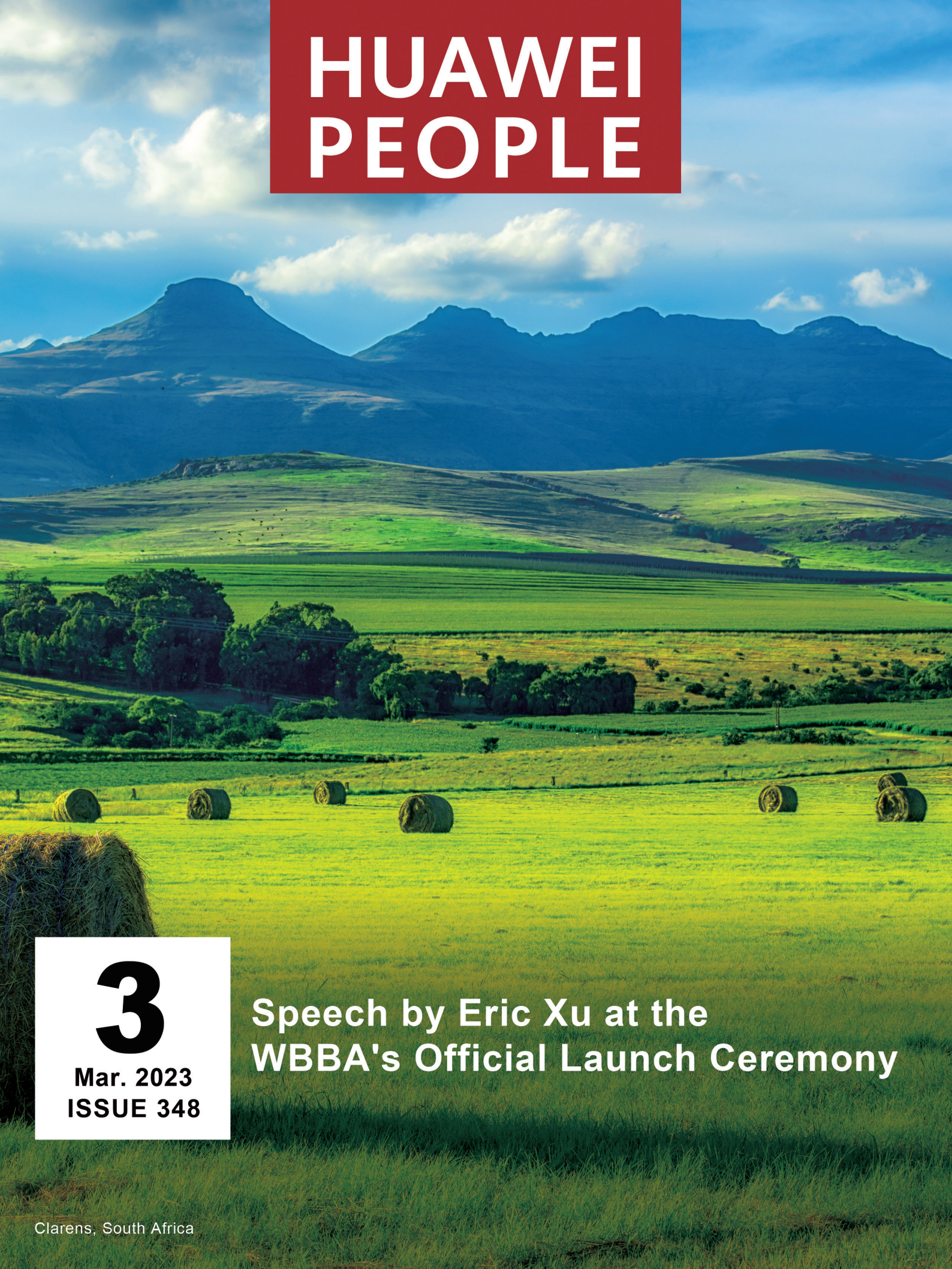
HUAWEI PEOPLE



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Speech by Eric Xu at the WBBA's Official Launch Ceremony

By Eric Xu / Deputy Chairman, Rotating Chairman

Editor's note:

On December 9, 2022, the World Broadband Association (WBBA) Official Launch Ceremony took place in Beijing, China. The WBBA is a multilateral, industry-led association, providing leadership for digital broadband across the next decade. Eric Xu, Deputy Chairman and Rotating Chairman of Huawei, delivered a keynote speech at the ceremony.

Ladies and Gentlemen,

First, on behalf of Huawei, I would like to sincerely congratulate all members on the official registration of the WBBA.

The launch of the WBBA is truly a key milestone in the development of the broadband industry, and holds great significance for both the industry and the digital economy.

In recent years, the industry has made some tremendous achievements: People's lives have become richer and more diverse, digital transformation is in the fast lane, and the global campaign against COVID-19 is much facilitated thanks to the pivotal role of broadband. Despite these successes, many challenges still remain that will require the concerted efforts of the entire industry.

The first of these is regional imbalance. We are delighted to see some pacesetters, including China, Japan and South Korea leading the world with high penetration of optical network services, and even gigabyte network services. However, we must pay attention to areas, including some developed ones, where many users are still using copper lines, as this hinders both business and experience. There are multiple causes for this issue, including business concerns, deployment challenges, and policies.

Second is industry-chain-wide coordination and the orderly progression of the fixed broadband industry. Looking at the wireless industry, we can see how it develops following a clear roadmap, from 2G, 3G, 4G to 5G, and how the industry chain advances in parallel. This is precisely what we envision for the fixed broadband industry. Huawei works to define and promote 5.5G, F5.5G, and Net5.5G innovations. We are happy to see that a Working Group has been established within the WBBA to explore such efforts. This is a great start. We would like to call upon organizations and companies throughout the industry to join us in this endeavor.

Third is integration with vertical industries. As industry digitalization deepens, more and more enterprises are migrating their production systems to cloud, thus raising the bar on the bandwidth, latency, and reliability of broadband. It is both a challenge and opportunity for broadband service providers to meet

> *I believe, with the WBBA as the industry platform, we can bring industry stakeholders together to jointly address industry issues, and explore and steer industry development directions. Such efforts promise farreaching influence throughout the industry.*

such demands and support the development of the digital economy. Ultimately, this will require extensive cooperation, research, and exploration across the industry. Advancing the digital economy, using digital technologies to drive digital transformation and upgrade of all industries, and realizing deep integration of the digital economy with the real economy is a strategic direction for all.

Huawei proactively explores ways to promote broadband development and application. We've been innovating with China Telecom and have launched the FTTR broadband solution, which provides complete gigabyte Wi-Fi coverage throughout homes. This greatly improves the quality and experience of home broadband, and is already widely available on the market. We hope that innovations like this will be extensively applied across all countries and regions, as well as enterprise scenarios, to bring the benefits of technological progress to all.

When considering these issues and challenges, we believe that the WBBA should first look to those that are most prominent in the industry. We must learn from the wireless industry by defining the generations of the fixed broadband industry, and guiding the entire industry along the path of orderly development. Through such action, we will be able to build a "GSMA" for the fixed broadband industry. With this in mind, I would like to make a few suggestions:

1. As a global platform for dialog and coordination throughout the fixed broadband industry, the WBBA should bring together industry stakeholders from around the world, including telecom operators, equipment vendors, OTTs, vertical industries, and governments. It should then facilitate discussions on industry issues and challenges, promote efforts related to policy, innovation, infrastructure, and investment towards concerted directions and actions, and help address uncertainties facing the industry's future development.

2. It's vital that research into future network architecture is carried out in advance, so as to promote the development of the fixed broadband industry's digital infrastructure.

3. To better leverage fixed broadband to empower industrial digitalization, the WBBA should work to identify more successful cases and experiences, and promote them around the world.

4. In the long run, we hope the WBBA will go beyond industry issues, applications, and trends. It's equally important for the WBBA to build its influence and become a consultant and partner for governments, industries, standards organizations, telecom operators and equipment vendors, as well as the most influential platform in the fixed broadband industry.

I believe, with the WBBA as the industry platform, we can bring industry stakeholders together to jointly address industry issues, and explore and steer industry development directions. Such efforts promise far-reaching influence throughout the industry.

To close, I hope that more and more regions, industries, enterprises, and organizations will join the WBBA family. Let's join hands to build a bright future for the broadband industry.

Thank you!

Flowers in Full Bloom on the Thorny Road

Narrated by Kgabo Seopa / South Africa;
Written by Ning Sijie / China

Embracing Changes

In my earlier years of working in the ICT industry, I had always been curious about Huawei's rapid development. In August 2018, with this curiosity, I left a European company and joined Huawei as an Executive Internet Protocol (IP) Product Manager. Although I had had some knowledge of Huawei before, I felt a strong "culture shock" after actually working at the company.

About two weeks after onboarding, I received a business support assignment, where I would need to visit the executives of carrier D in country Z to find opportunities. After aligning the key points with my supervisor, as a usual practice I got the standard theme slides and made some adjustments in line with the carrier's situation. However, after the review, the supervisor said, "Looks good. But maybe we can make more adaptations based on the customer's situation."

After leaving the supervisor's office, I thought about his suggestion about the slides, but did not have a good idea of how to proceed. So I asked another colleague who had worked in Huawei for a long time. "The standard theme slides are mainly technology-based materials, which are standard materials for global use. Relatively speaking, they're 'dull and lifeless', but customers are 'living' and have different needs. One of our responsibilities is to turn dull, generic materials into vivid expressions that our customers can understand and want to hear," he said. This was the first time I had heard someone understand the use of the standard theme slides in this way. It was not the way I was familiar with, but it made sense.

Then, by proactively consulting and discussing with the account team that was most familiar with the customer, I had a more comprehensive and in-depth understanding of the customer from their style to their network's pain points. After that, I optimized the solution based on their characteristics and requirements, and made several rounds of solution adjustment based on the team's comments. Finally, my supervisor nodded and said, "Great, KG (nickname for my name Kgabo). I think this is exactly what the customer needs!"

Well, after multiple rounds of communication and modification, the communication materials could be described as "beyond recognition", from what I saw at that

> *Up until that point throughout my career, I had been an IP expert. However, I was encouraged by my supervisor's affirmation and driven by his suggestion.*

Introducing products and solutions to customers at Mozambique Mini MWC 2022 ▶

time. You know, in my previous work experience, I had never spent so much time doing so much customization. In the end, the communication was very effective. The customer thought that we had fully considered their business situation. After this experience, I made a secret decision: "I'm going to embrace changes and keep up with the team." And after many such experiences, "customer-centric, fast and flexible adjustment" has now become a part of my professional consciousness.

"Duped" by My Supervisor

While I was trying to make adjustment to constant changes, three months quickly passed. After a successful communication with carrier D in country Z, the supervisor said, "KG, today's communication was very effective. The customer is impressed and very interested in the IP topic you discussed." I was glad to hear the supervisor say that. "However, an IP issue mentioned by the customer today involves the interworking and coordination mechanism with the transport network. If you have knowledge about transport, you can explain it more clearly to achieve better results." He seemed to mention something that was not so difficult, "I'd like to suggest you learn some knowledge in the transport domain, which will be involved in subsequent communications."

Up until that point throughout my career, I had been an IP expert. However, I was encouraged by my supervisor's affirmation and driven by his suggestion. With the spirit of my school days I set out on studying knowledge in the domain of the transport network. In a fast-paced work culture like ours, I managed to squeeze time for the learning, and sometimes I would have to "burn the midnight oil". Some Huawei iLearning courses and rich materials available on iMSS – the knowledge platform of the Marketing and Solution Sales Department (MSSD) – have helped me a lot. In addition, I would consider the issues that customers may be concerned about. If I did not understand the issues, I would consult colleagues in the transport domain.

After another three months, following a communication with the customer, the colleague who was in charge of supporting the transport content said, "KG, I don't think I need to support the customer communication onsite next time. You're now quite able to keep everything under control." I was happy to hear that and replied: "I do feel I'm more comfortable communicating with the customer after combining the knowledge of both domains." My supervisor chimed in, in a "timely" manner, "KG, I suggest you learn the knowledge in the access network domain." "Sure!" I said readily and elatedly, even though I knew that it meant more hard work. I thought to myself: "I've heard everyone in Huawei is very dedicated and progressing quickly. It turns out everyone has to learn at this pace!" Of course, filled with the usual hardworking spirit, I began to learn access domain knowledge diligently.

As you may have guessed, I later received other suggestions by my supervisor about learning: the whole network, wireless microwave, business network.... With constant encouragement from him and through self-challenging, I was "pushed" to improve quickly after many days of learning. As a result, in the 2021 Southern Africa Expert Hall of Fame, I saw the following comments near my photo: "As a local IP expert, KG has grown in providing support for IP marketing and sales as well as access and transport solutions in the southern Africa region..."

However, when I am now looking back on this period, I suddenly realize that I may have been "duped" by my supervisor, since it seems that not all experts are "generalists". Yet, it is really nice to feel highly confident when you face customers from various fields, and when you stand on the stage of the Mobile World Congress (MWC) making a presentation. I also firmly believe that such a learning opportunity is not available anywhere except at Huawei.

Hope for the Best

In 2020, in an IP project with carrier T in country A, the customer had been using equipment of another vendor on their live network. Despite the great efforts by our local colleagues over a long period in country A, the carrier did not have any intention of using our equipment. The main reason, it turned out, was that the carrier had used equipment of the existing vendor for so many years that they had developed a strong cooperative relationship along with technical stickiness. In particular, the key technical executive was the existing vendor's "die-hard fan" and an expert in network equipment on the live network. Obviously they had no incentive to introduce a new supplier. Against such a background, the project team hoped that I could, as a high-end expert, communicate with executives of the carrier, especially the key technical executive, to make a breakthrough in the project.

After receiving the project support request, I went to country A on a business trip. After discussing with the project team members, I learned that Huawei's product features and solutions had been introduced to the customer for many times. What to do? I felt lost for a while, not knowing where to start. But I have always believed that we can only help the customer if we understand them well. Therefore, in my best efforts I collected information about the customer publicly available on the Internet, including their financial reports, CXO speeches, and operation trends, so as to understand their network's

Promoting HC certification in Ghana in 2018 to support IP ecosystem construction

Presentation at Uganda Mini MWC 2022

conditions within the authorized scope.

In my visit to the key technical executive of the customer, when we just sat down, he cut to the chase, saying: "I think you have introduced Huawei's products very clearly. Please talk about the key points directly." Although it was a little awkward, I still communicated with him about the pain points of their live network according to the prior preparation. During the communication, he mentioned a problem with network reliability. Based on my in-depth understanding of related technologies, I considered it from the customer's perspective and gave him a suggestion. After thinking about it, he looked at me slightly surprised, and said, "That's a good suggestion, Mr. Seopa. I didn't expect you to have such a deep understanding of our live network status and technical solutions!" I felt a change in the customer's attitude and thought that he wanted to have more discussions. After this first engagement, I would frequently communicate with him. And before each communication, I would try my best to collect information and prepare the content carefully in the hope of impressing the customer more each time.

In a later visit, I noticed that the customer's key technical executive was a little tired, so I asked if there was anything wrong. He complained: "Last night I worked overtime to deal with a problem. We've been trained many times on the operation and use of the command-line interface, but the problem still occurs." Immediately I realized their pain points. I said, "Huawei's equipment has been well encapsulated at the bottom layer in terms of command lines, and you don't have to enter complex command lines each time. This kind of problem cannot happen on our equipment." The customer asked suspiciously, "Are your products so advanced now?" And I replied, "Let me show you." I went on to list the implementation methods for similar functions on Huawei's equipment, highlighting the speediness and convenience. The customer was surprised and said, "It turns out your equipment is based on the same criteria and logic as that from our existing platform; however, yours uses more intelligent platform-based management, which greatly simplifies operations and prevents similar problems." I nodded and smiled, "You're quite right, but this is only one of the highlights of our end-to-end solution design. I hope I can share with you our overall system architecture and solution comparison." And he agreed.

On my way back, recalling the entire communication content, I became more aware of the crux of the problem. Based on the early efforts of the team, the customer had understood Huawei's products to a certain extent. However, because no one on the customer's side was proficient in both Huawei's and their live network equipment, they did not really understand the common features and differences between the two kinds of equipment. Therefore, I had to rethink the highlighted technical threshold changes in Huawei equipment in order to completely dispel the customer's worries about the prospective introduction of new equipment.

Back in the office, I immediately reported to my supervisor about the results of my communication with the customer and my personal thoughts. The supervisor affirmed, "This is a rare opportunity. We must seize it!" Therefore, I took the lead and involved the solution team. Based on the previous network construction solution, we reorganized the solution logic from the perspective of the customer in terms of reliability, usability, maintainability, and evolution, highlighting the improvements on the customer's existing network solution and operations and maintenance (O&M) solution. Then we had a discussion with the customer's key technical executive. This communication went very well. He said, "Now I think the whole solution is clear and I'll report it to the senior management." The stalled project finally made critical progress!

Then, with the support of the key technical executive of the customer, I went on to communicate with their other CXOs for several times to discuss the mid-term and long-term target network evolution solutions. After a

CEO communication, their key technical executive told me, "The CEO is very satisfied with the communication and has asked us to accelerate the development of the solution and the project." I was very encouraged to hear it.

With the continuous efforts of the team, half a year later, we finally obtained the purchase order from the customer, achieving a breakthrough that was historic to us. This breakthrough laid a solid foundation for Huawei's in-depth cooperation with carrier T, enabling us to accumulate important experience for future project expansion in the region.

Having been involved in many projects in the region, large and small, I know it is hard to find the "key" to the problem, but there is always the thought in my mind: "Hope for the best, be patient and sincere, and the opportunity will come."

The Rose Is in Her Hand, the Flavor in Mine

I enjoy sharing and discussing with my colleagues. One day in January 2021, the supervisor said to me, "KG, I'd like to put you in charge of improving the capabilities of regional local product managers. What do you think?" I thought about it for a while and replied, "Of course, I'm happy to do my part for the growth of local talents." Then we did the goal alignment.

Now that I had made a commitment, I had to take it seriously. After careful consideration, my team and I did four things. First, we built a mutual assistance circle for local talents in the region, with a WeLink group closing the distance between each other and creating a space for daily communication and mutual assistance. Second, based on business requirements, we regularly organized online enablement meetings or discussions on frequently asked questions, difficult business issues or use cases, which the team could benefit from. Third, for employees having Competency & Qualification (C&Q) requirements or project coaching requirements, we developed coaching plans. Fourth, we strengthened face-to-face communication with new employees and involved them in customer-facing activities, like the mini MWC, or other summits. The battlefield is the best training ground. A year later, we conducted more than 20 training sessions, helping three employees obtain C&Q and eight employees get the opportunities to participate in summits. And my supervisor gave me very positive comments on my work in this area. These experiences were also included in the Southern Africa Expert Hall of Fame. In addition, I was honored with the Outstanding Lecturer for Capability Improvement award by MSSD.

And I am really grateful for this work arrangement, not only because of honor, but also because "sharing" is a positive cycle. After the mini MWC in Mauritius, a young colleague from the local representative office said to me very excitedly, "Mr. Seopa, your presentation was very lively. It was professional and full of interesting stories. In addition, the way you communicated with customers was really impressive. I've learned a lot, and I hope to become an expert like you in the future." I said: "Thank you very much for saying that, and I see stars in your eyes. Stay passionate and keep up the good work. I believe you'll do better than me." I am happy to be able to inspire young people and that is what keeps me going.

Now, when I am on business trips to representative offices, many colleagues are happy to talk to me about the problems they are encountering. I always try my best to help them, and this in turn helps me understand the local projects' situation and pain points better. At the same time, the representative offices are more interested in inviting me to participate in projects. This, I think, illustrates what is meant by the old saying: "The rose is in her hand, the flavor in mine."

The End

At Huawei, I always feel that time flies. Over the past four years, I have experienced struggles and improvements. These include: "culture shock"; pains and gains while "burning the midnight oil"; exciting experience of being recognized by the customer and smiling at each other; joy of making critical progress in the project; happiness from the "rose is in her hand" experience…. Thinking back on this stage of my career, I count myself fortunate to find that every effort I have made counts, and I am grateful to Huawei for having given me such opportunities.

I know that the road ahead will be full of challenges, but I believe that we need to keep moving forward, for there will always be flowers in full bloom on the thorny road.

Both a Marathon and a Sprint

By Joerg Schmatter / Germany

In March 2011 I joined Huawei as service project manager (SPM) after 16 years of experience working in support service delivery. Having always worked in a multicultural environment as a Single Point of Contact (SPOC) between customer and different international departments, I was quite sure that I had the multicultural background to join Huawei and contribute to the setup of support service delivery within the delivery team of the customer D Key Account Department (KAD) in Germany.

What I experienced in the first weeks, months and even years, though, was beyond my imagination. I had never seen so many nationalities in the same place. The Huawei office was full of people from around the world; it appeared to be an ant heap, always active, always busy. Here the people showed great enthusiasm and passion in their unrelenting pursuit of a sustainably growing business with customer D. With such a vibrant vibe, the office seemed to be a startup rather than an established subsidiary of a global market leader.

The Baseline

As an SPM in the delivery organization of the Carrier Network Business Group (CNBG), I was assigned to the delivery team of the customer D KAD, where I was in charge of setting up the technical support and maintenance processes for a wireless 2G swap project. The swap project was to be delivered in three years and it involved post-warranty maintenance as well. Therefore a long-term approach and support delivery strategy had to be established. I had the goal to build a service organization and processes that should focus not only on excellent reaction time and reactive maintenance but also on proactive activities to prevent network incidents or service degradations from occurring.

During the next months and years, quite some unexpected changes and events happened to the project,

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but fortunately no incidents took place in the live network.

In the early days I would inquire about the organizational and project status and try to know the baseline to start from, but the result was close to zero. Worse still, I had no dedicated maintenance support team. The support engineers were shared from other technical departments and research and development (R&D) teams; some of them were even working in different account teams for other German carrier customers. Their daily priorities were different but by no means maintenance-related. With customer D, the main projects at that time were their mobile packet core network, IP microwave and 2G swap, where we had some dedicated engineers working with the customer's teams. However, their main responsibilities were related to deployment support, i.e. with their focus on rollout issues, so maintenance was not much of a priority to them.

Some sort of Technical Assistance Center (TAC) did exist in the UK, but its role was limited to a contact center for registering tickets and then dispatching them to a local project team. The local project team would then handle the tickets directly by working together with R&D. Despite the existence of maintenance contracts and Service Level Agreements (SLAs), all communication, tools and resources were driven without well-established processes.

Without committed resources, it would be impossible to achieve reactive maintenance. So I asked myself a question: How and where to find the time and resources needed to establish an environment that protects a network from the impact of unpredictable and the unplanned incidents?

The First Steps – Local Support

Throughout 2011, I was able to establish some main support contacts whose primary tasks (but not the only ones) were to attend to live network issues. But they still fell short of forming a team able to provide a professional

With my teammates in an internal team event (author is 6th from right)

24x7 service; they were only SPOCs. So when one of them was on a business trip, worked on another project task, took an annual leave, or was ill, this would result in a continued delay in handling issues with the live network. In 2012 such a team was established, finally; better still, it was based in a city where the customer's main second level technical support operation center was located.

The Next Phase – Centralized Remote Support

However, once I established the organization, processes and customer relationship, we were notified to move to a Regional TAC (RTAC) in Romania that should provide second and third level support at the Western European (WEU) level. At that time all account teams in Europe started with local and project-specific support organizations. The headcount increased significantly; many positions had been duplicated from those already available in the WEU region. As I understood it, the RTAC was supposed to create synergies in costs, knowledge and delivery processes.

So, to this relocation, my first reaction was desperation and dissatisfaction as all previous efforts seemed to be in vain, senseless and unworthy of consideration. But I had thought that this global corporate move might fit in with my long-term support delivery strategy. And I had even had the illusion that a WEU TAC would be in Germany close to the WEU Regional Office located in Düsseldorf instead of Bucharest (Romania), but the local support organization and resources had not been fitting into a WEU/RTAC team whose members were spread over Europe. All of the support organization should be completely centralized, i.e. all product lines, all technical escalation levels, all R&D supporting teams should be located at the same location. I was somewhat disillusioned by this relocation; several local engineer colleagues quit, while others moved to different roles.

As a consequence, in spring 2013 I started the support service migration of the first project into the RTAC organization, which presented another challenge. Starting from a customized German-speaking support team of specialized engineering experts exclusively for my customer, the target was to set up an English-speaking help desk for support with SPOCs: Each incident reported and registered with a ticket number would be handled by a different engineer. Each time a customer called for his ticket number, a different support engineer was available without knowing about the previous ticket history and log book. The initial service logic was similar to that in the consumer business, i.e. calling an airline, a bank or your insurance company which is consisting of "anonymous" and changing attendants or agents. But my customer was in the telecom business instead of the consumer business.

The incidents and problems reported in a carrier network were often complex and unique, so that they could not be solved with standard answers based on existing solutions. Each case was usually a specific and isolated problem not seen before, something newly reported without an answer already available. The incidents had to be analyzed and discussed with the customer, and after the root cause was identified, new solutions need to be developed, installed and tested with the customer. It was tedious work calling for highly qualified engineers instead of call center agents who would just follow standard answers to standard questions.

As the RTAC agents or engineers were rotated or changed so much that their background and experience could not be checked, neither in terms of customer processes and organizational culture nor in terms of customer network designs or site deployment solutions. The number of RTAC engineers was too small, the handling of each issue took too long, and the RTAC organization was overloaded. In the end the few remaining

local SPOCs (now with other tasks than maintenance) got involved again. They needed to guide the TAC engineers, provide analytical data, and collaborate in solution development and verification.

Customer communication did not go well either. The regular ticket review meetings between customer, local team and TAC ticket owner or R&D experts were full of tension. Due to language barriers, cultural differences, a poor understanding of technology and the resultant tremendous workload, people sometimes failed to join the meeting. In several meetings I had to manage ticket information status updates on my own or simply postpone them again and again as the committed technical experts did not show up on time. There was almost no ticket without customer escalation, and as a result, the weekly ticket calls were insufficient to handle all tickets in a timely manner. I had to arrange internal pre-meetings before each customer meeting to avoid such outcomes. I tried to optimize the resources and redefined the SPOC role with the local engineers. While gathering all necessary internal information, the SPOC or I communicated directly with the customer about the ticket status, so that the RTAC engineers could continue analyzing and troubleshooting issues. Some R&D experts would provide support in special cases in the customer meetings. Priorities needed to be set, and I needed to talk with the customer to limit the number of agenda topics and to avoid having too many issues to be covered or handled in a single meeting. The frequency for meetings needed to be agreed upon, and so did the regular progress reports as requested by the customer; the support team and R&D experts needed time for analysis and solution development instead of spending too much time on too many meetings.

I compiled all service process documentation and worked out the responsibility matrixes, flow charts, and detailed task-handling procedures, covering incident and problem handling, change management, security and vulnerability tracking, repair processes and field service onsite interventions. The output was a set of documents consisting of several hundreds of pages and flow charts. All needed to be aligned with the customer and the relevant delivery organizations of Huawei.

There was no real setup and time for transitioning, neither was there much patience on the part of the customer, who seemed to have no end of demands. The support team and I worked long hours on issue handling, internal and customer reporting, and meeting after meeting, but with a teamwork spirit, we were motivated to solider on. Everybody clearly understood the importance of those projects to building a stable customer relationship and to nurturing and growing our and the customer's business. No complaints; only passion and commitment.

In our work we would handle one issue after another, and meet one new requirement before another came along. We all know that it takes a long, long time to earn trust and confidence from the customer, a process like a marathon. However, each issue has to be solved as soon as possible with the highest speed as if it were a 100-meter sprint. Stamina and excellent acceleration are required at the same time.

Settling Stable Teams in a Growing Business

The job rotation at the RTAC at that time was frequent. Every nine to twelve months, the whole team underwent a change. When smooth communication had just been achieved between customer and RTAC, the engineers changed, and all the technical, process and communication setups had to be rerun. The local field service partner changed multiple times in the past years, and new partners needed to be trained so that they could fit in and do their jobs. The spare-parts warehouse logistics partner was replaced for various reasons several times. Again, change and transition management was required.

I need to focus again and again on people and expectation management. Business trips, face-to-face meetings, and team building events went on as usual. I organized customer workshops, RTAC SPOC onsite training at the customer office in Germany, customer visit management at the RTAC in Bucharest, and RTAC management visits to customer offices, apart from regular ticket meetings and operation review meetings. As I still remember, there were weeks when face-to-face meetings were scheduled each day in a different city and we would end up staying at a different hotel each day. Meetings have been cancelled and postponed on such short notice that at Friday noon, say, I did not know in which office to

With my colleagues (author is 2nd from left at back row)

start on Monday morning.

In the end I could sort out the customer constraints, and till the end of 2013, all projects had been migrated as scheduled from a local, decentralized support mode to a centralized remote support TAC organization.

Now in 2022 I support more than 16 different maintenance contracts for customer D covering wireless & fixed access, packet core, transport, datacom and IT platform networks, among others. All is done through the centralized TAC organization in Romania and with assistance from local engineers – a well-proven, effective combination of global product expertise and local customer solution knowledge.

The customer trusts Huawei's support and they are happy to benefit from a centralized support organization involving the RTAC, Global TAC (GTAC) and R&D at the same location. With this kind of organization, communication paths are shortened and high-quality solutions can be developed quickly; the team as a whole gets stable and the remote support delivery mechanism is successfully established. The collaboration between local teams and RTAC has resulted in better productivity, making customer centricity a reality.

On several occasions, thanks to our proactive and preventive support, we could alert the customer about network issues before they came to the customer management's attention. In a case of critical tickets with severe service impacts, the RTAC emergency recovery room had been set up before the customer raised a ticket. At Huawei we feel responsible for the customer network as if it were ours. Through our unrelenting efforts to keep the customer network safe and stable, our team has demonstrated what it means to be customer-centric. To protect the network well, we are available 24x7 and we are not just some call center support agents. When an emergency happens, we will immediately build up a task force, identify the problem, and provide support for fast network restoration to make sure that the customer's business is not affected.

Unplanned Key Event Assurance

On an evening in 2019, before a customer's board meeting, their VP of Operations reported to our delivery director a problem with this board meeting, which was a key event. The 5G coverage in their headquarters (HQ) meeting room failed and their own support staff could not find a solution.

I was at the gym at that time, when I got a call from my delivery director. I was surprised that the customer had not involved us during the daytime. I stopped my workout and started calling the local engineers for maintenance support, deployment and optimization. Nobody had been

aware of that key event and the customer's problem as no official support ticket had been raised. 20 minutes later when I was back at home, I joined the arranged internal conference call and eight engineers had been involved at that time; none of them were on duty but all were convinced that the customer's board meeting room would have 5G coverage assured on time. The Huawei Account Service Director who lived close to the customer office and the wireless technical director (TD) (still in the office) had already been in front of the customer's HQ for onsite analysis. The spare parts management team also got involved to trigger the delivery of optional spare parts; the Huawei radio optimization team and R&D specialists had been engaged in analysis and optimization, while the TAC had connected remotely to the site for root cause analysis and troubleshooting.

After initial analysis and further confirmation with the customer, the problem seemed to just relate to the mobile terminal model and the supported frequency layers. While the Huawei P50 showed no anomaly, the problem was found to have been caused by the terminals from vendor S. As the local team did not have such a terminal model from vendor S available for verification purposes, the TD contacted at 01:00 a.m. midnight the director of Huawei Germany Network Technology Department (NTD) to check if other account teams or Huawei employees might have such a third-party terminal available.

It so happened that the wife of the NTD director had a phone of such a model; then with the phone he himself drove 70 kilometers to the site. During all this time I coordinated the onsite tests, customer communication and different local and TAC support teams. As confirmed at about 6 a.m., the problem had not been caused by a Huawei system; instead the cause was identified in the site and its neighbor's handover configuration errors for that model of Vendor S terminal. With a configuration change and successful verification, 5G connectivity was restored in the customer's board meeting room. No other vendor, and no staff of the customer showed up that night; we even continued supporting the site during the early morning hours when the customer's key event started.

The customer's VP much appreciated our extraordinary support efforts, saying that Huawei's people would always show up at such critical moments, showing their dedication and that, without pointing fingers at any third party for the possible root cause, they just focused on restoration and mitigation as their primary goal.

Back to Decentralized Home Office During COVID-19

When the world ground to a halt due to the COVID-19 pandemic and the resultant restrictions, out of necessity we had our centralized remote delivery mode switched back to decentralized remote delivery. Everybody found himself in the home office, but we were already well-prepared. Strong remote delivery infrastructure was built and put in use, with processes established and tools made available. Despite the short communication channels in the RTAC/GTAC in Romania, virtual teams already got used to working together closely but at big distances with customers in this remote mode.

During the first months I convened more frequent support review meetings that allowed for a closer personal and professional contact among the teams. Our passion in supporting customers in critical situations found a new occasion to be shown. The traffic profiles in the mobile and fixed line business changed during this period of confinement and working from home (WFH). While business spaces were empty, residential areas required more bandwidth and better coverage. The support team kept monitoring traffic and network capacity to make sure that the network performance stayed excellent.

The Marathon Continues

For all these years and in many situations, it has become evident that maintenance is a team effort based on individual contributions. Only as a team committed to Huawei and the customer, can we effectively address the latter's concerns in terms of network performance. And I am proud to be part of my team and make my own contributions to it. Here everybody is an example of professional excellence and passion.

We know all too well that network safety and reliability can never be deemed as completed or taken for granted, for a single event or incident can destroy all relationships and customer satisfaction which took us years to build. That means that the marathon continues and I keep running….

From Dedication Come Great Rewards

By Daniel Uzu / Nigeria

> *My story is a testament to the transparency and integrity that is part of Huawei, where every effort is exerted to attain the goals set and where the corporate core values are the bedrock of one's daily tasks.*

On December 1, 2021, I joined Huawei Nigeria. Over the past 11 months, I have had quite some experience working with the company, which I would like to share with you as a story. My story is a testament to the transparency and integrity that is part of Huawei, where every effort is exerted to attain the goals set and where the corporate core values are the bedrock of one's daily tasks. It is a story of personal success and growth in a short space of time, which have been made possible by hard work, dedication, and commitment.

Homecoming

At the start of 2021, I was employed with a global engineering company in China. It was a dream job. I had previously interned at the company as a graduate student; when I had just completed my graduate school program I was called back to the company and offered a regular position there. I had settled into life as an expatriate in China. I had friends from all over the world within the international community, which gave me an interesting social life. I also made great Chinese friends at the company, which made my work life interesting. As the months passed, China became a place I considered to be my second home and I felt less compelled to immediately return to Nigeria.

Unlike me, after graduate school, one of my Nigerian classmates, Jeremiah, returned home. One day, I received a call from him, one that would eventually change the course of my professional growth. "Huawei needs people like you in Nigeria, where you can make great contributions," he told me. With its increasing focus on the African market, Huawei sought to employ skilled local talent to drive its growth and expansion. This would, needlessly to say, lead to more jobs for the locals and the growth of the local economy, while bringing innovative communication technology to my home country. Jeremiah, who had had experience living in China, was deemed a valuable employee of Huawei as he was of great help to the in-house Chinese-Nigerian relations and other matters. If I took his advice and returned home to join Huawei, I thought, I would also be as valuable to the company.

It was a difficult decision for me to make. But I considered that I as a Nigerian had a greater duty to my country. This was in alignment with Huawei's involvement in and commitment to the technological and economic development of Nigeria and Africa as a whole. After much deliberation, I decided to give it a shot. I sent my resume to Huawei and was then invited to an interview. I passed the interview and evaluation process and was offered a job. And I was selected to start out by participating in a New Employee Orientation (NEO) program in Lagos, Nigeria. I called Jeremiah to tell him excitedly, "I'm coming home!"

Big Baby Steps

A few weeks after I had arrived in Lagos, the NEO program began. I recall seeing a diverse group of young Nigerians at the orientation. Some of them had graduated from universities abroad and others from local ones. Some were from the northern part of the country, while others came from the South. No matter what the educational background, tribe, state of origin, or gender, there was one thing we all shared: enthusiasm in beginning this journey together. I felt privileged to be a part of that unique group and, as I found from conversations with my peers, the feeling was common among us.

Mrs. Dorothy Johnson the Human Resources Manager welcomed us with a cheerful smile; she went on to introduce us to the history of Huawei and to brief us on the benefits of working for Huawei. "Take Huawei as your own," she said, "You can achieve any height and Huawei rewards all dedicated employees." Those words stayed with me and I resolved to add value to the company in whatever capacity I could.

After the orientation, I was assigned to the Public Telecommunications Operator (PTO) project as an energy engineer. This would serve as a probation period for me, after which my employment will be confirmed and made regular based on performance assessment. Mr. David He Feng, the Project Manager, welcomed me to the PTO team, which was made up of bright minds that I could look up to and learn from. Although my past working experience was not quite relevant to what I was to do, my electrical engineering background helped me to fit into the team quite seamlessly.

I was also given the opportunity to gain practical experience through engagement in field work, which

required readjustment to the Nigerian weather. To gain this experience, I joined one of our experienced engineers in visiting the site. He was an exceptional mentor and I considered him a brother. He was patient with me and walked me through the rudiments of telecom power. Under his tutelage I learnt about different sources of site power, site power synchronization and site power technical solutions.

By the end of the probation period, I had visited over ten sites including data centers and had successfully resolved numerous power-related technical problems. Those exposures made it easy for me to get an excellent result on the day of my probation defense. My performance was assessed to be satisfactory and I was considered ready for bigger responsibilities.

More Power, More Responsibilities

Following the probation defense, I was assigned the task of analyzing and resolving all energy-related technical issues on customer A's sites throughout Nigeria. At first, I was not sure if I was capable of handling that responsibility but I believed in my supervisors. They must have seen something in me that convinced them to delegate to me such a task and I was determined not to let them down. Mrs. Johnson's words from the orientation echoed in my head: "Take Huawei as your own, and you can achieve any height." I was beginning to experience evidence of it.

My first challenge with customer A arose when one of their sites experienced power-related issues that caused disruptions with no active alarm captured. The customer's representative had begun to complain about the high operation expenditure (OPEX) which made him more frustrated at the outages. He expressed his frustration to me and I assured him that his problem would get solved as quickly as possible.

At that point, I was not only concerned about not letting my supervisors down; I also had to make sure that I did not let my customer down. It was my responsibility to solve the problem. Therefore, I visited the site to do some troubleshooting and find out the root cause of the problem. I figured out some solutions and sought help from internal resources for further details on how to solve the problem. They provided me with remote assistance and step by step guided me through the procedure on how to solve the problem through WeLink meetings. Finally the technical issues were solved.

Delighted at what we had done, the customer expressed their appreciation of our prompt response. It made me feel fulfilled to see them so satisfied – feelings like that are what have kept me going. At that time, however tired I was, I kept pushing forward, perseveringly and untiringly. As a proactive measure, we upgraded the software of over 200 sites with the help of our field team.

The next task was the supervision and installation of Huawei's hybrid power solution on five trial sites. It was an innovative solution that had never been installed in Nigeria before. After a few months, the project was completed. The solution reduced diesel consumption and the generator run by about 40%. Customer A was very pleased to be involved in pioneering such innovation at their sites.

Following that project, I was assigned the task of training our customers' engineers, which required me to visit several states in the country. It was an experience I had not had the opportunity of undergoing before. The trips were exciting, thrilling, and memorable because it was my first time to visit these states. It was great to see the presence of Huawei in so many different areas of Nigeria, especially in some remote and rural areas where Huawei had helped to build up the network facilities and brought digital to the local people.

On my trips to those areas, I had trained over 200 engineers. The customer engineer training gave me an opportunity to show the trainees the value of hard work and the resultant rewards. Some found it difficult to grasp how far I had come in such a short period of time. "If I can do it, so can you," I encouraged them.

The Stepping Stone

In the words of Les Brown, "It is better to be prepared for an opportunity and not have one than to have an opportunity and not be prepared."

When Huawei Nigeria Representative Office announced its key position competition for 2022, many employees expectedly signed up. I considered signing up, too. But many of the applicants had spent more years at the company than me, making me doubtful about the chances of being selected among or ahead of those senior

◀ The appointment ceremony of key position competition (author is on the right)

▼ Jeremiah and me at Huawei office at Lagos, Nigeria (author is on the right)

employees. At the same time, I knew that the training and field experiences had equipped me for this competition. I believed in myself and I had the necessary requirements for consideration. So, I signed up, made a presentation to the evaluation team, and sat for an examination.

It was a tough process which made me realize that the position was one that would require more commitment and diligence than I had ever put into work. It also made me at once excited and anxious to wait for the results, even though I did not have the highest expectations. To my pleasant surprise, at the end of the evaluation process, I was selected as a Digital Energy Technical Supervisor. I was the only employee who got a position without having spent up to one year at Huawei.

For me, it is humbling that my extra hard work and sacrifices were seen and recognized by the company. Indeed, at Huawei, every effort and every contribution will be rewarded.

My story at Huawei began with Jeremiah. He was right. Huawei needs people like me. But the other way around, people like me need Huawei. People like me who put their heads down and apply themselves to the job and the training for personal growth and company success, they do need a company that rewards it all.

If you are one of the people like me out there, and particularly if you are an experienced talented graduate trained abroad, I am pleased to use this opportunity to call on you, just as Jeremiah called me, to come back home and join Huawei. Let us bring our skills together and work towards a brighter future for our beloved country.

Career Switch: Embarking on a New Journey as a Coder

By Yang Sichan / China

"Why do you want to quit this stable, well-paid job and risk starting over?"

This is the question many people asked me when I left my job at one of China's central state-owned enterprises (SOEs) in 2018.

But I know exactly why I made this decision. I still remember my last day of work before leaving the SOE. I quickly completed my work and stretched in front of the computer. In the dim light, the office was as silent as ever. Several colleagues were doing nothing but swipe across their phone screens. I looked up at the lush trees outside the window, and a clearer voice passed through my mind: I wanted to embrace new challenges.

"Rookie" and "Top Student"

My mother said that, when I was a child, I was unlike other girls my age. Rather than playing with doll houses, I loved playing outside with toy pistols and playing computer games with boys. Later, I became fascinated with science fiction movies, and greatly admired Neo, the protagonist of The Matrix, for his incredible programming skills.

After graduating from Shanghai Jiao Tong University, I got a stable and well-paid job that everyone envied. But only I knew, doing things that were completely unrelated to my dreams was hard to bear

every day.

After deciding to change jobs and pursue my dream career, I began to learn programming on my own. My parents tried their best to persuade me not to quit my job. However, when they realized that I had made up my mind, they started to support me as I learned programming. After a year of intensive training, I joined Huawei's General Development Department and became a programmer.

Although I have always been self-confident, I was a little nervous when joining Huawei as a new programmer. But a development task I carried out soon after reassured me.

"Who wants to take a shot at this front-end development requirement?" asked the project leader. This program had to be written in JavaScript, but we were all Java programmers. After a while of awkward silence, no one had responded.

I was itching to have a go because this was a great opportunity to learn and prove myself. However, another voice in my head said, "Don't be impulsive! No one else in the team is putting their hand up. Can a rookie like you really get it done?" At that moment, I felt like two people were fighting in my head. I hesitated, and put my hand back into my pocket.

"It means a lot to try something new and challenging. Time and tide wait for no man." The project leader's voice had barely faded away when I threw up my hand as if it were beyond my control. Everyone was watching me, and I appeared calm as I said, "I want to give it a go."

After receiving the task on Friday morning, I started making a detailed plan and learning JavaScript in the afternoon. My goal was to complete the development within two months. I spent the weekend mastering JavaScript, and then started to develop the program on Monday. I am a typical Virgo, the kind of person who strives to keep everything under control. However, things did not go as planned. I got stuck on the very first day when I began to set up the JavaScript development environment. I tried every means I knew and all possible solutions I could find, but the program I wrote simply would not run. I volunteered to do this task but got stuck at the very start. I felt too embarrassed to ask my colleagues for help, and became quite upset.

Fortunately, my mentor quickly noticed that I was suffering difficulties and comforted me, "Don't hesitate to ask others for help when you encounter problems. No one will laugh at you." Supported by my mentor, I successfully completed the development of the first interface. And with my mentor's guidance and encouragement, I stopped fighting alone, and started to turn to other team members for help. The subsequent development process went much more smoothly. Two months later, I had completed the development of nine interfaces and the entire front-end module, far exceeding the expectations of my mentor and the team.

"Top student, do you have a minute to discuss this problem with me?" a colleague shouted in my direction. I looked around subconsciously, but found that no one had responded. Then, I heard my colleague exclaim, "I'm talking to you, Sichan."

I was stunned, and then smiled, realizing that my recent efforts in program development had been recognized by my colleagues. Just then, I felt that I was a step closer to my dream.

From Rookie to Expert

During the last month of my probation, my boss approached me. "The department needs to work with the Ireland Research Center on a technology spike,"

At Trinity College Dublin, Ireland

he said to me. “However, our platform has numerous services and the actual business scenarios are complex. We need someone to assist the research center’s experts in understanding and analyzing these scenarios, so that they can better identify which technical paths we should explore. This will be a challenging task. Do you want to give it a go?”

Back in 2019, the department sought to make technological breakthroughs, and hoped to work with experts in the Ireland Research Center to delve into industry and technological trends of network management and control units. Together, we hoped to explore how to promote comprehensive cloudification, make key technological breakthroughs, and apply the resulting achievements in platform R&D. Considering that I could work with the experts to crack technological problems, I jumped at the opportunity.

I knew that I needed to accurately convey the department’s actual business scenarios and pain points to the experts before inviting them to help us identify technical paths forward. This would help them better understand where we were heading. And my role was to serve as a bridge to facilitate effective communication between the department and the experts. So I made great efforts to learn about the department's business, went through business communication materials with the department’s experts, and watched English movies and listened to English songs to immerse myself in an English-speaking environment.

On a sunny day three weeks later, I finally left for the Ireland Research Center, confident that I would successfully complete my mission. However, I did not meet any experts on the first day I arrived. Having simply focused on the work upon my arrival, I did not notice that it was a local holiday. I was a little upset, and slowly walked around the research center to familiarize myself with the environment. At that time, I was unaware of just what a challenging day awaited me.

The next day, I had a meeting with the experts. We spent five hours discussing just the first page of the communication materials. The experts took turns asking me questions, and inquired about every technical detail. I was sweating despite being in an air-conditioned room. I was unable to answer more than 20 questions at the meeting, and had to respond, “I’ll figure it out after the meeting and reply to you as soon as possible.”

That evening, I walked out of the meeting room in low spirits. I was not in the mood to enjoy the scenery of Dublin streets. I quickly returned to the hotel to sort out the outstanding issues. Since it was daytime in China, I immediately got in touch with the department experts for help. However, this did not go smoothly. I was not even sure how to ask the right questions, because I was unfamiliar with the domain and had not heard much of the terminology. I was overwhelmed by the long list of issues. I felt ashamed of my insufficient preparation before the meeting, and was worried that the experts would not trust me if I failed to solve the issues and let them snowball. This would make it more difficult for me to align with the experts as the project proceeded to the next stage.

As I thought more about the situation, I told myself not to panic and to keep calm. I wrote down all the terminologies and issues that I did not understand during the meetings, searched for and learned the terminologies by myself, and read, recited, and reviewed them until I had a solid grasp. I also studied many case studies related to the knowledge I was unfamiliar with. When coming across key points while learning, I would dive deeper into them, and then asked my mentor and colleagues for help whenever encountering problems. If these problems still could not be solved, I would ask the department's experts until they were.

After two weeks of learning like this, I was pleased to find that I started to grasp what the experts were saying at meetings. However, due to my limited understanding of business and insufficient technical expertise, I could not delve deep into solution design and effectively prepare for possible questions from the experts in advance. To address this issue, I reviewed the solution time and again before each meeting. I even invited my mentor to play the role of the experts and ask me questions from different perspectives to fill in my gaps. I made every attempt to ensure that I could clearly explain the ideas of solution design, root causes of issues, and technical details to the experts during the meetings with them. I was also gradually able to answer questions from the experts eloquently at a meeting for several hours and share some valuable ideas with them. During this process, I gained much more technical knowledge, which provided me with a deeper understanding of the architecture design.

One month later, I successfully assisted the research center’s three experts in reviewing the status quo and pain

points of the platform, and initiated the project regarding key technical paths. Before I left, they invited me to join them for some delicious local cuisine. One of the experts said to me happily, "I know you're a new employee, but to me you're an expert, one of the best engineers I've ever met at Huawei."

Looking back on this experience, I am so grateful that I had such a fantastic opportunity. Although the questions from both the Chinese and non-Chinese experts were sometimes torture to me, I learned a lot during this process, and quickly grew from a rookie to an expert. Following project initiation, our cloudification team in China and experts from the research center worked together to enable database access and traffic control in layer-7 proxy mode. This has significantly improved the efficiency and reliability of database access when access requests surge. I am incredibly proud of the contributions I made to this project.

The Gap Between Me and Beautiful Code

After returning to China, I tried my best to apply what I had learned from those experts in my work. During one code review, I was amazed by a beautiful piece of code which used encapsulation to shield the underlying implementation of third-party components. I said to myself, "How did he write such beautiful code?" At the moment, I set myself a "small" goal: "I will write equally beautiful code in a year."

More often than not, opportunities for a step change are disguised as "failures".

"The department's code review results are announced."

"Our team came last!"

I took a deep breath when I opened my email and read those two lines.

My team was mostly composed of new employees who had little experience writing business code before joining the company. We had expected that the code review would reveal many problems with our code, but when the results were publicized for all teams to see, we were incredibly embarrassed and upset, and far from satisfied.

We gathered together, but no one said a word.

"All roads lead to Rome, but we first need the guts to forge ahead. Now that the problems are clear, let's refactor the code. Who'd like to take on this challenge?" Our project leader broke the silence to raise the spirits of the entire team.

"Me." I volunteered, along with another colleague. We looked at each other and saw the determination in each other's eyes. After consulting with the project leader, we formally accepted the task of refactoring 6,000 lines of code in just two weeks, vowing to do a better job this time.

The two of us split the work, and I immediately started preparing myself. I revisited two books – Refactoring: Improving the Design of Existing Code and Design Patterns: Elements of Reusable Object-Oriented Software. I also read open-source code on Prometheus and Grafana, and turned to the Go Community to gain further insights into commonly recognized rules for programming. When I first read the two books, I had only focused on the superficial matters – what the rules were and how they could be directly used in my coding. This time, I turned to these books with questions and thoughts. I came to realize that the many seemingly complex and obscure rules were built upon the very foundational principles and approaches to code refactoring.

With the underlying logic worked out, I moved onto the design stage which was part of refactoring analysis. My colleague and I discussed things over and over, just to determine whether the existing structure of service directories and the dependency between modules were reasonable. On many occasions, our discussions descended into arguments in the office. Neither of us could persuade the other. Without agreeing on a conclusion, we each continued looking into the problem back at home.

One night, I was wandering around the campus after clock-out. I was exhausted, but found the campus particularly beautiful in the dim light. I went close to a lamp which cast a shadow behind me, making me look like superwoman. It made me think of the days before I joined Huawei. Back then, I was not busy, but I was not happy. Now, I was fully occupied with work and sometimes felt that it was too much. But, overall, I became more motivated with each day that passed. Considering this, I made a "V" gesture with my fingers towards my shadow and took one big step forward.

During the refactoring process, we treated each line of code and each code name very seriously. Eventually we were able to increase the efficiency of the architecture and the conciseness of the underlying logic. When the refactoring was completed, we submitted the code for closed-loop review again and received more than 30 comments. By removing redundant code and trimming the amount of overall code by 30%, we greatly improved service loading speed, as well as code stability and scalability. Our refactored code was well received by the reviewers and promoted as a best practice for code refactoring within our Product Development Unit (PDU).

In addition to the gratifying results, I found the experience of rising from the ashes to be truly enlightening. The initial failure did not defeat me. Instead, it gave me an opportunity to dive deeper into refactoring, which changed the way I understood coding. The success invigorated the whole team. We immediately started preparing for the meeting at which we would present our best practice. Clean Code and SOLID were no longer just empty slogans; they were concrete standards we held ourselves to during coding.

Three months later, the annual Geek Competition held by the General Development Dept kicked off. Seeing this as a testing ground for my coding skills, I signed up. I applied everything I had learned from the refactoring project and it worked wonders. I survived multiple rounds in the competition and became the only woman "Geek" in the top 10.

Looking at my increasingly beautiful code, I suddenly realized that the "small goal" I had set myself was within reach.

Seeking External Inspiration

Through my learning and growth, I had become quite confident in my coding skills, and before long, a new challenge appeared.

In April 2020, I officially took charge of two intelligent technology projects, in collaboration with experts from the research center and the algorithm team which was made up of PhDs. The projects focused on realizing intelligent O&M and automatic fault prevention for BeiDou-enabled autonomous O&M systems for network management and control platforms. Equipped with such functionalities, systems can detect anomalies before faults occur and quickly respond to avoid economic losses. The projects fell under the scope of artificial intelligence for IT operations (AIOps), which was totally new to both me and my team. In addition, this time, I was no longer just a programmer. Instead, I would lead my team in the project, meaning I had to take care of everything, from the value of the project and real-world business scenarios, to bugs in code in certain running environments. Truthfully, I was overwhelmed.

I soon found out that, at critical moments, pressure can become a source of motivation. I quickly assigned each team member tasks based on their areas of expertise. Then, we moved on to analyzing the project. AIOps is an interdisciplinary field that combines machine learning, industry know-how, and massive real-world O&M scenarios. Anomaly detection is a key part of AIOps. Before algorithm engineers can start working on their algorithms, it is necessary to break down the real-world business challenges and scenarios where problems are likely to occur and then transform these into abstract math problems that can be researched. Therefore, we had to look past what we saw to grasp what was underneath. But what exactly could we do? I thought about various ways to achieve this, but could not land on an exact, concrete plan. It was not easy, I supposed, even for the most senior engineers to figure this out. This bumpy start to the project started making me anxious.

One day at lunch, I spoke to one of our team experts about my confusion. He listened carefully and then kindly offered some ideas. He also said, "When you get stuck on a problem, remember you can always look outwards for inspiration. Our team has a wealth of outstanding experts you can turn to." These simple words enlightened me. I instantly realized that we could search for ideas by examining other similar products and then come up with our own solutions. I immediately took to the marketplace and signed up for memberships of other products. As I studied the similar features of other products for ideas, I kept in close contact with algorithm engineers and experts from the research center so that we could work together to analyze the industry's latest ideas and methods.

After a great effort, our team finally drew a conclusion: Anomaly detection is not an "independent" subject, but an integrated one that involves multiple technical modules, including KPI exception detection and root cause analysis. A system can experience many

> *Just as Steve Jobs' famous quote "stay hungry, stay foolish" tells us, learning is a lifelong journey that never ends…*

A trip to Clare, Ireland

Geek Award trophy and bouquet

anomalies each day, but not every one of them is a "problem" that requires action. Therefore, anomalies should be assigned priorities so that we can focus on addressing those that would lead to malfunctions and service disruptions without human intervention. The idea was that we needed to break down the practical problem into multiple algorithm problems and then crack them one by one.

Overcoming the first hurdle gave me a brief respite. Other members of the team also started getting up to full speed based on our previous work assignments. Algorithm engineers were responsible for iterative data feature analyses and algorithm verification, while test experts and business teams discussed how to simulate near-real-world anomalies and data features in the lab. Sometimes, team members would argue over which solution was best suited to solving the same problem. When this occurred, I would join in and encourage them to focus on where the disagreement lied and find the most suitable solution through constructive communication. Despite many obstacles, I always believed that we could make it because we had such a committed and hard-working team.

Finally, our team achieved breakthroughs in a number of key technologies, like database anomaly detection, removing the first major barrier to BeiDou-enabled intelligent, autonomous O&M systems. Most importantly, we started from scratch and worked out the technical paths to self-sensing and self-diagnostic O&M systems step by step.

Since this project, our team has become stronger in terms of both technical expertise and teamwork. We are now better prepared for bigger challenges like fault prediction and root cause analysis. I have every confidence that our team will bring true value to the realization of autonomous O&M of network management, control, and analysis platforms. With this technical project, I began my own transition towards becoming a cloudification expert.

Looking back at my decision to switch career paths, and everything I have gained as a coder, I want to thank myself for having the courage and persistence to pursue that change. I am fully aware that this is just a small part of my professional career. Just as Steve Jobs' famous quote "stay hungry, stay foolish" tells us, learning is a lifelong journey that never ends, and we must never let ourselves settle. There is still a long way to go, and I hope that I always have the courage to meet challenges head on and pursue my dreams.

Broadening Your Horizon

— My Journey at Huawei So Far

By Jan Tekautschitz / Germany

Bachelor of Science – Now What?

All things have a beginning. For me, my first professional encounter with Huawei occurred in July 2021, when I was still deeply focused on my final semester at university. A recruiter reached out to me on an employment-focused social media platform – where I left my profile untouched for years, but they must have somehow spotted that I was going to graduate very soon. I had two opportunities back then, one in IT and the other in Internet Protocol (IP) engineering, but I was still drowning in work of writing and polishing up my Bachelor's thesis. I let the opportunities slip – but kept Huawei at the back of my head for when I would eventually receive my Bachelor's degree.

Two months later, I went back,

> *After all, for me a job should feel like a challenge and not like an easy routine.*

for that was the proper time to put myself out there on the job market. And that was when I spotted an even more interesting graduate position available at Huawei's Software Business Department. I brushed up my curriculum vitae (CV) and applied via a few clicks … not expecting any response whatsoever, since I saw that 50+ people had already applied for this specific opening before me. Then everything just went crazy fast. One call was arranged, and then another. I jumped from interview to interview, always receiving positive feedback. When I heard that there would be an offer, I felt like being on top of the world! In the next month, I found myself sitting on one of the office chairs already. I was pleasantly surprised how smoothly and swiftly the whole application process had gone!

One thing that made me worry at first was that I did not know a single thing about telecommunications and whether my total lack of such knowledge would put me at a disadvantage when it came to a company primarily engaged in the telecommunications sector. In my studies of general computer science with no particular field to specialize in, I had scratched the surface of many different areas, like software engineering, artificial intelligence, and processor architecture, but I had not had any opportunity to really dig deep into a field because the next one was already coming up on your schedule. As such, my knowledge of 5G certainly could not be more limited.

The interviewers saw my potential, though, so I ended up securing the job. I have since been learning new concepts on a daily basis. While I would say that the things I did during my studies have helped me with my work in many ways, they often cannot be applied directly. This has the advantage that it has given me room to grow even after graduating. In many cases, I need to think out of the box, or take multiple turns instead of following a straight line. Not only does this keep things exciting, but it also helps to improve my understanding and increase my knowledge. After all, for me a job should feel like a challenge and not like an easy routine.

Expectations Versus Reality

Let us be real – The first thing that came to all of our minds when we first heard about Huawei is its wide array of smartphones available on the market. This is

what the company is renowned for: high-quality, easy-to-use handheld devices for everyday use. For me personally, it took me a while to realize that Huawei is so much more than just that and it is actually a global player and leader in terms of telecommunications, going way beyond "only" phones.

As a matter of fact, I had previously asked myself such questions as "How do wireless connections work?" and "How can I call someone thousands of miles away with no noticeable delay?" But they were no more than shower thoughts, and I had never spent time digging into them. I had just taken these things for granted. As long as it works, why should I bother to care how it does? However, being a part of this company changed my perspective completely. I am now involved in a project that affects millions of German subscribers on a daily basis without them even knowing it; it is a software system that is behind any call, short message service (SMS), and mobile Internet connection made. How is it even possible for me not to get excited about this?

The passion I have for my job is sometimes hard to contain. When asked what I do for a living, I could go on talking about it for ages. But I must also admit that, since I started here, it has proven really hard to get other people excited about it too. This is the disadvantage of having such a technical role; it is very difficult to explain your duties to people if they have not got the slightest clue of what you are talking about. But as it turns out, that is completely fine. Nowadays I just mention "Huawei" and people will get an impression easily.

The best part about working for a well-known global company is that you no longer need to explain where you work and what you actually do there. It gives me a feeling of pride and accomplishment every time I mention it and it makes a bell ring in people's heads immediately. I would be lying, though, if I said that I did not also get mixed reactions from some people. As we are all aware, Huawei has made the news quite a few times – for our many great achievements for sure, but certainly not always in our favor. As a result, some of my friends were skeptical when I told them that I would soon be starting my career at Huawei. But right on my first day in the office, I knew that there were no valid reasons for any of the claims. Unfortunate for us, it is human nature that people like to chat and that they like to gossip about rumors even more. But I will try to step up and change the mind of those people.

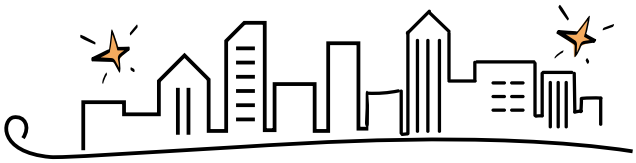
Why Huawei Needs Youth

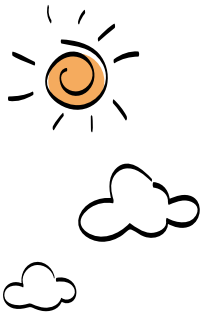
The position I have at Huawei right now marks my first job after graduating from university. I still recall my very first day on which I walked through the entrance doors: I was slightly nervous and not quite sure of what would await me. Taking the huge step in transitioning from classes and exams to an actual work environment was a little intimidating to me. And for a good reason – I knew that all my colleagues would be older and more experienced than me given that I joined Huawei when I was just 21 years old!

Now that I have been part of the company for around eight months, I can safely say that I have met some of the most passionate and skilled people I have ever seen. Starting from day one, I have been treated here as a regular full-time employee. As I have found, at Huawei you do not need to start your career as an intern, as a trainee, or at a junior position, and you are integrated into the usual business flows the moment you start; this felt absolutely great to me. On the other hand, this means that you are thrown into the deep end – you are faced with lots of new information, tools, workflows, people, cultures …. All of this can be overwhelming at first. Eventually, it pays off in the end, since you learn significantly faster this way. Together with the company's six-month Graduate Program and a mentor by your side to support you regarding any needs, a task may feel to you like nothing more than a small hurdle to surmount while it makes an impact on your career development.

I love Huawei's Graduate Program. A company has to strike a good balance between (or have a good mix of) experienced "veterans" and new joiners in order to stay vigorous and progressive. Huawei is no exception. As technology changes rapidly, we must adapt and ensure that our knowledge and our way of seeing things never get outdated. A fine wine shall age, but our vision shall not. This is the exact reason why our customers choose us. We do not just handle their orders and requests, because any regular company can do just that. Instead, we always go "the extra mile" to keep them as satisfied as possible. We do not simply want to do business with them – we also want to give them a good reason to return

With my colleagues (author is 5th from right)





> *When it comes to commitment to the company, it is not enough to talk the talk; you must walk the walk in your everyday work.*

to us. I cannot think of any other company with the same level of commitment. It is of utmost importance that we at Huawei will uphold these values even in the generations to come.

The Sky Is the Limit

When I was asked in an interview how I would describe Huawei in just three words, I replied with "fun, challenging, and rewarding". And I still stand strongly by these points. Mine is not just an ordinary office job. An ordinary office job is one that lacks identity, one that makes you do the same boring tasks over and over again, and one that does not make you care about the people you work and interact with on a daily basis. To my pleasure, but certainly not to my surprise, working at Huawei has proven to be the exact opposite.

Every day I enter the office not knowing what tasks will await me, which keeps things interesting for me. One day I might be responsible for updating some of our modules, and another day I might go on a virtual hunt for bugs and issues within our system. During my probation, I reflected on myself weekly and took notes to keep track of what I had achieved – because it was too much to remember off the top of my head. The point I am trying to make is that Huawei is a company that never stands still and is never complacent. We at Huawei are working in an incredibly fast-paced environment, thanks to our huge investments and advances in research and development (R&D). Those who embrace change and progress will rise within the company. Those who do not want to keep up with the times and like to take things slow will not.

Obviously, the road to success is not an easy one. And it quickly became clear to me in my early days with Huawei that it would not be easy for me either. At Huawei you need to put yourself out there. When it comes to commitment to the company, it is not enough to talk the talk; you must walk the walk in your everyday work. This means that you should not just finish in time the tasks you have been assigned but also go one step (or even a few) further. Showing that you are capable of doing much more than just the bullet points in your job description

is crucially important and will help you advance your career at Huawei. Depending on your position and the department you are working in, this might present a challenge. Perhaps it is easier to make contributions in some certain areas than it is in others. But I am convinced that we have all come across certain aspects in our jobs that we think leave room for improvement. Why spend precious time waiting for changes, when you yourself could initiate the change? Everyone should always be on the lookout for opportunities to grow, and take them with both hands whenever possible. If exploring the opportunity helps you achieve your personal best, then it will be worth the effort.

Being an Engineer

Firstly, I do not want to make the impression that I consider other jobs to be easy. Speaking from my own personal experience, I just think that engineers have it more difficult in the first few months. Everyone in a similarly technical role might relate if I mention that I cannot possibly recall how many pages of documentation I have read, how many hours I have spent trying to understand the architecture, and how many stupid questions I have asked as a result. I was well aware that Huawei is a leading force and innovator in the information and communications technology (ICT) sector.

Yet, the sheer complexity of our software solutions left me nearly overwhelmed. I would be lying if I said that I did not feel lost at first. My thoughts at the time were that my university studies had not prepared me much for something this enormous and complex. But a part of me saw a challenge and felt the excitement knowing that this would be such an improvement from the work I had previously done. Here I have a thing or two to say unfavorably about university education reluctantly: Unfortunate to engineers, it is mostly theoretical. You study algebra, algorithms, and statistics, but do not get the opportunity to apply that knowledge in a real-world environment. Yes, of course I had exams, exercises, and projects. But those do not have an impact if the scenarios have been made up by the professors the night before. And just how thrilling can something possibly be, when you are fully aware that that something you are doing is worth nothing more than just a good grade?

This is the exact thought process that motivates me every single day on my way to work. Here at Huawei, I know that my actions affect people somewhere out there. Of course, you will not reinvent the wheel with every task you do. But the result of your collective work becomes visible eventually, and its rewards can be reaped accordingly. All that is required is sheer focus on the tasks at hand, even if they may be hard to complete. One time, I mentioned to a family member that I had successfully deployed an update for an important part of our software system. And he asked, jokingly, “So you pressed the ‘Update’ button like on a Windows computer?” Oh, how I wish that it were this easy sometimes!

The basic idea here is that your contribution may not be recognized by everyone equally, but what matters the most is that your supervisor and/or mentor get a glimpse of your potential. After all, they are the ones who evaluate your performance regularly – they should be the first ones to know whenever you reach a remarkable goal or milestone. No matter what others may have to say about your work, do not let yourself be underestimated, and stay resolute! Encourage yourself, encourage your coworkers, and let them encourage you back. Self-motivation and teamwork are the keys to success.

Final Words

At the end of my six-month probation period, one of my project managers gave me this feedback: “I love how you come into the office everyday with a smile on your face.” The reason for this is simple: I am truly happy here. Huawei is a workplace that grants you freedom and allows you to thrive. “Passion unlocks potential” is not just a slogan we use for marketing and branding purposes; it is what defines our company as a whole when employee growth is concerned.

Everyone plays a critical role and is given the chance to shine. Achievements will not arrive by themselves, but employees like you and me must take the initiative to seize opportunity and succeed. What makes this place truly special, in the final analysis, is the people working inside of it. On this occasion, I would like to give my heartfelt thanks to Qi and James for mentoring me on my journey so far. Genuinely excited about what the future holds in store, I look forward to our upcoming work, teambuilding activities, and coffee chats. Together, let us march forward and achieve new heights!

Huawei Won Four Awards at the 2023 Lightwave Innovation Reviews

[Shenzhen, China, February 9, 2023] On February 9, Lightwave, a media organization covering the global optical network industry, announced the 2023 Lightwave Innovation Reviews Honorees. Huawei won a total of four prizes for Huawei's OptiX OSN 9800 M24, Fiber to the Room (FTTR) solution, Digital QuickODN (DQ ODN) solution, and OptiXtrans DC908. Lightwave will present the awards at OFC, the largest annual event for the optical network industry, on March 6th in San Diego, U.S.

Lightwave's award ceremony has been a staple of OFC for years. It celebrates enterprises, organizations, and institutions that have made significant technological innovations that benefit the entire industry. The panel of judges selecting winners consists of renowned optical network specialists, drawn from network operators and suppliers, as well as senior executives, analysts, and engineers from industrial research organizations and consulting companies.

In the transmission domain, Huawei OptiX OSN 9800 series supports single-wavelength 800 Gbit/s and Super C+L band ultra-wide spectrum, and provides 96 Tbit/s line capacity per fiber. It's a future-ready optical switch that will likely meet capacity requirements for the next 10 years. It can flexibly process various switching granularities ranging from 2 Mbit/s to 100 Gbit/s, provide a complete range of ports, and support the largest number of client-side services in the industry. In particular, OptiX OSN 9800 M24 is the industry's smallest T level OTN platform. M24 provides additional E2E OXC all-optical switching and millisecond-level ultra-low latency, various protection schemes such as ASON, 99.999% service reliability. Moreover, M24 features Huawei OptiX Alps-WDM capabilities, an innovative technology that can help operators build metro networks with optimal TCO. "This product looks like a solid product for both DCI and long-reach," one judge commented.

In the optical access domain, Huawei's FTTR solution, covering both homes and small and micro

Huawei Won Four Awards at the 2023 Lightwave Innovation Reviews

enterprise (SME) scenarios, is the first gigabit Wi-Fi coverage solution in the industry that provides high-quality experience such as ultra-high bandwidth, ultra-low latency, seamless Wi-Fi roaming, and intelligent self-management. These advantages made the solution the first choice for operators offering gigabit broadband and networking services."There is definitely a need in the market for this product and I don't see anyone else addressing the need in quite the same way," a judge wrote in his assessment.

Based on innovative Fiber Iris technology and pre-connection technology, Huawei's DQ ODN solution intelligently identifies optical topology and optical attenuation, therefore visualizing and managing the entire network. This solution helps reduce initial investment by 20%, improve fiber deployment efficiency by 40%, and shorten average troubleshooting times from 4 hours to 1.5 hours, accelerating FTTH deployment for operators. "Fast fault allocation is a good feature," a judge noted.

In the data center interconnection (DCI) domain, Huawei OptiXtrans DC908 implements ultra-broadband, simplified, and intelligent all-optical interconnections between distributed data centers. This solution has the following features: up to 96Tbit/s single-fiber capacity using the Super C+L band ultra-broadband technology, highly integrated optical-electrical design which saves DC space by over 50%, innovative Storage + Optical Connection Coordination (SOCC) protocol which ensures zero financial transaction failure, and One-click automatic deployment within 8 minutes that helps IT engineers

stc and Huawei accomplish the first 50G PON live trial in the Middle East

swiftly identify and locate potential fiber fault points. "The DCI market is very competitive," a judge said. "This product looks like it will stand out with more flexible bandwidth and data rate options."

In the future, Huawei will continue to enhance its optical transmission, optical access, and optical terminal products and solutions. Through continuous technical breakthroughs and product innovation, Huawei will help operators further evolve their networks, accelerate the digital transformation of enterprises, and embrace new growth in the communications industry with customers and partners.

stc and Huawei accomplish the first 50G PON live trial in the Middle East

[Riyadh, Saudi Arabia, February 2, 2023] stc (The Saudi Telecom Company) Group, the regional digital champion, has announced the completion of the first 50G PON (Passive Optical Network) trial in the Middle East on a live optical network in partnership with Huawei. 50G PON is the latest in broadband technology offering both consumers and businesses upgraded and secure broadband usage.

The live trial comes at a pivotal time as stc continues to invest in technological innovation to deliver world-class connectivity. It is the latest milestone in the long-term joint innovation between stc and Huawei.

The industry has quickly moved towards broadband networks adopting all-optical access to increase data security and reliability, predominately through the implementation of the mainstream technology, GPON/10G PON. In recent years, the rapid development of various new services, such as Augmented Reality (AR) and Virtual Reality (VR), has promoted the evolution of optical access technologies. Currently, 50G PON[1] is considered the next-generation PON technology across the industry, including operators and equipment vendors.

Bader Allhieb, Infrastructure VP of stc Group, said: "As a digital champion in the Middle East, stc has been active in adopting the industry's leading technology solutions to drive digital transformation regionally. In partnership with Huawei, we are now laying the foundations for the next-generation of connectivity via 50G PON, ensuring we continue to improve user experience and accelerate digital transformation with leading networks."

Feng Zhishan, President of Optical Access Network Product Line at Huawei, said, "Huawei will leverage its continuous R&D investment in 50G PON technologies to help stc Group build advanced optical access networks, provide premium network connections for homes and enterprises, and lead the industry development."

The 50G PON technology and service verification completed by the stc Group and Huawei is based on the existing access platform and wavelength specifications that comply with industry standards. The service can coexist with the 10G PON on stc's live optical network, proving its stable high rate and low latency. This signifies a seamless evolution of the PON network, laying solid foundations for large-scale deployment of 50G PON in the future. This verification test is a key step in leading the way to the next generation of the industry and joint

technology innovation.

[1] 50G PON, which means 50-Gigabit-capable passive optical networks, is the next generation PON defined by ITU-T and released on September 2021(G.9804 series).

China Unicom Guangdong and Huawei Win GSMA's "5G Productivity Challenge"

Solution provides 5G coverage 60 kilometers from shore

China Unicom Guangdong and Huawei win GSMA's "5G Productivity Challenge"

[Guangzhou, China, February 2, 2023] China Unicom Guangdong and Huawei's 5G Digital Fishing project won GSMA's "5G Productivity Challenge" Award. The award recognizes the two companies' innovative capabilities in 5G, in this case for extending first-class wireless coverage to fishermen at sea.

"Along more than 450 km of coastline near the Chinese city of the Yangjiang, 5G is quite literally transforming the lives of workers in the fishing industry by enabling them to monitor the weather, market their catch, and keep in touch with families, while up to 60 km offshore. Already serving more than 4,000 boats, China Unicom's digital fishing vessel system is also helping the authorities reduce the risks posed by typhoons, while clamping down on illegal operations that might result in over-fishing," said David Pringle, one of the judges on the GSMA panel.

The 5G digital fishing vessel system jointly developed by China Unicom Guangdong and Huawei is based on China Unicom's 5G Private Network PLUS. Incorporating data provided by China's BeiDou positioning system as well as data from various sea-based sensors, the solution uses cloud computing to provide dynamic monitoring of fishing vessels at sea in all weather conditions. With 5G MetaAAUs' extremely large antenna array, the system fully utilizes the large bandwidth of 3.5 GHz to achieve the uplink and downlink access rates of 2 Mbps and 60 Mbps, respectively, even at 61 km offshore. Before the MetaAAU was developed, such long-range coverage was only possible at sub-gig frequencies that provide lower bandwidth. Fishermen on vessels within the coverage area now need nothing more than their smartphone to monitor news and other information such as weather forecasts, and keep in touch with their families through HD video calls. In case of emergency, they can make calls for rescue promptly with a 5G app designed for fishing vessel use. In addition, the app can assist them in selling their catch before they come back to shore.

Looking forward, China Unicom Guangdong will further extend the digital fishing vessel system's coverage, to serve an expected 40,000 to 50,000 fishing vessels along the entire Guangdong coast. Furthermore, as partners working under the framework of "U-Joy Cities" announced in May 2022, China Unicom Guangdong and Huawei will also work with other industry partners in fields such as offshore wind power, offshore farms, and island tourism and extend the benefits of 5G to a growing range of industries.

So far, China Unicom Guangdong and Huawei have implemented 5G "U-Joy Cities" projects at Foshan Manufacturing City, Yangjiang Marine City, and Guangzhou Gigabit City, fully unleashing the value of 5G for smart life and smart industry. In coming years, the two parties will continue to explore new 5.5G application scenarios and develop pioneering experience that could help cities and rural areas around the world.

5G MetaAAU provides MBB services for digital fishing vessels

My Journey in Ethiopia

By Deepesh Thapa / India

My business trip to Ethiopia started in late March 2022 when I was assigned to work on customer B's project as part of the Fixed Network deployment team. I was very excited as I had recently joined Huawei Global Resource Service Center (GSRC) India in February 2022. Now on my first international assignment, I was tremendously enthusiastic and, at same time, anxious with doubts in my mind regarding the environment and safety in the new place. Now after working on this project for over eleven months in this country, I can say that it was a good decision on my part. All my fear and anxiety has now completely gone because of the overwhelming warmth and support I have received from the Ethiopian people and my colleagues.

Ethiopians are one of the friendliest peoples I have encountered in my lifetime. I have now traveled to many different regions of Ethiopia for new link testing and integration of routers. During these travels, I have enjoyed doing my official work, while experiencing the great hospitality, culture, food and beautiful landscapes of this amazing country. These short trips are like a breath of

Posing at the historic forts of Gondar, Ethiopia

> ***These short trips are like a breath of fresh air refreshing me, bringing me closer to nature and allowing me to get a glimpse of the lifestyle and culture of the people living in different regions of Ethiopia.***

fresh air refreshing me, bringing me closer to nature and allowing me to get a glimpse of the lifestyle and culture of the people living in different regions of Ethiopia.

My assignment here in the beginning had its fair share of challenges and problems, such as those in communicating with the local sub-vendor, installation teams, the customer's planning team and other internal engineering teams. Also, as it was a new project, I had to train the local staff, and many problems were encountered, especially during field work. Many different teams were working together to build a new network. Initially it was quite tough, but with hard work and dedication, we started to see success coming bit by bit, and work became much easier after that. For my hard work and effort I received appreciation and recognition from both the customer and our management team, which was very encouraging for a new recruit like me. I was proud that I got to contribute towards the company's success and growth.

This project is very important. It is a major one with several thousands of sites to be integrated in Ethiopia for a new carrier. And we as a team delivered on the faith and trust the customer had in us from Huawei. Retrospectively, I was quite fortunate to be part of this project in my very first assignment working for Huawei. In this project, I got the opportunity to work on new solutions and products which helped to enhance my

View of the beautiful Lake Tana in Bahir Dar, Ethiopia

With my colleagues (author is 1st from right)

A typical meal in Ethiopia with injera

A customary cup of coffee (bunna) after a meal

skills. I am still learning new things about Huawei's new products and work culture, and it has been a great learning process for me.

Ethiopia is a landlocked country sharing borders with several different countries. It is famous for its coffee, leather and leather products, which are its main exports to the world. Its capital and largest city, Addis Ababa (meaning "new flower" in the local language) is located almost at the center of the country. The great river Blue Nile (locally called the Abay River) originates from Lake Tana in Ethiopia and flows downstream to Sudan. It is a major tributary of the river Nile. Ethiopia is a beautiful country with many world heritage sites; famous among them are the Simien National Park, Konso Cultural Landscape and the Rock-hewn Churches of Lalibela.

A multicultural and multiethnic country, Ethiopia is known for its culture that is diverse and influenced by its neighboring countries and East Africa. Ethiopians respect their elders and greet each other by telling "selam nu" meaning hello, and it is common for them to politely share a hug. Each region in Ethiopia has a distinct music and dance form. I enjoyed the mesmerizing cultural dance, music and food whenever I visited each of the many cultural club houses. In particular I was humbled by the respect and hospitality shown to me when I visited a friend's house for lunch. It was a very heart-warming experience.

The food of Ethiopia is very unique. Each region has its unique cooking style, resulting in a taste particular to the region. They mostly eat shiro (dried chick-pea flour), vegetables, fish and meat with a sour fermented pancake-like flatbread called injera. Ethiopian food is enjoyed with friends and family with everyone eating from the same plate. After a meal, a customary cup of coffee locally called bunna is served, which brings you back to life and makes you energetic no matter how exhausted you may be. The popular drink in Ethiopia is called Tej (honey wine), a beverage that is made of mead and honey and usually brewed at home.

Everyone should visit Ethiopia once in their lifetime and experience the amazing hospitality, landscape, food and culture of this beautiful country.

Ameseginalehu! It means "thank you" in the Ethiopian language.

You Are a Writer at Heart!

Have an experience worth sharing? Drop us a line! *Huawei People* can help amplify your voice and spread your story to Huawei colleagues around the world. We are now seeking contributions from any employee who has a good story to tell. Get your work published, get remunerated, and see your article in print in *Huawei People* magazine. So if you fancy yourself a wordsmith, contact us NOW for a chance to flex your storytelling skills!

We Want:

Work Stories of Individuals

Go to our website and read ***A Man, a Cook, and a Dog***, and write us your unique work stories. We want to highlight the contributions of ordinary people who do extraordinary things, because good examples are like a beacon in the dark, they lead and inspire us.

Life Stories of Individuals

What Do I Do in Office? is a story about how a daddy explains his work in Huawei to his 5-year-old son. Share with us your own touching, inspiring or life-changing experiences during your career at Huawei. Your readers around the world may feel quite connected.

Team/Project Stories

Read ***Stars Along the Mountaintops*** and share your own touching team/project stories. We believe the best team and project stories reflect our company's purpose and core values, on which the company was built and still rest on today.

Opinions

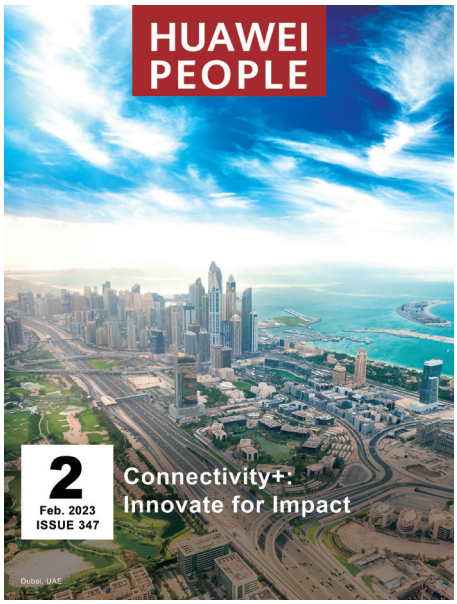
Read ***Why Protecting IPR Should Matter to Us All*** and share your opinions on issues and policies at Huawei. The best submissions offer fresh insight, critique ideas, actions, and policies – not people, suggest solutions, and align with the core values of Huawei.

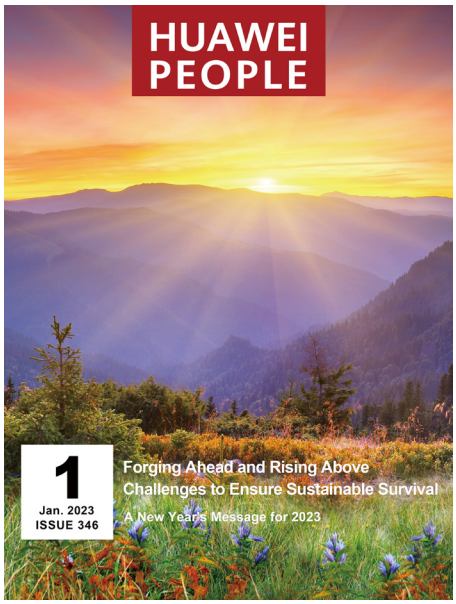
More articles for your reference:

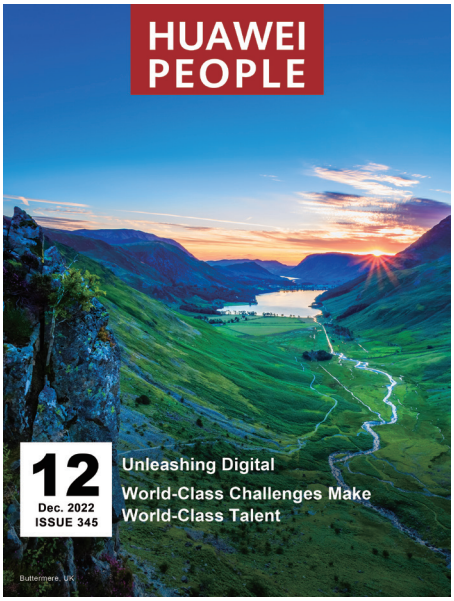
Dad, What Should I Do to Become a Huawei Project Manager?

Everything is Possible, if We Believe in It

My Huawei Interview - Chasing Goals and Seeking Results







We Want Your Amazing Photos!

We are looking for some good photos to use for the cover of Huawei People. From the east of the Pacific to the west of the Atlantic, from the north of the Arctic Ocean to the Southern point of South America, from the high plateaus of Bolivia to the low lands of the Dead Sea… Photos of famous landscapes and typical landmarks from the countries and regions where Huawei operates are most welcomed.

Get your photo printed in the cover page of Huawei People magazine and receive a good payment. Take a shoot and share your masterpiece with us!

We prefer high resolution photos with vertical orientation for the magazine cover. Please send photos to hwpeople@huawei.com.