

Perception Summary
of
HKBN INSEAD Strategy & Leadership Workshop
13-15 Jan 2020
A compilation of 53 top leaders' takeaways and action items



Displaying our enhanced HKBN Strategic Muscles developed via intensive mental training at INSEAD Singapore

Click here to check out our fun video!
For viewers in mainland China, please **click here.**

Executive summary

Preface

HKBN today is the “Best of Breed” of six corporate entities – HKBN as subsidiary of City Telecom, Y5Zone, New World Telecom, ICG, WTT and JOS. Given this diversity it is essential that we spend time and resources to ensure a “Best of Breed” cultural fusion rather than cultural confusion.

Co-Ownership inspires HKBNers with a unity of purpose to achieve common goals. In January, 53 aspirational leaders participated in the INSEAD Strategy and Education Workshop to challenge their own expertise and experience for the sake of a greater 1-HKBN as to achieve common goal. The 53 brains gathered together to first unlearn so that we can relearn, challenging ourselves by breaking free from precedent assumptions and legacy thoughts. We are now here to share with you how our perceptions have changed. Together we will be stronger tomorrow than today, meaning for us this program is merely the spark of a brighter future.

3 absolute learnings

Blue Ocean Strategy – push beyond typical approach to define new market

“The way we approach customer, is to bring value to customer from business prospective but not from technology perspective. Using the model of ERRC (Eliminate-Reduce-Raise-Create) to Eliminate our competitor, Reduce customer legacy, Raise business revenue and Create our solution”, Anita Chau, Director of Sales, Hong Kong

“Blue Ocean shift is a great idea to dig out and create new business potential rather than squeezing the margin with the competitors in the bloody water”, Juran Chu, Head of Solution & Service Management JOS China

Strategic Decision Making from Poker perspective - Don't listen to your heart. Use the brain to make decision based on probabilistic outcomes. Learn from the quality of the decision rather than outcome.

“If we are always playing it safe and you’re not failing, there’s a very high probability you are not doing anything important. Failure isn’t the end; failure is actually the beginning”, Gary Leung, Head of IT Services, Hong Kong

“During a decision process, we are sometimes stuck in there. How to tackle this: Step back, imagine this was the challenge your lovely son/ daughter is now facing, what advice are you going to give them?”, Stanley Chiu, Head of Finance, Greater China

Design Thinking - Innovation is not only for creative people. Rather it is a systematic process which can be mastered by an average individual to develop customer-centric design and solutions

“Each of newly build up cloud solutions, we shall think of the value of customer wants, the mechanism to craft out the customers need which is not even realized”, Eric Leung, Chief Operations Officer - Cloud Services, Hong Kong

“As a Talent Engagement team, we should sit together with user departments to observe and understand their needs before we generate any initiative.”, Benny Tang, Associate Director - Talent Engagement Team, Guangzhou



What's in it for you

We strongly recommend that you read the “Blue Ocean Shift”, which powerfully guides you via step-by-step changes to make your business irrelevant to the red, fierce competition in the market.

We love to share what we found valuable personally. Hence, each of the INSEAD participants wrote their perception of the trip to share their key learning and action items. Through reading our perceptions we hope you will find some insights on your work, or even in your personal life!

INSEAD journey

Sun 12 Jan	Mon 13 Jan	Tue 14 Jan	Wed 15 Jan
	08:30 – 13:00 Blue Ocean Strategy GUOLI CHEN	08:30 – 12:30 Design Thinking MANUEL SOSA	08:30 – 12:00 HKBN–Led Strategy Session
	Group Photo and Lunch	Lunch	Lunch
	14:00 – 18:00 Strategic Decision-making from a Poker Perspective BALAZS FOGOLY	13:30 – 17:00 Design Thinking MANUEL SOSA 17:00 – 18:00 "Life as a Digital Native" sharing ABHISHEK GUAPTA, Circles.Life	13:30 – 14:30 HKBN team visiting Circles.Life
19:00 Opening Dinner	18:00 – 19:00 On campus dinner 19:00 – 21:30 Charity Poker Tournament	19:00 – 22:00 Team Building Dinner	

The 1-HKBN INSEAD Strategy and Education Workshop cultivates HKBN leaders to leverage Blue Ocean Strategy, Decision Making and Design Thinking to define a new strategy that channels leaders from HKBN, Y5Zone, NWT, ICG, WTT, and JOS into an unmatched integrated ICT position. We went through 2.5-day intensive discussion and presentation on HKBN business strategy.

Through the company-wide alignment of Co-Ownership and pain/GAIN initiative within and beyond Hong Kong, we engaged ourselves wholeheartedly and join as a 1-HKBN team to develop strategies and brainstorm amongst ourselves to create Blue Ocean Shift.

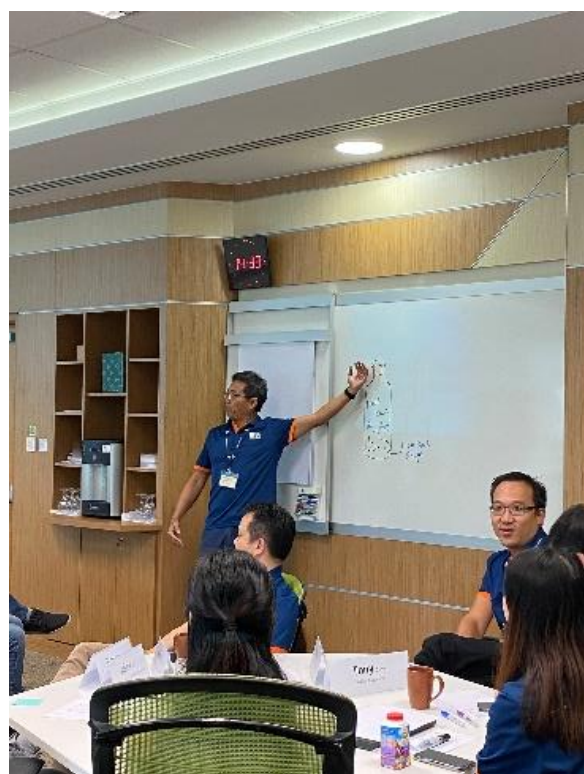
Change for 1-HKBN team (using ERRC Grid model)

Eliminate: long-held legacy mindset, communication in silos

Reduce: response time, over-servicing

Raise: competitiveness of service offerings, team morale

Create: 1-HKBN culture, determination to achieve CO3+ target and more...!



Attendee list

	Talent	Title
1	Adele Chu	Co-Owner & Senior Manager - Talent and Organization Development
2	Adrian Watt	Co-Owner & Chief Commercial Officer - Carrier Business and Major Accounts, Enterprise Solutions
3	Agnes Tan	Co-Owner & Chief Legal Officer
4	Alex Chu	Co-Owner & Director - Business Market and China Business, Enterprise Solutions
5	Almira Chan	Co-Owner & Chief Strategy Officer
6	Andrew Tan	pain/GAINer & Managing Director, JOS Singapore
7	Andrew Wong	Co-Owner & Chief Financial Officer and Company Secretary
8	Andy Lau	Co-Owner & Chief Commercial Officer - Cloud Services, Enterprise Solutions
9	Anita Chau	Co-Owner & Director- Corporate Sales & Strategic Partnership, Enterprise Solutions
10	Annie Chan	Co-Owner & Head of Customer Engagement, Residential Solutions
11	Anthony Fung	Co-Owner & Deputy Financial Controller
12	Ariel Poon	Co-Owner & Head of Sales, Strategic Accounts, JOS
13	Ben Hui	Co-Owner & Chief Commercial Officer, Residential Solutions
14	Ben Yeung	Co-Owner & Chief Commercial Officer - Business Development & Partnership
15	Benny Tang	Co-Owner & Associate Director - Talent Engagement
16	Billy Yeung	Co-Owner & Chief Executive Officer - Enterprise Solutions & JOS Group
17	Brian Lee	Co-Owner & Director - Major Accounts, Enterprise Solutions
18	Cannie Tsang	Co-Owner & Head of Group Marketing, JOS
19	Cecilia Chow	Co-Owner & Head of Business Development - Digital Solutions, JOS
20	Clio Ip	Co-Owner & Head of Advanced Solutions, Enterprise Solutions
21	Connie Wong	Co-Owner & Deputy Financial Controller, Enterprise Solutions
22	Danny Li	Co-Owner & Deputy Chief Technology Officer & Chief Information Security Officer
23	Doris Chan	Co-Owner & Chief Operations Officer - Operations, Enterprise Solutions
24	Elinor Shiu	Co-Owner & Chief Marketing Officer, Residential Solutions
25	Eric Leung	Co-Owner & Chief Operations Officer - Cloud Services, Enterprise Solutions
26	Gary Leung	Co-Owner & Head of IT Services, JOS
27	Gladys Cheng	Co-Owner & Director - Corporate Communications
28	Henry Li	Co-Owner & Associate Director - Marketing, Enterprise Solutions
29	Janet Yeung	Co-Owner & Head of Human Resources & Administration, JOS
30	Judy Chung	Co-Owner & Head of Sales - Public, Education & Health Care, JOS
31	June Lam	Co-Owner & Director - Business Development & Partnership
32	Juran Chu	Co-Owner & Head of Solution & Service Management, JOS
33	Karina Tsoi	Co-Owner & Associate Director - System Integration, Enterprise Solutions
34	Ken Chang	Co-Owner & Director - Carrier Business, Enterprise Solutions
35	Ken Ko	Co-Owner & Head of Technical Services, JOS
36	Kenji Lam	Co-Owner & Senior Manager - Business Analysis, Enterprise Solutions
37	Kenny Lok	pain/GAINer & Financial Controller
38	Kim Ping Yeung	Co-Owner & Director - Information Technology, Enterprise Solutions
39	Mikron Ng	Co-Owner & Chief Commercial Officer - Business Market and China Business, Enterprise Solutions
40	Nelson Chan	Co-Owner & Managing Director, JOS
41	NiQ Lai	Co-Owner & Group Chief Executive Officer
42	Patrick Ng	Co-Owner & Deputy Head of Macau, JOS
43	Roger Loh	pain/GAINer & Head of Sales, JOS Singapore
44	Ryan Li	Co-Owner & Associate Director - Marketing, Residential Solutions
45	Sam Tan	Co-Owner & Chief Innovation Officer
46	Samuel Hui	Co-Owner & Chief Transformation Officer
47	Stanley Chiu	Co-Owner & Head of Finance, JOS
48	Stephen Lui	Co-Owner & Director - Information Technology
49	Steven Soo	pain/GAINer & Managing Director, JOS Malaysia
50	Thoo Li Li	pain/GAINer & Head of Services Sales, JOS Malaysia
51	Tim Kwok	Co-Owner & Head of China Business, Enterprise Solutions
52	William Yeung	Co-Owner & Executive Vice-chairman
53	Windy Wong	Co-Owner & Associate Director - Talent Management

Participant Perceptions

Perception sharing in group

Ariel Poon	Co-Owner & Head of Sales - Strategic Accounts, JOS
Cannie Tsang	Co-Owner & Head of Group Marketing, JOS
Cecilia Chow	Co-Owner & Head of Business Development - Digital Solutions, JOS
Judy Chung	Co-Owner & Head of Sales - Public, Education & Health Care, JOS
Ken Ko	Co-Owner & Head of Technical Services, JOS

Watch here...

HK & overseas: <https://youtu.be/GF93aVCr3bw>

China: http://joschina.w21.mc-test.com/JOS_video_final.mp4



Adele Chu, Co-Owner & Senior Manager - Talent and Organization Development

I was supposed to be the event coordinator of the trip. However, with 1-HKBN Talent-first culture, I am so lucky to be upgraded to one of the prestige INSEAD participant while empowering my teammate Giselle to support and coordinate the event.

While I am the lucky one, I always remind myself how to contribute positively, the following are my perceptions:

Think before making assumption

It is incredible to know an average adult makes about 35,000 remotely conscious decisions each day and each choice carries certain consequences - good and bad. To increase the probability of success, we may need to:

- Invest effort to make concise smart decision
- Focus on big picture, i.e. we but not me

Everyone wants to WIN but no one can win all the time. Save the bullet for better opportunity.

To cultivate the blue ocean mindset

My blue ocean journey started 10 years ago when I was a consultant in HKPC. I was impressed by the powerful Blue Ocean tool and started to introduce this tool by hosting corporate workshop. By cultivating the blue ocean mindset across the organization, it allows Talents to speak a common language. I am eager to share my experience by arranging teach back session with our Talents or even knowledge sharing session with our partner and customer. Let's learn and grow with 1-HKBN together.

Hope all of us enjoy the journey and able to navigate our way toward success in the blue ocean journey.



Key Takeaway

Poker is a very good game to simulate daily life and business decision-making. Every day, we make over 35,000 decisions and we should adopt the “Fail fast” or “Elimination” strategies to increase the winning chances of our decisions in long run.

Actions

- Encourage the team to use the “fail fast” mindset to try some new ideas and don’t drag on the past success. Make small fails to achieve big successes.
- Eliminate unnecessary workflows to streamline the sales process so as to increase the winning chance and reduce the response time.
- Of course, we will promote poker in our teams.



Initial doubts

I am not going to deny it – I was somewhat skeptical before the trip. This would be just your normal class room teaching. But I was pleasantly surprised and impressed by the contents and delivery – instilling the concepts of blue ocean strategy shift (BOS), decision makings and creative thinking without the burden of too much information. You turn around and look at things from a different perspective.

It was an intensive 2.5 days, but a lot of fun with lots of good examples through games (especially the poker) and exercises. Slides are interesting that you can easily relate to, not too much information and straight to the points. I didn't expect to play poker and drink whisky. I guess INSEAD has found its blue ocean; it's certainly has captured my attention and interest.

"Blue Ocean Shift" book is a highly recommended read for those seriously looking for change. The group assignment is very interesting and relevant even though it was on an entirely different industry from ours – looking at the classical music industry through comparing Chicago Symphony Orchestra (Riccardo Muti) and Andre Rieu's performance. I think **1-HKBN** is the Andre Rieu in ICT.

What have I taken away?

- I met and got to know many great talents;
- Great mind tools – think from your users/customers perspective (forget about your competitors); look across different industry and chain of buyers; draw your user journeys; undo my biases (don't be your own blockers); consider the human factors; do trials and errors; chart the ERRC; and
- My hidden Talents in the garage (don't entirely agree that lawyers are not creative) and kitchen ⁱ(beyond boiling water and toasting. Works better in someone else's kitchen and allows to leave the mess for someone else).

What's next? Taking them back to work and using them....

This will be a long journey as we further unpack what we learn, digest them, remember them, use them, refine them etc. It takes practice to perfect, as in poker. But as **1-HKBN** I believe we are on the right track to define our blue ocean strategy, equipped with the tools from INSEAD plus the unbelievable high energy of our talents who come from different places, with diverse disciplines and cultures.

Our group will focus on further refining our *broadband* product with what we have learned from the workshop and see to implementation. So stay tuned for further updates.



¹ I am not claiming all the credits here – great job cooking Team 9, our dishes were the most delicious and they looked great.

My key takeaways:

In poker lesson, my key learning is the strategy of “Eliminate the Competitors”.

Poker is a probability game, we have no perfect information of your competitors. It is dangerous to let your competitors to stay and have chance to get a new card, new combination. So, “Eliminate the competitors” on your every move, every decision.

Thinking, we usually think and make decision based on our experience, traditional or normal “Me Too” thinking. In the Design Thinking lesson, I learnt we need to stand in the customer point of views or unlearn what you know to prevent the blind spots. But, influenced me the most is: “If this decision is making by your Son, what you will advise him?” It makes me re-think all my decision is suitable or not? Maybe, need some changes.

In Blue Ocean strategic, we learn the ERRC Grid.

This is a simple matrix like and useful tool for us to review and improve our self.

I am trying to apply this model to myself and GZ contact center team, not for a specific product or service and to see what happen:

Eliminate: Traditional thinking, Work flow, Paper work

Reduce: Process and delivery time, Low GP products

Raise: Digitalization, LUCA, Integration of WTT & JOS, Barter, All round skills

Create: 1-HKBN, Combined ICT products, China base - HK business, Beyond HK

At last, after these 3 days INSEAD program, the most important thing is “Execution”.

Apply what I have learnt into my work in a most efficient way in order to catch up with the super high-speed growth of our 1-HKBN.

So, “Put Words into Actions”.

Try first, Fail fast (with calculated risk), Fine Tune and Try again.

This is my second workshop at INSEAD. Last time I was a participant attending CFO workshop and this time I came as observer in this Strategic Leadership Workshop. They were so different. Differences came from the participants.

Learning with a group of CFOs, I got a lot of sharing in the profession and refresh some of my old learnings. Learning with HKBN talents is 3-dimensional. Talents coming from 6 different companies consolidated under M&A transactions. Different disciplines bring new ideas and think in the new way. All participants are Co-Owners. We actually paid for it and thus we treasure all learning opportunities. The program is intense and that just adds more and more energy.

Blue Ocean always comes first in this kind of strategic workshop. Very practical, clear concept, real life examples. Strategy canvas, Pioneer-Migrator-Settler, finding non-customers, ERRC Grid etc and many other takeaways.

If I said Poker Game is the most unforgettable part, nobody will disagree. This is my first time playing poker but calculated risk concept is easy. However, who can imagine how much fun we can have at INSEAD playing Poker. With some money emotions and alcoholic influence, teams play hard and learn hard. Maybe only at HKBN, we do have some 'all-in' DNA.

Talents from beyond HK gives us another surprise. We are surprised to see their engagement throughout the workshop. Their knowledge and proactiveness have driven a lot of cross-regions discussions and won buy-in by all co-owners at the workshop. After workshop, I went to visit customers in Singapore, Andrew and Roger talked customers things we learned at INSEAD workshop. At the end, I handed over the 'Blue Ocean Shift' as a gift from HKBN.

Andrew Tan, pain/GAINer & Managing Director JOS, Singapore

It's been a long time ago since I last attended any training. I've heard from my friends about how much they have learned after attending trainings from INSEAD. And indeed, they were right about it. Fortunately for me, being part of HKBN gave me this opportunity to attend this training which has empowered me more than what I've expected.

In particular, these few learning highlights inspired me the most:

- Looking into non-customers & ERRC are crucial to make significant impact to drive business change
- The Poker Game – Knowledge is power. I no longer deem a game of poker as gambling, instead it's about knowledge, taking calculated risk and strategic decision making
- A mentality of small company to drive a customer centric approach
- Address challenges – Show concern and make the effort to understand the customers' journey and address them with the right approach
- Be ready to learn, unlearn and relearn!

With these learnings, I'll be working closely with the team to relook into our application business and embark on the Blue Ocean Strategy. Step 1 is to share the book and relevant materials so that they have some understanding of Blue Ocean shift before we engage via meeting to discuss and explore. After the CNY holidays, I will have a preliminary meeting to run through the initial ideas and the action plan moving forward.

Importantly from the short training session, I also get to know a lot of HKBN Talents whom I can leverage and get support to help drive our business as 1-HKBN! Thanks to Team 4 and others who are willing to share, support and provide guidance! Sincere appreciation and looking forward to working closely with all of you!



Andrew Wong, Co-Owner & Chief Financial Officer and Company Secretary

The INSEAD course provided us with another common tools or HKBNese (e.g. all-in, calculated risk, strategy canvas, infinite solution, customer journey, ERRC, etc...) for HKBNer to communicate in future.

My takeaways are as follows:

When the blind during the poker session was increasing, most people was forced to bet with “all-in” due to limited chips. Everyone was driven by emotions. If you have chance to look back, the best decision at that time was to walk away, i.e. you should avoid risks that you cannot afford.

The case study of Ministry of Manpower for low-income group of people is an eye-opener. It transformed the process to another level. By introducing the salon (the look good factor to take the photo for a working permit), it not only upgraded the existing process but also increased ego and pride of low-income workers to refer new potential workers to Singapore. This reminded us the importance of customer journey. A single step more will enhance the process to another level.



The customer journey is a good reminder for all of us. Customer empathy and think in the shoes of others are important for us to make decision, design new products and upgrade existing routine processes.

Andy Lau, Co-Owner & Chief Commercial Officer - Cloud Services, Enterprise Solutions

Just returned to HK from the 3-Days INSEAD Executive Program in SG.

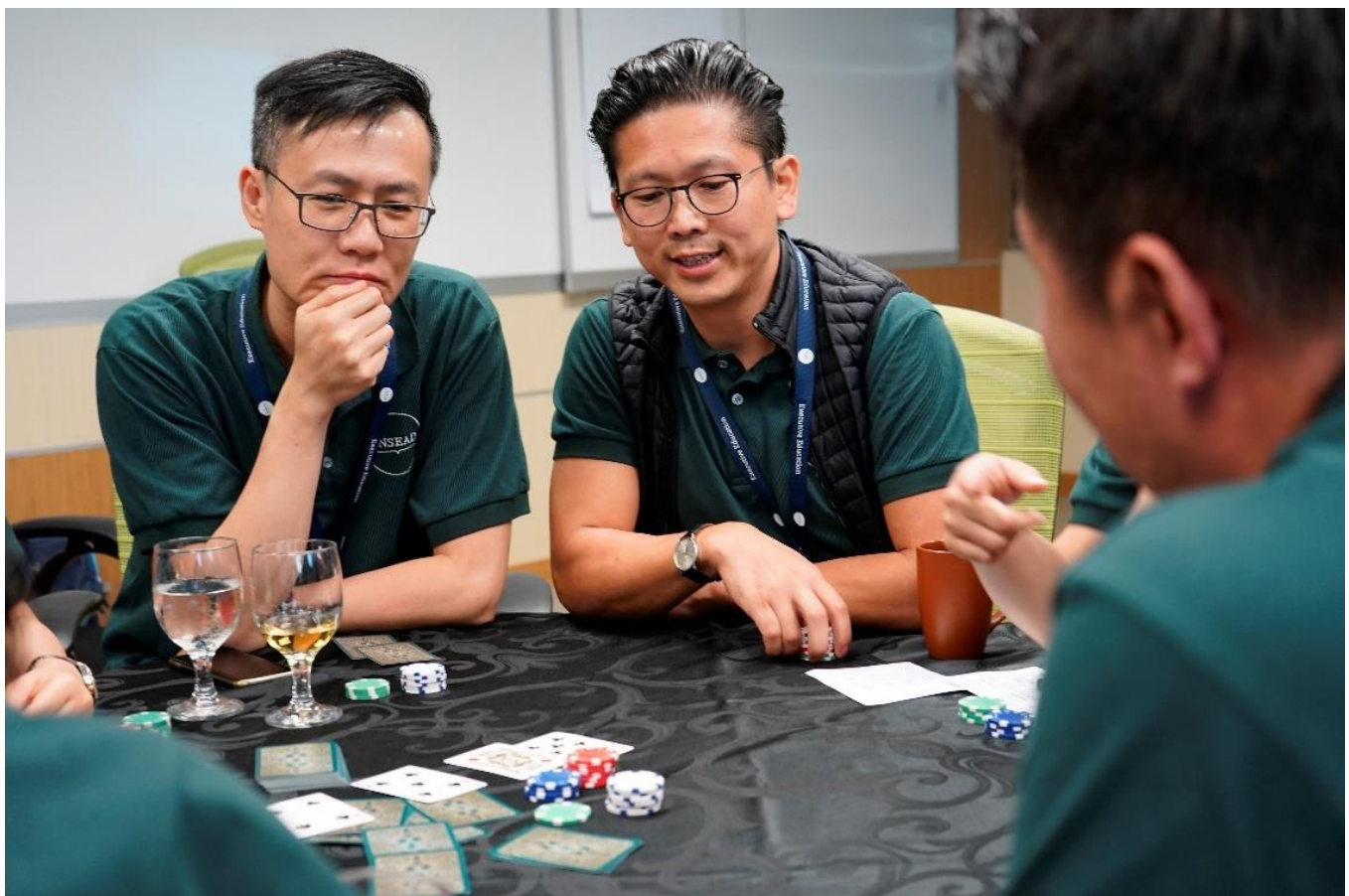
I feel so pumped up, returned with many new insights, perspectives & tools.

The best part is learning Strategic Decision Making from Professor B "Balazs Fogoly" thru professional poker playing!

Learning & Reflections:

1. Blue Ocean - push beyond typical approach to define and pioneer new market.
2. Strategic Decision Making - don't listen to your heart. Use the brain to make the decision based on probabilistic outcomes.
3. Design Thinking - innovation is NOT only for creative people. Rather it is a systematic process which can be mastered by an average individual like me. Sometimes even 2 commodities put together can strike magic such as a pencil and a rubber combined... creative remix as it's called.

Thru this INSEAD course, we embraced a growth mindset combining blue ocean, strategic decision making and design thinking. We can make business and everyday life certainty far more statistical decision making rather than random "follow your heart" chance gambling.



Key Learning from Instead

In my career, a top achiever in my mind only focuses on numerical achievement. No doubt, Sales has sales target, operation people has service SLA. Co-owner has DOP.

Indeed, these are important but what else.

In these 3-day workshop, turning a red ocean to blue ocean, nothing about numbers but a broadened strategic thinking.

I particularly like the Poker section. In the game, I learned the *Elimination* of ERRC which could be in-directly through competitor to eliminate another competitor without at my own cost.

The way we approach customer is to bring value to customer from business prospective but not from technology perspective. Technology is not a sexy topic anymore. Using the model of ERRC to *create* our solution by *eliminating* our competitors, to *reduce* customer legacy and *raise* business revenue.

The question is how?

First, Change the Mind Set from Red Ocean to Blue within 1-HKBN

- Every Talent should read the material which has been shared by Giselle and followed by a sharing experience from the leader who has been attend the workshop
- One day workshop training by leader who has attended INSEAD

Second, Creation- group competition

- From internal point of view, to eliminate unnecessary resources, trim processes and increase efficiency
- From business point of view, invite customer for participation for a real case project. To create a solution (product offering) which is from customer prospective but 1st in market. This could also involve beyond HK for participation if customer has business in oversea.

Third, Proposition

- 1-HKBN doing business is more than technology but also from customer prospective, helping customer from Red Ocean to Blue Ocean.
- How to deliver the message? I suggest organising a customer event by having Professor Balazs Folgoly creating our market proposition by a game of poker.

Annie Chan, Co-Owner & Head of Customer Engagement, Residential Solutions

My key learnings:

Seize the opportunity

I'm a cautious person. In the "Strategic Decision Making via Poker", I learn to differentiate "calculated risk" and "luck". In the past, I would call only when I got a very good starting hand. No one got good cards all the times. So, it was unlikely that I could play till the end. In the workshop, I learnt that instead of just looking at my cards on hand, we should take other game players' behaviors into consideration. Most importantly, we should calculate the probabilities and risk, compare the opportunity cost if we got a half-half starting hand. In business, there is time that we need to move forward with calculated risk.

Unlearning, to be customer-centric

Keep learning is a golden rule. With more knowledge and experience, most people tend to make judgement / doing things according to their own assumptions. Emphatic design thinking reminded us that to know exactly how our customers feel and to have a new insight of them, we should see things with fresh eyes from different angles to explore the opportunities. Back to work, when we develop new products/services, we should put ourselves in customer's shoes to go through customer's journey to exceed customer's satisfaction. At last, I will put extra effort to cultivate "customer-centric" mindset in my working teams.

"As-is" and "To-be" Strategy Canvas

In the competitive business world, most companies move forward fast. The Blue Ocean Strategy Shift reminded us it is important to understand where we are from Customer's perception before deciding where to go. There is no management decision by gut feeling. So, there are a lot of competitive analysis tools in the market. The blue ocean tools are different and remind me that if we want to outperform others, we should look at the market from the angle of customers.



Blue ocean shift, creating new value to addressable market

Creating a blue ocean is like climbing the Mount Everest, which involves a brilliant idea, huge upfront capital and perfect execution.

Blue ocean shift on the other hand is about the discovery of new value that a business can bring to an addressable market by paying attention to the existing and/or adjacent environment. i.e. It doesn't require to be the next Mark Zuckerberg/ Elon Musk to make these kinds of discovery.

1. New value - Customer-in approach

Blue ocean is not about finding where the new money is. It is about understanding customers (or addressable market, both existing and "non-customers") and to create new value to them. When you deliver value, the market demand and money will come to you. Blue ocean is not about addressing market competition, it is about creating a "new market" away from your existing space.

2. New space – pay attention to the existing and or adjacent environment

Sometimes opportunities may be within reach and you just never noticed. It can be a new way of doing things, a problem that was clouded by conventional practice, or a possible demand that is just adjacent to your business.

3. Taking calculated risks

Through the game of Texas Hold'em, the importance of taking calculated risks when making decisions is very apparent. This approach helps assessing viability of a business venture and the decision making throughout the execution process.

The key is not to over-analyze. Sometimes failing fast can help shaping a brilliant strategy via honest reflections and corrective actions. Poker players also reflect on their decision making regularly to refine their play.

4. Importance of technology

Many people associate blue ocean to technology, which is true as many "new economy" businesses are technology based. Through the sharing of the Singapore MVNO, Circle, we learnt that the digitalization of business flows and can improve both operational efficiencies and customer experiences that ultimately translates into business growth.

The whole trip was full of insights and fun. Good to meet new team members and to be engage in a non-business setting. I treasure my trip experience very much and I think the teaching, the gang and the games give me inspirations in my personal development. It is of course happy to find blue ocean, but we should not forget about our bread and butter. Thank you HKBN!



Ben Hui, Co-Owner & Chief Commercial Officer, Residential Solutions

The INSEAD executive workshop provided an excellent platform for top leaders within 1-HKBN to know each other, no matter you are from ex-WTT or ex-JOS regional offices.... Knowing each other is not just for fun, but for sharing of corporate culture & better alignment of 1-HKBN's future path. That's the way how HKBN runs with transparency, learn and share best practices & skills.

In the two & a half day course, there brought about Blue Ocean Strategy and tools, Poker games - the Decision Making Strategy, and Design Thinking.

I was mostly inspired by the followings:

- 1) Design Thinking – most executives fall into the trap of “experience”, who anchored himself on past successful / fail patterns. We dare not try new product / service concepts, as we based our decision on precedented assumptions. Ideating, via more trials, could help raising the chance of a hit. Agile iterating, instead could help us discovering the risk of failure earlier and let us fine tune our plan. The building exercise by playing with spaghetti & marshmallow, had totally revealed one's weakness on planning and execution.
- 2) The poker game led us to judge under “calculated risk”. We should make early decision to fold / give up when you see a high chance of losing and don't wait to act until you lose more. Meanwhile, we should drive away our rivals when you have rich resources & bargaining power.
- 3) The tools in the Blue Ocean Strategy provide us with very systematic ways to plan our services and products, not just differentiating from our existing competitors, but should benchmarking cross industries' best practices, to enlarge our market to embrace non-customers. The key point is creating new value to customers.

Action items

1. My team would be actively participating in the cross functional co-operations, bringing value to ES customers with RS resources (and vice-versa), including data base and sales force collaboration. That is one of the proposed projects of bridging up B2B and B2C in enhancing the ERRC grid.
McDonald's is the first showcase, where HKBN ES get new ICT orders from McDonald's, McDonald's run her business at lower cost, HKBN RS promoters help promoting McDonald's mobile application at her storefront and grab sales opportunities on selling HKBN services; a Win-Win-Win deal. Target to bring in more partner and assist in the execution.
2. The Home+ platform that gathered different merchant vendors will be launched in the coming few months. It's a collaboration among partners to offer more values to customers in the newly created ecosystem.

Ben Yeung, Co-Owner & Chief Commercial Officer - Business Development & Partnership

It's a smart way to do the team building. No hard sell on breaking silos, building up one team, finding accretive AFF opportunities, etc. Instead, INSEAD workshop guided us to work out the "Blue Ocean Shift" systematically. Through 2 and a half days of activities, we were brainwashed, common grounded and set with common wish to sail towards the Blue Ocean. Exhausted though, we left with a stronger bond among us and brighter future in mind....

Funny picture - imagine we are studying in a business class with 50+ classmates. After the class, all 50+ classmates are working in the same company:



Study together

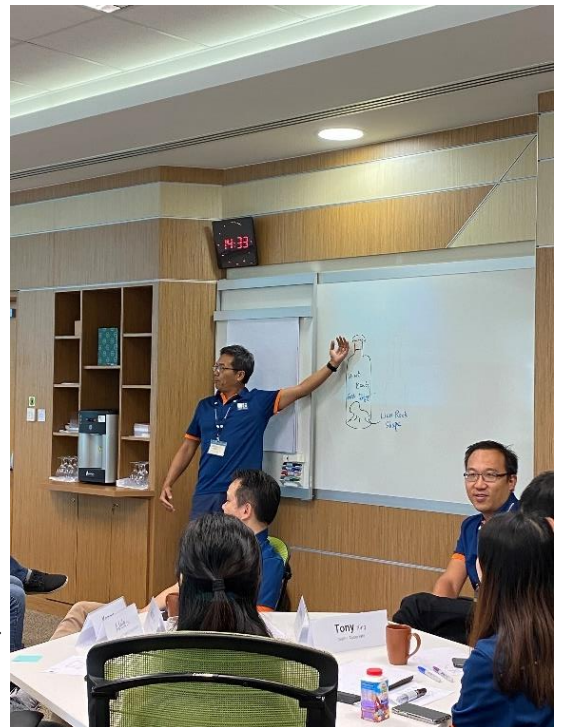


Plan together

Key learnings and actions:

I'm inspired by quite some statements or topics, that I need time to digest and internalize. Followings are two examples:

1. As-is & To-be strategy canvas – "Blue Ocean strategists do not seek to beat the competition. Instead they aim to make the competition irrelevant". We always tend to benchmark with what HKT group offers, to ensure that we have full range of products or services to beat them. Its indeed a follower, customers are not really need what HKT offers. Our multi-play is a good approach, but not all-around enough. We should carry more unique products/services that are relevant to customers daily life. Our biggest asset is customer base, we can create or offer much more products/services to them. If customers like our offers, they will stick to us.
2. Poker Game – a great tool to teach us to make decision. I lost all money but feeling that there are intelligent inside. I will certainly play with my family – wife, son and daughter. Besides, the game can also help us to build relationship. In the old days, businessmen like to use Mahjong to build relationship with customers, but that can end up with destructive result. But if we can combine the Poker game with logical training, it's healthy and constructive! I would vote yes to invite Ah B to conduct a few courses here in HK.



Benny Tang, Co-Owner & Associate Director - Talent Engagement

The INSEAD program truly inspired me and I gained insights from two-day workshops on Blue Ocean Strategy, Strategic Decision Making and Design Thinking. Without execution, there is no value for the organization no matter how good the idea it is. Trying first and moving fast is essential for transformation.

Here are my take-aways and specific perceptions:

- a) Customer-centric is the most impressive factor I learnt from Design Thinking, the case study of “Designing the employment pass service center for the ministry of manpower, Singapore” showed that we should focus what value could be created from user’s perspective rather than what we want to do. Back to work, as a Talent Engagement team, we should sit together with user departments to observe and understand their needs before we generate any initiatives. At the same time, for individual user experience, we should go through user’s experience by our own for better improvement, e.g.: we should be a new joiner to participate in the full process of on boarding, then bring up our observations and Talent’s feedbacks on the table for enhancement discussion.
- b) The professor taught us the method of decision making via Poker game. The easiest way to leverage my learning is to design and deliver an internal workshop with professor B’s poker game to share with other leaders who didn’t join this program as the game is easy and fun to let us learn the method of decision making. e.g.: a “2 & 7” card combination is not a good hand in poker, that means an idea which will spend a long time with excessive cost to deliver the result, it may not be our first choice to implement.
- c) The question “Is there a way to remove the pain points and shift from crowded red ocean competition to a wide-open new market space that could pull in new demand as well?” from Blue Ocean Strategy workshop has changed my mindset. The example of red ocean of Talent Engagement operation is Talent Acquisition, we used to explore more recruitment channels, revamp internal referral scheme or work out better welfares to retain Talents etc., these are red ocean strategies as other companies are also doing the same things. Why don’t we challenge ourselves to explore the flexibilities of digitalizing the manual work and shift the manpower to other positions to create more values? E.g. develop an on-line learning platform to transform trainers to field coaches; utilize AI screening technology for call monitoring and shift headcount to focus on service enhancement; speed up order fulfillment’s automation to release headcount to boost sales.

Billy Yeung, Co-Owner & Chief Executive Officer, Enterprise Solutions & JOS Group

Although the INSEAD course was just 2.5 days, but it was quite an Intense workshop with a very compact schedule. The session on “Empathy thinking” reminds us again to always think from customer-in, but I think we also need to think from Co-owners point of view so that we have a healthy balance. The fun part was the session on poker strategy, help us to think of probability outcomes so we can carry out “calculated risk taking”. However, the session which I really related to was the last exercise which was to try to build the tallest “free standing structure” made from raw spaghetti, string and tape, which really bring out the significant important on “timing” i.e. try fast, fail fast and re-adapt to succeed...



Brian Lee, Co-Owner & Director - Major Accounts, Enterprise Solutions

Key learnings inspired from the trip

1. Poker Game

I have learnt via a fun poker game related about probability in actions. In the past, we always base on experience to make a decision. Now we can **GATHER DATA** and make an assessment for high or low chance and **CREATE VALUE** then make the right choice. However, we often need to take a risk because “**TIME**” is very important, we can’t wait for too long otherwise we will miss a golden chance to enter the blue ocean. Moreover, we can have a fail test at earlier stage which learn fast with lower cost.

Lesson learnt: Big data analysis + Creation + Good timing = winning formula



2. Customer focus

We need to find out: Tier 1: “Soon-to-be” non-customers; tier 2: “Refusing” non-customers; tier 3: “Unexplored non-customers. How? Put your shoes on your users to maximize customer satisfaction.

3. Blue Ocean Shift – Teamwork

No matter running, cooking, creative thinking for HK souvenirs... teamwork can drive us to achieve the target. We have different products on hand, if we have silos, then it must be a red ocean; We need to make a 1-HKBN as an energetic team for achieving a same GOAL!



FALL in LOVE with HKBN & HOME

Customer-centric



This is a key factor delivered throughout the whole program. When we develop new products or services, make sure **we are in customer's shoe and go through customers journey to maximize customers' satisfaction.**

Outsource Decision Making

We make roughly 35,000 decisions a day, conscious and unconsciously. Knowing how to outsource decision making can help to improve efficiency. I have outsourced some decisions making to the senior managers in my teams, but as mentioned by Professor B in Strategic Decision Making, I should **spend my time wisely focus on the decisions that serve the purpose.** I will outsource more decisions making to senior managers and encourage them to do the same.

Learning Strategic Decision Making via Poker is Fun



My 1st Poker game is full of excitement. Every step involved decision making of FOLD, CALL, RAISE and CHECK. Every decision made was strongly related to the strategy applied. Even though I started with strong starting hands, eventually I have lost the game due to making wrong decisions. We sometimes make wrong decisions, and some are worse than the others. **It is important to have growth mindset focus on the quality of decision made. Reflection on the decision-making process will be able to provide evaluation for further improvement.**

The 1st team to TOUCH the marshmallow = winning team

In the marshmallow exercise, we need to create a structure by provided materials to hold a marshmallow at the top and the team that built the highest structure will win. Ended up being the 1st team to touch the marshmallow became the winner of the game. This is because other teams spent most of the time on designing the structure to penetrate as high as possible and forgot about the marshmallow "the customer". The 1st team to put the marshmallow on the structure immediately figured out the marshmallow was too heavy for the initial designed structure and they quickly redesigned the structure to manage it. **Fail Fast Learn Fast, put customers into consideration at the early stage, allow failure and chance for success.**

Connie Wong, Co-Owner & Deputy Financial Controller, Enterprise Solutions

Before the trip, I have spent much time to study the Blue Ocean book and other materials, I thought it was a very serious and intensive academic studies trip, I was quite stressed before. However, everything is different from my expected, we had fun and made friends and learning through games such as poker and cooking, I am very impressed about the course prepared by INSEAD, a very unforgettable trip.

My key takeaways can be concluded as I-C-A-C & BXB:

I-C (I to Customer)

I always think at my own view, the class really made me have a deep reflection and refresh my mind. Why I always said I think, I mean, etc. Having empathy on customer is important, and could help to solve a lot of miscommunication problem, as well as help me to make a more accurate solution, this is the first point I learnt, start to think from my side to stand at the customer side (I-C).

A-C (Assumption to Communication)

Assumption always exists in my mind. I always expect others will understand what I mean, that's totally wrong. I learnt to listen to other and don't make any assumption before fully communicate with others. Communication is important. Try to walk a few steps in front and ask to facilitate better communication. (A-C)

BxB (Blueocean X Boundary)

Regarding the Blue Ocean part, besides the theories learnt in the lesson. One point suddenly prompted up in my mind is Blue Ocean should have no boundary. I remember I have worked in a beauty centre before, at that time, all companies struggled in the red ocean, all companies offered a very low price to get customer, e.g. only \$200 per facial.

However, one day, there was a woman who felt very lonely and talked to the salesman for half a day, and paid \$2m to the salesman and bought nothing. After that, my company started to sell cash coupon and offer wide variety of solutions to customer according to what customers' want, e.g. beauty treatment for all part of body, medical treatment, SPA, YOGA, etc. Profit is dramatically increase as well as customer satisfaction also became record high.

Don't set boundary to the products and offers. Put yourself in customers' shoes, feel what customers' feel, we can get something out of expected. Maybe in one day, HKBN would offer cash coupon to customer for buying nothing, who knows?



1. Key learnings inspired from the trip

My key takeaway is strategic decision making. But we have learned via a fun poker game. We learned about probability in actions. We gathered data and appraised when is the high odds and low odds and made the right choice to fold or to bet. Gut feeling may win once in a while, but in the long run you will lose by probability. "If you are good at course correcting, being wrong may be less costly than you think," writes Jeff Bezos, "Whereas being slow is going to be expensive for sure." Sometimes fail fast (fold) maybe the best outcome of a game. In essence, this is calculated risk, otherwise this is pure gambling.

Another key learning is customer centric, customer-in, or customer journey, whatever you call it, the key question is what you feel as a user. What customer thinks and feels is more important than how functional the service or product can offer. You can have the best product features in the world, but no customer buys it simply because it is hard to use. As engineers, sometimes striking the best functions maybe our only goal. And on the course of this, we may lose track of what really matters (this also applies to life on losing focus when deciding what matters most to oneself). The simpler can be better sometimes, but this does not necessarily mean easy to achieve though.

The third key learning is how to create blue ocean from investigating from internal and most importantly from external view. I often think of how to enhance the existing environment or how to improve current condition, but instead this trip taught me how to think the other way around. Once must think what the key competing factors of an existing product/service are, then think of the blue ocean strategy move, i.e. the ERRC, what we can Eliminate, Reduce, Raise and Create. A good product/service sometimes no need to be enhanced, but instead, like a Japanese bonsai tree, some of the branches need to be trimmed (eliminated). And of course, some areas/spaces are to be raised and created. The created space can lead to more imagination and freedom of thoughts.

2. 1-2 action items that you will execute in HKBN

eSecurity business for both ES & RS, instead of stand-alone branding. Our brand awareness is crucial at the end of the day, it is reputation overall. eSecurity business is thriving since we seriously ignited it last year as 1-HKBN. However, it is soon to be a red ocean business as cyber security market is very competitive. How to leverage our footprint in residential to enterprise, and vice versa, will be the key in the near future. We need to revisit our strategy on how to create the blue ocean. We already have the plan and you will see the result.

Network as a service. Network is the foundation of our business, but it is used to serve only, a more passive role. Not in a sense of fronting customers or customer driven. I will drive the customer-in culture in my team and raise this awareness. We will also create freedom and scalability from network and let service portfolio creation be a breeze. Stay tuned.

Doris Chan, Co-Owner & Chief Operations Officer – Operations, Enterprise Solutions

It was my first experience to join the world-class INSEAD executive workshop. It was a very good opportunity for our 50 executives across different functions to participate in this highly inspirational program.

Prior to the trip, I would not have envisioned that an off-site workshop could have such a meaningful impact to shift a mindset. The blue ocean strategy and execution planning brought a lot of inspiration from theory to real world application. More importantly, this workshop also fostered a climate for the management team to align on strategy.

Co-Ownership inspires a unity of purpose to achieve common goals. The workshop challenged the greater 1-HKBN team to work together to overcome challenges to benefit all and achieve the common goals.

I would definitely suggest my teams and partners to join the coming Blue Ocean Shifts workshop organized in HK to allow colleagues at different levels and areas to experience this mindset shift. In the past and current integration taskforces, I have noticed that many Talents realize the necessity of change, the passion to compete and the determination to succeed. The workshop will help integrate the individuals into a team.

I highly recommend trying to exercise the Blue Ocean Shifts tools and steps to review what we are doing now in a critical manner. With the tools, we can approach from a very different perspective to identify improvements and break the conventions to become more competitive. There is tremendous value here to apply in product development and service operations enhancements.

Finally, it was also a very good chance to be with other 50 HKBN talents during this intensive program and get to know each other more in the sharing sessions and Design Thinking Workshop, it will definitely help with teamwork in the future.

Elinor Shiu, Co-Owner & Chief Marketing Officer, Residential Solutions

1. It was a very good team building exercise from scratch and especially after merger and acquisition. That could make all of us in line directing towards the same target with same mindset
2. I would say the professors at INSEAD are more energetic and with relatively higher degree of enthusiasm compared to the professors in HK or even UC Berkeley. The executive education created a strong threat to Hong Kong in this business sector
3. In theory, the “Blue Ocean Shift” is somehow just an execution on the “Blue Ocean” theory. Lot of executions have been demonstrated inside HKBN, e.g. mindset change, get your staff buy-in, identifying a new area to competing or strengthen at. But still, it is a good refreshment to us! It is because, we sometimes and somehow would forget as we “launch first and fine tune later...”. Let’s “Learn, Unlearn and Relearn”



The strong perceptions that I will apply are the 3 key steps for the successful growing business in the blue ocean.

1. Making Right Decision:

On behalf of 6,000 families to make right decisions for business by understand the calculated risk behind.

1. Through the well-designed poker-game workshop, although there are loads of data points lying around that you should catch, we might easily ignore it by - OPTIMISM BIAS.
2. I'm truly inspired by an important factor which will be altering your decision even after risk has been calculated, the emotion. For instance, when you folded for *the worst hand (2&7)*, but it turned out you were the best hand (full house 7), *was your FOLD wrong?* - **Focus on the quality of decision but not the outcome.**
3. Don't lose your faith in making right decision but getting bad luck, reserve your bullet for a better opportunity. *For example, it applies on 1/ let go of the mediocre in probations, 2/ stop an unprofitable low margin deal at red ocean etc.*

It will be excited to bring this "poker game workshop" back to our team, to our clients and establish strong trust relationship by making right decision together, especially during the business/digital/cloud transformation journey, tough decisions need to be made for the right purpose.

2. Fail Fast @innovation:

Use Fail fast mindset for creating innovations, ideas and initiatives, to find as much hidden marshmallows as possible (wrong assumptions that 1 Marshmallow is not heavy that 1 spaghetti can hold). As mature experienced adults, somehow, we are fear of failures and put in loads of assumptions. Be courage to try it out, verify it, and fail fast so that we can **fine tune** at early stage for successful outcome or even drop out the **wrong decision**. Be focus on each execution and be sincere to learn from the failures, then move on.

What stunned me deeply in this game? Kids groups performed a lot better than adults!

Why? It is because they:

1. **Fail Fast**
2. **Focus**
3. **Find it Fun**

3. Strategic Design Thinking:

It's easy to talk about customer-IN solution, if the solution is providing real value to client, we don't need to sell it, the customer will come and buy it. ***But how to build a solution that clients want?***

Strategic design thinking is the critical key success factor for driving wow user experience through customer centric mindset. From now on, on each newly build up cloud solutions, we shall think first on the **value of customer wants**, use the mechanism to craft out the customers need which is not even discovered. When we lose deals, we shall review if the customer wants had been clearly identified. It's exciting to continue the blue ocean framework, ERRC, BUM & 6 paths to construct our sharp LUCA ICT solutions for our Home!

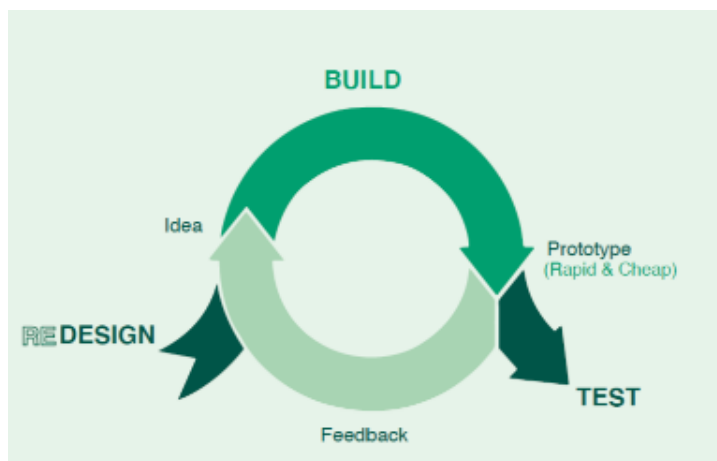
Time Is of the Essence, there are only 18 months left before the end of FY21. We are already inspired and it's now to walk the talk. **GO BIG**, or go home!

Key learnings:

- From the poker games, we learn the importance on making good decision rather than just focus on the outcome. For having a growth mindset, we focus on the quality of the decision, not their outcomes. Same as what we reflect on our learning and value the learning process over the end result.



- In the building exercise during Design Thinking Workshop, we learn about Agile Iterating and Dynamic Prototyping. It's fine to fail but we should fail fast. By developing rapid and cheap prototypes, we can learn the potential value for the user and any potential risks. If we are always playing it safe and you're not failing, there's a very high probability you are not doing anything particularly important. Failure isn't the end, failure is actually the beginning.



Action items:

- I will share what we have learn during INSEAD workshop in direct report team meeting. I will also seek help from Giselle and Adele to help replicate the message from INSEAD to our team.
- When working on productization of our solutions / services, we will apply Agile Iterating and Dynamic Prototyping techniques to speed up the delivery of the product, e.g. UberIT
- Continue the discussion and TO-DO with group 2 and other teams on the ES CUST360 multi-play offering from the HKBN Strategy Session. Explore the different solutions with IT on the systems that can support multi-play offering and single billing platform.

Gladys Cheng, Co-Owner & Director - Corporate Communications

Time and again I looked around our INSEAD lecture hall in amazement – Which local companies would let their top 50 executives leave work in the office to join a 3-day workshop overseas to learn from world-class academics on “business innovation”? Which companies’ top executives would be so hungry for growth and change, and so fervently involved in various discussions to look for new insights for big impact? Truly HKBN is no ordinary company!

My key learnings (and un-learnings):

1. **No change is not an option** – Resting on past laurels equals to business suicide. It comes faster than expected. The same to personal career development. Stop looking back!
2. “Change” is not one discrete project but a direction persistently upheld by a company – The key words are **persistent** and **company-wide commitment**.
3. Don’t just learn from “best practice”. Create “**next practice**” – Check out best practices from not only our industry but also other seemingly irrelevant industries. Construct a **new** practice.
4. “Creative thinking” and “user-in perspective” are more than mere buzzwords. They can’t be done right by merely drawing personal experiences or taking orders from the top, no matter how good you or your bosses are. Trace and follow through the complete customer journey from every single customer touch point with the **fresh eyes of a user** (That’s how the Singapore Government wowed the world with its Employment Pass Service Centre!)
5. Learn from both successful AND failed cases. Read, contemplate, **share** (scale it up) and **action** (begin with having heads and deputies from all key function areas in the company look for blue ocean opportunities and kickstart creative innovation).

My actions:

1. Research extensively on global leaders of design thinking & innovation and their work in different industries and markets (meaning to learn from the best innovative practices around the globe). Share with my team my learnings and insights.
2. Propose to the Management Committee to form a dedicated taskforce to apply the process and tools outlined in the *Blue Ocean Shift* book, with a view to exploring new growth opportunities for HKBN in a systematic way. Ready to participate as one of the taskforce members.



Henry Li, Co-Owner & Associate Director - Marketing, Enterprise Solutions

Summary of INSEAD workshop:

It is an honor to join the 3-days INSEAD workshop together with 50 1-HKBN colleagues from different background to understand how to UNLEARN our pre-assumption of Blue Ocean concept to improve HKBN.

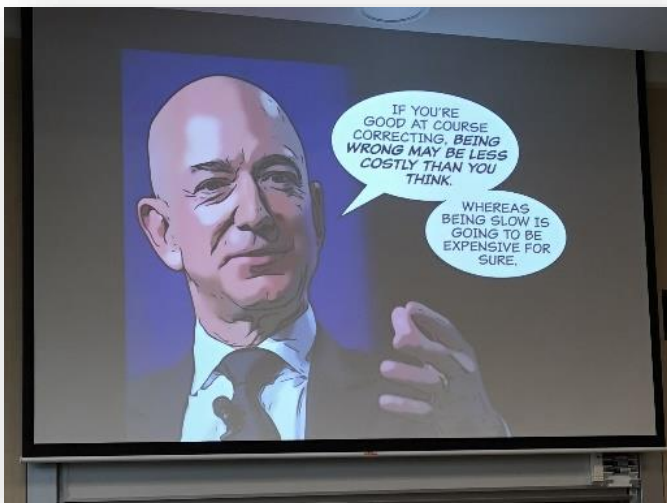
Key Takeaway:

1. Unlearn

We intended to make decision and resolve problem based on our experience. It may be more efficient, but this habit makes us easier to predict. It is important to be customer centric, focus on their emotional needs instead of just functional needs. We should try to unlearn our experience to avoid bias and try to be open minded to think outside the box.

2. Fail Fast, Learn Fast

Don't plan too much! Planning is important but timing is essential, we learnt how to fail fast and learn fast to increase our chance to succeed.



Action Items:

- Launch different ICT solution trial packages to collect customer feedback to discover the synergy between HKBNES & JOS
- Arrange Decision Making (poker) workshop for HKBN partners & VIPs in Mar

Janet Yeung, Co-Owner & Head of Human Resources & Administration, JOS

The people connection was the biggest reward and conclusion to my INSEAD trip.

We learnt a lot academically and theoretically from workshop, but after all it's all about how we action on what we have learnt or it's all blow-water. For any actions or operations, working in silo doesn't work, and the best way of breaking silos is for people to spend time with each other and build relationship and understanding. This trip successfully brought together over 50 Talents and built stronger bonding between Talents in HKBN & ex-JOS, and across all countries/cities including Hong Kong, Singapore, Malaysia, China & Macau.

This was a good start, but only a start. With the new direction of exceling Beyond-HK businesses, we will need to snowball the momentum in the INSEAD trip to the other 1000 beyond-HK Talents across three countries and six cities. Apart from the theories we learnt in INSEAD, a number of messages need to be reinforced:

- Super siloed practice in the past → proved inefficient with poor financial return → Admit the Jardine times was NOT all glorious! Let go!
- Cruel fact that the regional business was considered to be given up → It's about survival! Wake up and get moving!
- The benefits of uniting as ONE regional player instead of small SI in separate cities → We're BIGGER as one.
- The mindset of sharing and exploring synergies among cities. The managers are starting, but this is not enough and we need to count on EVERYONE.

We all tend to forget over time. I see country leaders and TE play an important role in driving and keeping the momentum of these.

Starting with Beyond-HK TE team, right after the INSEAD workshop, two rounds of brutally honest briefings with the TE teams in Singapore and Malaysia were held already. Talents were briefed with new expectations, rationale behind, new mindsets, new pace, pain/GAIN etc., there will be tough work and challenges ahead, but we will learn and taste success together. Subsequent communications with China, Macau and Hong Kong team will also be carried out.

Changing people's habits and breaking silos is a continuous battle. Long way to go, but we have embarked on the journey to rock in a synchronized "penguin dance"!



Thank you very much to management team for having me to join the INSEAD trip. The course inspires and reminds us a lot of things that we shall put into practice in coming 18 months to realize our co-owner 3 plan and apply the new learnings in our lifetime.

Life is like a poker game. Seize the opportunities when we get the good cards

Life is full of opportunities. Sometimes, we might complain that we did not have good cards on hand. In reality, no one has good cards all the times. My key takeaways would be not losing self-confidence during the bad days and seize the opportunities to get a big win when we have the upper hands and advantages. We never know when the next good cards will come but what we can do is to maximize the gain based our decision and aggressive actions today.

Implications to Business/Action Items

After merger and integration, now we have a huge database as well as numerous VAS and applications to run on our strong platform. It's the time to provide customers a complete total solution on connection, IT or other services. We shall quickly execute and provide everything as one HKBN to realize all those potential and turn it into performance. A meeting is arranged with Circle K management team, RES team and ES Team on Jan 16, and Krystie TANG of Circle K Marketing GM really impressed by the presentation of one HKBN and what we can offer through the strong partnership and barter deal of our RES and ES offerings.

When we are big enough, it is a rare chance that we will lose over time

One interesting phenomenon observed is that when more individual gamblers participate the game and everyone has very limited chips, it's relatively easy for the person to lose all the chips. However, when just a very few winners in the game and each get sufficient chips and resources, it's difficult for them to have a loss that caused them to leave the game. And losing at a single game is actually insignificant compared with the remaining chips on hand. In the long run, it is just a matter of return over time, but not a "eventual loss" at all.

Implications to Business/Action Items

Similar to our situation today, we are no longer a small company, we have sufficient resources, talents and a full suite of products on hand compared with other incumbents, it is difficult for HKBN to have a "real" failure and lose all the chips, so we shall make use of the chance to try, learn, experience, retry and reinvent with the given opportunities.

Canvas tool determines what and how we put our resources.

As a company, our product would not please every single customer, we have to decide where to put the most resources and get it done within the shortest time so as to get the greatest impact.

Implications to Business/Action Items

We need to know where we are and the destination to achieve. It helps directs how we make use of resources to differentiate us from our competitors. Usually we will find a way to raise/create, but we might seldom have a drop of our current portfolio/offerings. The tool provides an analytical way to let us know what really matters from our customers' points of view.

Learn is important, unlearn is also important.

Back to the basic, forget or leave the pre-assumptions/previous experience before we make a judgement. External environment keeps changing. Previous failures, bad experience or bias should not be a stumbling block for us to move forward. Always see with fresh eyes again.

I am really grateful and excited to participate in this world-class management course with our GREAT HKBN Team. Learn from each other, enrich our perspectives and team diversity.

Juran Chu, Co-Owner & Head of Solution & Service Management, JOS

I have attended one of my most memorable courses at INSEAD Singapore and can't help of writing down the key take away and sharing with someone who I care...

To lead a business for long term success, you cannot stop and satisfy with what you have achieved before or today's great results. The world is changing, and new competitors will come in. Top leaders should have a much wider vision to find new opportunities for growth. Blue Ocean shift is a great idea - dig out and create new business potential rather than squeezing the margin with the competitors in the bloody water. The practical steps and methodology are introduced during the course, but we will easily be trapped at the mind sets of how to do better and win business from existing markets. We need to frequently remind ourselves to step out and think about the real concern or potential from NON-customers. I think the book has explained a lot, but the wise use of the tool and establish "HUMANNESS" are crucial for the success of Blue Ocean shift. The Blue Ocean studio has all the tools online that we could easily collaborate with teammates to find the unlimited opportunities in the blue ocean.

We have also learned about design thinking. It is very important, especially for service design. I have been working in the service business for 20+ years and always focus on how to do better with the SLA and satisfaction score improvements. However, I have never really put myself from customer's perspective covering all the interaction points. If I work through the whole service procurement, utilization and billing cycles, I will have much more insight to refine our service offerings and do better business.

From the group game of building the tallest tower to support the marshmallow. I will remind myself not to assume we understand our customers. Go out to observe, speak and dig out their hidden pain points!

Last but not the least, we played poker games and realized that strategic decision making can enhance the winning chance. We need to take calculated risk in business and personal life.

Also, don't play poker with Tim, NiQ, Karina and Janet... just kidding... I enjoyed every moment of the course.

Actions to be done -

1. Share the book with my direct reports (completed today)
2. Conduct Blue Ocean Shift Day in PRC in Feb (submitted proposal to Amira today)
3. Refine or develop new service offerings after the Blue Ocean Shift Day, then share and discuss with my group 4 teammates (Q1).



You want to know the **secret recipe for success?**

You want to know how to become **"God of Gambler"**?

You want to know where is the **Blue Ocean?**

In this trip, I found **ALL** the answers and is excited to share with you!

Secret Recipe for Success = Fail Fast???

During the competition to build a tallest structure/tower, the winning team is the one took action earliest, failed & learnt earliest, and ultimately re-built it again with great success.

What I learnt: Failure is crucial important to future success and my key point is **"Fail EARLY, FAST and BIG."** Then you will be ahead of your competitors and **timing** is a critical factor for success.

Action: To foster a norm of **knowledge sharing** – focus not only on big wins but also big losses. Hence, "Today's We" are much stronger than "Yesterday's We", and 1-HKBN will be much stronger than ever than our competitors over time.

God of Gambler = Risk Calculator

Poker game – I started as a loser when I have no clue on rules of the game and formula for calculation of win/loss opportunities given the cards on hand. Once I learnt these, I tried again and situation improved – I folded and minimized the risk when given "bad" cards and maximize the "prizes" (eg all-in) when given "good cards".

What I learnt:

- 1) Good outcome is not determined by luck nor randomness, but good decisions – go through appropriate risk calculation. In contrast, **no decision, delay decision or random decision are "bad" decisions** as our experiences show that one will suffer greatly overtime. It is a matter of decision-making process but not the outcome!
- 2) <The Art of War> Sun Tzu quotes **"The General who wins the battle makes many calculations in his temple before the battle is fought. The general who loses makes but few calculations beforehand."**

Action: To add the good-bad decision-making element (**risk calculation**) to the reward-penalty mechanism

Blue Ocean is a close friend of creative mind

"The creative adult is the child who survived." Child tends to be more creative as he/she has no legacy boundaries but free will.

To create "things" that are novel and valuable to the users, **"user-centered approach" and our free will are two magic and powerful wings to bring us to our destination - the Blue Ocean.**



Cat "I know what you think."

Dog "No, you don't...until you put my shoe on your foot."

Summary of INSEAD workshop:

Explore the blue ocean by values creation (from customer perspective) to target customers which our competitors difficultly to imitate.

Key Learnings:

By going through the customer journey to understand the customer pain-points. Solve the problems innovatively which help create customer demand and explore the new market to avoid the red ocean.

Fail fast and execute fast which have higher chance to succeed

Unlearn and learn which help us to learn faster and open minded to think out of the box.

What we learnt is not the most important because how we 1-HKBN execute that we got from the lectures which goes big within next 18 months is the top priority.

Action items:

1. Currently most of the services discussed in lecture are competing in red ocean and we must jump out of the red ocean to explore new values for the customer.
For ICT + telco service providers with regional presence and sizeable are few only, so we should start to explore the opportunities on ICT solutions with existing customer base in 5 regions (traditionally only focus within HK) since we have 1-HKBN team spread into HK, China, Macau, Singapore & Malaysia with total 6,000 talents (nearly 900 are co-owners). There are many customers who are under-served within the industry and which can also help us to build up stronger bonds.
2. As-is vs to-be strategy: Arrange a video conference calls with JOS SEA teams to get more understanding on our strength in the regions with the team heads which help the 1-HKBN to work out closer collaboration on customer projects and achieve our single direction and target.

Additional sharing throughout the lecture

The most impressive of the course was about Poker lesson. We learn how to play with guidance by the professor along the journey, we need to assess the current situation like the cards on hand, estimate the threat from opponents - the cards they hold and reading their move by observing the body gesture, facial articulations, the ways they bet, will they act abnormally when they hold good cards like keep silent, etc.

Of course, during the practice, most people are loosened up compared to the battle mode on after everybody donate 120 Singapore dollars. Each of us change to tight mode.

Risk assessment and articulate outcome possibilities helps to increase the number of good decisions. Throughout the poker game, we learnt how to make good decisions based on limited resources, market intelligence and basic instinct of the competitors on the table to forecast the outcome scenarios.

For example, I held an Ace and a 10 while the river cards are spade 3, diamond 7, heart 10.

According to this scenario, based on the possibility's assessment, which I should raising the bet to eliminate the opponents.

After raising the bet to 20, there were stills 2 opponents playing and then I was worried what the cards they hold like high possibilities of straight combination since they might get 8,9 or 6,9 or 6,8, or 10 pairs...etc.

The fourth card was spade 8, I kept the same bet amount at 20 and one opponent raised to 40.

Then I was accessing the possibilities of the combinations and hesitate whether I should call for the bet. I decided to call and bet total 40 for that card since the possibilities of straight was less than 16% chance and one player folded

his card. Only two players left on the game and the last card was diamond 9 and I selected to check and wait for his call and he bet 40 again.

I was followed the bet and he hold spade 6 and diamond 8 which meant he won with straight 678910.

I was having fun and the decisions made for the bet was good.

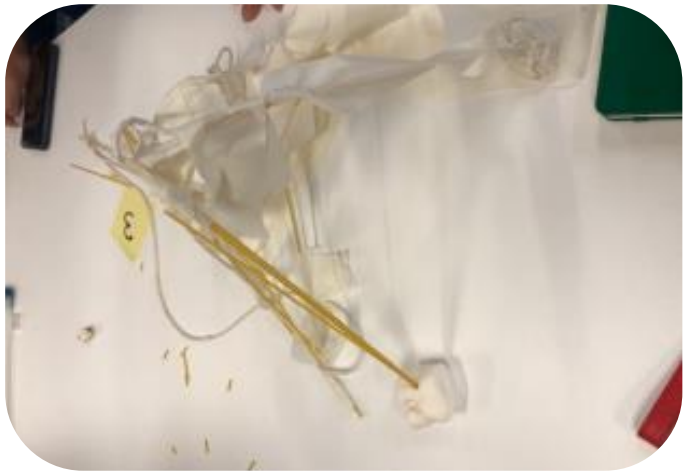
This situation happens quite often in our lives and even we made good decisions, but it does not equal the most desirable outcome.

As in 1-HKBN, the company grows bigger and bigger with the mix of Talents spread into 5 different regions, most of the decisions will be relating to the operation team's talents, supervisors, managers and department heads.

If we learnt how to make good decision based on more systematic method under limited resources and intelligence, we believe the 1-HKBN will become stronger and achieve our target and vision to make our home a better place to live.



*Poker game -
Decision Making*



*Fail fast execute fast
and succeed*



*Teamwork cooking
for dinner*



*Creative thinking -
HK Sovenir*



Kenji Lam, Co-Owner & Senior Manager – Business Analysis, Enterprise Solutions *Reflection on INSEAD workshop*

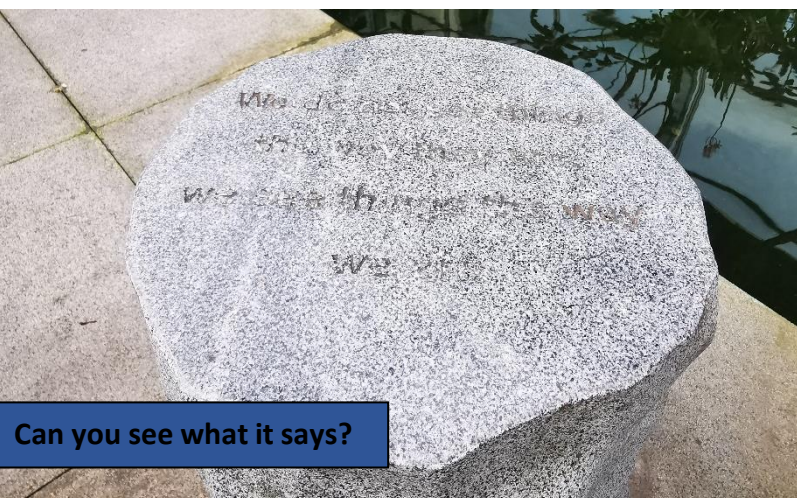
**“We do not see things the way they are,
we see things the way we are.”**

Key learnings

- Finding Blue Ocean or being innovative is all about being open-minded. Don't be blinded by our own perspective, success and assumptions.
- Making good decisions does not always leads to good outcomes. But making good decisions constantly will lead you to success in long run.

Action items

- Always play “devil’s advocate” when making material decisions. Be user-centric and challenge the assumptions made
- Arrange a Blue Ocean workshop with my team
- Periodic poker game across leaders



Can you see what it says?



It is not the first time I attended similar executive training programs. However, none was as relevant to the situation we are in, and none provided as practical set of tools for us to apply in our work and even in our own life as this past 2.5 days at INSEAD. Of course, another benefit was getting to know other talents within HKBN in person. Honestly there are many from JOS who I never met nor even interacted with prior to this course despite being colleagues for a few years already. For that, I must thank NiQ and Almira for giving me this opportunity to participate.

Among all the things that we've been taught, I could not wait to start working with other Talents within the region to apply the set of Blue Ocean tools on our maintenance service business. It is clearly in the Red Ocean and a Settler for the company. It is also too important to be left in there. We are competing on the few KCFs which are almost universal to every player in this industry. We need to find a way out of this Red Ocean into the Blue Ocean and now we are equipped with the tools and knowledge to help us.

Another learning which resonate with me are the Empathic Design Thinking and User Journey. Only just recently I received a customer's complaint regarding our service being slow and inflexible. I have this "cockroach theory", when I see one cockroach in the open, there must be many more lurking in the dark. I already agreed with Andrew to conduct "anonymous" research to walk through the user's journey in this business to identify areas of improvement in order to enhance our user's experience.

With these two actions, I am aiming to revitalize the MA business in SG as the initial goal and then expand the same concept to other locations to reap and maximize the benefits.

KP Yeung, Co-Owner & Director - Information Technology, Enterprise Solutions

It is my first time attending a workshop outside HK, it is 2.5 days strategy and leadership workshop by INSEAD. It is intensive but full of inspiration, and great chance to learn together with talents from Singapore, Malaysia, Macau, China and HK.

The Professor B mentioned that we make roughly 35,000 decisions per day. More practices can help you do better. We can improve through practice. A poker perspective was a really cool way to learn strategic decision-making, you wouldn't expect that it to be applied in our daily business. In real life, you can't play every game because we have limited resources including time and money. For a gambler, "luck" is an important factor. But in business, "luck" cannot be the way to make us win. We need to **calculate risk** and focus on the high probability of winning chance. Especially when you have a low hand, you should calculate your winning chance instead of depending on luck. Even though good decisions could have negative outcomes, we should have a growth mindset.



"What would I recommend **MY SON** (or daughter)?" We are always reminded to think in the shoes of other people. The customer-centric is what we should focus on during project implementation and provide a solution.

For the topics of Creative thinking, we played a **Marshmallow Challenge**. I have played before on team building perspective, but this time it is used to learn how to deal with the issues. Some crucial factors like the weight of marshmallow should be addressed in the early stage. Otherwise we may not have time to re-build, "Fail fast, learn fast". **Agile iterating** is one of strategy on this Marshmallow challenge and it has inspired us to use in the existing projects.

Bringing back to Hong Kong, we highly recommend arranging a session to share with the team on the poker perspective in terms of calculated risk-taking. After this workshop, all IT projects should be run on Agile Iterating approach and line up with the other team to improve the way of decision-making. Lastly it was a great chance for the whole team to learn and apply the strategic thinking.

During the 3-days 1-HKBN strategy and leadership workshop, I could meet 50 HKBN colleagues from different regions and we all get to know each other. We completed a 3 days intensive course that include Blue Ocean Strategy Shift, Decision Making, and Innovative Design Thinking. The following are my key takeaway:

- 1) In Blue Ocean Strategy Shift, we knew that we shouldn't benchmark our competitors or copying their practice and become mini-me. Instead, we should find out our "Non-customers" segment to make our own Blue Ocean. Back to my work, I was used to think from Kin Hong Street's point of view to compete the existing market share with HKT by using pricing. However, I learnt from the course that it is incorrect, we better think what are our 'Soon-to-be', 'Refusing' and 'Unexplored' non-customers then do the opposite. Especially for 1-HKBN now, I should think about how to leverage our different regions' resources to make better business for future.
- 2) We have been taught how to make a better decision making through a card game – poker. We need to keep betting our chips if we want to play to the end. However, you will not win in every game. So, you need to calculate the winning probability and sometimes you need to fold to save your money. In our real world, every business needs to invest first and then results come later just like Poker. The game reminds me that we should invest our future even we may suffer in short term. We either Go Big or Go Home.
- 3) Innovative Design Thinking – in our daily operations, we always use old method to look for a linear growth model. In the course, I was inspired to think how to crush the old way and rebuild a completely new method to do our business. Indeed, 1-HKBN compete with our competitors every day, if we aren't innovative, how can we win the battle by using less time and resources.



Finally, one thing surprised me a lot is that 1-HKBN is not only a Hong Kong based company anymore, rather it becomes a regional company now. Let's fight for own future collectively.

Nelson Chan, Co-Owner & Managing Director, JOS

Someone with ten or more years in their career usually describe themselves as "Experienced," which I also use it in my CV. After the INSEAD workshop, I'll change it to "Creative & Experienced." If lacking creativity, experience may tell others you're already in your legacy circle without a breakthrough in dealing with new challenges. Decisions that much rely on experience can be advantageous in comparatively routine and simple tasks. It can be lethal on those critical decisions related to a much bigger deal or longer term of strategies without an analytical thinking mindset and creativity thinking. Echoing our poker game, you'll lose all your chips that only depend on luck but without considering the statistically calculated risks.

I conducted a very brief exercise on my offerings in China using the tools and flow learned from the workshop. Honestly, we don't have "pioneers", mostly settlers and a handful of migrators. For pioneers, it isn't to invent new technology to change the market. It's to create new value to partner with the customer dealing with their pains and results in achieving a better business or fulfilling their corporate purposes.

Following the strategy canvas to compare our top 3 products to NTT Data Dimension and ECCOM, we have a clear picture of one by one and confident we can create new values to WOW our customers. NTT DD and ECCOM are the two strongest head-on competitors in China. The upcoming most significant task is to form our task force to organize the activities to get well understand the customers. We then can complete the Buyer Utility Map to redefine the customer categories, and proceed with the ERRC analysis to create our LUCA to win. In China, team members tend to follow their leader's call, but we're going to change it to buy-in the logical decision.

Talk too much already, let's take the actions now — the target to launch the first trial on the new offerings of each top product before the end of Q1.

Just like practice Taiji (太极), the highest level fully absorbs the skill without remembering the style. I wish I can fully incorporate all this workshop learning that finally become my mindset.

A very fruitful journey and I'm delighted to coordinate with the cream of 1HKBN.

NiQ Lai, Co-Owner & Group Chief Executive Officer

There is no better way to get to know 50 HKBN colleagues than spending every awake hour, enjoying late night hawker local cuisines with a bottle or two of BYO single malts, over 2-3 days... this is exactly what we did during the INSEAD program. Getting to know each other is essential to building the foundation of trust upon which our HKBN Culture is built on.

During the course, we gained insights on Blue Ocean Strategy, Strategic Decision Making via Poker and Design Thinking. As top HKBN executives, learning these tools together allow us to speak a common HKBN language.

The following are my specific perceptions:

- 4) In poker, a "2 & 7" card combination is the worst possible starting hand. In the past, even when given this combination, I would still try to play to the end and "hope for the best". With the insights gained in Strategic Decision Making, I learnt that it is better to fold and save the chips for when the odds improve with a better combination. Likewise, in business there are times when it is better to fold rather than play on and merely "hope for the best".
- 5) Being one of the top 50 executives out of 6000 Talents in HKBN means but definition we are "successful". It is this very success that often blind spots us from innovation. In Design Thinking, we learnt how to start from a blank page when innovating.
- 6) In Blue Ocean Strategy, we learnt that in business, if we over benchmark our competitors, we end up inadvertently mirroring them. Instead of boxing ourselves in with our competitors we should get inspiration from best in class from adjacent industries.
- 7)



Time for CAG - Commitment to Act and Grow

During the few days at the INSEAD workshop, together with other 50 Talents to learn vigorously, much learning was acquired and that provided much insight for coming growth action for HKBN JOS Macau and 1-HKBN. Change is forever, and it is the mindset to adopt and surf over changes that make us success. The key learnings from INSEAD give us the tools to fight over changes and hence we can grow along with changes. The Blue Ocean Shift, Decision Making (with the learning from Poker games) and Design Thinking are very useful tools to apply in real business, key learnings are as below:

- With the help of Strategy Canvas, we can understand how to map out the “as-is” and “to-be” canvas which lead us to understand how can “ERRC”, i.e. Eliminate, Reduce, Raise, Create, on the key competing factors of a particular products/solutions that lead us to potential Blue Ocean Shift.
- It’s fun and inspirational to have poker games to understand the process of decision making and calculation of risk. This will be of very good way to share among the team, especially the sales team that how we take calculated risk and act accordingly. For example, we may just fold when we are having bad starting cards to have the resources for the next game.

The above is the drive to change our business mindset but they key is we start to work them out. Aspiration and key action items are mapped out during the 1-HKBN Beyond HK Townhall and also the Beyond HK Strategic Planning Meeting, which I would like to highlight the most important key action points:

- To act and grow not only within the Macau team, it’s the Beyond HK Team (SEA, ChiMa) and the bigger 1-HKBN that makes us differentiate from others. Both for the Products and Sales side, there will be regional account mapping and solution/service offering mapping to be acted on immediately.
- To align the growth and change mindset within the team, which in turn lead to the aligned one common goal for the target. Throughout the past few days, a deeper understanding of the HKBN culture is learnt, like skin-in-the-game, pain & gain in which I believe that will help to align our resources to strive for the 1 common target. This is the action to drive the commitment not only from 1 person but from a dedicated elite team.

The last point of the reflection is the about the Talents’ commitment, professionalism and teamwork that can drive to achieve the target, this is what I can felt fully during the 3 days in INSEAD. Commitment is made to work with such energetic team to strive our 1 common goal.

Roger Loh, pain/Gainer & Head of Sales, JOS Singapore

The training was beneficial and created many “aha” moments for me, especially for “Blue Ocean - Strategy Canvas and Creative Thinking” which focuses on buyer perspective, attracting non-customer, and creating a win-win value proposition.

Follow up an action plan:

Recurring business is crucial for SI business, such as maintenance service (MA). Unfortunately, most of our service offering is very much inward thinking rather than emphasising on your buyer; hence our renewal rate is declining as our offering and approach are of no different from our competitors (red ocean – solely compete on pricing). Through the INSEAD learning and regional solution sharing, this struck (aha) me and thought of an idea on how we can provide better value for our customer through our MA service. Traditionally, our approach is more of a resell model and our method is to get 3rd spare part vendor (procurri, createsoft, knowledge computer, etc.) pricing and markup (5%-10%) or stock up hardware asset (CAPEX) to support our maintenance contract. Today, the recommended selling price to maintaining one server is around SGD 250-300, how can we do it at SGD 100. My thought is, as a group we can negotiate a regional deal with our 3rd party spare vendors, for every MA contract we win, we will give them 25%, in return, they help us to stock up our spare part inventory. As for the customer, we charged them at a minimum fee (i.e. SGD 100) and if they require spare parts, we will charge them separately on a per-incident basis with assured SLA. This approach will help our customer to lower their OPEX. At the same time, leveraging on our NOC (got to know this through Doris) to provide additional value-add to monitor their hardware availability proactively when they subscribe to us. I will want to explore the above with our service product managers when I am back to the office next week.

The power ranger video demonstrated the supremacy of 1-HKBN, the combination of 6 companies into one will deliver more than six output. Hence it leads me to think why the video has seven characters instead of six and in fact, we have the potential to double or triple our EBITA as 1-HKBN.

I am proud to share that JOS built MBS IT infrastructure a decade ago, and this won't be possible without help from our Macau team. They were the one to bring the Singapore team into this opportunity. SANDS primary revenue source comes from three key countries, namely, Las Vegas, Macau and Singapore. When we collaborate as 1-HKBN (Siloless), we will be able to obtain two votes, and this gives us an unfair competitive advantage when we compete with our competitors such as NTT/Logica/3D networks in Singapore, which they don't have a strong presence in Macau. After sharing the above with my team, they are looking forward to joining forces with Patrick Team. As discussed with Patrick, we will kick start the collaboration between the two regions when we are back to the office next week.

Below is the newspaper cutting to congratulate MBS opening and JOS was being invited as their strategic IT partner for their opening ceremony. This event happened during my thirties and I was the project manager then delivering this SGD 10M project (please don't guess my age :).



In conjunction with the CNY (time to gamble) and the upcoming Singapore sales kickoff, I will share the strategic decision making through “poker” with our SG team.

Action item:

To explore the possibility of leverage on our offshore development office (Zhuhai) lead by Gary for Singapore developer resource.

What's next after the 3-day INSEAD workshop

I am honoured to have the chance to attend the HKBN Strategy & Leadership Workshop at INSEAD@Singapore, a Business School for the World. The 3-day workshop is truly intensive and inspiring, also a very good opportunity for team building of our 1-HKBN beyond HK. In the course, we went through Blue Ocean Shift, decision making through playing poker, design thinking and creativity thinking, there are lots of takeaways and action items after completing the course.

While most of us consider our core, broadband service is in red ocean, we can keep using the six paths framework and ERRC (Eliminate, Reduce, Raise and Create) to find our new market space. Our team are used to highly functional focus on our broadband service that we focused on price, network coverage, network quality, customer service, CPE, etc. But to a certain extent, all our competitors and us are providing a “me too” service. As such, I will work with my team on looking across functional/emotional orientation. We should shift our focus on finding what elements can be stripped or added to move our service from functional to emotional. After all, the telecom expense is relatively small in the monthly household/family expenses and those fundamental functional elements cannot differentiate among competitors, how about we inject “fun”, “family friendly”, “social responsible” elements into our service or our brand? What about we make it more “fun” through our revamped myHKBN App? What about we make it more “family friendly” through our Home Gateway and coming smart home solution? What about we make it more “social responsible” by promoting our effort on ESG? Besides, we can also find our new market space by looking across complementary offerings. Benchmarking IKEA offers childcare and restaurant, Starbucks provides couches, music and Wi-Fi, how can HKBN raise value to our customers? By sharing the skillset to my team that I learned in the course about design and creativity thinking, i.e. the creative remix and “what if” approach, I am sure we can find the way out to raise the value in our “Home” concept through our ongoing strategic partnership.



Key Takeaways:

1. The strongest impact to me during the 3 days was the case study on Singapore MOM. We kept focusing on improving productivity and efficiency but in most cases, we are still swimming in the RED ocean and failed to think outside the box (maybe just a little stretch). In addition, how often do we really put ourselves in customers' shoes? Answer will be, "yes we do" but in most cases we think we know what customers want. We assume that is still what customers want. We need to be **"SEARCH for USER-CENTERED Insights and translate them to Innovation Opportunities"** Again, users that I mentioned here are referring to both Internal Talents, our business partners as well as customers...
2. Secondly, another major takeaway is the Marshmallows exercise from **Agile Iterating** (Creative Thinking). Never under-estimate the journey along implementing a project and there are many unknowns be sure to test the milestone and deal with it earlier.

Action Plan:

1. I will work closely with IT Delivery (Gary) Operations (Doris) as well as SMEs (Mikron and Alex) and engaging SME customers (e.g. Retail) to brainstorm Retail industry specific "CAN" solutions and then hold a retail customer event to solicit their feedback, fine tune before pilot (combining both user-centered Insights and Agile Iterating into product development).
2. Educate my team and anyone I interact within HKBN about user-centered and Agile Iterating's importance. Never assume you understand the users' need and ensure your put yourself in users' shoes. I will be meeting with each of my team (down to managerial level and my communications has started today).



Samuel Hui, Co-Owner & Chief Transformation Officer

“Creativity is about connecting the dots.” Individually, our products are not innovative. What we have (e.g. Broadband), HKT has. But collectively we can be innovative. What happens if we connect our enterprise IoT beacons to our myHKBN app, powered by our Big Data platform? The possibilities are endless, so long as we embrace our LUCA of 1-HKBN.

Fail Fast

I’m embarrassed that as a proponent of Agile, my team ended up being the one that wasn’t during the Spaghetti-Marshmallow challenge. But this “embarrassment” itself is also another fast failure! Without failing to make the spaghetti support the marshmallow, I wouldn’t have been reminded that I still need to fail faster!

A leader’s responsibility is to make the RIGHT decisions more often than not

In poker, you might make the right play but lose your hand. But if you consistently make the right play, your aggregate will net a positive. That said, how do we make the right play? The tendency is to overfocus on your hand (i.e. what you have), but if you open your eyes, you’ll notice how your opponents are reacting, or how much stakes are on the table, or the probability of your opponents having a certain card... Same with business and life. We must have the fortitude to keep making the right plays no matter the outcome, but also keep an open eye to all the data points outside your immediate business



Stanley Chiu, Co-Owner & Head of Finance, JOS

During the past few days in SG, some new ideas/ways of thinking leant *meanwhile some being **unlearnt*** (as an accountant over replying on functional side during thinking process). Not everything processors shared I'm agreed with BUT for those agreed, that have been embedded in my mind deeply, thus some more new weapons can be used in the coming battles.

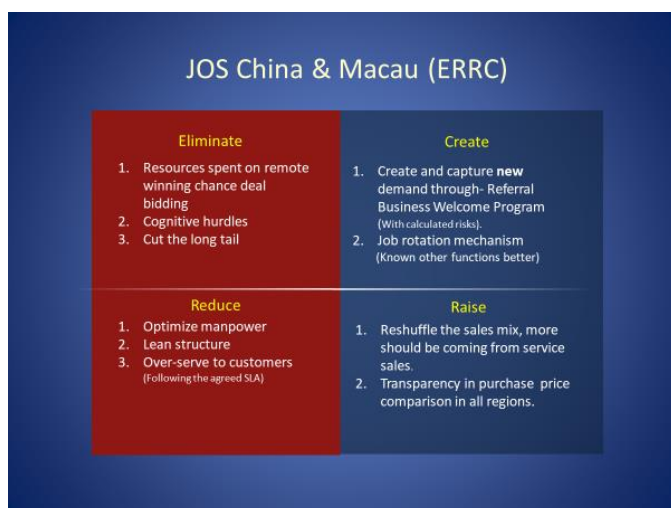
How to turn this HK\$2.5m spending from OPEX to CAPEX and with 100x return is what we need to follow through.

I will have a sharing session with my team right after back to office. As our job is like a multiplier to arouse other talents interest in this subject and provide initial kick-start support.



The most LIKES voted by the team is this one :
“ Sometimes, during a decision process, we are stuck in there, how to tackle this: Step back, image this was the challenge your lovely son / daughter now facing, what advise you are going to give them.....

Do the right thing and do it right.

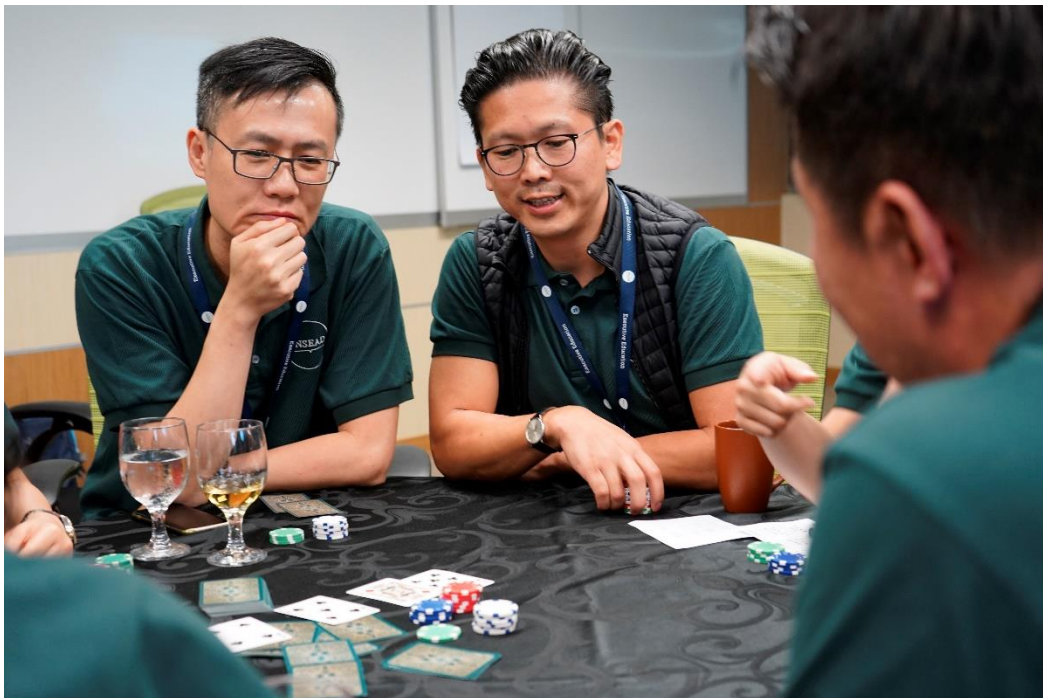


During before, China team hesitates to do referral business because of legacy issue. We should reconsider this and ***do it with calculated risk*** instead of say NO.

Apply what we leant in our daily work, equally importance, in our daily life. Practice makes perfect, fail (*with knowing why*) fast and making the success comes earlier.

Stephen Lui, Co-Owner & Director - Information Technology

- 1) Key Learnings
 - a. In crisis situations, don't follow the rule but do it fast.
 - b. The As-Is and To-be Strategy Canvas with ERRC are powerful tools in analyzing the current situation and identifying the future situation.
 - c. For every reflection, review on the decision quality rather than outcome, no matter good or bad.
 - d. When facing uncertainty, >60% confidence -> move forward fast to capture the opportunity. <40% confidence -> retreat and look for something else.
- 2) Key actions to follow up
 - a. Bring the workshop to HKBN
 - b. Apply the Buyer Utility Map to IT process and improve
 - c. Follow up the ES voice initiatives to REDUCE manual customer service support



It was truly amazing for the 2.5 days INSEAD workshop and meeting the 1-HKBN top 50 executives in SG. I have great change to know each of the executives and networking with them too. The 1-HKBN team and its culture was awesome, and I can see everyone working towards the company objectives and it's priority like a family besides putting Talent obsessed as its priority.



I have learned so much in the Blue Ocean Shift which particularly in the mindset shift and reconstruct market boundaries, Strategy Canvas, Buyer Utility, non-customers, Six path framework, ERRC etc. For the past, we had attended some workshops that always emphasis in internal excellence, enrich offering, managing cost effectiveness, or sales strategy but rarely came across each of the trainer instilling Customer Obsessed which all this course teaches us how to fight in the Red ocean more effectively. I personally felt that being Customers obsessed is the most key component to make our business and organization more successful. We need to be able to map out what is the customer's journey and it will help us to move to Blue Ocean.

I really didn't expect to learn how to play Poker and have whisky like what I experienced seeing in some of the HK movies. I can see all of us have fun and have great learning too. In life, we are often making many decisions for ourselves, family, works and so on. Sometimes we make good decision and sometimes not but in whichever way we will make progress and have its lesson learnt for better. In contrast, not able to make decisions will make us indecisive and stay in the status quo and remain swimming in the red ocean. However, making decision isn't tough and we need to have courage to do so. Having a growth mind-set, seeing big pictures, ownerships, taking calculated risks, define mitigations and finally call the actions will make us to be different.

The Designed workshops was also quite fun, and it gave a different perspective to be more creative and innovative. No right or wrong, so no hesitation to speak. Not all the ideas will work in the real-life, but some really do, and it can even change the world. The key takeaway from the marshmallow activities is "fail fast and learn fast", we should be able to get improvement from the learning and get something done out of the failures.

The INSEAD workshops has really inspired me and I would like to bring back this leaning to my team and start to cultivate the BOS mind-set and create a BOS competition among the team how to bring us and the business to the next level high. Basically, fighting in our own ring will eliminates grave competitions and create different customer's experience.

Thoo Li Li – pain/GAINER & Head of Services Sales, JOS Malaysia

My Key Take-away for these 2 ½ Days training:

Given only less than a week's time to read the Blue Ocean Strategies book (as I only joined in last minute), I managed to complete the book within 5 days. These lessons have thought me when it seems impossible, if we believe in ourselves and set the right target & push through it, we can definitely achieve our target.

Learning to see **VALUE** from **customer's perspective** which involves not only the product / services which appeals to them functionally but also **emotionally**. Combined this learning from Blue Ocean & Strategic / Creative Thinking, I learnt about **CUSTOMER EXPERIENCE JOURNEY** which really are my key takeaway from this training. It talks about **how customer feels in every touch point** they engage with our company. With this learning, I started to talk to my fellow Talents to think how each of us can affect the customer's experience in different stages of their Touch Point with our company. These stages include AWARENESS (Marketing/ Account Manager), CONSIDERATION (Pre-sales, Delivery, Account Manager, Service Product Dev Team, Business Development Team), DECISION MAKING (Account Manager, Pre-Sales, Delivery), PURCHASING (Operation Management Team, Account Manager) RETENTION (Service Desk, Service Product Development Team, Account Manager), ADVOCATING (Delivery, Account Manager). During our Sales Kick Off on Monday, I posted this new learning to the team and asked each one to reflect on how we have or could have contributed to the CUSTOMER EXPERIENCE JOURNEY which will result in higher earnings for our company. **IF we are able to create VALUE to each of these TOUCH POINTS, I strongly believe this can be our own JOS HKBN LUCA!**



Tim Kwok, Co-Owner & Head of China Business, Enterprise Solutions

My learning Summary – Tim Kwok

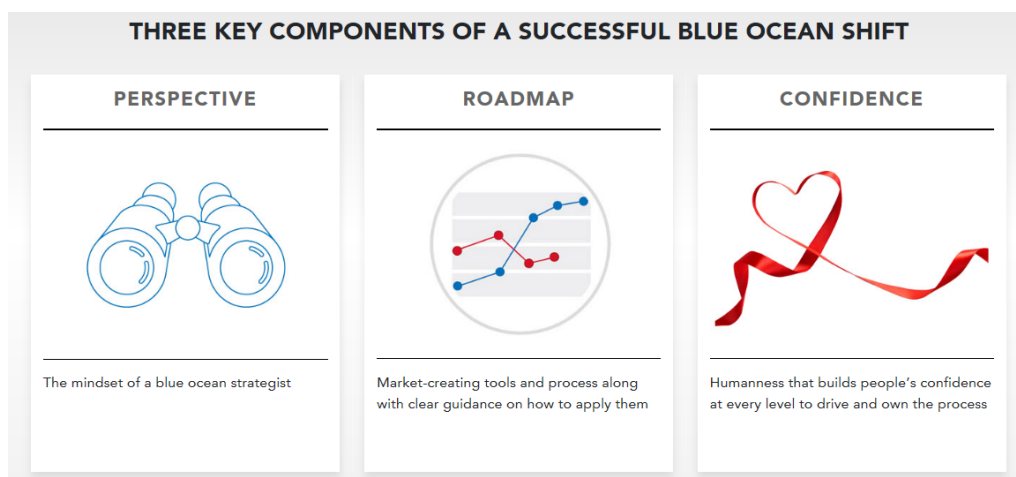
From theory to real world, the three-day workshop is turning my learning to real life and experiences, from traditional Red Ocean to Beyond-competing Blue Ocean, it values our investment on time and money.

Red Ocean is the known market with boundaries, competition is high, but margin is low. Players tried to outplay other players to grab the market share, and with filled with blood.
Blue Ocean is the unknown market with vast and deep, no rule of the game that allow players to explore beyond-competing.



Transforming Theory to 1-HKBN pain/Gain

How transforming INSEAD workshop of Blue Ocean Strategy to become payoff scheme? How to shift from RED to BLUE Ocean? Let's put theory into walk the talk, I will initiate a Blue Ocean Sales Management with pain/GAIN scheme within three months, a Smart Office Solution, with New ICT concepts and solutions in APAC.



Blue Ocean Strategy in Sales Management

Put sales approach & activities in ERRC framework

Eliminate <ul style="list-style-type: none"> ➤ Cold calling ➤ Product selling 	Reduce <ul style="list-style-type: none"> ➤ Individual sales and increase co-team ➤ Solution selling to purpose selling
Rise <ul style="list-style-type: none"> ➤ Networking ➤ Barter ➤ Co-Offices ➤ Reflection on each visit 	Create <ul style="list-style-type: none"> ➤ Non-customer approach ➤ Regional approach ➤ Purposeful event ➤ Blue Ocean Strategy workshop for sales representatives

William Yeung, Co-Owner & Executive Vice-chairman

Course contents have no surprise as it's just a twist of Blue Ocean strategy more than a decade ago, i.e. a product enhancement only.

What occurred frequently in the book Blue Ocean SHIFT is winning confidence and cooperation of team members (p. 7, 16, 20, 21...). This reminds the success of any strategic movement needs BUY-IN and EXECUTION of team members.

As I asked, what's the difference between HKBN and HKT if HKT Mgt also attends the same workshop and contents?

It all requires everyone's actions to really make things happen.

I don't agree to 7-12 key factors of competition. It loses focus as it's too many.

When it's key, it can only be top 3 or 4 with priority.

I suggest we should say no to certain competing factors and just focus on 3-4 only and then devote full efforts to make it.



Windy Wong, Co-Owner & Associate Director - Talent Management

Do you know how many decisions we need to make per day? The answer is 35000 but only 10% is conscious. Even I made a conscious decision to join this INSEAD workshop, it doesn't mean or guarantee that I can get the most benefit without good preparation, active participation, reflections and perceptions. I gave a "fail" to my pre-trip preparation, so I needed to work even harder to catch it up....

Throughout the 3 days insightful workshop, my perceptions are,

Shifting to Blue Ocean is good but HOW?

Instead of struggling within the red ocean, I decided to plant limits and go beyond from typical ~ I reached out ~ 80% INSEAD participants, treated them as my valuable customer and users. In that case, I experienced a wonderful user-centered journey to understand, listen and show my insights, empathy and seek for opportunities. At the end, they are all my "lead users" so that we can transform Talent Engagement team from functional to synergized functional + emotional as HKBN is a Talent Company. The mindset of many HR professionals is still legacy, traditional and swimming within the red ocean. I could not wait to share my learnings with my team to reach our blue ocean. However, we need to "focus" as many ideas means no idea, while too many actions mean no action at all. Thank God as I learnt a great tool from Blue Ocean Shift - ERRC - Eliminate, Reduce, Raise and Create.

Is Poker gambling or statistical decision making?

Before INSEAD trip, I would say 99% is gambling as my I am not a professional poker player, so my only strategy is to wait for the luck of getting the best cards or play with my gut instinct. During the poker course, we played 1st round, 2nd, 3rd....with only 2 cards in hand, we had to decide the action of "Check, Bet, Fold, Call or Raise" within a limited time. Every decision has a certain level of risk, but can I calculate and minimize? What is the probability to win if I get an opening hand with "A+A" or "4+7" or "6+7"? Taking this to business or personal decision, it is a matter of calculated risk, opportunity cost and probability level, certainly, luck is also critical but uncontrollable. Besides, observation is key as what Sunzi reminded "You should always keep your friends close and your enemies closer!"

Everyone is creative unless he/she cannot THINK

Design thinking methodology is a process to allow us to create and test our ideas quickly. I would summarize it a process full of actions - we need to create user experience journey, not only observe but do with the users to understand the pain points while empathy and immersion are critical. I learnt how to use prototype to make our early idea usable, so can go back to our users and get their feedback. That feedback gives us information to move bigger steps forward. Don't worry about the costs, as customers will pay for the innovation.

****Design thinking improves the Creative Process. Creativity is not rocket science but Creativity is key in our life and work, but how can we assess anyone who is creative within a limited time of assessment? I grasped a time to ask Professor Manuel Sosa during the break, very practical. Love to share with you the tips, email to me@windy.wong@hkbn.com.hk****

