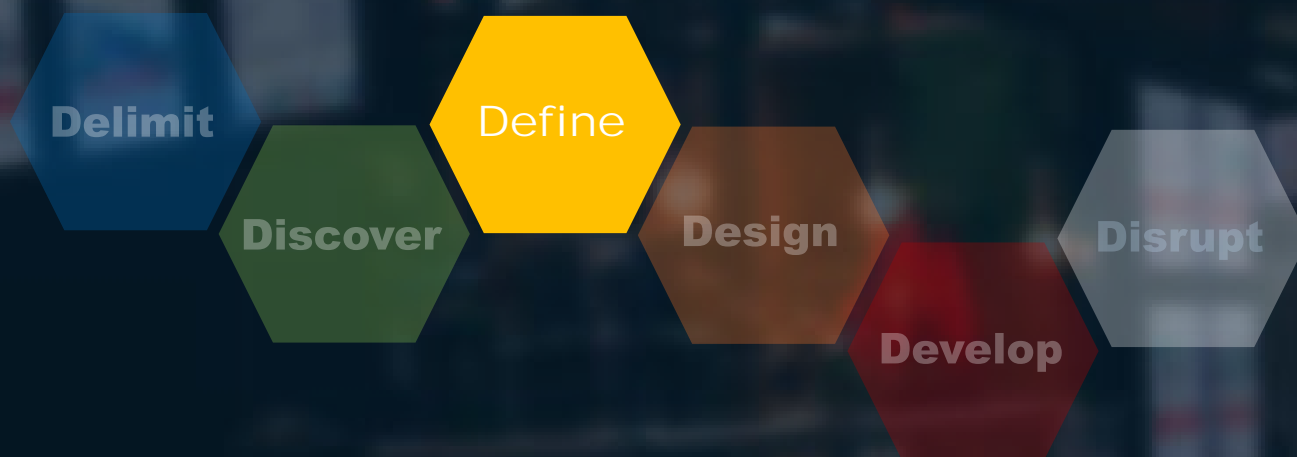
2



Presentation on team
findings...

3





DEFINE

POTENTIAL CUSTOMER NEEDS,
OPPORTUNITIES & RISKS

Data analysis and 2-way feedback helped us define customer needs...



Each team picks its food stall by lucky draw!

Analyse the food stall
profile and the
surrounding
environment

Feedback time

Cheer our
teammates on!



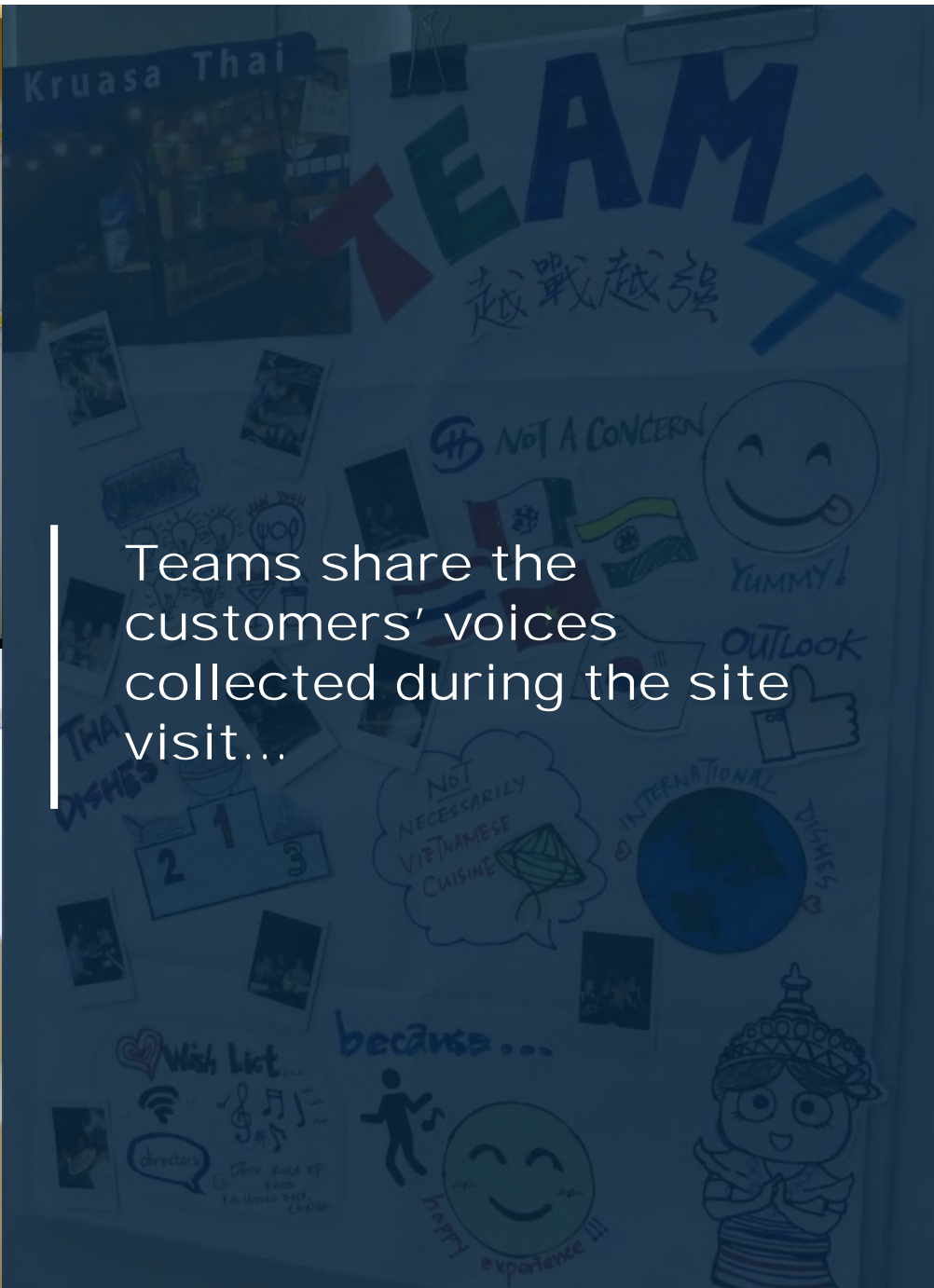
Listening to customer feedback via a visit to the food market...

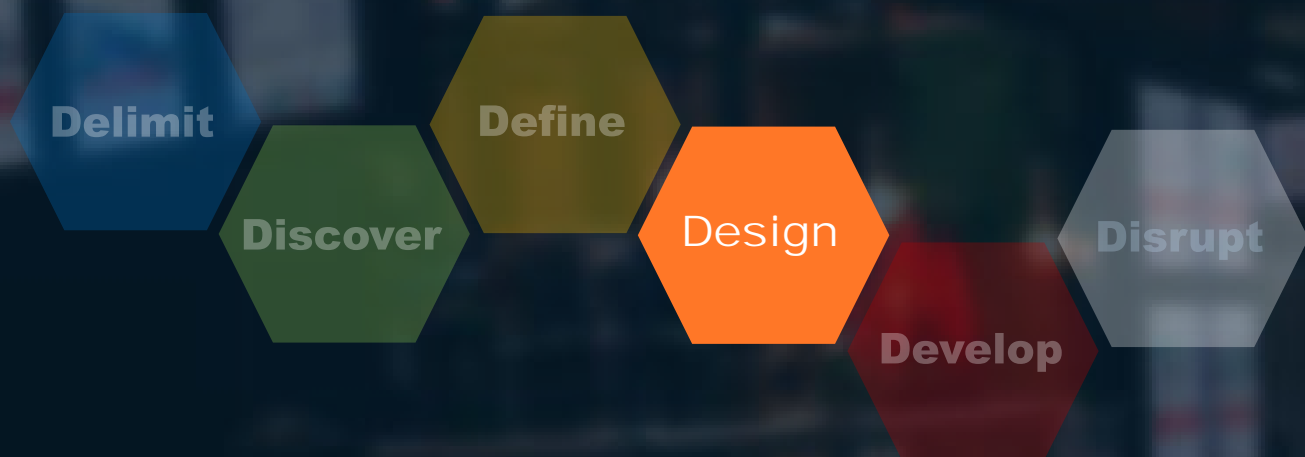
Interview potential customers to understand their needs



Visit the food stalls to review their daily operations

Teams share the insights gained from hearing potential customers' voices with each others...





DESIGN

OUR LUCA, STRATEGY AND
BRAND

After identifying the customer needs, it's time to start the strategy development based on each team's strengths and customer feedbacks...



Teams pitch disruptive ideas for the judges in an effort to secure more resources to operate their food stalls

Leverage our ingenuity to design better solutions and better branding...



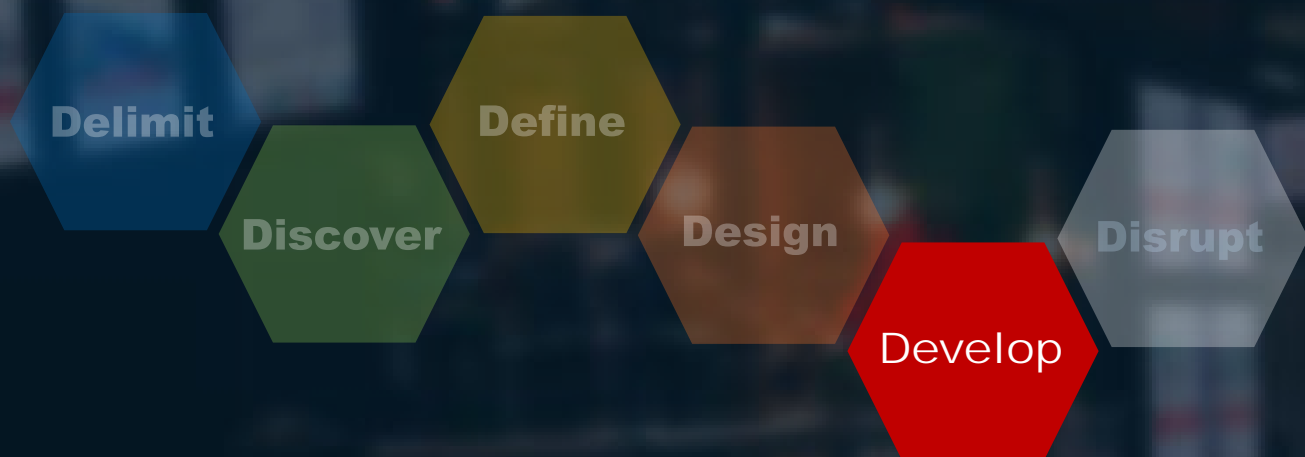
The team prepares eye-catching hand-made promotional collateral to elevate business appeal



Re-design the menu into an attention-grabbing one



Team uniforms show our unity



DEVELOP

OUR WOW SOLUTIONS

It's show time! We begin running our food stalls with our “WOW” solutions...



Each team tries its best to promote its respective food stall on the street



Free sample tasting is offered to attract customers



We jumped in as chefs to help cope with the overwhelming number of orders

Impressing customers with our “WOW” solutions...



Tourist info service comes free with each order of food



Offering up a free pint of thirst-quenching beer



To attract more business, food combos are offered at a special discount

Our show time! Start to run our food stalls... with our “WOW” solutions...



Proactively introduce our signature dishes to customers



Free photo taking service to help customers record memorable moments



Thoughtful free delivery service is a key to win customer hearts

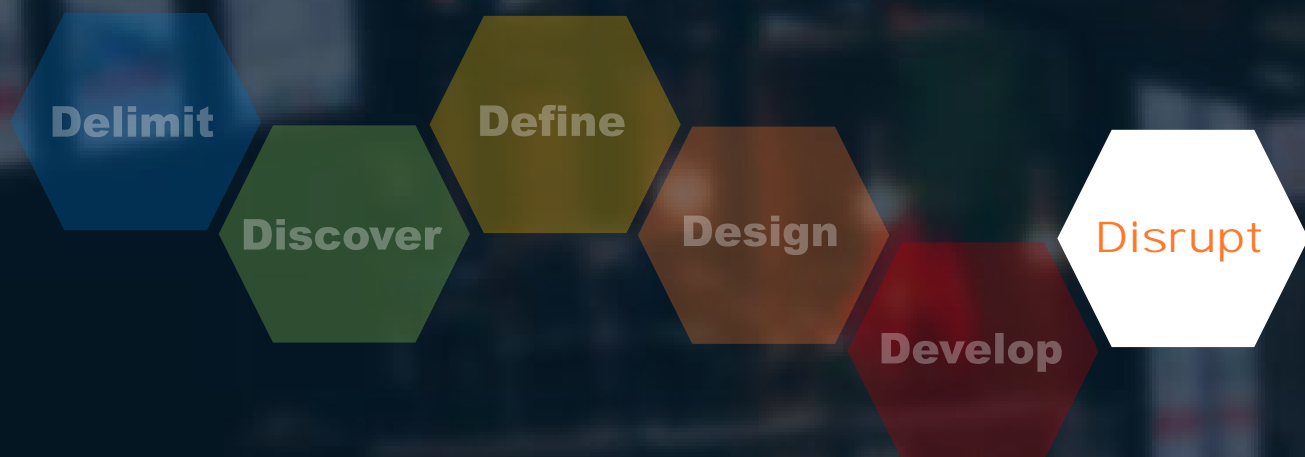
With our help, total revenue for the food stalls surged 44%!



Gosh! We earned lots of money!!



We all did it!
Great job, teams!



DISRUPT

OUR HKBN, HK AND BEYOND

“Proposal on strategy to lead disruption”
Applying lessons taken from Vietnam to our daily operations

Team 1 Proposal on Strategy to Lead Disruption

We resolved to identify a heroic product instead of promoting every product without strategic planning. After the site visit, we found that our food stall was the only one selling Korean food in this Vietnamese food market. The most attractive and profitable product of the stall is a special Korean ice cream which we saw this as a LUCA (Legal Unfair Competitive Advantage). Tourists want to try new things and have extraordinary experience. This made us stand out from traditional Vietnamese food stalls. Our strategy was to focus on and amplify our LUCA. If customers want to buy ice cream, they should first think of us. We transformed this special ice cream to be our heroic product by implementing the ideas below.



1. Rename the product with an easy to remember name "J-Cream". This help describe its shape, its nature and arouse customer's curiosity
2. Provide photo frame props for customers to take photos with and offer J-Cream DIY service to enhance customer experience
3. Increase the shop and brand exposure via online and offline channels to help sustain the stall's long term business development (provide photos frame foam boards for customers to take photos and share online)

The result was great! Sales of J-Cream doubled and its profit margin increased by 25% on that night. We have summarised our success factors as below.

1. We identified and understood the strengths & weaknesses of the stall with our marketing sense
2. The special look of the ice cream and the prime location of the stall (at the market entrance)
3. We maximized the use of existing resources and were able to figure out hidden / potential resources around us
4. We successfully convinced the stall owner to step out from his comfort zone (e.g. finding other ways to get around with the store design limitations)
5. We put ourselves in customers' shoes throughout the entire purchase journey, and improved the overall customer experience

One of these strategies has already been applied to HKBN. We launched one of our heroic products recently, Wi-Fi Concierge. This product has been renamed 3 times before it was finally named as Wi-Fi Concierge. The reason why we renamed the product was to make sure that customers can understand both its functions and purpose immediately by its name. Strong brand association is an important element in branding and marketing.

Also, we could apply what we learnt in Vietnam to HKBN and make real impact to our business.

1. We should proactively and responsively find a window of opportunity to make real impact
2. We should identify the 'sweet spot' that can differentiate HKBN from competitors
3. We can further encourage up-take and retention of our service and enhance customer experience by introducing quad-play offers and bundling new services

Just like what we did in Vietnam food market, we can conduct surveys to know our customers' behaviors and preference better. Through field visits, we can feel the real competition among the market. We could also make reference to competitors' customer experience so as to help us avoid the pitfalls that others have already experienced. Out of the box thinking (e.g. promotional materials) can definitely help boost the business. We should understand our customers, competition and create superb value offer that cannot be imitated by other competitors.



Team 1 Reflection Quotes

Close interaction with customers with cool marketing tools help drive our businesses.

Matthew Lam

To choose the right products and services are the critical factors in business success.

Chris Chow

Frontline and backend teams fully supporting each other is the key to our success.

Calvin Ng

Get around with the rules rather than strictly following the rules.

Andrew Wong

We saw how businesses can grow and change with outside entrepreneurial thinking. At HKBN we need to embrace new ideas that will keep us growing and avoid being weighed down by legacy thinking.

Gary McLaren

We are team One Run Won. We can be Number One, Run the talk and Won the market ultimately.

Carol Lai

Find the uniqueness and do it uniquely.

Kenji Lam

Understand the market, know our customers, develop our products and implement the plan. If it doesn't work, back to step 1 and rethink about it to create something new.

Rex Hui

Understand the market and listen to customers' voices to understand what they need. Find the "sweet spot" to fulfill customers' needs and WOW the market

Elaine Lau

Strategies can be smartly fine-tuned to cope with the market needs

Jethro Au



Team 2 Proposal on Strategy to Lead Disruption

We were the only food stall selling authentic Vietnamese pho and rice rolls in the food market. We introduced jumbo meal sets to ease the pain of the customers wavering from too many options, bringing convenience to customers and multiplying revenue.



Food uniqueness is our competitive advantage. We created value to our products by offering bundling flexibility and simplifying customer consideration process. We converted our strategic pricing model and marketing ideas into actions, then eventually doubled up the stall's revenue.

We believe old ways won't open new doors. We wowed our customers by:

(1) showing value - we are unique and different from others

(2) turning our weakness into strength. We do what our competitors don't

(3) creating good customer experience by exceeding their expectations



Team 2 Reflection Quotes

“Always put a smile on your face, and your sincerity will help boost the sales.”

Kelvin Lai

“Don’t just plan. Just do it to find out what is missing and then improve afterwards.”

Cindy Leung

“Put ourselves into customers’ shoes, to review the business through the eyes of an outsider.”

Charles Yeung

“The best way to success is always focus on customer (included the food stall owner) experience! Moreover, focus on our goals and commit to excellence”!

Sharon Pang

“We learnt 1 golden rule of business: Step in to experience first, money comes second.”

Tony Chan

“Before disrupting the ‘market’, we have to understand the ‘market’ thoroughly from different angles!”

Ivan So

“Always think as an outsider on how to disrupt the market.”

Mikron Ng

“To be successful, set clear goals and align the sense of ownership across the team.”

Steven Yau

“We managed to convince the shop owner to give up the a-la-carte menu and go for a great Jumbo set. Amazing results achieved not by coincidence but by our sweats, determination and hard work! ”

Regina Auyeung

“Over-promise & over-delivery is the only way to beat your limitations.”

Vincent Wong



Team 3 Proposal on Strategy to Lead Disruption

“FAIR” way to lead disruption

Figure out basic information

= Know our strengths and weaknesses

Attainable targets = Clear goals for your team

Innovative = Positive thinking for change

Relevance = The pain/GAIN factors for your tea



- **ONE of the LUCA, innovative strategies or success factors of our team's food stall**
 - SEN Herbal Drinks, our team's food stall that sells drinks with handpicked natural and healthy ingredients, was the David in the food market to fight against Goliath - beers and BBQ food that most tourists go there for.
 - After drink tasting during our site visit, we were delighted by its Lotus Seeds Smoothie for its soothing taste, unique local ingredients, and high profit margin which doubles that of other drinks. We then thought about the ways to make this hidden treasure stands out on the menu.
 - To let people understand that this special drink is beneficial, we had to provide more information and offer sample tasting to help build the brand of the stall.
- **How can you apply it back in HKBN to make real impact?**
 - When we started to run the business, we heated up the competition around our stalls. This showed our strong ability to influence others and create an aggressive competitive environment. Similarly, our mobile service has already made an impact on other competitors. We have also launched the Wi-Fi Concierge to hit our non-fibre coverage areas. Let's demonstrate our ability to make more impact to the market with our disruptive HKBN services in different areas.
 - Market changes fast. To be able to adjust our strategy according to customers' needs, we have to understand customers better. We should listen to their feedbacks and comments through various channels including online and social media platforms.
- **What can we enhance to Know Our Customers better or Wow Our Customers further?**
 - In Vietnam, we did some researches on peak time transactions and customer behaviour. However, we could have done better by understanding the stall owner's or salesman's wish list. Back to HK, we should listen to different voices in order to understand our customers better.
 - For some selective large corporates and wholesale customers, we can understand more of their needs and provide immediate support by assigning our sales representatives to sit at their offices. This also help make the customers think about us once they have sales enquires.
 - Wi-Fi Concierge is a good product to provide services including telephone and Wi-Fi services without coverage constraints. Can we "wow" our business customers by offering them Wi-Fi-Concierge service in areas without our coverage too?



Team 3 Reflection Quotes

Although we were together in Vietnam for only a few days, great team spirit has already built. We can hit our targets. Sure win!

Dick Chau

Success always comes with our can-do attitude and passion!

Kathy Wong

Ensure our strategy is dynamic and flexible all the time as the market changes fast.

William Kwan

Team work enhance efficiency and productivity. Once We have difficulties, we should seek assistance from teammates.

Jacky Mei

Think and act out of the box. Win through collaboration with partners. Don't stay in our silos.

Adrian Watt

Positive attitude and passion can influence your partners and customers.

Stephen Kwok

The harder you work the luckier you get

Eric Ho

Don't be contented with the temporary success of one innovation. Others may copy and execute even better. Continuous advancement is the key to success.

Mingo Tsang

The ways we look at things change, the things we look at change. Once our team recognized our strengths, we started to thrive.

Vicky Chiu

A disruption to stability is sometimes necessary for growth!

Marco Li



Team 4 Proposal on Strategy to Lead Disruption

- 越戰越強
 - 創意無限，越戰越強



Nowadays, the dynamics of reaching out to customers keep changing, technology shifts speed up the demand for new products and innovation, but the basics shouldn't be ignored - understanding our customers in depth is a key to success.

In the pre-game survey, we spent significant time to listen to the feedback of visitors. They expressed that there was not enough information about the food market. A directory or a guide introducing the stalls, cuisines and dishes in an understandable language may help. To cater this, we designed a leaflet for our stall with a simple map highlighting the stall location, special promotions and photos of the signature dishes. The leaflets were not only designed and used for the game that night, but also for their on-going operations so as to help bring in more income in the long run.

From the game, we understood the importance of clear and up-to-date information to the customers. Have you ever experienced this: you want to know the latest offer of mobile or broadband services, but there isn't a shop nearby. You are aware that there should be a pool of one-street sales representatives in the vicinity, but how do you know their exact locations? We have an idea! Imagine this - every direct salesperson has a GPS locator, customers can locate the nearest available salesperson or shop through a mobile app, so that they can contact the salesperson and register for the services. Isn't that a convenience? This also help speed up our engagement process.

To understand our customers, we need to put ourselves in their shoes. Approaching customers via our frontline channel is one way, learning customers' concerns through business partners and friends around us is another.

Starting today, stop doing business behind closed doors. Let's reach out to the customers!



Team 4 Reflection Quotes

"If you focus on results, you will never change. If you focus on change, you will get results."
"It isn't how we make mistakes, but how we correct them that defines us."
Ryan Li

"Step outside of our comfort zone - the best idea is only good when it is implemented."
Rachel Chan

"Successful purpose-driven companies are those who can mobilise Talents to share the same business and social values. A company's purpose should not simply be a pretty motto, but rather a set of rules of practice and actions to create economic value while addressing social responsibilities."
Loretta Ko

"To be successful in meeting the purpose-driving targets, I would focus on the areas in which I'm specialized. I would be flexible and passionate to meet with the challenges in this ever-changing world."
Raymond Ho

"Have a versatile mindset that runs like fluid and knows no bounds. Execute like solid and incorporate PURPOSE!"
Ringo Leung

"Creative & adaptive thinking is the key to fill the gap between plan and reality."
Danny Li

"Living your life and work without PURPOSE is meaningless."
Benny Tang

"Figure out our unique element in the market and let it become our LUCA, this is the key success factor."
Janson Tam

"Key element to reach your Purpose is 'HAPPY' - Hard work, Adjustment, Passion, Patience, and always Young at heart !"
Dominic Law

"Rather than skillsets, mindsets are more powerful to contribute something positive to the company and the world."
Karen Chan



Team 5 Proposal on Strategy to Lead Disruption

越，飛翔



- 「LISTEN & RESPOND」
- 「INNOVATION CAPABILITY」
- 「WILLINGNESS TO CHANGE」

These were the exact attributes of our food stall that lead to success! Customers’ needs are certainly the most important factor in business and we understood “SEAFOOD + Beer” is popular in the market. Thus we focused on promoting our signature “Seafood + Beer” set instead of selling a lot of different dishes. We also offered food tasting to new customers so as to expand our reach to more target customers. This new solution which we brainstormed was the key to achieve our business goal.

Don’t set any boundary! We believe in our HKBN LUCA and get well prepared to be the no. 1 telecom operator in market.

Customer analysis is important to know our customers. This is the foundation of every innovation. It also helps us find new ways to “WOW” our customers easier through predictive and targeted marketing and servicing.



Team 5 Reflection Quotes

The power of
“Purpose” and
“Teamwork”
lead to our
success!

Alex Chu

Follow your dream;
even you have to give
up the bucket of gold
in front of you.

Ben Hui

There's no luck in
business. Driving
innovation is the
key to win.

Carrie Leung

“Purpose” ,
“Listening”,
“Scaling” and
“Innovation” are
the key to success.

David Wong

Innovation is
the key to
success.

Don Li

Innovation, two-way
communication &
teamwork are
important to us.

Esmond Yuen

Always understand
customer needs and be
agile to meet their needs.

KP Yeung

Innovation in business is a disruptive
business model (e.g. barter deal, food
combo offer) or commitment (e.g. 14-
day cooling off period, free food tasting)
that redefines the market standard and
becomes our LUCA.

Gary Leung

Test, measure, learn.
Then scale to WIN big!
That’s the power of true
agile.

Samuel Hui



If there isn't a rule to
success then why not
follow your heart.

Sierra Ma

Team 6 Proposal on Strategy to Lead Disruption

How can we offer a special and unique solution to run a food stall selling traditional Vietnamese spring rolls? It is a really big challenge to us. However, we were able to make it at last and this experience gave us some insights.



Customer needs

How do you get information regarding the market and customer needs? How can you apply the right strategy to generate profits? We believe the answer comes from the customers. We just need to ask and listen to their voice with our heart. We got some really useful information from our survey, such as customer types, their preferences and their reasons for visiting. These answers formed the blueprint of our strategy.

Strategy

One of our LUCA was the DIY experience offered to customers/tourists which allow them to make their own spring rolls and take photos with their finished product. This enabled them to have an understanding of this traditional Vietnamese snack and more importantly, to create valuable memories for customers.

Selling the food/product itself is not enough. Creating a delightful atmosphere and shopping experience to “WOW” our customers not only attracts first-time buyers, but also enhances after-purchase happiness and enjoyment so as to encourage repeat purchases and help increase profits.

Team Morale

It was important that we had a common goal and commonly-agreed strategy. We motivated each other and fought towards the same targets. That’s why high morale and effective execution were vital as well.



Team 6 Reflection Quotes

"Leading disruption is an exhilarating shortcut to success and it's a powerful tool to bring in higher customer value and impactful outcome."

Fantastine Shum

Customer satisfaction is essential to boost business and profits in the competitive business environment nowadays.

Alex Chow

Understanding customer need is very important.

Queenie Chan

It's a very good experience in running a food stall. It's a two-way learning. Hope we can bring positive impacts to the food stall.

Boris Yip

"Wow" customer experience – we showed customers the way to make a spring roll, and then let customers make their own spring rolls. Meanwhile, we helped customers take photos/videos to record the process so that customers can share with their friends afterwards.

Karina Tsoi

Do it or not, there's no formula that guarantees success. However, walk the talk is the key to achieve success.

Ken Kwong

We must get ready to learn new skills when enter a new business area.

Peter Tung

Seeing customers' happy faces when we serve them well is the best reward we can ask for.

Billy Yeung

Listening, thinking and observation are the important factors in formulating strategies.

Jacky Lo

We demonstrated how innovative we can be when working as a team, no matter during musical performance or running business. Awesome!

Ben Yeung



Team 7 Proposal on Strategy to Lead Disruption



GAIN? pain?

To prepare for our business, we spent a day in making promotional materials, selecting 3 winning products, designing brand new menu and developing a strategy by offering food tasting and free delivery/free drink if a customer spends over a certain amount. Eventually, we increased the revenue by 50% and hit a record high turnover. Credit of this success has to be given to our 10-person super salesforce, the Fantastic Ten! At the first hour of business, we had already met 50% of our target. However, our idea was quickly copied by some of other food stalls. Although we have tried other ways such as food delivery or bundle package, sales turnover just increased a bit.

Ease your pain and maximize your GAIN

We learnt that even we are the first one to adopt a winning strategy, but if it is easy to be copied, our success would not sustain. We were the first one to hugely promoting beer to customers who were trapped in the market due to heavy rain. Later on, other stalls copied and proactively promoted their drinks around the food court. Our revenue dropped a lot. After review, we know we should have focused on promoting beer much earlier before the unfavorable factors kicked in.

Winning Factors

Enhancing customer experience, boosting repeat sales and moving faster are our LUCA. “Speed to the market” was deeply rooted in our minds. Whether we had fun or pain during the process, it was more about how we stayed optimistic and managed the unexpected changes in life/business. Whether an innovation is small or big, we have to start it today no matter how successful we were. Wisely applying innovation in different areas will make us stay ahead of the competitive market.



Team 7 Reflection Quotes

Proactively engage customers outside our comfort zones (stall area) for the best result!

Alan Li

Analyse current situation is very important to formulate improvement plans.

Shan Tam

Team work & good planning can make a big change in business. We brought 50% revenue increase to our food stall during that evening through our team cooperation and good preparation.

Andy Lau

Understanding targets, reviewing situation and implementing a contingency plan can definitely help the business...

Jacky Chan

Offers bundle set (food + drinks) to customers and create new values. It is just like HKBN offers quad-play bundles and brings better values.

Sam Leung

Sell the right thing at the right time. Upsell customers.

Winnie Hung

Improvisation is as critical as good advanced planning in closing more sales.

Germaine Choi

A good strategy with execution plan is very important. However, most of the time, the winning key is to remain open-minded and stay flexible for any unexpected changes.

June Lam

Aim high and achieve high. Never satisfied with status quo. Be a limit breaker.

Stephen Lui

You will never lose when you run faster than light! Think big, celebrate early success and move fast!

Van Leung



Team 8 Proposal on Strategy to Lead Disruption



In order to boost sales of the food stall and disrupt its business model in the long run, we interviewed some stall owners and carried out questionnaire survey with customers. Then, we proposed the ideas below:

Firstly, we suggested the stall to highlight the special Vietnam fish “**LÃ V Ọ N G**” (it’s also the name of the stall) to attract tourists. We also recommended them to promote the top three signature dishes to customers instead of giving them various choices.

Moreover, we observed that some customers did not place order for drinks. So we proposed bundle set with drinks to further increase the sales.

Lastly, we used a computer (one of our resources) to setup a PowerPoint presentation to promote the top three signature dishes together with a lucky draw campaign for customers to WIN a Blessing for themselves. All these drew customers’ attention successfully.

As a result, the sales increased by 30% and used the maximum seat capacity of the food stall.

When we thought over our proposal, we considered sustainability the most. We hope these proposed ideas can bring benefits to the food stall in the long run. We were delighted that they accepted our advices and keep those on after the competition.

There are several implications after this food stall experience:

- 1. Fight without limit! We were the last team to receive resources in the resources competition but we dared to face the challenge and made good use of the limited resources to drive our business. We believe we can also bring this spirit back to HKBN.
- 2. Talk to customers at all touch points – what we believe or prepare may not be what the customers want. Therefore, communicate with the locals and understand their changing needs are important.



Post-event Photo



The photo was taken on the day after the event. The food stall still using our promotion materials and recommendations.



Team 8 Reflection Quotes

Success comes from a close co-operation between back-end support and frontline.

Elsa Tam



Stay agile to succeed in fast changing business environment.

Henry Li



As an HKBNER, we should act according to the circumstances - Be open minded

Nancy Tsui

Choose one...the most disruptive idea or a highly-spirited team?
Wait a minute...why not both?

CY Chan

Commitment + Contribution + Collaboration made us a great team! Even with different kinds of 'issues' that we faced during the event, we tried our best and made the most out of it.

Trasan Shiu

Key to success: keep improving our strengths and listen to our customers.

Martin Shum

Think like there's no box! Don't let the unknowns to limit your ideas. Learn from your teammates. Have fun!

Wilson Yeung

Me-too is mediocre - never simply do something others are doing.
Less is more - focus only on top 1-3 items with maximum impacts.

William Yeung

Put ourselves into other's shoes and listen carefully. More ideas can be generated.

Raymond Wu

Long term success and sustainability are far more significant – become the final winner

Kenneth Ng

"If You Never Try You'll Never Know"



Dik Shek



Team 9 Proposal on Strategy to Lead Disruption

The sign “Hello Sapa” with a buffalo head display is the signature of the stall. It is the only stall cooking and selling traditional Vietnam BBQ egg pancakes and mini savoury pancakes. Customers can see traditional cooking live, be served by ladies dressed in traditional Vietnam clothing, and enjoy delectable hot stuffed pancakes and fresh spring rolls...



When knowing our targeted stall was Hello Sapa, our team immediately did some research about it by browsing their Facebook and reading the customer feedback. Doing market research in the first night was important as we collected many useful informations to plan for our upcoming strategies. Team members analysed, discussed back and forth, and then devised a marketing and sales plan. We also practised the pronunciation of the food names in Vietnamese and shared the technique of approaching customers.

However, the main problem was that potential customers did not know about the uniqueness and the taste of the food. By using their LUCA, our team suggested to focus on their unique dishes, helped promote the products by explaining to customers their uniqueness, as well as offered free tasting. This strategy was a great success as many customers placed orders immediately or returned afterward. During the food tasting, we got golden opportunity to talk and interact with the customers. We immediately (1) did upselling of soft drinks and beers to increase the ARPU and (2) offered incentive of purchase by playing the mobile apps lucky draw - to get free fresh fruits (resources we got from InnoVieTour organiser) (3) provided prompt food service delivery to their dining tables by our team's gentlemen.

At the same time, we had another crew member wearing a colourful wig to do promotion at the food market entrance. Word of mouth is crucial & powerful. For example, we had a nice chat with a student. Although she did not choose to patronize at “Hello Sapa”, she referred her friends/schoolmates to come over and taste the samples, and they ended up placing quite a number of orders. Similar case happened when our conversation with a family of four attracted the attention of another group of three, who later came to our stall to buy BBQ eggs. Active interactions with customers were essential.

Customers did not only buy the food but also the SERVICE.



Team 9 Proposal on Strategy to Lead Disruption

We can make real impact by applying these experiences to HKBN. Here are our suggestions:

1. Offer free trials to customers to enhance customer engagement.
2. We should be well aware of kitchen at the stall is not designed for massive turnover volume, so our resource planning at the backend is so important to support the big sales plan.
3. We need to take risk calculation before implementing the ideas. Revenue generation may not be the only purpose to these people who operate the stalls, and our selling strategy may break the balance of their ecosystem.
4. For some new products, we could arrange seminars for potential customers to learn more about the features & potential benefits, which is similar to concept of “free tasting”.
5. Extend the power of word of mouth by offering “limited-time free mobile service trial”. Make good use of those user-friendly social networking channels can encourage our existing customers to refer their friends or relatives to subscribe to HKBN service.
6. A number of customers may think HKBN is only a broadband provider. We should step up our communication with them and keep them updated of HKBN’s latest offers.



Here are some ideas to know our customers better or WOW our customers:

1. Listen to customers, pay attention to market feedback and improve service proactively.
2. Through conversing with customers, we can understand their needs and deliver value-added service beyond their expectations, such as service bundling etc.
3. We should meet our customers face to face and listen to what they want (including their complaints) so we can launch the most desirable products in the market.

Last but not least, we have some more suggestions to Hello Sapa:

- The ladies at the stall were too concentrated on making products, lacking selling skills. The staff’s selling techniques have room for improvement. Proactive engagement with customers will be helpful to their sales.
- Customer traffic is also important to the business. Too many people or too few people at a time is not beneficial for business. Live band show creates good atmosphere, and helps attract more tourists to come and spend on food and drinks. The owner should try different ways to boost business.

Team 9 Reflection Quotes

Try hard!
Think big!
Clio Ip

Go above and beyond!
Daniel Chu

Identify the right direction, set up a plan and take action!
Eric Yim

Get closer to your customers!
WL Fok

Unleash hidden potentials to accelerate sales performance
Eddie Ng

Work together. We can make it!
Craig Li

We can do it if we want to!
Peter Pang

Team work is always the key to maximize revenue.
Yoyo Ng

Doing good business is not just about “inside-OUT”, you have to be “Outside-IN”.
Angus Chan

Old ways won’t open new doors. Just keep trying!
Windy Wong



Team 10 Proposal on Strategy to Lead Disruption



From Street Food Market to HKBN

A handful of precious takeaways were captured from...
the Street Food Market that we would like to share with you all.

MINDSET

- Creative thinking will make a difference
- Innovative ideas are useful
- Over promise and over deliver
- Try the Outside-IN approach rather than Inside-OUT. Otherwise, we will be trapped like the shop owners before HKBN's disruption
- Step outside your comfort zone

CUSTOMER-ORIENTED

- Focus on customer needs
- Many customers may not really know what to buy. Be proactive and patient to these customers and act swiftly

COMPANY-ORIENTED

- We should work towards the same goal instead of working alone.
- No company has unlimited resources and HKBN is no exception. Get the best result by fully utilizing our limited resources.



Team 10 Reflection Quotes

Focus on customer needs.
Action at the right time.

Muse Mok

To change, look from outside-IN rather than inside-OUT, otherwise we will be just like the shop owners before HKBN.

NiQ

Leave the comfort zone, reach and understand your customer proactively

Chun Lau

Work as a team instead of solo.
All functions have to move forward at the same pace.

Richard Leung

Creative thinking will make the difference.

Thomas Ng

Find the comfort in being uncomfortable.
Awaken our minds in generating solutions!

Annie Chan

Fully utilize our limited resources to get the best result.

Maggie Liu

Stay open-minded, then we can have creative / innovative ideas to achieve our goals.

Brian Lee

Over promise and over deliver

Ken Chang

Be proactive and patient.
Action proactively.

Boaris Yau



What's more: quilt making activity at Mekong Quilts



By joining this activity, we aim to support Mekong Quilts (an NGO) to create sustainable employment for under-privileged women in remote and rural regions of Vietnam.

Our managers and executives work hard on their own quilts...

A nice and meaningful experience!

