



While other telecom service providers focused on expanding coverage in commercial areas, HKBN was the first in early 2000s to extensively build its fibre network in residential areas, particularly in public estates.

# HONG KONG BROADBAND NETWORK SUPERCHARGES GROWTH WHILE DEMOCRATISING INTERNET ACCESS

Hong Kong Broadband Network has built its incredible success on putting people before profits. Now, the company has turned to Salesforce to help put its customers at the centre of its marketing efforts.

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Hong Kong Broadband Network (HKBN) has a vision to make Hong Kong a better place to live. The company launched in 1999 with the noble mission to democratise the internet by making fast broadband affordable for all.

“We always ask ourselves: ‘What would the Hong Kong telecom landscape look like without HKBN?’” says NiQ Lai, Co-Owner and COO of HKBN. “In our view, Hongkongers would be paying far higher prices for stale legacy services, if there was no HKBN disrupting the status quo. This is what we mean by our core purpose to ‘make our Hong Kong a better place to live.’”

By 2004, the company had launched Hong Kong’s first 100Mbps residential broadband service. A year later HKBN rolled out its bb1000

service, which made Hong Kong the first city in the world where one third of households could enjoy fibre-to-the-home 1000Mbps broadband.

“Previously, people with low income either had low-speed internet access or they were being priced out altogether by the big telcos,” says Samuel Hui, Co-Owner and Head of Digital at HKBN. “We felt that the internet is like clean water in that it should be affordable and available to all.”

The strategy paid off – not only for people living in Hong Kong’s low-income residential estates who now have affordable access to a world-class internet service – but also for the company itself.

HKBN now serves about 37 per cent of the Hong Kong market with around 900,000 subscribers, and in 2015 debuted on the main board of the Stock Exchange of Hong Kong.

“It’s not just that we were able to perform really well as a company by onboarding more customers, but at the same time – and this is much more important – we shaped the industry with our strategy,” says Hui. “We like to think that we are the reason why Hong Kong has wide Fiber coverage at mass-market friendly prices. With our aggressive market entry, we dragged the industry Goliaths kicking and screaming with us. Without us, Hong Kong would still be stuck in the copper era with outrageous internet fees.”



Co-Ownership creates a clear long-term alignment of interests between HKBN Talents and shareholders, as Talents invested their savings to buy HKBN stocks.

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## Putting people before profit

This egalitarian approach is reflected in HKBN's ongoing Corporate Social Investment (CSI) initiative, and in the company's internal ownership structure.

The CSI program is built on three key pillars – social partnership, caring for community, and respect for the environment.

“Our CSI team enables us to volunteer and invest back into the community. HKBN is also flexible with paid volunteer days so we can freely give back to the community. On top of that, we also sponsor specific topics. For example, this year we are looking at how kids use the internet and are taking a good hard look at cyber bullying.”

– Samuel Hui, Co-Owner and Head of Digital at HKBN

HKBN also puts a priority on the shared prosperity of its own people. Employees – known within the company as ‘Talents’ – are invited to take part in a Co-Ownership program to essentially become shareholders in the company they work for.

“The idea is that you don't just make money from HKBN, you make money with HKBN,” says Hui. “But no-one gets free stock options here. Instead, we put our skin in the game by investing a significant portion of salaries back into the company. Currently we have more than 300 Co-Owners, which is the majority of our supervisory level or above Talents.

“That means we are not just managing the company, but are also managing the savings of 300 different Co-Owners from within the company. So we need to make sure we are fiscally responsible when we make decisions that are in the best interests of not only our customers, but also our Talents.”

“We take incredible pride in having made more HK\$ millionaires (around US\$130,000-aire) than any other telco in Hong Kong, as part of our management buyout process,” adds Lai. “Our pride comes from the fact that every Co-Owner invested their family savings so there were no free riders. Our Co-Ownership structure means we take real pride in how we treat all our stakeholders as HKBN represents who are we as people.”

## Rethinking the customer journey

After working hard to establish the company as a people-first organisation, Hui and his team have turned their attention to bringing this customer centricity into their marketing efforts.

They turned to Salesforce for the solution, based largely on the two companies' shared values of equality and corporate responsibility, and a mutual commitment to building long-term partnerships over and above short-term gain.



HKBN extends the brand's presence from physical stores to digital channels which open up tremendous opportunities to meet customer needs.



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“We were not just looking at the technology, but also the purpose of Salesforce as an organisation,” says Hui. “We are embarking on a journey with Salesforce, and that means we’re focused on growing together, with shared success as our vision. We don’t simply want Salesforce to make money from HKBN, but rather make money with HKBN.”

Prior to the deployment of Salesforce’s Marketing Cloud, Hui admits that it took a week to send out marketing campaigns, and this process involved multiple people from data, customer service, and digital IT teams all working in a hands-on capacity.

There was no personalisation involved, and marketing content was distributed in a spray-and-pray approach. Hui says this resulted in many missed opportunities, including a lack of upsell insights.

“We needed to think more about what our customer journey looks like and build our engagement strategy around that. For example, if a customer looks at our TV ad, then Googles us and clicks the search ad to get to our website, then calls up customer service to ask about the plan -- would we be able to trace all that and engage that customer with the right message? And if the customer later goes back online to apply for a service, would we be able to attribute the right salesperson who made the pitch?”

### Adopting the solution

With Marketing Cloud, the answer is yes. Campaigns can be built in a fraction of the time, which means resources can be better deployed. Personalised messages are delivered to customer segments to achieve more insightful cross- and up-sell opportunities.

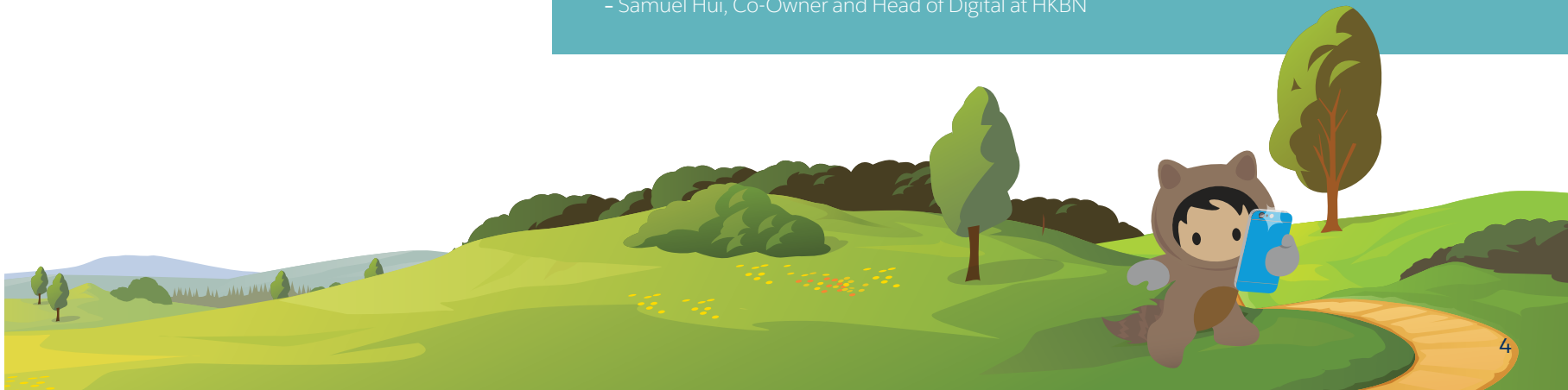
Hui also believes that customers will feel better understood with targeted offers. “We are able to use Salesforce to engage them personally instead of blasting them with one-message-fits-all communications,” he says.

HKBN turned to Kalido to assist with their Salesforce deployment, and Hui says the two companies have also bonded over their shared values, particularly their customer centricity.

“HKBN has prioritised their customer experience which has led to incredible business outcomes. By working with HKBN to implement Salesforce Marketing Cloud, we have been able to jointly deliver a customer-centric platform integral to their customer experience that is smart, puts the customer first and generates ongoing and tangible results for the business.” said Jimmy Storrier, General Manager, Asia - Kalido.

“ We know what our customers want and how we want to engage with them, but we just didn’t have the tool to act in real life. In other words, we started with a clear customer-centric strategy, and now we’re putting the technology in to enable that journey. Our core mission has always been to make our Hong Kong a better place to live, and Salesforce is going to help us keep achieving that.”

– Samuel Hui, Co-Owner and Head of Digital at HKBN



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## About Hong Kong Broadband Network

Hong Kong Broadband Network (HKBN) launched Hong Kong's first 100Mbps residential broadband service in 2004. HKBN rolled out its bb1000 service in 2005, which made Hong Kong the first city in the world where one third of households could enjoy fibre-to-the-home 1000Mbps broadband. The company went public in 2015 and debuted on the main board of the Stock Exchange of Hong Kong.

**~900,000**  
SUBSCRIBERS

**37%**  
MARKET SHARE IN HONG KONG

**300+**  
EMPLOYEE SHAREHOLDERS VIA  
CO-OWNERSHIP PROGRAM

## CHALLENGES

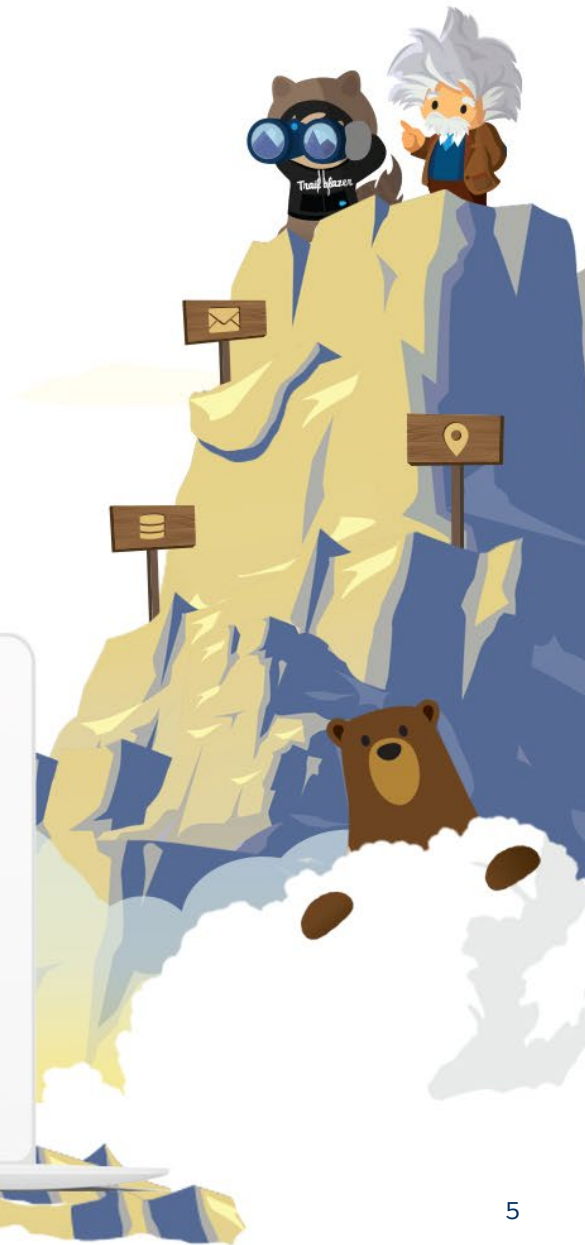
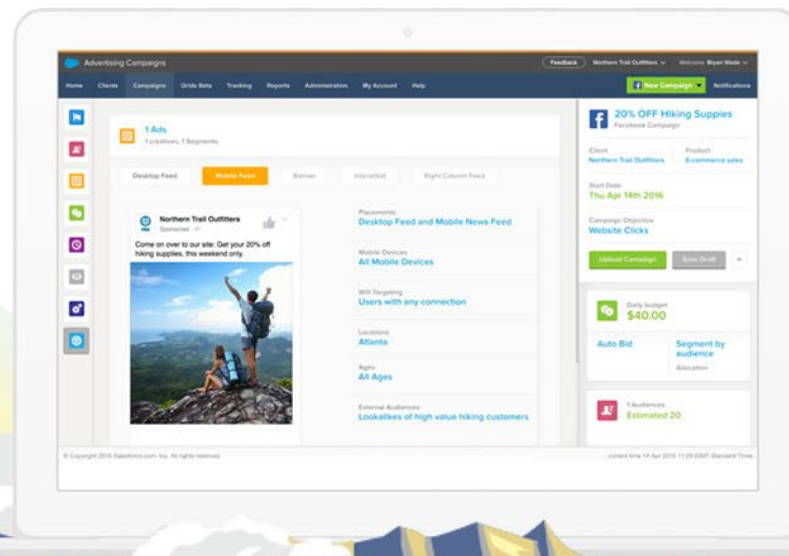
- HKBN previously took a week to send out marketing campaigns. This involved multiple teams working hands-on.
- Marketing campaigns lacked personalisation and followed an inefficient one-message-fits-all approach.
- Lack of customer insights limited upsell opportunities.

## SOLUTION

- Marketing Cloud builds campaigns in a fraction of the time so resources can be better deployed.
- Personalised messages are delivered to customer segments for more impactful results.
- Better customer insights will deliver more cross- and up-sell opportunities for improved ROI.

## Products used by the Customer

- › Marketing Cloud:  
Advertising Studio



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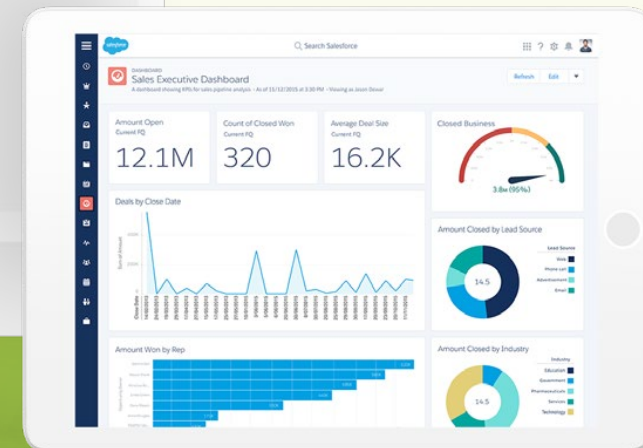
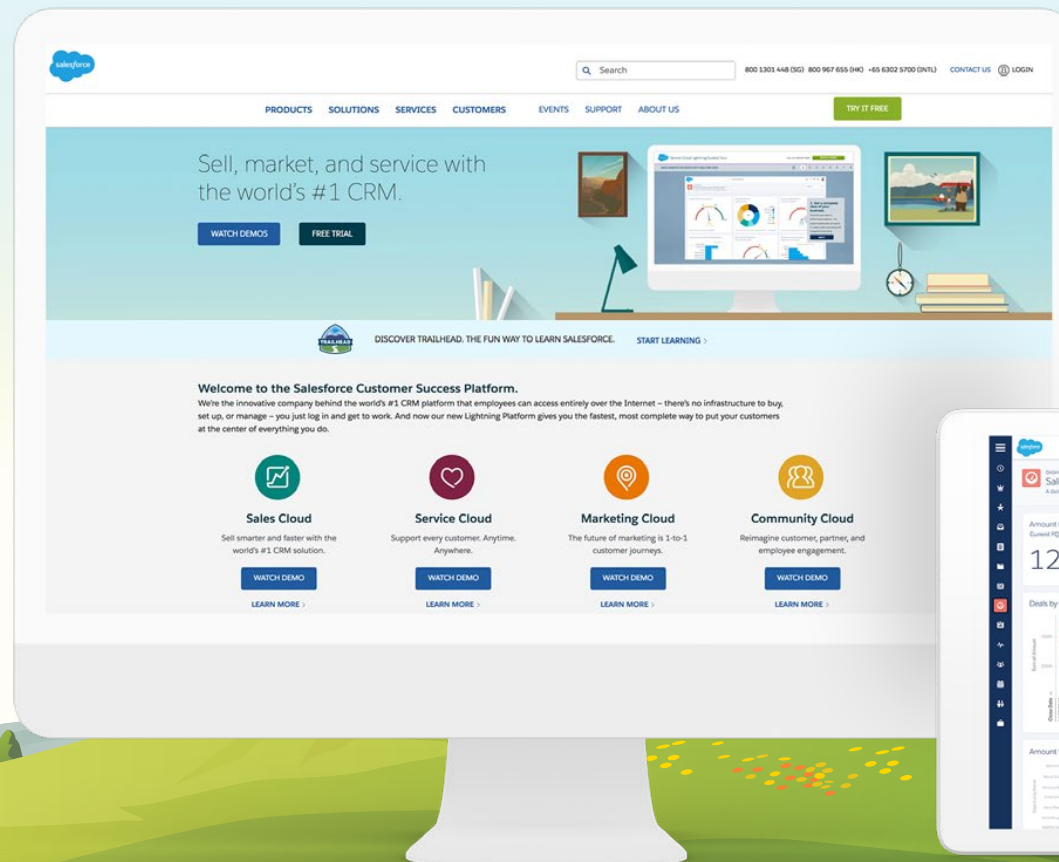
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Salesforce is the world's largest provider of customer relationship management (CRM) software. Salesforce1 is the new social, mobile and cloud customer platform built to transform how companies sell, service and market for the Internet of Customers. It is the first CRM platform for everyone – developers, ISVs, end users, admins and customers – to go social, mobile and cloud. Now every company can connect with their customers in a whole new way and unlock greater levels of growth, innovation and success.





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