

# HUAWEI PEOPLE

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Apr. 2022  
ISSUE 337

**MWC 2022 Keynote Speech by Guo Ping:  
Just look up! Let's light up the future!**

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In the recent movie "Don't Look Up", the world faces a major catastrophe that it prefers to ignore. I don't believe this is the future ahead of us. And by us, I mean Huawei and the industry as a whole. But to see the future, we have to look up: above the politics, above the partisanship, above the rhetoric. Let's look up. Let's look ahead. Let's find the way forward.

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## HUAWEI PEOPLE

Issue 337

April 1, 2022

### Editor-in-Chief

Catherine Cao (caoyi@huawei.com)

### Executive Editor

Victor Wang (victor.wangkai@huawei.com)

Huawei Technologies  
Huawei Industrial Base,  
Bantian, Longgang,  
Shenzhen 518129, P.R.C.

Email: [hwpeople@huawei.com](mailto:hwpeople@huawei.com)

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# MWC 2022 Keynote Speech by Guo Ping: Just look up! Let's light up the future!

By Guo Ping/Rotating Chairman

Good morning, every one.

I am so pleased to speak at MWC Barcelona again.

In the recent movie "Don't Look Up", the world faces a major catastrophe that it prefers to ignore. I don't believe this is the future ahead of us. And by us, I mean Huawei and the industry as a whole. But to see the future, we have to look up: above the politics, above the partisanship, above the rhetoric. Let's look up. Let's look ahead. Let's find the way forward.

Those who care about Huawei may ask: How is Huawei doing? Will it still be competitive, years from now? Will Huawei still help its customers succeed? I would say, just look up.

Digitalization and carbon neutrality are two of the world's hottest topics, which will impact the ICT industry for years to come. So today, I would like to talk about Huawei's views on them.

The global digital economy is developing rapidly, and over 50% of global GDP will be digitalized in 2022. The demand for digital products and services has exceeded expectations. However, supply is a different story. The Shannon's theorem and the von Neumann architecture have met severe bottlenecks. So we must explore new theories and architectures to achieve digital sustainability.

The ICT industry also faces challenges regarding carbon neutrality. One project we evaluated showed that detailed monitoring of global environmental data could create carbon emissions equivalent to 12.5% of today's total. Further digitalization will result in increasing carbon emissions, but ICT can help other industries reduce their carbon footprints, 10 times larger than its own footprint.

The strength of the digital economy is roughly equal to connectivity density times computing power. But now we need more than strength, we need long-term vitality. So, we need to consider a new

dimension, carbon reduction.

With these goals in mind, Huawei is significantly increasing its strategic investment into foundational technologies. We are working with our partners to reshape our technological paradigm.

Currently, we are reshaping three areas: fundamental theories, architecture, and software. This will support long-term, sustainable development of the ICT industry.

First, let's look at fundamental theories, like channel capacity expansion.

We know that channel capacity is approaching its upper limit. So Huawei is exploring theories and technologies, like next-generation MIMO and wireless AI, which will get us ever closer to the Shannon Limit. At the same time, we are studying new theories like semantic communications, to build on Shannon's work. This will create new horizons for development within the communications industry.

Second, we are working to reshape architecture.

It is still challenging to achieve high-frequency, ultra-large-bandwidth, and ultra-high-speed wireless communications.

And so, we are proactively exploring new technologies to reshape architecture. For example, we are



*We will continue to be an active participant in global events. We have prepared a business blueprint called GUIDE. Please join us in our GUIDE to the Future. Let's work to light up the future together.*

integrating photonic and electronic technologies to solve key problems and the technique bottlenecks facing chips.

Computing architecture also poses challenges. AI and big data applications are developing at breakneck speeds, but the traditional, CPU-centered computing architectures are struggling to keep up. We are designing peer-to-peer architectures that utilize the full potential of GPUs and NPUs to support global AI development.

Finally, we are also rethinking our approach to software.

AI is growing at an explosive rate, significantly driving up demand for computing capacity. However, hardware development is slowing down.

In response, we have launched a plan to massively improve software performance. We have doubled the performance of key indicators, like the number of wireless cells and scheduled users.

We will also leverage HarmonyOS and EulerOS for more effective use of the computing power available in different types of hardware, and leverage our Mindspore framework to help scientists and engineers improve development efficiency. This AI-centered, full-stack software refactoring will definitely create all sorts of new opportunities.

Huawei came in second on the 2021 EU Industrial R&D Investment Scoreboard. We are investing even more into optimizing system architecture and doubling software performance. By overcoming technique and technological challenges, we hope to build a highly reliable and trustworthy supply chain.

We know that great user experience comes from software-

hardware synergies.

And so, we are applying this concept to ICT products. Optimized algorithms for AHR Turbos are helping MetaAAUs consume less energy and improve performance. Algorithm breakthroughs in holographic optics enable OXCs to achieve one-hop connections.

This kind of sustained investment in foundational technologies will improve product competitiveness.

Now, let's switch our perspective to whole networks. Over the last 10-plus years, network evolution has been a process of introducing the latest IT practices to CT, ranging from IP, to cloud, and then to AI today. Our complete suite of ICT capabilities gives us a head start in the evolution of future networks as they become AI-native.

We also pay attention to carbon emissions as we improve digital infrastructure capabilities.

We have already committed to making our products 2.7 times more energy efficient. Our "more bits, less watts" philosophy is helping us make breakthroughs in areas like theories, materials, and algorithms.

Some ask: Will Huawei retreat from the international market? Our answer continues to be "No." We are committed to helping customers who choose us to achieve the greatest business success. We will continue our globalization strategy, in standards, talent, supply chain, and more.

We will continue to be an active participant in global events. We have prepared a business blueprint called GUIDE. Please join us in our GUIDE to the Future. Let's work to light up the future together. Thank you!



## Huawei's Guo Ping: Reshaping the technological paradigm in three areas to secure mid- to long-term competitiveness

[Barcelona, Spain, March 1, 2022] During MWC Barcelona 2022, Huawei's Rotating Chairman Guo Ping spoke on the company's plan to continue its globalization strategy and increase its strategic investment into foundational technologies. Through this investment, Huawei hopes to reshape the fundamental theories, architecture, and software that underpin its industry, increase its mid-

to long-term competitiveness, and ensure the longer-term sustainability of the ICT industry.

In the keynote speech he delivered online, titled "Just Look Up, Let's Light Up the Future," Guo focused on two major sources of both challenge and opportunity in the world: digitalization and carbon neutrality.

**Existing theories and architectures are unable to support explosive growth in digital demand.**

Forecasts show that over 50% of global GDP will be digitalized in 2022. As the global digital economy develops rapidly, the demand for digital products and services has exceeded expectations. Guo explained that as Shannon's theorem and the von Neumann architecture continue hitting severe bottlenecks, the industry must explore new theories and architectures to reshape the technological paradigm to achieve digital sustainability.

**Carbon reduction impacts the long-term vitality of the digital economy.**

On carbon neutrality, Guo said, "Connectivity density and computing power determine the strength of the digital economy, but it should also maintain long-term vitality. So, we need to consider a new dimension, carbon reduction."

Huawei currently adheres to a "More Bits, Less Watts" strategy in this area. In addition to improving its fundamental digital capabilities, Huawei has committed to making its products 2.7 times more energy efficient by making breakthroughs in areas like theories, materials, and algorithms. Through advances like these, the ICT industry is able to help other industries reduce their own carbon footprints. In fact, this reduction will be 10 times larger than the carbon footprint of the ICT industry itself.

**• Huawei is increasing strategic investment into foundational technologies to reshape the technological paradigm.**

Guo also said that Huawei is significantly increasing strategic investment into foundational technologies and working with its partners to reshape the technological paradigm in three areas: fundamental theories, architecture, and software. This investment will gradually be reflected in the competitiveness of the company's products, which they hope will support the long-term and sustainable development of both the company and the ICT industry as a whole.

This investment is also notably focused on helping the company get closer to and maybe exceed Shannon's Limit. By exploring new theories and technologies, like next-generation MIMO and wireless AI, Huawei is able to push its technologies ever closer to Shannon's Limit. At the same time, Huawei's research into new theories like semantic communications will provide the industry with guidance on new fundamental theories.

Huawei is also developing exciting new architectures. Huawei is currently integrating photonic and electronic technologies and design peer-to-peer architectures to solve technological challenges or technique bottlenecks.

In terms of software, Huawei is building AI-centered, full-stack software and a new software ecosystem to meet the drastically rising demand for computing capacity caused by explosive growth of AI.

**• "Software-hardware synergies" will be the way forward.**

Guo finally explained that

great user experience comes from software-hardware synergies. He used two examples to show how Huawei applies this concept to ICT product development and technological innovation for network evolution. First, optimized algorithms for AHR Turbos are helping MetaAAUs consume less energy and improve performance. Second, algorithm breakthroughs in holographic optics have enabled OXCs to achieve one-hop connections.

**• Huawei is the company with the most complete suite of ICT capabilities in the digital industry.**

Over the last 10-plus years, network evolution has been a process of introducing the latest IT practices to CT, ranging from IP, to cloud, and then to AI today. As the company with the most complete suite of ICT capabilities in the digital industry, Guo said that Huawei is confident it will be able to gain a head start in the evolution towards future AI-native networks.

Closing out his speech, Guo said, "Huawei will continue its globalization strategy, in standards, talent, supply chain, and more. Huawei is committed to helping customers who choose it to achieve the greatest business success."

MWC22 Barcelona runs from February 28 to March 3 in Barcelona, Spain. Huawei showcases its products and solutions at stand 1H50 in Fira Gran Via Hall 1. Together with global operators, industry professionals, and opinion leaders, we dive into topics such as industry trends, GUIDE to the Future, and green development to envision the future of digital networks. For more information, please visit: <https://carrier.huawei.com/en/events/mwc2022>



A very extraordinary and quite challenging journey to Iseren (author at the front row)

# To Make the Unconnected Places Connected

By Muhammad Umar Safii/Indonesia

## Start of My Journey

In July 2019, I was accepted into Huawei's FGDP (Fresh Graduate Development Program). That was how my career began after I had graduated from Telkom University.

I was proud of joining and working in the best multinational company in the field of ICT (information and communications technology). In the early days I worked as a wireless engineer in the RSC (regional service center) Indonesia.

The world of work has never been as simple as the academic system on campus. Honestly, I had a hard time starting my career at Huawei. I found myself in a world where everything was fast-paced and everyone worked furiously. My



The USO BAKTI regional team (author is 3rd from right at back row)

responsibility, and determined to make the task a success. Personally for me, being involved in this project was one of the rare and precious chances that might happen only once in my entire career after all. While I could, in this role, serve Indonesia in so many ways, I chose this line of duty to help make Indonesia a better country. Since that appointment, I have never stopped deepening my knowledge and improving my performance as well as my personality.

At first, like every person that had never been to Papua, I was little bit scared to hear the name of Papua – it gave rise to such images as high cost of living, difficulty accessing its various areas, and danger to personal safety. Besides, I had to leave my comfort zone in Jakarta, which made me think twice about this project actually.

Despite all the doubts, I decided to seize this opportunity and undertake the responsibility going along with it; I was resolved to overcome any obstacles that might get in my way. Eventually, after working in Papua for six months, I came to realize that Papua is a beautiful place reputed

workload was so heavy that it often took me a lot of time and energy to handle; sometimes I had to work at night to meet customer CRs (Change Request). As a fresh graduate, I was not sure if I could keep up with such a fast pace at Huawei. But I did not give up. During my probationary period, I made extra efforts to improve myself by extensively reading work-related books and learning through discussions with my colleagues. In this way, I got a better understanding of Huawei’s business and its corporate core values that define it and that its employees should internalize and practice.

During my time at FGDP, I was assigned various roles in a variety of fields, from BSS (base station subsystem) engineer, document controller, auxiliary engineer, network change engineer and onsite trial support. Performing those roles, I gained a lot of valuable experience that would help me a great deal not only in my current position but also in

my daily life.

In July 2021, I was appointed the wireless leader of the USO (Universal Service Obligation) BAKTI (the Telecommunications and Information Accessibility Agency) Project Team in West Papua. That was a new challenge to me, but I was highly motivated and eager to take the



One of the villages in the “leading, disadvantaged, and outermost” (so called “3T” in the Indonesian language) areas

for its high seas, tidy coral islands, pristine mountains, and a diversity of arts and cultures that are very unique and mesmerizing – a true paradise here on Earth. Not surprisingly, Papua is usually called a "Little Paradise in Eastern Indonesia". I fell in love with it for its breathtaking beauty and was determined to help it have the same infrastructure and telecommunications development as my hometown did. I believed that it deserved the same opportunity in terms of economic growth and ease of information access and that the connectivity gap should narrow down.

## Serving Papua Through USO Project

Huawei strengthens collaboration with the Ministry of Communication and Information (Kominfo) through BAKTI by building the 4G LTE network in the USO program to support equitable access to telecommunications services in the 3T (terdepan, terluar, tertinggal, meaning “disadvantaged, outermost, frontier”) regions.

The USO BAKTI project is a national project. To complete this project, Kominfo divided it into five packages with different areas. Huawei is involved in package 3 for West Papua and West Central Papua. Currently, Huawei and BAKTI collaborate and will try to build USO BTSs (Base Transceiver Station) in many districts in Papua and West Papua, which on average have difficult terrains. The USO BTSs will be connected and serve as a pioneer of 4G LTE (Long Term Evolution) broadband network technology in Papua. In addition, the program also aims to maximize a quality network that will provide equal Internet connections for people all over the

country.

And with the USO, BAKTI strives to be able to support and adequately accelerate regional development, as well as equitable digital access in Indonesia's 3T regions. It is hoped that the infrastructure will be used by farmers, fishermen and breeders to develop businesses, in line with the entry of the digital economy which from time to time always grows and develops extraordinarily. Most of the USO 4G BTSs are located in remote areas that are difficult to reach from the seat of government.



Our car stuck in the mud for hours to get to the destination

At the end of September, the team and I went all out to pursue the First On Air, which meant that the site's 4G signal could be activated. It was not easy at all to bring all the equipment onsite to build the BTS; we had to cope with the bad road condition every time we went on Papua to pick the sites for this project. The main goal of doing the First On Air was to prove that we were highly committed to being the first package to successfully activate the 4G signal and that we were ready to contribute to the development of network infrastructure in Indonesia, especially in 3T areas. The USO projects are very different from regular projects in general.

The obstacle that we encountered was that nearly all sites did not have Internet connectivity or they had blind spots where phone calls could not be made, so it was difficult for the team to coordinate directly with the HQ. Under such circumstances, it took the team high enthusiasm and a lot of energy to integrate all the sites. To pursue the First On Air, I spent two weeks training the team to achieve the goal.

Speaking of the first site for implementing the connectivity project, we chose Iseren. The outermost archipelago of Indonesia, Iseren is located in Teluk Wondama Regency, West Papua. It is one of the priority areas and will be the first site where 4G internet services will be made available. It was included in the cellular blind spot area, and also one of the top-tier areas in the 3T regions that needed our support the most.

As one of the outermost regions of Indonesia, Iseren did not have a telephone and Internet signal. Our other concerns were: grid electric power was not available in the village; it was a long way from the seat of government; education and health facilities were lacking; and infrastructure was unevenly distributed. The project was indeed challenging due to the geographical conditions and difficult access to the local roads. Despite the requirement not to damage the environment, we were optimistic to reach the target.

The journey to Iseren was very extraordinary and quite challenging. It took forty-five minutes by air from the Sorong Regional Office to

Manokwari. After arriving in the City of Manokwari, we proceeded by road trip for four hours to the port of the wind gate. Then we continued using a small boat and finally arrived in Iseren about an hour later. Because of the rough geographical conditions plus inadequate infrastructure, we had to work extra hard for the First On Air target. In spite of those limitations, we remained committed to bringing digital connectivity to the remote areas of Indonesia while promising equal distribution of high-quality Internet access for all the local people.

### Inauguration of First On Air

On October 5, 2021, the First On Air 4G network of the USO BAKTI project was inaugurated in Iseren. The inauguration was carried out symbolically online, attended by the Minister of Communication and Information Technology, the Governor of West Papua, the Regent of Manokwari, as well as Huawei's executives and local regional officials who were at the Iseren location.

People are now very happy to experience the new network. Very grateful to us for building a network here, they hope that, with this network, they can communicate smoothly and sell things online while their children can learn online and their village can develop economically.

The inauguration was a tangible manifestation of Huawei's commitment to ensuring the acceleration, equity and equality of Internet connectivity. As always, Huawei will continue striving to provide telecommunications and data services for communities and villages not yet covered by these services.

There are several keys to our success in the First On Air,

namely, trusting and respecting of subcontractors; earning respect from the customer; making the customer trust you and your abilities; and explaining our goal to build a BTS in their village. During the BTS installation, we were constrained by the rainy weather. Worse, the weather interfered with the 4G signal testing process. Because this project used satellite transmission, it was very sensitive when the weather was cloudy or rainy. To get the desired signal results, sometimes we got up very early and tested in the morning light to avoid a possible rain during the day.

With the USO BTS up and running, residents around Iseren expressed their gratitude for being able to enjoy telecommunications services. They also expressed their gratitude for the support of BAKTI, Kominfo, Huawei and other subcontractors in accelerating the development in Iseren. As for Huawei, it hoped that the infrastructure development could

spur on the local economy. And we were happy to notice that Iseren itself had great potential to develop its agriculture, plantation, forestry, marine and fishery sectors through efficient natural resource management.

Regardless of all the places almost not accessible in Papua, all those sleepless nights, and all the dangerous situations that we found ourselves in all the time, our efforts paid off when Huawei became the first vendor that succeeded in bringing digital connections to Papua and making the impossible possible. Personally for me, it was such an honor to be part of this significant project that would contribute to a better future in Papua. But it is not over yet, and we still need a lot more of improvement ahead. I think that we are on the right track to promoting 4G network connectivity in Papua. With Huawei and also with everyone involved in this project, let us continue our journey, doing our part to make the world a better place.



Enjoying new network with local children in an Iseren village

**Editor's note:** Ashutosh Prakash began his career in Huawei in the year 2000 as a senior software engineer and has grown over the years by taking up multiple challenging roles such as technical leader, delivery leader and project manager. Currently he is the Product Group Manager (PGM) of the Petal Search Business in Bangalore Device Cloud Service Competence Center. Ashutosh is very well aligned with Huawei's core values and has shown continuous improvement in his individual and team results throughout his tenure. His perseverance in managing and motivating his team has helped to come out of each challenge with flying colors.

His over 20 years' journey in Huawei of taking up multiple roles and positions is a classic example where a person is allowed to follow his passion and explore new areas in multiple teams. His road to success at Huawei was paved by the bricks of failure; in front of his grit and ability to bounce back after multiple failures, however, such setbacks meant nothing. In this article, we will guide you through his colorful journey at Huawei over the past two decades.

## Winning Against All Odds

By ERIC (Employee Relation and Internal Communications) Team/India

*"Huawei appreciates its employees' capabilities. It allows you to move from one team to another, so you can get a very good exposure. You get the opportunity to work with many different technologies in a short period of time."*

— Ashutosh Prakash

From hard work to perseverance, there are many qualities that separate leaders from the rest of the crop. But at the core of these is a singular desire to win against all odds.

As the current the Product Group Manager (PGM) for the Petal Search Business in Bangalore Device Cloud Service Competence Center, Ashutosh Prakash knows a thing or two about leading a successful team. But behind the sparkle of his accomplishments is the secret to

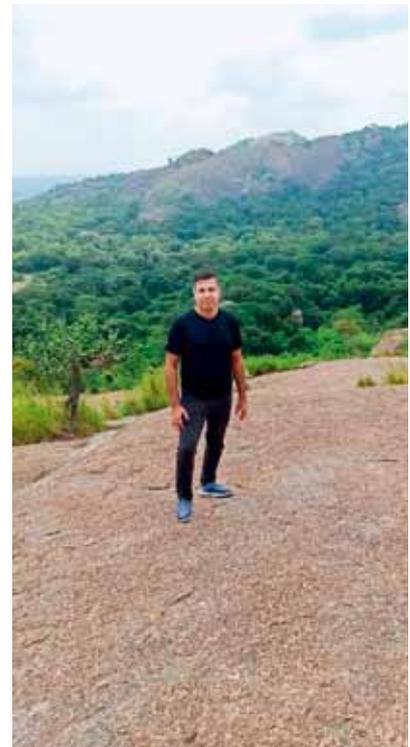
effective leadership: heart.

"It is important to lead with empathy. While you're leading your team, you must not forget that your job is to take them forward together and get the job done."

In a conversation with us, Ashutosh peels back the layers of his 20-year journey at Huawei and reveals both the hardships that paved the way and the strength he found to overcome them with.

### A Vision to Lead

Following a brief stint with an Indian company, Ashutosh found himself drawn to a burgeoning company called Huawei due to its focus on innovation. Beginning as a Senior Software Engineer, he found the space to flex his technical skills.



Yet, along the way and despite his early goals, he found himself sucked into the world of management instead.

"It's a different ball game," he states. "I was fascinated by the way teams build business. I felt that as a manager I could make a bigger positive impact."

Thrust into this new playing field, Ashutosh quickly began



Receiving team award (Ashutosh is 3rd from right)

*There will always be differences in views and opinions and you as a leader need to drive all of that towards a single direction.*

absorbing the new knowledge flooding his world. Soon, he was facing entirely new challenges, but they only made him hungry for more. He was ready to take them head on.

### The Long Way Up

Taking the first step towards realizing a dream is both terrifying and paralyzing, and it can often stop gifted individuals from ever leaving their mark on the world. Huawei learned early on that there was a simple solution to this: guide young talent through the deep end of the pool so

they learn very early on how to handle challenges and think quickly on their feet.

“As an intern, you will be put into all kinds of mission-critical projects,” says Ashutosh. “You decide everything, including how you’re going to execute each step and what kind of team you need to bring to the table.”

This early learning would be the foundation of Ashutosh’s growth. “It took some time for me to understand how you can channel a team’s energy into one goal,” he recalls. “There will always be differences in views and opinions and you

as a leader need to drive all of that towards a single direction.”

This delicate balancing act helped Ashutosh hone a variety of skills, including the ability to spearhead a project. “I learned different aspects of people management and, at the same time, how to handle the expectations of stakeholders that were often different from those of the team.”

## Failure Is the Key to Success

Managing a team comes with some foreseeable challenges. But what happens when the stakes are high?

“If you make a mistake, remember to work through it. Put your head down and rise above the challenge,” he advises.

In 2016, Ashutosh and his team were working on some protocols deployed for a big telecom project. Huawei takes this very seriously, as the market in some countries can be critical. These protocols are developed by teams all over the world to make certain that nothing falls through the cracks.

“We have multi-level checks to ensure that all protocols are complied with. In a particular instance, our team failed to identify some issues before they were discovered at the last checkpoint.”

Despite going through close to 150 million lines of code to ensure that there were no security errors, the team missed some minute yet crucial details. “At the time, we didn't have the maturity to handle it. We lacked the knowledge to see it through,” Ashutosh admits.

Recalling their disappointment at the time, he adds, “It was our top goal – and because it happened at such a high level, it was all the more

impactful.”

## Tough Times Don't Last; Tough People Do

The blowback from this incident hit Ashutosh and his team hard. He recalls, “We worked for long hours every day to ensure no other issue would hit us negatively or lead to an escalation.”

Ashutosh additionally had to answer for his team's failure. “As a leader, I was responsible. I'd go from one meeting to the next explaining why the issue happened. I felt very demotivated, because everybody was asking me for answers.”

It took the team almost a year to regain their footing. They poured their heart and soul into upping their competency, vowing to never falter the same way again.

Looking back on the experience now, Ashutosh cannot help but view it in a positive light. “I feel pride in my team and myself,” he beams. “We handled the situation even though it was difficult, and we set a benchmark within the organization.”

“Every team appreciates our effort and the way we turned things around,” he adds.

## Rising Above and Beyond

Walking down memory lane Ashutosh recalls another project that did not pan out the way it had been envisioned. “We started a team for media exploration to handle video optimization technology, a team populated with good talent capable of handling that task.” Proudly, Ashutosh declares. “We were good at it.”

A lesson many a young entrepreneur will learn early on is that talent can only take you so far.

“We were not aligned with

the overall business focus of the company,” laments Ashutosh. “Working on a smaller scale, in a silo of sorts, meant we did not consider how our work would impact the overall product or how it would affect the end-user.”

This oversight meant that, while Ashutosh and his team had crafted something valuable on the technical front, their innovation failed to meet the needs and expectations of end-users. “We were so engrossed in building the technology that we failed in creating a valuable user experience.”

Despite giving several demos, the team's project never materialized and, soon, the team was dissolved. This turned out to be another important turning point in Ashutosh's journey.

“One of the key challenges in innovation is learning how you can use technology to align with the business goals of meeting consumer needs. The feedback and data from this project helped me learn that.”

## Bringing Value to Huawei

There is no doubt that failure can be disheartening. Yet, with several awards and successful projects under his belt, there is no denying that Ashutosh has risen above each defeat and proven himself an asset to Huawei.

His sure-fire method of bringing value to his company is two-pronged:

- Making the workforce focused.
- Hiring the right talent.

Recalling an incident where his team of 80 were tasked with managing 55 different protocols, Ashutosh muses on his decision to transform the maintenance team into an innovation team populated with a mix of skillsets.

“Working hard alone will not always give you results. You need to optimize what you have. And the best way to do that is to bring in people who can add value to the team.”

But hiring a team is not as clear-cut as picking talent off a conveyor belt of fresh graduates. “Technology is vast. One person cannot learn everything and one person cannot make a whole product in a short period of time. You need a variety of competent people for that.”

With this in mind, Ashutosh went on to craft an award-winning team that would prove to be ahead of the curve.

“One of our innovations on the Internet of Things (IoT) side of things for adhoc network formation helped devices not only connect faster but also consume less memory which was essential to constrained devices,” he explains. Additionally, this idea allowed for what Ashutosh refers to as a network that “self-forms and self-heals.”

The team has used techniques like multi-path transport layer technology to improve the game experience on Huawei mobile devices. Their innovation helps to provide the best user experience in constrained network scenarios.

## Keeping the Cogs in a Well-Oiled Machine Turning

Huawei’s longevity is the benchmark for success in a field known for a quick turnover rate. Their secret? Rewarding creativity with the gift of freedom.

“Some people have very good ideas, but they might be very difficult to implement or perhaps the person is not quick enough to implement it,” Ashutosh shares. Having a novel idea

is not enough to guarantee success. “You should have a simple idea and you should have a hunger to have it implemented it faster.”

“Huawei, in India as of now, has three verticals,” states Ashutosh. One is the cloud, where we work on storage areas and Big Data technologies. Then we have our consumer cloud team that focuses on building the search engine as well as AI (Artificial intelligence) technologies. Lastly, we have a team that works on developing the third ecosystem known as HMS (HUAWEI Mobile Services).

Like an expertly crafted machine, Huawei’s internal organizational structure has been so designed as to allow for growth that is multifaceted as opposed to linear. As a result its individual employees can grow and thrive in different ways instead of stagnating along a predetermined path.

“That is what I consider to be the advantage of working at Huawei. If you work here, you have the privilege of being able to shift from one niche to another anytime.”

## Freedom Begets Initiative, Which in Turn Leads to Growth

On Huawei’s system of free movement, Ashutosh shares, “Many companies have you focus on one particular technology and, if you want to explore, you may have to switch to a different company altogether. Here at Huawei, if you want to explore, all you have to do is switch to another team.”

This, of course, is what keeps the juggernaut rolling. But it is Huawei’s ability to think outside the box that has kept them on top for so long.

“When I started my career,

there were many top and admired companies in telecom. But today, they are nowhere to be found. Huawei also started out as a telecom company in a changing market, one that was saturated. But it outlasted some of its competitors because it anticipated what the market would be looking for and changed at the right time.”

“That’s why, even after 35 years, Huawei is still strong. And it’s only going to get stronger.”

## On Balancing Exciting Innovation with Challenging Work

Working at Huawei might sound like a dream, but Ashutosh is quick to ground this experience in reality.

Being at the helm of innovation with a team of pioneers at your side is as challenging as it is exciting. But this youthful exuberance must be tempered with an understanding that the solutions to problems encountered during the innovative process rarely come easy. It often means that you will find yourself consumed in pursuit of answers.

But Ashutosh offers a simple bit of wisdom on how to strike the balance: “The problem is placed in your hand. All you need is the motivation to solve it.”

He continues, “When you start something new, whether this is a business or a new job, you have to spend a lot of time analyzing your own performance. Your work is your priority. Once things are streamlined, you can enjoy more balance between work and life.”



*The urge to learn and grow is, after all, the reason why Huawei remains a pioneering force.*



Team Building (Ashutosh is 2nd from right)

### **The Art of Good Leadership: Small Things, Done Well**

Ashutosh has won three prestigious individual awards for his leadership at the company, including the Annual Award for Excellent Manager in 2017, the Endeavour Award for Consistent Performance and Dedicated Service in 2010, and the Professional Award in 2005. In 2018, his team received an Award for Best Delivery.

Ashutosh goes on to point out, much in line with his own trajectory, that teams also have to deal with internal conflicts and growth. His biggest secret to conflict resolution?

Setting a Goal.

This works because people tend to mimic each other when they have a common goal. But beyond this, Ashutosh also recommends encouraging informal gatherings to break the monotony and constraints of formal meetings. “Without the

invisible walls in a formal meeting, a lot of conflicts just dissipate.”

Formal meetings are where you get everyone on the same page. Informal setups, however, are where you learn what your team really thinks of you and your project.

“In formal meetings, people will usually tell you things they think you want to hear. But when you go informal, they start telling you everything. They’ll raise issues they otherwise feel they might be judged for, and they’ll give you honest feedback about your leadership.”

“These informal meetings have helped me understand where I am wrong and where I could do better. It helps me understand how to be a better leader.”

The urge to learn and grow is, after all, the reason why Huawei remains a pioneering force. And it is the core of what has shaped Ashutosh into one of the company’s best and brightest.

# Network Modernization to Bring About More Reliability and Flexibility

By Metin Simsek/Germany



I am an optical design engineer. Before joining Huawei Germany, I had worked for more than ten years as a service delivery engineer at the Network Technology Department (NTD) for Huawei in a technology company in Turkey, which sought to create more value for their customers via digitalization. Responsible for optical network architecture, I performed Proof of Concept (PoC) tests with various vendors.

Now with Huawei Germany, I am leading a team for optical network design to modernize the network. My priority is to support various optical network design architectures and modernization of the existing fixed network with enhanced and flexible equipment technology. We employ a unique approach to provide an agile and smooth network modernization solution to upgrade legacy equipment using advanced flexible equipment.

Before making my decision to join Huawei Germany, I remember, the divisional director of my previous company asked me, “Are you sure you want to join Huawei?” My director was aware of the difficulties and challenges that Huawei had been faced with, and he wanted me to assess the situation carefully prior to making the final decision. From my experience with Huawei Turkey, I was familiar with Huawei’s culture of dealing with challenges and turning them into opportunities for success. Admiring the corporate culture of Huawei, I had applied its ways of working in my projects and enjoyed the sense of empowerment and satisfaction from such experiences.

In order to be successful and content, one needs to be passionate and able to change in order to achieve one’s goals. What I have always been afraid of, it is to regret my decision, if I do not carefully weigh the pros and cons that are presented to me. Staying on with my previous company could have been the safest way, where I could keep doing the same thing as I had been doing for the last decade. But as a person always following my passions and inspiration, I made the decision to take the offer to work for Huawei Germany where I would have

new opportunities and work with great people.

In March 2019, my journey officially started in Huawei Germany. I have since been responsible for ensuring best optical network solutions and developing solutions (organizing, planning, creating & delivering PoC demonstrations) in line with customer requirements. I have also been working closely with the sales department in managing the sales bid process by responding to the Request for Proposal (RFP) & Request for Quotation (RFQ) and ensuring successful closure of the sales process.

The world is really getting smaller through technology and communications, so we have a lot of opportunities to work with colleagues from around the world without being based in the same office. Working with people from different cultures is about understanding each other; it is also about inclusiveness, tolerance, and mutual respect in a safe, positive environment, which helps bring happiness to the workplace. As for me, I have always felt like a family member while working with the big family of the Network Technology Department (NTD).

It did not take me long to gain the trust of coworkers and bring them on board with my ideas and suggestions. With my good attitude, manners, and work ethics, I always like to share my approach and experiences and contribute to the team activities. I always take the initiative and show leadership by actively listening and observing before engaging my coworkers and suggesting changes and bringing solutions to the table. The project

which I have been involved in since I started in Huawei Germany Representative Office encountered some challenges in the beginning. However, I considered these challenges as opportunities to enable my colleagues and me to improve the system and provide the best solution. While we were planning to introduce our Super C-Band DWDM (Dense Wavelength Division Multiplexing) product solution to the customers, our sales manager resigned and handed over his tasks to me at short notice. I took over his tasks and technical responsibility and continually provided backbone optical design to the customer’s core network team. The modernization solution that we introduced to the customer was totally new for our colleagues and customers. However, I had the experience of using ASON (Automatic Switched Optical Network) with several vendors in my previous company.

I aligned, discussed and finalized the modernization solution with my colleagues before resending it to the customers. Today I still strongly believe that our modernization solution is bringing more reliability and flexibility as core value to the customer’s optical network.

Sometimes minor issues may escalate to major ones. In order to continuously make improvement when we faced issues or challenges, we analyzed the issues in great detail and put a series of questions together to evaluate the solution. One of the questions, for example, was “How can we prevent challenges and issues from happening next time?” The opportunity was for some user-case where I already had experienced in my previous company; therefore



*Huawei offers a place and environment where you can develop yourself in the global arena, where various excellent opportunities are available, which may come in the forms of training and learning.*



With my teammates (author is 1st from right)

with that knowledge, I was able to approach the challenges with ease. The solution to prevent the issue from happening again was to proactively put a plan in place to review the processes on a regular basis. This is a preventative measure to minimize the severity of the issue. We also faced some stressful challenges and needed to take immediate actions to minimize and manage the risk. On a couple of occasions, we needed to take the issues to our management and involve them so that they could make decisions accordingly, for we understood that delayed response could cost us dearly.

Huawei is great in providing opportunities for us to get involved in analyzing all the aspects of risky operations and making decisions to manage them. I am impressed with the great attitude and manner of my line

manager Tan Tao who is leading the work. Working with him is ideal for me as I can share my approach, ideas and take the initiative to lead work and help colleagues to develop their technical skills.

Huawei offers a place and environment where you can develop yourself in the global arena, where various excellent opportunities are available, which may come in the forms of training and learning. For me, it is a great opportunity to work on really exciting projects such as the ones that I have been involved in.

“To bring digital to every person, home and organization for a fully connected, intelligent world” — that is Huawei’s vision and mission. I have adopted and embraced this since joining the company. And I share the conviction that integrity is our most valuable asset which leads us to gain

our customers' trust and respect.

Last year, at the height of the pandemic, we offered a better service to our customer by letting them know that we were always available and ready to help them with all their challenges. At the start of the pandemic, we did not have a facility to hear customers' voice from a distance (previously we had been face-to-face). However, the management decided to organize a virtual event in order to hear the customers' voice (customer feedback) and present them with our roadmap for the modernization of the existing legacy equipment. It was a great opportunity for us to reach most of our customers and hear their voice, discuss and understand their concerns and answer their questions. As we believed, building trust and keeping in good communications with customers was an excellent opportunity to allow them to share their concerns and a chance for us to provide them with comprehensive solutions, while considering and implementing the improvements needed. After the virtual event it was really easy to realize that the customer-oriented approach remarkably changed things in a positive manner. The customers were no longer hesitant to contact us for our support, which made it easy for us to provide an excellent service and respond to their needs via improved communication channels.

I was impressed by one of our distributors when he was telling his success story that led him to win a prize in a competition. He had an idea to make our equipment easier to use. He put his idea forward with a proposal to Huawei. After an evaluation of the idea, Huawei was inspired and decided to accept his proposal and awarded him with a prize. In this case Huawei quickly provided him with a total solution.

He in turn presented this solution to his customer, who accepted it positively. He was delighted with the solution and impressed with the quick response from Huawei. Obviously, Huawei's quick response with a total solution has definitely made a great impact on distributors' and customers' experiences. My working with Huawei has been a great journey, where opportunities are available every day for us to present customers with new ideas leading us to achieve the desired results in our projects.

The tremendous expansion in data volume, with new services like 8K service rapidly developing every day, is exhausting nearly all of bandwidth resources. In addition, increasing individual/enterprise users consume a massive amount of bandwidth. Data volume demands will continue to grow as we move toward the IoT (Internet of Things) era. How do we meet such huge bandwidth demands?

The answer is DWDM. It is a technology capable of supporting massive growth in bandwidth demands. It represents a long-term technology investment and can serve as a foundation for future growth. DWDM allows for flexible additions of nodes to meet the changing demands of customers. In response to the drastic increase in data volume and huge demands for bandwidth resources, the technology is continuously evolving and achieving higher rates and longer distance. Our commercially available DWDM has successfully operated for long-haul massive data transmission.

The total capacity per line of fiber has continuously and rapidly increased nearly every quarter. Our well-developed new DWDM technology together with our optical equipment has helped customers with

a secure, manageable and reliable Optical Transport Network (OTN) and infrastructure.

We have succeeded in planning the migration of the legacy equipment to new enhanced OTN equipment, identifying issues at every stage and coming up with solutions to them. This has resulted in customer satisfaction and the achievement of our goals. It is what we do in our work on a daily basis; we have a key role in bringing about changes necessary for us to provide excellent customer service.

Besides work, at weekends I visit different cities and try to discover historical places and nature. German cities are like an open museum with lots of history and fascinating stories. Waking in German cities is like taking a tour of Germany's past for me. I am also delighted to see the wonderful scenery that Mother Nature offers all around me. For example, in my neighborhood there are many beautiful parks and green areas where people can enjoy themselves and get relaxed. I like sports when I have some free time. Before moving to Germany, I enjoyed paragliding with my friends in my free time. Paragliding provides an experience of pure freedom and adventure, therefore it is my passion. Paragliding, like any other adventurous sport, has its associated risks and dangers. When we were planning our flight, we had to check every parameter such as the weather conditions, wind speed and air pressure to ensure a safe flight. When these conditions are met, the slow speeds and inherent stability of paragliding provide us with a safe and enjoyable way to fly.

I strongly believe that following your passion is a powerful force driving you to accomplish anything you set your mind to.



# Every Day Is an Opportunity to Get Better

By Edison Santiago Sanchez Valencia/Ecuador

**I** have been with Huawei since 2014. Currently I work as tax specialist, a position coming with such main responsibilities as performing tax verification, supporting tax projects, and doing integrated tax compliance activities.

## How My Journey Starts

In August 2014 when I joined Huawei, I felt very excited about my new job. It was that point of my life when my story in this company began. Previously I had received good references about Huawei because a colleague of mine had a friend who worked here. Otherwise my first week at Huawei would have been

complicated. That week, I received a few instructions regarding my responsibilities, as all my teammates were very busy. I met some young colleagues who seemed serious but very friendly. My new coworkers started to introduce themselves to me one by one. They told me that the last tax specialist had left the company one month ago. As a result, I had to work on more than one hundred invoices. My supervisor asked me to check all the pending issues. Then I started working furiously on them one by one and finally got them all done. In addition, what impressed me most was how big Huawei Ecuador was. To be exact I found myself in a family of almost four hundred members occupying a whole six-story building.

## How My Story Has Been Written

One of my main responsibilities was to log invoice information into the tax system (hereinafter referred to as system A) in the role as an operator user. To be clear, system A was a local external software system which helped to fulfill fiscal obligations such as tax calculation, tax filing, and tax payment. Furthermore, it had been very useful to serve as a source of evidence as mandated by the regulation & control agencies. When I opened the system for the first time, I had no idea how it worked. Thus, just by exploring the graphic user interface (GUI) controls such as menus, buttons and help pages, I came to know how to use the system by



With my teammates (author is 3rd from left)

myself. According to our colleagues, the system had been in use for eight years, with minor changes made to it. However, electronic invoicing was mandated by the tax authority in 2015. Working with the Contract Commerce and Fulfillment Management (CCFM) teammates, we identified plenty of limitations of our system. As we painfully realized, the third-party technical support was outside of Ecuador while, because of our security information policies, we preferred to have onsite technical support. And we needed to implement some solutions to electronic invoicing. In addition, we were frustrated by the fact that system A could not be accessed from outside the Huawei Intranet. All in all, we were tired of being bothered by those restrictions. So, we demonstrated to

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our CFO the necessity of replacing the old tax system with a new one. The request was rejected twice, though, due to insufficient budget. We did not give up, however, and kept trying to present more convincing analytical data in the ROI (return on investment) and comparison reports. At last, our application was approved. So we started to look for a new system to replace the old. We studied and tried some new systems which provided good user experiences. Of course, we had in mind the mandatory requirements such as direct connection to the tax authority platform, reporting, local technical support, and accessibility from outside the Huawei Intranet. We spent a great deal of time studying and testing alternative systems to find out whether they would comply with the mandatory requirements or not. Shortly, with the approval of local procurement, we contacted some potential supplier candidates for some system demonstrations. Since such procurement usually involved a small monetary amount, the process proceeded fairly fast. With great care we evaluated and compared these systems one by one until an ideal tax system (hereinafter referred to as system B) was found to be the most user-friendly and efficient. More precisely, system B provided many tutorials for all key functions and relevant menus. Furthermore, it could recognize information of electronic invoices automatically, thus reducing the time spent on logging information. The supplier's technical support helped us to generate, according to our needs, reports free of charge. More importantly, it could be accessed from outside the Huawei Intranet. The new system was successfully implemented in one month. It should also be noted that, in the COVID-19



With colleagues in Panamá (author is 2nd from left)

panemic period, working from home was mandatory. Obviously the system change gave us an advantage. Hence, while we were free of the limitations otherwise imposed upon us by the old system, we improved our efficiency and were in a better position to cope with the pandemic.

### How I Develop My Teamwork Spirit

Another responsibility of mine was processing reimbursements. It came to our attention that there were differences between tax and accounting data. Taking into account the fact that it was crucial to have consistent, clear, and trustworthy common information, we were aware of the importance of improving the reimbursement process. I discovered, to my surprise, that there was no enough coordination between the tax and the account payable teams. In fact, both teams

had their own reports respectively, which contained nearly the same information. More specifically, both reports had information regarding staff IDs, application numbers, and reimbursement amounts. Some colleagues were accustomed to working in the old way. So, in the name of the tax team we had a meeting with our account payable colleagues, in which we decided to merge our respective reports into one. As this was a significant change to the supporting material, we had to discuss the new report proposal to our accountants at the headquarters. They agreed to the new report form and accepted it. As a result, our change brought about tangible results by making zero differences in our monthly closings. I felt satisfied with my contributing to the improvement of such procedures. As I had a lot of other work activities, my responsibility for reimbursement processing was transferred to a new account payable specialist. I trained



*We did not give up, however, and kept trying to present more convincing analytical data in the ROI (return on investment) and comparison reports.*

her in the best possible way that I could. By the way, I love teaching. To be a good teacher, I made a training plan which encompassed every single topic. I explained to her step by step the entire process. While she took some notes, I answered her questions and clarified all the doubts she had raised. To make sure that she understood everything, I would observe how she was performing by herself in the entire process. In the end, she expressed her gratitude for what I had done to improve her reimbursement knowledge and Excel table editing skills; she was also thankful to me for the new knowledge acquired.

We have had some changes in regard to our responsibilities. For example, our local CFO decided to

assign me a new duty, which was to assist in implementing a global Huawei tax system in Ecuador. To be specific, the global tax system is used for the entire company of Huawei while tax system B mentioned above is used locally in Ecuador only. Moreover, the global tax system shows a monthly summary of all transactions; system B is used to book transactions every day. Evidently, both systems are used for their respective purposes. Besides, the global Huawei tax system will help to reduce the time for preparing our local monthly tax returns. I was not confident with this new duty because this activity was normally done exclusively by tax managers. To know how to use the global Huawei tax system, the Regional Tax Manager arranged



Celebrating Christmas (author is 3rd from left at back row)

for me to participate in a training program in Panama. Although I had previously worked as an accountant, I did not understand completely the accounting logic of Huawei. At the end of my first day of training I was very disappointed and confused. On the evening of that day, I spent more than four hours checking plenty of accounting working papers in my hotel room. Of course, reviewing all the material done by others could be an intuitive and tedious activity. Fortunately, I managed to understand every single topic. The next day, I woke up quite relaxed. I went to the training room and found the training gorgeous because I learned easily. I prepared all deliverables requested and smoothly went through all key procedures in the test environment. Two weeks later the global Huawei tax system was implemented successfully in Ecuador. My effort was appreciated by the instructor and the Regional Tax Manager.

## How I Have Faced and Overcome Challenges

Similarly, some internal policies have changed. For instance, we had to report an expense analysis on a quarterly basis. To do it, we analyzed in depth each scenario which fell within the scope of the analysis. In addition, the Regional Accounting requested the development of a new process. I found it exciting and motivating to analyze, design, discuss, and establish a new process. We had some meetings with the account payable team leader, a tax colleague and my supervisor. We identified the key points, information needed, and responsible staff. Then, we defined how to perform each duty step by step. Finally, we agreed to deploy a process which would involve teamwork from

the account payable team and the tax team, and to ensure that in each quarter we would report an expense analysis on time and accurately. It was a successful deployment, of which we were proud and which we found to be a fulfilling experience. It made us better understand the importance of implementing this process: It would be very helpful for us to comply with the local tax regulations. In addition, the expense analysis would provide relevant information for the CFO who would in turn be able to make more informed decisions on cost efficiency. Therefore, it might improve profitability.

Furthermore, to take care of the assets of our company, we employed some tax refund processes. For the first time I felt so motivated, because our new approach would allow us to recover some money for Huawei. In accordance with tax requirements, I prepared a working paper matching the accounting and tax information. My supervisor was fascinated with my output file. In fact, we decided to use my working paper, and sent it to the tax authority with all supporting material. For the subsequent months, we were anxiously expecting the tax authority's reply. Every day we would visit the tax authority's webpage to double check how the process was going. Finally, we received a letter from the authority stating that the process was completely legitimate and the total amount claimed would be refunded. We did some more tax refunds, all of which were accepted. This process was very important in that it provided cash flow for our company. As a result we received a letter of congratulations from the region and won a President Commendation Award in recognition of our accomplishment.

Finally, I have provided support

in audits. In 2016, I had to prepare information regarding imports and defend it in front of the auditor. It was my first tax audit experience. To be honest, I was nervous; I was well aware how vital this process would be. In fact, we must show that Huawei complies with its tax obligations and pays taxes accordingly. If something went wrong, there would be additional costs to the company and even damage to its reputation. To reach this goal, I looked for all necessary supporting material, which I obtained and then analyzed piece by piece. Immediately, I prepared a working paper that was understandable to everyone. With it, I was confident enough to offer support for the coming audit. Thereafter, I did a very meticulous presentation. Thanks to the quality of the evidence, the tax auditor issued an unqualified audit opinion – we passed the audit smoothly. I was very happy to see that my work had not caused any trouble to our business.

## Reflection Regarding the Comfort Zone

Working in the same position for more than seven years may be unexciting or even pedestrian. To avoid monotony, it is crucial to practice some extra activities such as learning every day, reading, seeking more responsibilities, and adopting new hobbies. Fortunately, tax is a dynamic field so this work of mine is not monotonous. Besides, self-reflection and continuous improvement are also tools which I have applied to avoid falling into the comfort zone. To conclude, I plan to turn my current job into my hobby, get better at it every single day, and take on all challenges which will come down the road.



# Going Unconventional Ways in Order to Succeed

— An Interview with Till Vogel

By Till Vogel/Germany

*Editor's note: Till Vogel, a network engineer working in Dusseldorf, Germany, talks about his first year working at Huawei and the challenges he faced during the COVID-19 pandemic.*

**Q: Till, after graduating from university, you started your first job as Fresh Graduate at Huawei Germany in February 2020. Can you tell us what your job is about?**

**A:** I am an optical network engineer in the Network Technology Department. Our department is responsible for the delivery of services for network products.

At first, this may sound a bit abstract. In particular this means that

the customer acquires equipment from Huawei and this equipment comes along with technical service. Such a service can include the implementation of the equipment or the installation of certain software.

In my case I was involved in several very different projects, ranging from the migration of a network management system to the replacement of equipment due to a BCM (Business Continuity

Management) issue. My first and main project in which I am still involved, is related to the design of optical networks. Here we support the customer in the planning of their network.

**Q: What did you major in when you were in university?**

**A:** I joined Huawei right after finishing my master's degree in electrical engineering at RWTH



With my teammates (author is 2nd from left)

(Rheinisch-Westfälische Technische Hochschule) Aachen University. In university I majored in information and communications technology, which involves the whole pipeline from signal processing to data transmission. My passion hereby was processing image data, in particular computer vision and video compression. Until today image data fascinates me, and I still enjoy developing software applications in this field.

Being a university student, I not only deepened my technical understanding and built the technical foundation for my current job, but also opened my mind to cross-cultural interactions as a lot of my fellow students came from overseas. I am very glad to have had so many opportunities in my life of meeting people from different cultures. At Huawei most of my colleagues have an international background, which shows to me again that the world is growing together and that having cross-cultural competencies becomes more and more important.

**Q: Were the university and your department at Huawei the only places where you came across different cultures?**

A: No, not at all. The other important stage of my life was the time when I was in Kenya. Actually, I was born in Kenya, and I went to an international school there.

Therefore I am very used to interacting with different cultures, considering different cultural backgrounds when communicating with people. During my last school year, I was voted by my schoolmates to be their student representative, and considering all the students' ethnical backgrounds when making decisions was part of my daily student life.

**Q: What was your main motivation to start at Huawei after graduating from university?**

A: Due to my interest in telecommunications technologies, Huawei sounded like a great opportunity to gain some extraordinary experience. Huawei was

under big pressure at that time and starting in such an environment with all the challenges, directly affecting the daily business was a challenge I wanted to be part of.

**Q: Were your expectations met when you started at Huawei?**

A: Frankly speaking, in the very beginning I was a bit disappointed. Due to COVID-19 and the travel restrictions, it was impossible for me to join in a project which would have included many onsite activities. So I had to learn the implementation of our WDM (Wavelength Division Multiplexing) equipment and its features from my home office. Luckily my line manager Tan Tao and my colleagues Metin and Aykan had the idea to include me in the optical network design team. Here, I was able to learn a lot about the technology and the processes starting from the network design to its rollout. My colleagues kept close contact with me and I could always ask them anything. With this project I was also involved in the challenges facing Huawei due to the external circumstances. Seeing the impact of external decisions and finding a way to continue business besides these decisions has been a unique experience. Going these unconventional ways in order to succeed, it showed me the great spirit of my team.

**Q: What has been the biggest challenge for you so far?**

A: It was a project where I was the main responsible on the technical side for the first time. The project was about a standard U2000 to NCE-T (Network Cloud Engine-Transport) migration which is not so difficult in retrospect. But I remember at that time, I was only half a year in the company, it was a bit frightening to be

the only direct technical interface for the customer. Also, I was not familiar with the product, so I had to learn a lot about NCE-T in a very short time. Luckily, in Huawei you have always great support from all sides. Our experts in China and Romania always provided great support and had a full understanding of my situation. So, I was able to overcome this challenge and grew with it.

**Q: You started as a fresh graduate during the COVID-19 pandemic. The situation is still not back to normal. Do you have any advice for other fresh graduates starting now?**

**A:** I think finding your role in the team is the first challenge when you start in a company. This is even more challenging due to remote working. Additionally, as a fresh graduate it might be more difficult as you don't have an understanding of the product and this might lead to you not being involved too much in the beginning. So, I think as a fresh graduate you really have to proactively show your strength. Also, asking for responsibilities is important. At Huawei you will also find people who will trust you and who will always be on your side for any help you need.

On the other hand, patience is important. Of course it will take time until you are involved in all the processes of your team. But in the end, Huawei is a place where you can find a lot of possibilities and different roles.

**Q: How did you find your role in the team?**

**A:** Being included in the design team was the first important step. You need to have a team or a project first. In my case I was asked what I wanted to do and where I saw my strength. This directly showed me that there was a lot of mutual trust between the management and the employees. This trust was the foundation for me to bring in new ideas to the team. I saw my opportunity in the way my team was tracking projects and not making use of data. Most of the data was handled with Excel and copied manually from one table to another, leading to a lot of additional work. With my coding skills and knowledge about data processing I was able to improve our workflows by automation and information extraction. Having the freedom as a fresh graduate to directly bring in new ideas is something special in Huawei and it enables individuals to try new approaches.

Only if the team or employee has the freedom and possibility to try new things, can innovation happen, which will help us to continue being ahead of our competitors.

**Q: When you talk about innovation and new approaches, what do you mean exactly?**

**A:** For me, innovation means striving for improvement by going new ways. This includes being open-minded towards new technologies and tools and taking the initiative to learn about these new possibilities and trying applying them in our daily work. Of course, currently digitalization and machine learning are topics which directly come to one's mind. Huawei is already leading in these fields and I believe continuing on this path and providing the technology to more and more people will be a success story. I want to encourage my colleagues to keep their eyes open for opportunities in which these technologies can be applied since the potential is enormous.

**Q: Is this advice also applicable for people not working in a technical field?**

**A:** Yes, of course. When I talk about digitalization, I basically talk about how we can handle data. And we have a lot of data in every department. Being open-minded to these approaches might help to improve processes in every field. Of course, the implementation requires a deep understanding of computer science. But, every great tool starts with someone defining the requirements and needs for it.

I firmly believe that our company is able to overcome the challenges of digital transformation and I am proud to contribute to this exciting process.



Football Game in Dusseldorf (author is 1st from left at front row)



## Crocodile Guy in the Gambia

By Zhao Quan/China

Zhao Quan with a crocodile

"Don't be scared. Come over and touch it. This crocodile has a full stomach now. It won't bite."

Every time a coworker from outside the Gambia came to visit our office, I would organize a day tour for them, to experience the local attractions. Invariably, I would also make sure they got to see some crocodiles during their visit. Eventually, I got the nickname "Crocodile Guy".

My name is Zhao Quan and I was born in February 1990, making me one of the oldest members of China's post-90s generation. But

when people meet me and hear me talking about myself, you can see the suspicion on their faces, and I'm often asked if I really am a 90s kid.

### My catastrophic debut

At 13 years old, I started going to school far from home. You would find me every Monday at 3:00 a.m., before the sun started creeping into the pitch-black sky outside, huddled in the back of a van with a dozen of my schoolmates zooming down bumpy mountain roads. It was a normal commute for us.

As I got older, I had to travel farther and farther. I was a top student, and the best schools were increasingly distant from my hometown. By the time I was ready for university, I decided to leave Chongqing and head for Dalian University of Technology, over 2,500 km away. When I graduated from university and went for a job at Huawei, I resolutely ticked the box "Will accept international assignments" on the application. I wanted to expand my horizons and embrace all the possibilities waiting ahead.

I wanted to be a key part of the



*From then on, no matter how busy I was, I set aside time every day to practice my spoken English.*

core business and I wanted to achieve things, so I applied for an account manager position. I had no idea what an account manager really did, and just knew it had something to do with talking to and entertaining customers. It couldn't be that difficult. As soon as I got started though, I stumbled and fell hard.

I hadn't even completed my probation period and had been assigned to give a delegation of customers from Norway a tour of our campus. It was my first official assignment and a clear step towards being an account manager. I told myself that I must put on a good show. But I couldn't help feeling the nerves creep up on me as I faced down so many strange and curious faces.

"Welcome to Huawei!"

I faltered, and then proceeded to spew a few garbled sentences that even I myself couldn't understand. All the English I had learned abandoned me in an instant. It was humiliating. The customers didn't really say anything, but you could see the frustration on their faces. The senior account manager who was overseeing me grimaced and stepped in to take over and finish the introduction for me.

I was embarrassed and unsettled. I wanted the ground to open up beneath me. But the customers were still there and my job wasn't done yet. My ability to speak English had seemingly fled, but I had to suck it up and continue accompanying the customers through their two-day tour, remaining silent with a forced smile

on my face. By the time the customers had left, the lesson was clear. I had to practice my spoken English to make sure I never made a fool of myself like that again.

From then on, no matter how busy I was, I set aside time every day to practice my spoken English. It didn't take long for me to be able to communicate with customers without any trouble. The embarrassment I still feel from that memory continues to drive me to learn and experience new things.

### Another 90s kid

In June 2015, I applied to work in a hardship region and was assigned to Senegal. I had wanted to travel the world before I joined the company, and Africa, a continent I had never been to, fascinated me. I had no idea what Senegal was like, or any part of Africa for that matter, but I knew the experience, whether it be good or bad, would change me for the better.

After informing my parents of the assignment, I set off contentedly. They had always been supportive in the past, and again were there to back up my decision without saying a word.

The moment I stepped off the plane, I was bombarded with heat and dust. The skin on my face began to prickle. The area was surrounded by bungalows, and everywhere I looked there was sand. It was different than the airports I was used to, but not too shocking.

The Huawei accommodation I eventually arrived at though, a deep

red building, left a real impression on me, as it must have on the first group of Huawei employees when they set foot in Senegal.

Compared with our bright and clean office buildings today, the red building seemed a bit scruffy and run-down. It was a three-story building, surrounded by debris from neighboring houses that had been demolished. In front of the building sat the ruins of a horse farm. Within the red building, the paint was peeling off and the floor was lumpy and sunken in some places. Each room had only a half-sunken bed, an aged desk, and a wobbly chair. Each floor had a shared, public bathroom, but the pipes were constantly blocked up. As I sat down in my room, I could often hear the rumble of jet engines as planes passed overhead.

The colleague who had picked me up at the airport had also left for the office as soon as we got to our accommodation. I couldn't speak French and there was no Internet access in my room. For the first time I was at a complete loss.

"Why am I here?"

"What am I going to do?"

"Where should I go to have dinner?"

I stared blankly around the room for a while, before deciding to just sleep until someone returned. When you don't know what to do, it doesn't hurt to rest.

I didn't know how long I slept, but I awoke to a heavy banging on my door. When I finally opened the door, I heard the sweetest words I had ever



Huawei's office in the Gambia



Interiors of Huawei's office in the Gambia

heard: "Let me take you to dinner."

My neighbor, who turned out to be my boss, had come to fetch me for dinner. He said he would take me to a Western restaurant. I can't describe what I felt at that moment.

The restaurant was in a more modern building with a beautiful seaside view. It felt like a different world than our red building. After dinner, my boss took me to the so-called office: Another 3-story residential building that was slightly better maintained than our accommodation. Each department in the local office was assigned their own room. I did the rounds and said hello to everyone, and while everyone was welcoming, I could see the "pity" in their eyes.

"Another 90s kid."

Business in Senegal is conducted in French, but I could only speak English and Mandarin. After a month in Senegal, I was sent to the Gambia, which is surrounded by Senegal to the south, north, and

east, and straddles the lower parts of the Gambia River. With a total area of 11,000 square kilometers and a population of 2 million, the Gambia is considered one of the least developed countries in the world. Huawei was one of the first Chinese companies to explore business opportunities in the country, and before I arrived I had heard that there were less than 200 Chinese people in the whole of the Gambia.

When my boss spoke with me about this assignment plan, he was clearly nervous that I would refuse. I cut him off immediately though, saying, "No problem." It couldn't be worse than where we were, right?

After a short 30-minute flight though, I unfortunately discovered there was.

There were only two other Chinese employees based in the Gambia. The rest of the team was a handful of local employees, including some administrative services staff. Our office and accommodation

were housed in the same two-story residential building that looked very similar to the red building in Senegal. The office itself was quite humble, with just a few worn-out desks and chairs and a printer that needed to pause to cool down after every 10 pages.

I arrived during the rainy season, the hottest time of the year, but the A/Cs in both the office and our cars were broken. We had to wear suits to the office every day, but they would be wet with sweat long before it ever rained. What's worse, our office didn't have access to fixed networks, so we were constantly bouncing between mobile Wi-Fi (MiFi) hotspots provided by a few different telecom operators. Each morning, the MiFi network would have to be constantly switched back and forth and it usually took me two hours to send or receive an email.

Was it rough? The answer is a definite yes.

But hearing the patter of rain



*I could see the "pity" in their eyes. "Another 90s kid."*

outside our office window and sitting in this shabby office every day settled my nerves. We must adapt to our environment. I was already here, so it was time to get something done to make the trip worth it.

### Negotiating on a track

While Huawei expects all of its small country offices to turn a profit and maintain healthy cash flows, it tries not to push them for unreasonable sales numbers. The Gambia is a small country, but it has five operators. All five were reluctant to make long-term investments and the quality of their networks was equally poor. The market was like a stagnant pool of water. So we had to ask ourselves: "How do we stimulate the market to help these customers become more successful?"

After I surveyed the market, I decided to start with just one of the five operators. If we could help this one operator improve their network performance and achieve business success, it would convince the other four to start trying to do the same. My colleagues helped me select the most suitable operator. Their CEO was the most open to new ideas and they already had a large 3G user base. In addition, their core business was already solid and they tended to make decisions very quickly.

With this direction in mind, we set off. We analyzed the operator's network conditions and pain points during operations, and formulated a strategy to help them construct high-quality networks, develop data services, and build itself into the top operator in the Gambia.

We finally set out for their



With my colleagues (author is 2nd from left)



*I look forward to the bright days ahead, and am certain the future will prove we've made the right choices.*

office, ready to present to their CEO. I fully believed our strategy would help the customer achieve business success. And at first it went great: The customer was captivated by the vision we laid out.

Then the negotiations started. The customer seemed to be an expert at psychological warfare and they clearly felt they had to "win" against us. Members of their team would lose their temper during discussions, sometimes without any obvious cause, pounding on the table and kicking us all out of their office. They would inexplicably trash a proposal or prices we had agreed upon not even 24 hours earlier, saying they had completely changed their requirements.

There was one time when I met with the CTO for a full day to nail down the technical requirements of a product, but when I came back the next day he said he had been wrong and we would have to start all over again. I was furious and stormed out of his office. In the end, their CEO stepped in as a peacemaker and brought us back into the negotiations.

And it continued back and forth. Our teams would "break up" sometimes and then come back to the discussions later. Finally we made it to the last stage – prices. It was 10 p.m. at night when the CEO called and asked me to meet him at their company's sports stadium. I happily went, but when I arrived, the CEO locked the stadium gate behind us and began walking with me on the running track. He archly said, "Neither of us will go home until our talk is done."

There were only the two of us in the spacious stadium. We chatted as

we walked. We didn't manage to reach an agreement until one or two o'clock in the morning and my legs were almost worn out. I hadn't realized succeeding as an account manager would rely on the strength of my body as much as the resilience of my heart.

After seven long months of negotiations, the customer agreed to the largest contract they had ever signed with a supplier. It was also the first 4G LTE network contract signed by any of the Gambia's operators. As we took a commemorative photo at the signing ceremony, the CEO shook my hand and said, "It was a hard fight. I admire you though. You will thank me in the future. I've taught you how business is negotiated." I nodded. This was the first time I truly understood what "staying customer-centric" really meant.

As we had expected, other operators began investing in the new generation of networks not long after, and we had our hands full helping other customers plan their networks, significantly improving network infrastructure across the country.

### **Big responsibilities in a small country**

Not every small country office can come equipped with every resource it may ever need. Luckily, we have a fully-fledged team. Our team is small, but we are all generalists with comprehensive expertise and versatile skills. Over the past few years, we've worked shoulder to shoulder to construct faster and better networks for our customers. Our contracts may not be worth billions of dollars like in

larger countries, but our dedication in this small country hasn't been wasted.

Since 2019, I have been leading all operations in the Gambia Office. The country is small, but I have big responsibilities, spanning from customer relations, project operations, PR, business environment building, administrative services support, customs, and taxation. Each of these things is just as important as the others and all require my complete devotion.

Over the past few years, I've witnessed the ups and downs in this country. Thankfully, the company has kept investing in the Gambia, allowing us to experiment with new approaches to our work. We have moved our accommodation to a new location and our office has been redecorated. We now have 4G connections in the office, and our conditions are improving every day. We have also designed a special day tour program for our visitors to the Gambia, which involves petting crocodiles, feeding monkeys, and watching baboons. We hope more colleagues will come visit us and request assignments in the Gambia.

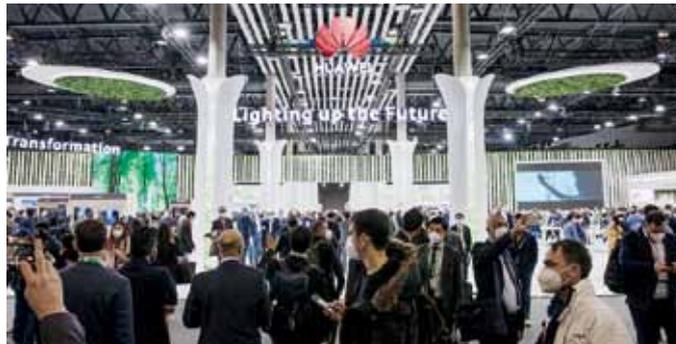
I would like to thank every one of my coworkers who has contributed to the Gambia Office. We have to continue to work hard to defend what we've built. The blood, sweat, and tears we've shed are of significance and value to the company and the Gambia as a whole. They have made us stronger, too. I look forward to the bright days ahead, and am certain the future will prove we've made the right choices.

## News & Events

# Huawei Releases GUIDE at MWC to Light up the Future

[Barcelona, Spain, February 28, 2022] At this year's MWC Barcelona, Huawei meets with global operators, industry partners, and thought leaders for discussions on topics including 5G business success, green technology, connectivity + IT for new growth, and their GUIDE business blueprint, with a focus on business and social value, to light up a bright future of digital economy.

Huawei's booths, located in Hall 1 of the MWC venue, were designed to mimic a "DigiTelligent Forest", showcasing the lush opportunities now available within the ICT industry. The booths present the company's latest products and solutions, such as gigabit mobile networks, cloud-network "fast lines", all-optical target networks, digital and intelligent O&M transformation, and comprehensive green development solutions. Through the booths, Huawei shows its commitment to innovation to create value for customers and fulfill its social responsibilities.



MWC22 Barcelona Huawei Booths in Hall 1

Huawei's recent GUIDE business blueprint provides industry support to digital network providers, as it lays out the five key capabilities operators will need to develop to achieve business success in the coming decades, including expanding services, innovating efficiently, leveraging resources, competing on value, and contributing to society.

The company supports operators' green development strategy. With its full range of green solutions, including green site, green network, and green operation, Huawei aims to help operators increase network capacity and cut the energy consumption per bit, achieving "More Bits, Less Watts".

Huawei works with operators and partners around the world to create simplified, green, and intelligent ICT infrastructure, allowing operators to deploy leading 5G networks. Third-party test results show that 5G networks delivered by Huawei for customers in 13 countries, including Switzerland, Germany, Finland, the Netherlands, South Korea, and Saudi Arabia, all provide an optimal experience.

The company has already signed more than 3,000 contracts for industrial 5G applications, where they collaborate with operators and partners from various industries, gaining a wealth of experience in industry applications. Huawei says it wants to help operators tap into more new opportunities from industry digitalization by delivering innovative XtoB solutions that integrate 5G, premium private lines, intelligent cloud networks, data centers, and cloud.

# I Am a Hero Because...

By Meka Mouna Teja/India



**B**efore telling my own story, I would like to talk about what defines a hero in general. A hero is someone noted for courageous acts or nobility of character, often putting his/her own life at great risk for the greater good and for saving others' lives. This is not something newly defined by me, as you would find this just by Googling the Internet. So, is it the same definition for all? Do all of us agree to the same meaning of a hero? I believe that the answer would be a big no. I remember a famous quote of Christopher Reeve stating:

*“A hero is an ordinary individual who finds the strength to persevere and endure in spite of overwhelming obstacles and challenges.”*

In my perspective, being a hero does not mean that I have to save other's lives. Well, if I encounter a situation where I have to save someone's life, I would definitely do that but being heroic does not mean only that. It varies from person to person. As for me, heroic means being able and willing to endure the challenges and obstacles that life puts in front of me, help my own team or community when needed, show empathy and take responsibility with no evil intent.

So, why do I consider myself a hero? Because I do random acts of kindness like the good Samaritan everywhere I go and I occasionally go out of my way to be there for other people. I have a sense of justice for just about everything. I try to make the best out of every situation and I have a strong sense of responsibility. There

were many incidents where I faced challenges and I would have given up. But I persevered and put in all my efforts to surmount the challenges. I would like to share my experiences in this context.

I remember when I was in school, I wanted to learn how to ride a bicycle. All my friends already rode one, and I genuinely wanted to be able to do the same. One of my friends offered to help me with this. I somehow succeeded in acquiring the cycling skill though my riding was not perfect. One afternoon when I was going to school on a bicycle after lunch, I slipped on the road, and my knees were wounded very badly. I had to limp for almost a month. I was told by many people to give up cycling. However, I would not let such a setback stop me from perfecting my riding. Now, looking back, I believe

that it was a good decision because learning to ride a bicycle perfectly has helped me in my professional life too. In Huawei, when I was in the Netherlands on a business trip, due to COVID-19, we were asked to commute by walk or by bike. This did not come as a surprise as the Netherlands is a country famous for cycling.

I was worried if I could ride a bicycle because I had not done it for eight years in a row. Fortunately, it turned that I was just over-worried, as I could still do it! Obviously, learning how to ride a bike properly in my childhood helped me commute to and from work by bicycle for three months. Although this was a minor incident, the message I would like to communicate is that “every skill you have acquired doubles your odds of success and it will be definitely useful somewhere, sometimes.” Hence, put your heart into whatever you do, and some day you will definitely see something good resulting from it.

When it comes to the other challenges, I would say that getting a good job is quite a challenge. As it is still fresh in my memories, I put all my efforts to secure a good job. I did not want to burden my family financially, so I worked temporarily as a technical recruiter for an IT recruitment firm. Since it was a foreign firm specializing in IT recruitment, I had to work in the foreign time – technically on night shifts. I would work during the night and attend interviews in the morning. That was a very hard time for me, as I had to prepare for interviews, upgrade my skills, and manage health and everything else. But, through relentless efforts, I seized an opportunity of joining Huawei. I would definitely like to say that this is the best example demonstrating what was meant by Sir Thomas Fowell

Buxton in the following observation of his:

***“With ordinary talent and extraordinary perseverance, all things are attainable.”***

Now looking at my professional challenges, I would definitely like to talk about my first project which was also my first ever onsite experience. After joining Huawei, when I was assigned to work on a project for the first time, my first ever thought was “Will I be able to handle it successfully?” The reason for my self-doubt was that I only had the experience of working in a test environment. I had not handled actual projects before. I was worried about the difficulties I would be facing in the project – how to communicate with the customer as I was supposed to work at the customer’s office, how to handle the tasks, and so on. Setting aside all my self-doubt, I decided to challenge myself and get something out of this new exposure. I had one of my colleagues working on the same project. With his help and support, I was able to handle all the work quite well. To my surprise, everything went smooth; I even visited, in my spare time, The Great Pyramids of Giza and the famous Egyptian Museum, two of the must-visits in Egypt.

The next challenge came about when I was working on a project in



*As for me, heroic means being able and willing to endure the challenges and obstacles that life puts in front of me, help my own team or community when needed...*



At the Great Pyramids of Giza, Egypt



At the Egyptian Museum

the Netherlands during the pandemic. I am a person who likes to have people around. I love to talk to people and make new friends. But working all alone in the hotel room for many weeks due to the lockdown, I found myself stressed out mentally. Looking back, I have to acknowledge that it was not easy at all to go through all that. But thinking of my parents who wanted me to be healthy and safe in a different country, I started working on my mental health along with dealing with the project work. With continuous efforts and persistence, I was able to manage both work and my health. Now I can stay alone and at the same time I am also quite comfortable with a crowd.

After coming back from the Netherlands, I went on to undertake another project, an offshore one (in Africa) in the IPTV (Internet Protocol Television) domain, along with two other colleagues. The customer and the frontline required us to complete the delivery of the project as early as possible. My colleagues and I were involved in supporting the project for nearly four months. To meet the

requirement of the customer and the frontline, we even worked on all Saturdays. With such Herculean efforts we successfully delivered the project, making the platform go live. We were highly appreciated by the frontline for going all out to make this happen. Today I am still proud that, in so doing, we practiced, probably subconsciously, the corporate core values of Huawei – in particular “staying customer-centric”.

Life is full of challenges, which are meant for us to overcome and gain some beautiful experiences. One such beautiful experience was me moving to a different team in Huawei, in which I learned a new product from the basics and starting to support the project less than a month later. It was around the last week of August when I moved to the Customer Experience Management (CEM) Deployment Team. I began to learn the CEM Genex Discovery Product diligently. For the first two or three weeks, I learned through product document reading, participation in training and knowledge sharing with my teammates. We deployed

the Discovery tool on the customer network, which would help them to evaluate the network and analyze the platform. I was able to get a good and in-depth understanding of the product with the support from my team members who clarified my doubts throughout the learning phase. Around mid-September, I was asked by my team leader to support a project together with another colleague. I joined the project midway during the software installation phase. We delivered the scope of the project and verified whether all the features were working accordingly or not. Now the customer has tested the features and we achieved the acceptance certificate with a good customer satisfaction. I feel really proud of myself that, within a short time, I have gained a deep understanding of the Genex Discovery product and I am even capable of handling the project. I would like to appreciate all the help that I have received from my managers, team leaders and team members during the learning phase and my first ever project with the team.

All I would like to convey is that every coin has two sides. Similarly, everyone has a hero and a villain within oneself. Likewise, you can approach every challenge in either of two ways: to work till the end to find the solution or to give up. Just as how I was and am responsible for myself, I was and am there to protect myself too. But, along the journey, I might have been selfish sometimes or I might even have given up. So, dear readers, instead of thinking about negativity you should increase the positivity within you and aim to be a genuinely good person and be the hero of your own story. You should take on challenges in your life, embracing them as an opportunity of self-perfection.

# You Are a Writer at Heart!

Have an experience under your belt? Drop us a line! Huawei People can help empower your voice and spread your story to all 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 a good payment, and receive a beautifully printed Huawei People magazine. Contact us NOW and start your path to becoming "famous"!



## 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.

### Team/Project Stories

Read *Fighting COVID-19 Together* 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.

### 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.

### 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.



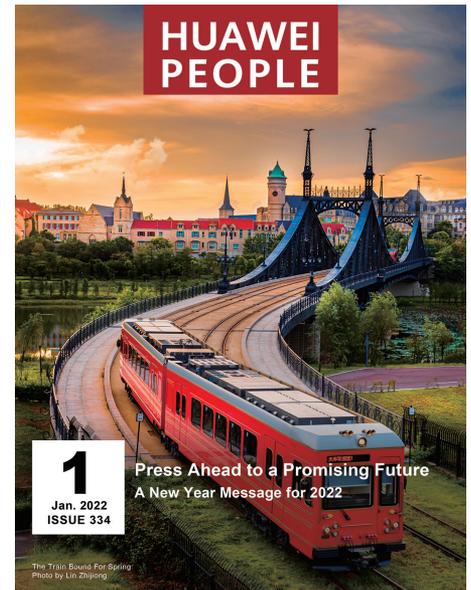
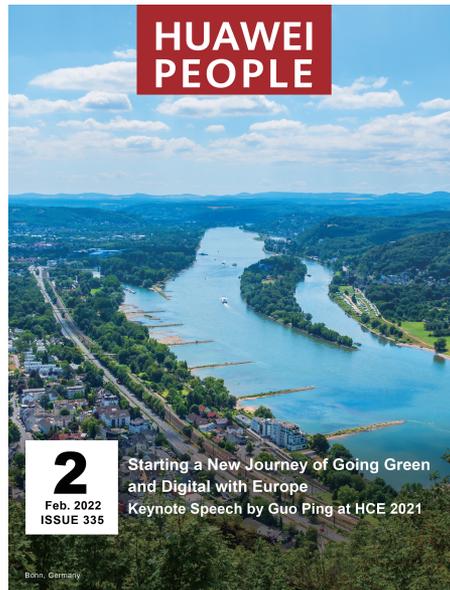
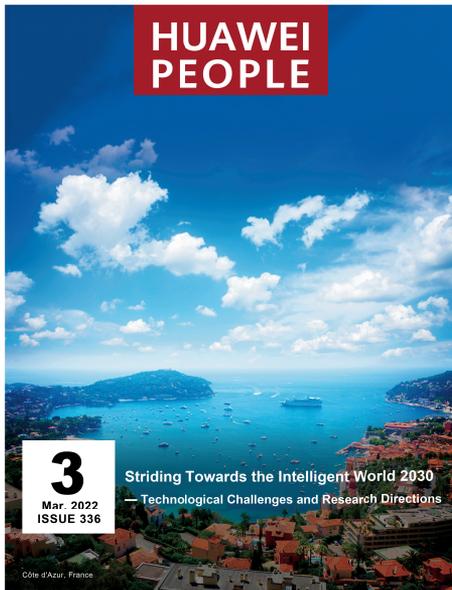
## Ways of Contribution

We also welcome your department's news, stories of your team and your co-workers, photos, prose and poetry. Please send your articles and comments to the editors at [hwpeople@huawei.com](mailto:hwpeople@huawei.com).

Or submit your work online:

Open the Xinsheng Community, and click Huawei People > Contribute.





# 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](mailto:hwpeople@huawei.com).