

Data Explosion

數據爆炸

As China's mobile phone market approaches saturation point, the world's largest telecom company, China Mobile, has its eye on billions of potential customers in the form of machine to machine data services

隨著流動電話市場接近飽和，全球最大電訊商中國移動正窺準數以十億計的準客戶，以提供機器對機器的數據服務

People often talk about the huge growth and opportunities unfolding in China, but few people are able to paint as vivid a picture as China Mobile Chairman Dr Wang Jianzhou.

“In 1982, there were only around 2 million fixed telephone lines in China. Today, China Mobile alone has 600 million subscribers, and every month we add 5 million new subscribers to that number,” he said.

The advantage for companies who crack the China market is the incredible scale at which business can grow, he told members at the Chamber's CEO Manpower Conference on October 13.

Obviously, one of the challenges of such rapid growth is trying to service your exploding customer base. But the question for China Mobile is: can it continue growing at such a pace?

“That is a very tough question, and my answer is yes, we will continue to have growth,” he said.

That growth will have to come from somewhere besides new subscribers, as the market is approaching saturation point. The total number of mobile phone subscribers in the country is around 950 million among the three operators, with China Mobile occupying around 63% of the market share. Still, Wang is optimistic, and expects to add 100 million new subscribers in the coming year as more rural migrant workers head for the cities and parents buy mobiles for their children.

Another challenge he and other operators face is falling subscription prices.

“The price of everything in the world is rising, but every year the tariffs for telecommunications services is falling, especially in developing countries. That is a big challenge for us,” he said.

M2M

So what are the other growth areas for China Mobile?

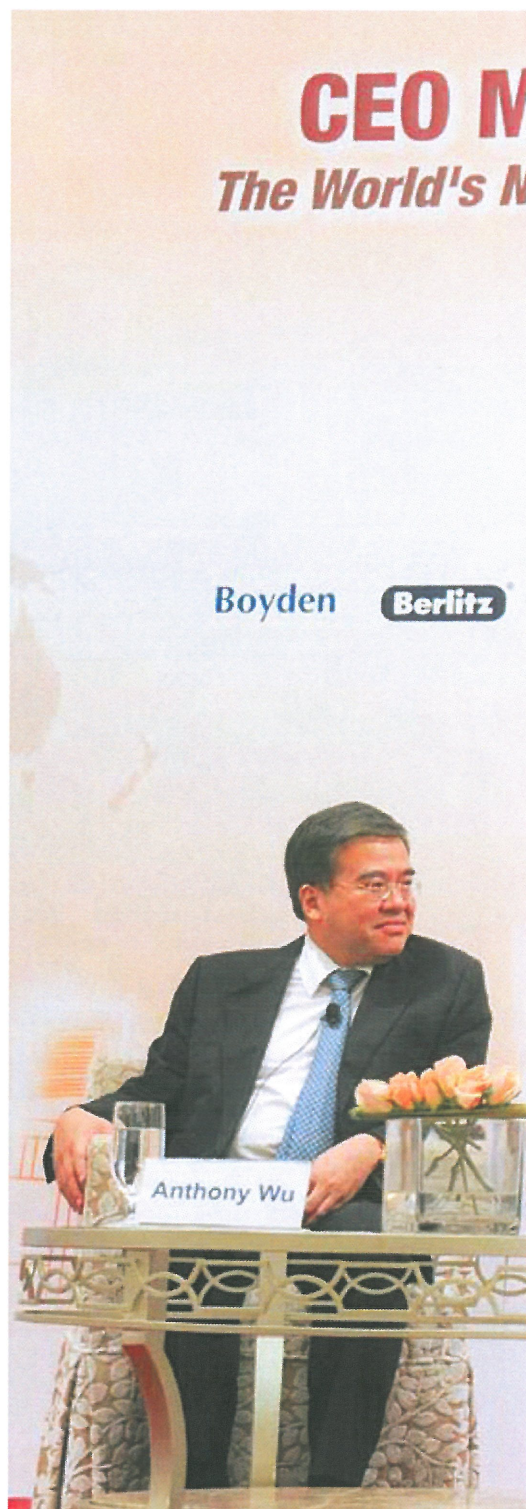
First is data services, and second machine to machine (M2M) data services. Growing traditional telecom revenue is difficult, as consumers increasingly expect lower fees, in addition to applications such as Skype – which basically make international calls free – and 3G handsets which take advantage of wireless networks to circumvent data downloading charges of telecom operators' networks.

The explosion of smart phones and tablets, on the other hand, presents huge opportunities for growth in the new era of mobile Internet.

“We have an explosion of growth in data, so it will be possible for our telecom operations to grow again,” he said.

Yet many challenges will have to be overcome, not least investing in infrastructure to satisfy data hungry consumers' appetites. Current 2G and 3G networks cannot meet the demands for data services, so operators are extending their coverage of Wi-Fi transmitters.

China Mobile plans to build 1 million Wi-Fi hotspots in three years, which will give it around 10 million access points. Wang also revealed that it has reached a deal with Apple to support the carrier's fourth-generation TD-LTE (time-divi-



sion long term-evolution) data network, although he said no timetable has been set on when exactly a 4G iPhone will arrive.

“This is China's home-grown technology, so in LTE we are the leading producer. It is not only used in China but also in other areas of the world. Because of the

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Dr Wang said the future for telecom providers is clearly in providing data services.

王博士表示，電訊供應商的未來顯然在於提供數據服務。

shortage of spectrums, LTE offers more opportunities for operators, especially in crowded markets such as India, Japan and also for China Mobile,” he said.

For M2M data services, he is thinking in terms of billions of customers. If mobile phones connect people to the

internet via their SIM cards, he reasons that it won't be long before everyone on the planet will have one.

If he is correct, there will soon be 7 billion SIM cards in the world. If devices in our homes and offices are all fitted to machines to enable wireless or wired

M2M communications, he conservatively estimates there will be over 70 billion SIM cards in operation.

“In past years we spoke about it too much and did too little, so in the future we may focus on developing this more aggressively,” he said. ❀

們經常談及中國龐大的增長和湧現的商機，但沒有多少人像中國移動董事長王建宙博士般，能夠描述出如此生動的畫面。

他說：「1982年，中國只有約200萬條固網電話線。時至今日，單是中國移動已經有6億用戶，並且每月新增500萬名用戶。」

他在10月13日的總商會第4屆「CEO人力資本大會2011」上向會員表示，打進中國市場的企業所得的好處是，業務會按驚人的規模增長。

顯然，急速增長的挑戰之一是嘗試為你激增的客戶基礎提供服務。就中國移動而言，它會以這個速度繼續增長嗎？

他答道：「這是個非常棘手的問題，而我的答案是正面的，我們會繼續增長。」

有關增長將會來自新客戶以外的範疇，因為市場已接近飽和。中國三家營運商的流動電話用戶總數約為9.5億人，中國移動約佔63%的市場佔有率。儘管如此，王博士仍感樂觀。隨著愈來愈多鄉村工人移居城市，以及家長為子女購買手機，他預期來年將再增1億名新用戶。

他和其他營運商面對的另一挑戰是服務費不斷下調。

他解釋：「全球所有物價都在飆升，但電

訊服務的價格卻年年下降，這個情況以發展中國家尤甚。這是我們面對的重大挑戰。」

機器對機器

那麼中國移動會靠哪些其他範疇來取得增長？

第一是數據服務，第二是機器對機器（M2M）數據服務。傳統的電訊收益難以增長，因為消費者日益期望月費下調，還有Skype等應用程式，撥打長途電話基本上不費分毫，而3G手機就可利用無線網絡來省卻電訊營運商的數據下載費。

另一方面，智能手機和平板電腦的急速發展，亦為流動互聯網的新世代帶來了重大的增長機遇。

他說：「由於流動數據呈爆炸式增長，故本公司的電訊業務或會再次升溫。」

然而，很多挑戰仍需克服，尤其是投資基建以滿足渴求數據的消費者。現有的2G和3G網絡未能達到數據服務的需求，故營運商現正擴大其Wi-Fi 傳送器的覆蓋範圍。

中國移動計劃在三年內增設100萬個Wi-Fi熱點，從而增加約1,000萬個網絡連接基站。王博士亦披露，公司與蘋果達成協議，支援第四代分時長期演進技術（TD-LTE）數據網絡，不過4G iPhone的具體上市時間仍未落實。

他說：「這是中國自行開發的技術，所以就LTE來說，我們是領先的製造商。這項技術不但可在中國使用，世界其他地區同樣適用。由於缺乏頻譜，LTE為營運商——特別是印度、日本等高密度市場的營運商——和中國移動，提供了更多機遇。」

至於M2M數據服務，他是從幾十億客戶的角度出發。如果流動電話能讓人透過SIM卡上網，他推斷全人類都一卡在手的情況指日可待。

如果他的推論沒錯，全世界很快會有70億張SIM卡。假如我們家居和辦公室的裝置全部適用於一些可作無線或有線M2M通訊的機器，他保守估計將會有超過700億張SIM卡運作。

他說：「以往我們多說少做，所以未來或要更進取地專注發展相關業務。」



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In Search of Talent 搜羅人才

Even with the economic doom and gloom, companies are struggling to find the right people to drive their business strategies forward

即使經濟前景暗淡，大小企業正苦苦物色適當人選，以推進他們的商業策略

Businesses are facing a talent shortage as more companies both in Hong Kong and globally compete for the same skills to drive their business strategies forward. This was the key message from the Hong Kong General Chamber of Commerce's 4th CEO Manpower Conference, held on October 13.

The number of top quality people that the world's leading schools are producing has remained relatively constant, but the number of companies competing for the same number of graduates has grown exponentially. China's rapid development and its growing international aspirations also means there are far more CEOs fishing in the same talent pool trying to attract not only quality people, but also employees who are comfortable working in today's international workplace.

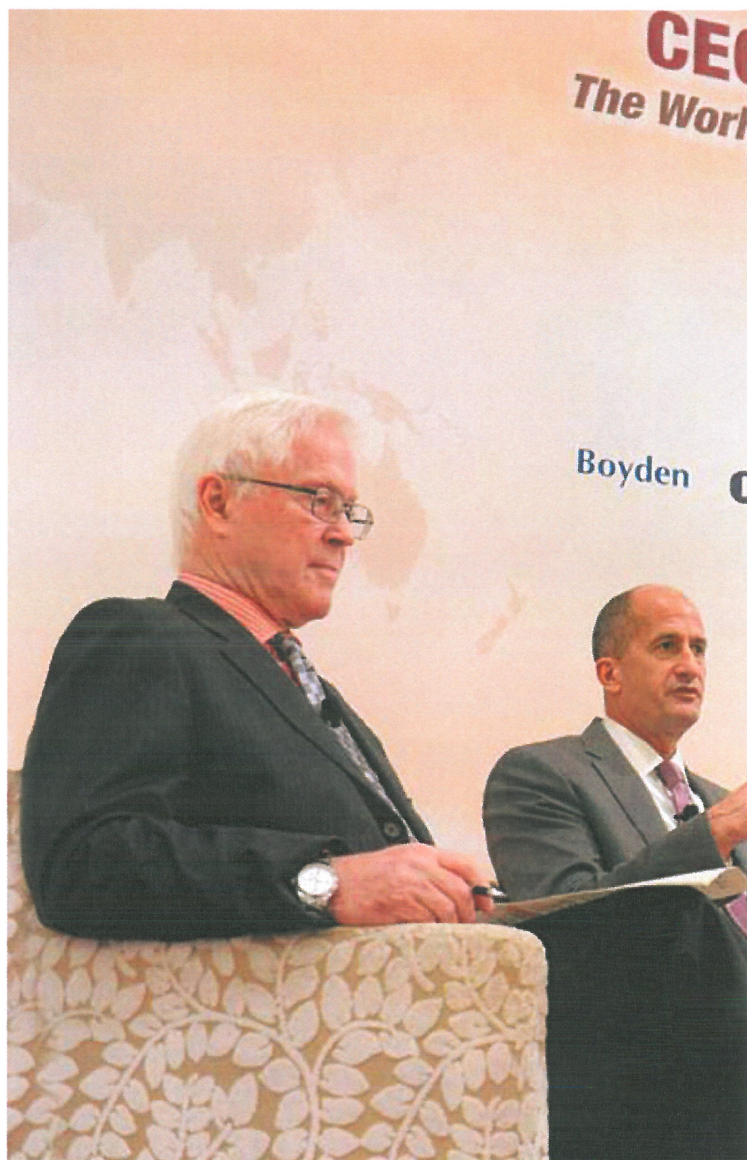
"There is huge growth taking place in China, and the country is moving away from low pay and low skills, and a lot of Hong Kong's talent is being recruited by Mainland companies to help them go international," Anthony Wu, Chairman of the HKGCC, said at the conference.

The Chamber's keynote luncheon speaker at the conference, Dr Wang Jianzhou, Chairman of China Mobile, told members that Hong Kong talent still has an important role to play in the growth of the Mainland's economy, particularly for companies looking to expand overseas.

“ It isn't whether your employees are happy or not. It's whether they say good things about your company when asked by others.

這並不關乎你的僱員開心與否，而是當別人問起時，他們會否說公司的好話。 ”

— Tom Mehmman,
Chief Executive, Ocean Park
海洋公園行政總裁苗樂文



"Talent in Hong Kong played an important role during the opening up policy for China. We got a lot of help from Hong Kong managers, who became the bridge between China and the outside world," he said.

"Today, we hope Hong Kong managers can play an important role for China's companies going out. Hong Kong companies have their advantages, professionalism, and an inter-

“ We try to motivate our employees from the heart. That is how we distinguish ourselves from our bigger competitors.

我們嘗試從心出發去激勵僱員。這就是我們比更強大的競爭對手優勝之處。 ”

— Ricky Wong, Chairman, City Telecom
城市電訊主席王維基





national view," he added.

Wang said following China Mobile's first international step, with the acquisition of a telecom operator in Pakistan, the company is looking at other developing countries, but is finding it difficult to find qualified people to work in these markets.

John Rice, Vice Chairman, General Electric Company, echoed his comments. "We have strategic plans, but how many of

us have the human resources that go with that strategic plan? When you look at those growth curves in your planning, you ask yourself where do the people come from? Where do we find the sergeants who do the work, that execute the plan?"

In addition to more companies looking for a limited number of professionals, the bar employers' set rises every year. The skills an employee brought to a company 10 years ago may

"I seldom hear about the use of corporate social responsibility as a tool for engaging employees. CSR is not just external. CSR is also internal. Part of CSR is your own employees.

我很少聽到公司利用企業社會責任作為增加僱員歸屬感的工具。企業社會責任並非只是對外，它亦同時對內。企業社會責任的其中一部分就是你自己的僱員。"

— Ka Shi Lau, Managing Director, Bank Consortium Trust
銀聯信託董事總經理劉嘉時



"What people want from their bosses is someone they respect and who they can grow from.

人們想要的老闆是一個他們尊重而且可以向他們學習的人。"

— Fermin Diez, Senior Partner & Asia Pacific Business Leader, Human Capital, Mercer
美世高級合夥人及人力資源部亞太區商業領袖 Fermin Diez





not be enough now to get hired as the world of business constantly becomes more complex and interactive.

Finding resources

The concept of working to put food on the table and a roof over your family's head is no longer a motivating factor for people to work. Even in depressed times, money isn't everything. Hong Kong's economy has moved past the stage of working to provide basic necessities, and young people have little pressure to make money for the family – a trend which speakers said was also growing in the Mainland, particularly in the wealthier cities.

China Mobile and other well-known companies have the advantage that their brand can help to attract talent. But for other companies, they need to differentiate themselves from the crowd to attract and retain talent.

“The fast growth in China is a significant challenge for finding staff. SMEs also face challenges, and we have to compete in the market for the best talent with the big companies where our brand is not that well known,” Peter Stracar, President, Asia Pacific, Hilti Corporation, said.

“We are in the construction industry, which is not the sexiest of industries. Yet our company has one of the lowest staff turnover rates of all companies.”

Stracar, along with other companies, is increasingly trying

to appeal to employees' enthusiasm and desire to contribute to driving their company forward by giving staff more autonomy. Other companies are trying to create adhesion by throwing employees together with their bosses on outward bound courses.

Members at the conference, which was by invitation only and closed to the media, said providing leadership and direction for staff didn't always work, as some staff would do everything they could to escape team-building exercises. Moreover, the old benchmark of year-end appraisals is seen to be of little use, given staff are aware that at the end of the day they are being judged by a biased boss.

One member of the audience also pointed the finger at bosses for being the main reason why people leave a company. While acknowledging that some bosses may not always behave ideally, the common consensus was that leadership has to provide the right culture and deliver career growth so that staff will be aligned and stay with the company.

Summing up the conference, Chamber Deputy Chairman Sir CK Chow, said the most important thing in companies is people.

“We have to spend more time and effort in developing people,” he said during the report-back session. “What we do now, the way we manage things, is going to be the key to our continued success.”

“Employees value trust and respect, to be allowed to get on with their job, and make their own decisions.

僱員重視信任和尊重，希望事業有所發展，自己做決定。”



– YK Pang,
Chief Executive, Hongkong Land
置地公司總裁彭耀佳

“Recruiting and retention is not the responsibility of HR departments, it is the responsibility of business leaders.

招聘和保留人才並非人事部的責任，而是商界領袖的責任。”

– John Rice, Vice Chairman,
General Electric Company
通用電氣公司副總裁約翰·賴斯





隨著香港和全球愈來愈多企業競爭奪相同的技術來推進他們的商業策略，商界正面對人才短缺的問題。這是香港總商會10月13日舉行的第4屆「CEO人力資本大會2011」所帶出的主要訊息。

世界頂尖學院所培育的專才數目相對維持不變，但爭奪這群畢業生的企業數目卻按指數飆升。中國的迅速發展及其日益壯大的國際雄心，也代表愈來愈多企業總裁不僅嘗試在同一人才庫中物色優秀的人才，還希望吸引能夠適應現今國際化工作環境的僱員。

總商會主席胡定旭在會上表示：「國家正經歷龐大的增長，也正遠

離低工資、低技術的發展模式。許多香港人才都給內地企業招攬過去，協助他們走向國際。」

會上的午餐會主題演講嘉賓中國移動董事長王建宙博士向會員表示，香港人才對內地經濟增長仍然舉足輕重，特別是對於有意進軍海外市場的企業尤其重要。

他說：「在中國的開放政策中，香港專才扮演著重要角色。當年我們得到香港管理人員的大力襄助，他們成為了中國與外界之間的橋樑。」

「時至今日，我們希望香港管理人員可以在中國企業走出去的進程



“ If you have a more diverse workforce, you will have a stronger business because people bring in new ideas and different styles.

如果你的勞動力愈多元化，你的業務就愈穩健，因為人們會引入嶄新想法和不同風格。”

— Joanna Munro, CEO, Asia-Pacific, HSBC Global Asset Management
滙豐環球投資管理亞太區行政總裁
文雅莉

“ If your staff do not have the ambition to be the CEO of the company, then your company has not done enough to stimulate staff.

假如你的員工沒有成為公司總裁的雄心，那貴公司在激勵員工方面仍做得不夠。”

— Fang Fang, Vice Chairman, Asia, & CEO, China Investment Banking, JPMorgan Chase
摩根大通亞洲區投資銀行副主席及
中國投資銀行首席執行官方方



中發揮重要作用。香港企業擁有其獨特優勢、專業知識和國際視野。」他補充。

王博士說，隨著中國移動踏出邁向國際的第一步，收購了巴基斯坦一家電訊營運商，該公司現正窺準其他發展中國家，但要物色人才在這些市場工作絕非易事。

通用電氣公司副總裁約翰·賴斯和應說：「我們有策略計劃，但當有多少企業有人力資源去實行這些計劃？當你看著你規劃的增長曲線，你自問人從何來？我們要在哪裡招募精兵採取行動，執行計劃？」

除了愈來愈多企業尋求數量有限的專業人士，僱主所訂的門檻亦逐年提高。隨著商業社會日趨複雜和互動，僱員10年前所掌握的技術，如今或已不敷應用。

物色資源

工作求溫飽這個概念，已經不再是激勵人們努力工作的因素。即使是在市道不景的時期，金錢也不是萬能。香港經濟已經渡過了工作提供基本所需的階段，年輕人在賺錢養家方面亦甚少壓力。講者表示，這個趨勢在內地亦日漸盛行，以較富裕的城市尤甚。

中國移動及其他著名企業的優勢是，他們的品牌有助吸納人才。但至於其他企業，他們就要在同行中突圍而出，以吸引和保留人才。

喜利得集團亞太區總裁Peter Stracar表示：「中國急速發展是招聘員工的重大挑戰。中小企亦面對困難，我們的品牌知名度不高，卻要與市場上的大企業爭奪精英人才。」

「我們從事建築業，並非最熱門的行業。然而，本公司是員工流失率最低的企業之一。」

與其他企業一樣，Stracar正透過給予員工更多自主權，嘗試激勵僱員更熱心地為推動公司業務而出一分力。有公司則安排僱員與老闆一同參與外展訓練課程，希望藉此增加公司的凝聚力。

是次會議只限特邀會員出席，不接受傳媒採訪。在場有會員表示，領導和指引員工並不經常奏效，因為部分員工會設法逃避團隊訓練。此外，鑒於員工知道他們到頭來會被有偏見的老闆批判，故年終考評的舊基準已被視為作用不大。

一位與會者亦把矛頭指向一眾老闆，認為他們是導致人才流失的主因。儘管我們承認有些老闆的行為並不盡如理想，但大家的共識是，領導層要提供正確文化和事業發展的空間，讓員工團結起來和留守公司。

About the CEO Manpower Conference

關於「CEO人力資本大會」

HKGCC's biennial CEO Manpower Conference engages CEOs of leading corporations and senior government officials in closed-door discussions on pressing manpower issues and challenges affecting their businesses and Hong Kong. Findings from this year's conference will be discussed by the Chamber's Manpower Committee. This will form the basis for recommendations on how the SAR Government can meet businesses' manpower needs to ensure Hong Kong remains competitive.

The Chamber would like to thank the following sponsors for making the conference possible: Berlitz, Boyden, China Merchants Holdings International Ltd, Esquel Group, HongkongLand, Jardines, Ocean Park, Success Factors.

總商會兩年一度的「CEO人力資本大會」雲集各大機構的總裁和政府高官，以非公開的形式討論多項影響企業及香港的迫切人力議題及挑戰。會議得出的結果將會由總商會人力委員會進一步探討，從而就特區政府如何滿足企業的人力需求，確保香港保持競爭力的議題上，提供實用的建議。

總商會謹此鳴謝以下贊助商，使會議得以順利舉行：貝立茲、寶鼎、招商局國際有限公司、溢達集團、置地公司、怡和、海洋公園、Success Factors。

總結是次會議，總商會常務副主席周松崗爵士說，企業最重要的資產是人力。

「我們要在發展人才方面多花時間和努力。」他在匯報環節中表示：「我們現時所採取的行動和管理方式，將會是我們持續成功的關鍵。」

“ We focus on our customers for profitability, so you should look at people resources as you would look at customers: where is it and how do we get it? ”

我們重視客戶因為他們可以提高盈利能力，所以你應視人力資源如你的客戶：哪裡有人才？我們怎樣招攬人才？ ”

– Lale Kesebi, Executive Director,
Li & Fung Trading
利豐（貿易）執行董事Lale Kesebi



“ When we talk about leadership, corporate culture and retention, it is difficult to measure an employee's contribution to the company. ”

當談及領導力、企業文化和保留人才，我們很難衡量僱員對公司的貢獻。 ”

– Peter Stracar, President, Asia Pacific,
Hilti Corporation
喜利得集團亞太區總裁Peter Stracar



CEO Manpower
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