

HUAWEI PEOPLE

12

Dec. 2023
ISSUE 355
Bimonthly

**Embracing Industry
Opportunities to Maximize
5G Business Value**

VOICE

2 Embracing Industry Opportunities to Maximize 5G Business Value

[Dubai, UAE, October 10, 2023] Huawei's annual Global Mobile Broadband Forum (MBBF) kicked off in Dubai today. The event began with a livestreamed discussion between Huawei's Rotating Chairman Ken Hu, and the Director General of GSMA, Mats Granryd, about the current state of 5G development and future projections.

STORIES OF HUAWEI PEOPLE

5 A Sanyapo Miracle: Creativity Sparked over a Cup of Coffee



12 My Journey with SNI Laboratory: Huawei Cultural Integration

19 A Smooth Sea Never Made a Skilled Sailor



HUAWEI WORLDWIDE

25

Opportunity for All: Going the Extra Mile



30

Daring to Dream for a Bright Future



34

News & Events

HUAWEI COMMUNITY

35

GSRC Malaysia: Accepting the Journey for What It Is

HUAWEI PEOPLE

Issue 355

December 1, 2023

Published bimonthly

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

Available In-house Free of Charge

The information contained in this document is for reference only, and is subject to change or withdrawal according to specific customer requirements and conditions.

Copyright 2023 Huawei Technologies Co., Ltd.
All rights reserved.

Reproduction in whole or in part without written permission is prohibited.

Contributions and Feedback

An informative and inspiring *Huawei People* magazine needs your continual contributions and feedback. Please feel free to submit your department's news & events, achievements of your BU, stories of your team and your co-workers, photos, prose and poetry, and your comments, to the editors at hwpeople@huawei.com. If your contribution includes excerpt from other sources, please indicate.

Embracing Industry Opportunities to Maximize 5G Business Value





[Dubai, UAE, October 10, 2023] Huawei's annual Global Mobile Broadband Forum (MBBF) kicked off in Dubai today. The event began with a livestreamed discussion between Huawei's Rotating Chairman Ken Hu, and the Director General of GSMA, Mats Granryd, about the current state of 5G development and future projections.

"Technology is changing so fast, and new demands are evolving every day," said Hu. "So our networks need to keep evolving too. Our industry as a whole needs to get ready for the future and maximize the value of investments in 5G – and that's why we're working so hard on 5G-Advanced."

5G has progressed by leaps and bounds

Both Hu and Granryd agreed that 5G has seen remarkable progress in network deployment, adoption, consumer services, and industry applications. To date, more than 260 5G networks have been deployed worldwide, covering nearly half of the world's population. 5G is the fastest growing mobile technology ever, having reached one billion connections only three years after its launch. By comparison, it took 4G six years to reach the same milestone.

According to Hu, 5G has become a new growth engine for mobile operators in the consumer market. For leading mobile operators around the world, 5G now accounts for the majority of network traffic. In particular, video-based applications are changing consumption habits, driving a three- to five-fold increase in network traffic and 10%–25% average increase in ARPU.

5G has also helped mobile communications networks expand into the vertical industry market

— one of its biggest differences with 4G. Currently, there are more than 50,000 industrial 5G applications worldwide, and more than 10 million 5G connections in industrial settings.

“Over the past four years, we’ve identified key scenarios for industrial applications, like remote control, video backhaul, machine vision, and positioning, where we can maximize the value of 5G,” Hu continued. “We have also identified industries like mining, ports, and manufacturing where we can scale up 5G capabilities.” Granryd remarked, “5G is driving digital transformation across industries and opening up enormous opportunities. In 2030, 5G will add US\$1 trillion to global economy, with benefits spreading across all industries.”

New capabilities, models, and ecosystems: Unleashing the full potential of 5G

Speaking on next steps for 5G, Hu mentioned several key consumer-facing initiatives that can help mobile operators achieve ongoing business success. These include continuously expanding network

coverage, enhancing user experience, and exploring more flexible pricing models.

As for the B2B market, Hu suggested that the industry should leverage proven 5G applications to drive 5G adoption at scale across more industries. Throughout this process, mobile operators can better position themselves to seize new opportunities in industry digitalization by strengthening their capabilities in cloud, industrial application development, and end-to-end system integration.

“Looking forward, we have lots of work to do,” said Hu. “We need to enhance our capabilities, evolve the technology, create better user experience, scale up in industry, and maximize the value of our investment on 5G.”

To help further enrich the 5G application ecosystem, GSMA has proposed the Open Gateway initiative as a way to support cross-industry innovation. Open Gateway is a framework of common APIs that will bring universal access to operator network capabilities, allowing developers and cloud service providers to improve and create new digital services.

“Now we have roughly 240 mobile operators signed up, representing more than 62% of the world’s mobile subscribers,” said Granryd. “Open Gateway is a way for developers, hyperscalers, and others to more effectively use the capabilities of networks, and create common APIs that we can share across the whole operator community. It’s like what we did with roaming back in the 2G era, but for APIs. It’s very, very exciting.”

“We need to activate the ecosystem,” agreed Hu. “Particularly application developers. Open Gateway is a great way to help developers make full use of networks, creating greater development opportunities for 5G in both the consumer and industry digitalization markets.”

The Global Mobile Broadband Forum 2023 is hosted by Huawei, together with its industry partners GSMA, GTI, and SAMENA. Held on October 10 and 11 in Dubai, UAE, this annual forum gathers mobile network carriers, vertical industry leaders, and ecosystem partners from around the world to explore the success of 5G commercialization and accelerate the commercial use of 5.5G. For more information, please visit: <https://www.huawei.com/en/events/mbbf2023>. 

“

Looking forward, we have lots of work to do. We need to enhance our capabilities, evolve the technology, create better user experience, scale up in industry, and maximize the value of our investment on 5G.

”

A Sanyapo Miracle: Creativity Sparked over a Cup of Coffee

By Jonas Oberhauser / Germany



My Huawei Debut

Before joining Huawei, I had engaged in academic research on “formal methods”. What are formal methods? Just as civil engineers use materials and physical stress models to build towering skyscrapers, in our research we employed mathematical modeling to build hardware and software and to ensure at the same time their reliability through (more or less) strict mathematical proofs. During my postdoctoral work in Saarland University, I had worked with my mentor, Professor Wolfgang Paul, and other colleagues on the book *A Pipelined Multi-Core Machine with Operating System Support*, which illustrates how we can build bug-free multi-core central processing units (CPUs) by using formal methods – or we just thought that we could.

However, this mathematical method of CPU design actually had almost no applications in industry at that time. So I would often wonder: Why is that? Why is there a huge gap between design in academia and that in industry?

After the book was published, I looked for my next position. I had received offers from prestigious academic institutes like Stanford Research Institute in America and Royal Institute of Technology (KTH) in Stockholm,

Sweden. And to be honest, those would have been great offers for me if my goal had been just to do challenging research and publish academic results. But when I imagined my future self, I felt that these opportunities were invitations to try and climb the highest mountains of academic achievement, but what I truly wanted to do was to help access mountain lakes and build aqueducts, which can bring water to the crops and see a bumper harvest, which could affect the lives of millions of people directly. Without practical experience from the frontlines of industry challenges, I knew I would not be able to bridge the gaps between academic thinking and real needs of industry, not to mention bringing benefits of formal methods to industry practice and to the “real world”.

At that time, I met by chance a previous PhD colleague who worked at Huawei. When I mentioned my thoughts to him, he invited me to join the newly founded Huawei Dresden Research Center (DRC). He established contact with the director of DRC, and I was surprised to find that the director of DRC was my old friend Professor Fu, whom I had met at a formal methods conference in Canada many years before. Professor Fu introduced to me the vision of DRC and shared with me his stories of working at the Operating System (OS) Kernel Laboratory of Huawei. From his stories I could tell that working at Huawei would put me in direct contact with the industry



Professor Fu (far left) , my mentor Professor Paul (middle), and author (far right)

together with its challenges; and I considered it a great opportunity for me to learn about the gaps between academic research and practice in industry if I was offered a job there. I did get a job offer, which I accepted without hesitation. And I joined Huawei in January 2020.

It is hard to describe how we – my colleagues and I – felt in our early days at DRC. We were a rag-tag team of 20 researchers and engineers from extremely different backgrounds, such as real-time operating systems, reliability engineering, formal methods, networking, microkernel and many others; we worked at a completely new institute with no reputation, with no established connections to any product line, and even with no presence of any kind, unsure what the future might have in store for us. So we did the only thing we knew we ought to do: trying our best to create value for Huawei through our expertise or specialty, under the direction and guidance of Professor Fu. Though we did not know for sure whether we were on the right track doing something of relevance, we worked hard for one year to develop efficient concurrent algorithm verification tools, and used the tools to design and implement many more efficient and reliable concurrent algorithms. We got lucky, and many of our results helped to bring about measurable improvements on the product line.

As a result of those outcomes, the fledgling DRC quickly became highly recognized by Huawei's product

line engineers, who started to share with us more and more hard technical problems. When facing these problems, we got to observe and identify several gaps in academic theoretical research. We closed those gaps and published our solutions in several research papers, of which two won the prestigious Distinguished Paper Award. Academia also believed that we were on the right track in our industry-motivated research direction, and we felt motivated and emboldened to keep going forward.

To Visit Sanyapo

Then in 2021, as assigned by Professor Fu, we were going to make a trip to the newly-built Huawei Sanyapo campus in Dongguan, Guangdong Province, China, where we were to solve technical problems with experts from all offices. It was a new campus close to the beautiful Songshan Lake, some 40 minutes' drive from the west of Shenzhen, the city where Huawei is headquartered. I knew that Sanyapo was the name of a place, but I was curious and wanted to know more about it.

As Professor Fu had told us before we left for China, this could be a great chance for us to solve key technical problems based on our technical knowledge and research capability, and to create direct commercial value in a few key scenarios. For me, this sounded like a

great opportunity to work side by side with the engineers in China and learn about their work and problems first-hand. And our German colleagues were also excited at the prospect of experiencing and understanding Chinese culture and the corporate culture of Huawei in China itself.

My First Trip to China: Challenges and Pleasant Surprises

In October 2021, we set off for our first trip to China. We had fully anticipated that we would face a completely unfamiliar language, culture and environment.

In the end, though, we found that all the pain was worth it. The closer we got to our Chinese colleagues, the more we felt their enthusiasm and friendliness. The more we got to know Chinese culture, the more we saw an open, inclusive and charming country. And I was impressed and touched by the hospitality shown to us – us from Germany and other colleagues from many other countries – by our Chinese hosts, who were doing everything they could to make us feel welcome and cared for.

So, when I had the opportunity to say a few words at the welcome ceremony for international scientists, as the expert representative from an overseas research institute, I shared my experience; to end my speech I used a quote from Confucius, which I had just learnt: “Isn’t it a joy to have friends coming from afar?”

And this was followed by many pleasurable memories. Going to a local karaoke with my friends and learning to sing (if we may call it that) “Chengdu” and “Beijing, Beijing”. Staying overnight in a tiny hotel on top of the Sanqing Mountain and waking up to the sounds of birdsong in the early morning hours so we had a chance to witness the sunrise. All the countless kind Chinese friends I made along the way, who helped me experience the local culture and customs and many other things.

A Sanyapo Miracle: Creativity Sparked over a Cup of Coffee

Soon after arriving in China, we had many opportunities to sit side by side with Chinese colleagues from many different teams. I learned a lot about the specific scenarios of critical infrastructure, and became



With my DRC teammates in Sanyapo (author is fourth from right)

aware of some of the toughest problems that our colleagues had and tried to fix in their day-to-day work. These initial pain points in the scenarios helped us to identify the core problems more accurately, so that we could come up with direct and effective solutions. And I found that, in this phase where we needed to collect a lot of information in a short time, there was just nothing better than talking in person and discussing a lot of questions.

On a sunny afternoon I went to a café at Sanyapo for a delicious coconut latte, when I overheard some colleagues discussing a challenging problem with one of the key scenarios of the OS Kernel Laboratory, which attracted my attention. I pulled up a chair to join in the discussion. They explained to me that the existing synchronization primitives that had poor (too high) latency showed sufficient performance whilst those that had sufficiently low latency did not show enough performance. During the discussion, one of their off-hand remarks about trying to combine two of these primitives to get the best of both worlds made me think. I realized that the problem that prevented them from combining them effectively could be solved in a creative way – or with a “complicated trick”.

I wrote down a creative design on a napkin right there and, as we later found out, it did work. I also used

formal methods to write a mathematical proof on several sheets of draft paper to prove its feasibility, which won warm applause from my colleagues. One of them said to me with a smile, “Jonas, congratulations on your miracle sparked over a cup of coffee!”

Later with a computer I checked the proof to confirm its correctness – a process that took me a few weeks. After the computer confirmed my proof, we were confident that we could use the solution in the product code, where it showed good results.

At Sanyapo, chance meetings like this were not uncommon, where the right people meeting in the right place would spawn creativity and innovation in ideas and solutions. Such meetings happened there so often that our Chinese colleagues, as I recall, called these moments “Sanyapo Miracles”, a phrase meaning that creative sparks could be ignited over a cup of coffee.

At the Sanyapo tech salon, I had the opportunity to offer my point of view to the most diverse audience I had ever had and to get input from experts of many different fields with whom I would otherwise never have had a chance to learn from. As we say in Germany, “Wenn man tief in einer Sache drinsteckt, sieht man den Wald vor lauter Bäumen nicht” – if you are stuck deeply in your topic of interest, you will miss the forest for the trees.



A “Sanyapo Miracle” in the making (author is third from right)



Sanyapo Tech Salon and Review Meeting (author is first from right at the second row)

With Root Technology Deep in the Ground: Success Is Our Only Way Forward

I got back to Germany at the end of my Sanyapo mission. However, I have since returned several times to China to help solve technical problems – the visits actually began one and a half years ago. On each visit, I witnessed the stunning development of my colleagues at our headquarters (HQ). The same obstacles that had initially slowed us down, they soon became drivers of growth.

But like a tree that is stronger and grows taller if its roots extend deep into the ground, we found that replacing some root technologies one by one by analyzing the scenario and developing our own solutions, we quickly learned a lot and often came up with even more efficient algorithms, at least for our application scenarios. Indeed, I could see first-hand how this helped to boost the leadership and technical strength of my colleagues at our HQ.

In fact we were often surprised that these state-of-the-art foundational root technologies could still be

improved and taken to the next level. When thinking back on this, I now believe that it is a self-fulfilling prophecy, though such self-fulfillment does not come easy. Since a root technology is well-established, people assume that there is no more opportunity for further improvement. So naturally they are not motivated to try too hard to change such a technology that is often highly complex; an effort, if any, to make a change often involves too many risks, and getting rewarded for it is very unlikely. Since nobody bothers to work on such a technology, there will be no improvement in it for a long time, which will be, unintentionally, further cementing its status of being unalterable – there is nothing left to change and improve.

In our case, however, as we were often forced to work out our own solutions, we did not have much of a choice but to try again and again to come up with alternatives that had at least comparable performance. And by analyzing the specific application scenarios, we would often find that we could exploit certain characteristics of the system to build a customized alternative that could achieve even better performance for that scenario.

My experience during this period has also taught me a lot about the key differences between academia and industry.

First of all, some of the ideas that we took for granted in academia may not be applicable in industry practice. For example, people in academia often believe that the most important thing is identifying as many problems as possible. But after talking to experts from the product lines, we found that most problems were very minor, and might never cause any issue to our customers. In general, a tool that detects 100 unimportant problems is less useful than one that detects one important problem, and the latter helps the engineer to understand and fix the major problem more quickly – and that is a problem that has a huge impact on a product or a system. I have brought this insight back to Dresden and guided our Dresden teams in building such a tool, which is now in its early prototyping phase but has already helped us a lot internally.

As I have noticed, most of the designs in academia are significantly less complex and are done at a slower pace than those in industry; and the methodologies which are developed for academic designs are rarely applied in the industrial development process. On the other hand, I have also found that in some instances, the progress of a design in industry is slowed down a lot because of the increased complexity in scenarios, and that the complexity also makes it hard to guarantee reliability – just like in the case of our synchronization primitive mentioned above. In these cases, ideas from academia can help overcome such uncertainty and ensure reliability and safety of highly-optimized designs.

Looking back on our shared experience at Sanyapo, I am glad that we have developed new methodologies that can help engineers to come up with state-of-the-art product designs more quickly and to make the products achieve higher performance with better reliability. Therefore we at Huawei got to develop competitive products despite the obstacles in our path. Maybe this is one of the big “Sanyapo Miracles”, stemming from all the small Sanyapo miracles my colleagues created in coffee drinking over the past years, which I was lucky to experience a little first-hand.

What I feel about my colleagues and what we did together there at Sanyapo, it cannot be better described than by the inscription at the gate of the Sanyapo Campus. It reads: “With no way back, success is our only way forward.” It bears witness to the determination of us Huawei people to overcome difficulties and our

confidence in success despite the adverse circumstances we find ourselves in!

I recently presented some of our achievements at the Huawei Global Software Technology Summit 2023 to over 300 international experts from industry and academia, who were deeply impressed by what we had achieved. In the Q&A session, a well-known professor asked me half-jokingly: “Until two years ago, such impressive research results could only come from academia. Now that these results are also coming from industry, what are left for us academics to work on?”

I told him that he should have no reason to worry, ensuring him that we were not eating the academic’s lunch. In fact, all our work is triggered by engineers’ needs, which we understand by communicating with and listening to them. Then we try to identify their problems, and either provide direct solutions or invent better tools that allow them to be more productive, so that we can create value for the company within a time frame of at most two or three years. And maybe five years later, our work will be obsolete again when industry has moved to a different way of doing things altogether. But in the case of professors in academia, they do not work like



Inscription at the gate of the Sanyapo Campus: “With no way back, success is our only way forward”

this. Unlike us in industry, they should dream about what the world would look like in, say, 15 years from now, and start to walk towards that dream step by step. Therefore, we are not vying for the same research space at all.

Is It Not a Joy to Have Friends Coming from Afar?

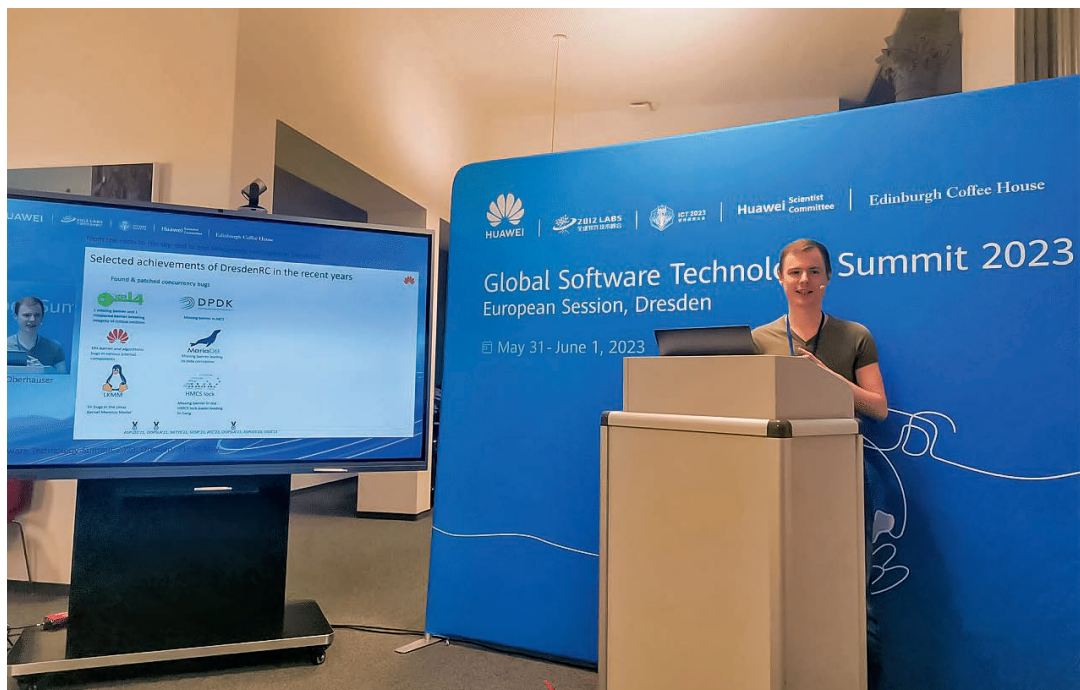
Personally speaking, my main takeaway from what I experienced in China is not merely my helping to make our technological achievements. It is more related to an unlikely source: my walking around in the streets of some Chinese cities by myself or with friends and striking up conversations with random strangers. Such walks and conversations got me to the heart of Chinese culture and revealed to me many differences between Chinese and German cultures. In my conversations with newfound friends, whether they were humble delivery drivers or professors, I changed my ideas on cultural exchanges.

I used to think that the goal of cultural exchange

is to take away the best aspects of each culture, but implicitly presupposes that the aspects of each culture can be compared and graded. But I began to realize that the different norms and structures in different cultures may not be “better” overall, but just a better fit for that culture. And so, my understanding of cultural exchange has changed into one of understanding the rich historical and societal background that led to each culture, so that we can understand and respect cultural aspects that maybe would not make sense for our own culture.

Writing these lines, I am taken back to the countless hours spent conversing over a cup of tea in one of the many beautiful old teahouses in China, and how quickly those hours passed while we were deeply engrossed in our conversations. And I am fondly remembering the many wonderful moments I had with my friends, as well as what we did together.

More than once, the thought crosses my mind to pack my bags, dust off my passport, obtain my visa, and go see my friends again in China to make the next round of memories. And it also reminds me, again, of the wise words of Confucius: “Is it not a joy to have friends coming from afar?”



At the Huawei Global Software Technology Summit 2023

My Journey with SNI Laboratory: Huawei Cultural Integration

By Aleksandar Milenovic / Ireland



Me, Myself and My New Journey

“Why don’t you write your story for *Huawei People*?” I got a suggestion from a few colleagues from our Ireland Research Center (IRC). I hesitated, for, as I must warn you beforehand, I am not much of a storyteller. Even now, while I am typing this text, I am strongly feeling this inadequacy on my part! For me, a person who considers himself inclined to say things concisely and even laconically and who always tries to deliver to the point, writing a story is always a challenge.

And yet, I have decided to give it a try, as the story that I have might be interesting and useful to some colleagues, especially those based in our European Research Institute (ERI). Moreover, I hope that my colleagues would, by reading this story, get a better understanding of cultural differences and their impacts, and know how to navigate such differences.

Adapting to a New Corporate Culture

After joining Huawei, I felt very much welcome. My first role was Technology Planning Expert, responsible for providing insights into the telecom industry, identifying key technologies and planning the implementation of these technologies in the new and visionary product. An assistant was assigned to me, with

the aim to make communication with colleagues at our headquarters (HQ) in China smoother. This is a well-established practice at Huawei, aimed to make work easier for European experts who have joined the company.

The first strange experience I had at Huawei was when I was in the middle of a meeting, where the attendees were not speaking the same language, quite to my surprise. In another similar experience, I still



“ *Adapting to a new environment takes time, and the speed of transition varies from person to person. There are cultural differences that can affect communication in the workplace, and understanding and managing these differences is crucial for creating efficient and diverse teams.* ”

remember, I had a meeting with a leader at our HQ, making a technical report to him, in the presence of some HQ technical experts. I was presenting the material, and at the end of the presentation, I received a few questions from them, but then the discussion started in Chinese. Even though the assistant summarized the discussion shortly afterwards, still I was not able to tell whether there were any differences in opinions or not.

I was a bit puzzled why this situation had arisen, as I had not encountered anything like it in my previous work life. However, the longer I have been part of this diverse team, the more I have come to feel the team's goodwill towards me. This made me gradually less confused and more comfortable about language switching – it was really just a matter of language habits. Being on a team where English is not the only working language naturally entails navigating a multi-language environment. Whether we are communicating in English or Chinese, the ultimate goal is to convey our thoughts with greater accuracy and efficiency. This multicultural collision has also tightened the bonds between us team members. Nowadays, I even proactively suggest to my Chinese colleagues that they can speak Chinese during meetings to facilitate communication.

Over time, however, I have come to notice and appreciate some positive aspects of Huawei's culture. It is about the right focus on achieving valuable results incrementally. Someone could say that this is classic strategy planning and execution, but I think that the

difference lies in execution. The project charters and the Technology Management Team (TMT) review process for the charters have helped to develop a strong corporate culture of Huawei that stresses focus on and commitment to deliverables. There could be a lot of problems with change in the scope of work, but when you pass that, the results and achievements are recognized and encouraged. While the process is by no means easy, the outcomes can be rewarding and motivating.

Adapting to a new environment takes time, and the speed of transition varies from person to person. There are cultural differences that can affect communication in the workplace, and understanding and managing these differences is crucial for creating efficient and diverse teams. Overall, after the initial period, I realized that I was facing a different corporate culture that could impact my contributions, regardless of what expertise I have.

Feedback, Learning and Improving

In my mind, getting feedback is critical to one's learning and improvement. How can you improve, if you do not know where to improve? So it is important to understand how to get feedback on ongoing or completed work, from all relevant stakeholders, such as leaders and technical experts at our HQ.

Some feedback you get is explicit and to the point, even though you might not like it. I have found this

“ *Regardless of what cultural background you are from, receiving this kind of feedback is the most effective way for you to improve yourself if you are willing.* ”

communication style adopted by all excellent leaders I have dealt with so far. Regardless of what cultural background you are from, receiving this kind of feedback is the most effective way for you to improve yourself if you are willing. Moreover, I think that it will create a bond of trust and commitment between you and the person giving you the feedback.

Other feedback could be vague and not so to the point. In Europe, this could be considered a case where you need to get the message by “reading between the lines”. But facing a different language, you might not be as certain. You would need a confirmation of your understanding and of the assumptions you are making.

And sometimes there is no feedback, which, as I have learned, is feedback in and of itself.

In Europe this can be considered to show a complete disregard or a lack of professional and personal respect on the part of the person who is expected to provide feedback. I saw other colleagues from Europe struggling with how to handle this situation. This often leads to the serious dampening of motivation and enthusiasm for improvement and the increase in complaints and finger-pointing.

But, the question remains: Why have you received vague or even no feedback – do people not know that feedback is important to your performance improvement? There are many reasons for not getting feedback. My experience so far is that colleagues may be too busy to spare their time for reviewing your work and providing feedback, hence no feedback at all.

The solution is to actively push for feedback. You have to get the people concerned to allocate quality time

to think, formulate the feedback, and give it to you.

Working on Autonomous Driving Network (ADN)

Let us leave this subject of feedback aside for the moment and shift to a talk about what I am working on at present. It is the ADN. You have probably heard what the ADN is. And, in case you have not, here is a brief introduction to it.

The ADN is a vision initiated by Huawei and inspired by self-driven cars, where a telecom network, inherently complex, can operate by itself. It brings simplification to the customers with a so-called Zero-X experience (Zero-wait, Zero-trouble and Zero-touch) when it comes to the provisioning of and access to network services. But behind the scenes, Huawei networks perform self-configuration, self-healing and self-optimization, thus reducing the costs for network management operations. It sounds easy, but in reality, it is very challenging and will take quite a while to realize this vision.

Three years after joining Huawei, I was promoted to Director of the Smart Network Innovation (SNI) Laboratory at the IRC. Our laboratory’s vision is ADN operations, with the mission to research and develop technologies for decision making within self-healing and self-optimization closed automation loops. We also focus on the ADN foundation, researching and developing technologies for intelligent data processing and efficient cloud-native deployment.

Feedback for Improving ADN in Huawei Culture?

Now let us go back to the topic of feedback, learning and improvement, and allow me to share one of my recent experiences as an example. I was assigned by our laboratory's key sponsor, to lead a virtual team of architects in Ireland and at our HQ in formulating a System Architecture for NetGraph, the next-generation platform for the ADN. The strategic importance of this work was clear to me. Considering the industry situation, where we had to align and influence customers into accepting our ADN vision and to provide product support for the market relatively soon after, our foundational work was obviously important – it must be solid and robust.

The work was slow, though, and it took us weeks just to share our initial thoughts on the scope, capabilities and responsibilities to be involved in the platform. There were new ideas put forward and the colleagues in our virtual team needed time to think about such ideas and figure out how to formulate and give the

feedback. I realized that our tempo was slow at the time and that, in our setup, we were facing a challenge in allocating time.

So I decided to travel to our HQ, where I would stay and work for a week in a bid to improve our ways of working, have direct engagements with the stakeholders, and get feedback from them. It proved to be a good decision. After this, we were able to achieve far more results in a week than we had previously in a month and a half. Evidently, direct communication with open questions had helped to push us all to get focused, think hard, share and actively contribute to our architecture.

In the end we together made a joint presentation of our work to the leader responsible for platform development and got explicit, constructive, and positive feedback from him. I believed that the feedback would make us more focused at the next stage of architecture work, where we could divide the workloads among us in order to ensure that the deliverables would be valuable and complementing each other.

Interestingly, afterwards, one of my colleagues said to me: “Aleks, you seem to understand Huawei culture quite well!” These were the words I immediately recalled when I was asked to write this for *Huawei*



With my IRC colleagues (author is 5th from right)



SNI Laboratory with the General Development Department (GDD) Management Team and IRC President (author is fourth from the left in the first row)

People magazine. This, dear readers, might be obvious to the majority of you, but I myself have come to this realization by taking a slightly different and rough path.

I am not quite sure whether I have a full understanding of Huawei's corporate culture or not, but definitely, I will continue to learn and improve. And, of course, I will actively give feedback to others!

Cultural Blend at Our Laboratory

Researching ADN Self-Optimization for the 5G wireless network is an endeavor that requires a multitude of skills and competencies. Obviously, an understanding of the 5G network domain is important, and so is the knowledge of how a 5G network can be observed and configured. And it is equally important to understand the data that the network produces, how to process it efficiently, and how to gain network insights – all of which we collectively call data governance. Furthermore, artificial intelligence (AI)/machine learning (ML) competencies are needed to develop algorithms that we can apply to network optimization. Finally, self-optimization is a solution whose value we need to prove

to customers; in other words, we need to show them that network self-optimization can yield the highest quality of service and the maximal network utilization with the minimal energy consumption. So how we design, deploy and execute it in the customer's cloud-native environment is of great importance.

Therefore, as you can see, blending a diverse set of competencies and expertise is needed to create value for the customer. Our laboratory is actually in a great position to connect our ADN vision with customer value. However, the challenge is still there, especially in understanding each other, as “technology language” from different domains is not quite the same. So, perhaps it will take longer to align our ADN vision with customer value.

The question is, though: How is this related to Huawei culture?

In our laboratory, besides Chinese expatriates, we have a great mix of employees and contractors originally from Ireland and from other parts of Europe and the World. As discussed previously, all challenges in cultural differences, communication, information sharing, and project work in an internally competitive culture are now amplified even more.

I feel that all of my learning can help our team to speed up the process of resolving these challenges. As a team, we should be able to help each other to deliver greater value.

I think that the starting point is to be transparent, to share challenges and experiences, and, of course, to give constructive feedback to each other. We set up core team meetings with leading experts and Chinese colleagues, where, besides technical discussions, we discuss challenges and ways to overcome them, especially by obtaining the feedback. The outcome is not immediately obvious, but our team starts to learn and improve. We set objectives and action plans, which we execute with the help of our Chinese colleagues.

Working Together

As part of our work at the laboratory, we collaborated with outside academic partners through cooperation projects. For such projects, a lot of preparations are required, as the checklist and the review process are detailed and long. Recently we have made preparations for one of such projects, whose approval and success is one of our challenging key objectives for this year.

Actually we tried this project last year and failed in our attempt, in spite that one of our top experts had spent a lot of time preparing the project scope while another two colleagues had also spent a substantial amount of time collecting the relevant scenarios and communicating with other experts at our ERI and HQ. So, when I asked to have another try this year, the team did not show much of confidence in its success. But I held the opposite opinion. My younger colleagues had not thought hard enough and failed to find out the real reasons why the previous proposal had not been successful and to figure out what we should do differently to get our project proposal approved this time. This was something probably related to experience, though these people, I must admit, were the finest I had ever worked with.

Why did I believe in its success? When reflecting on the previous attempt, I noticed that the proposal had been technically good, but it had not fully demonstrated the business value to the people who assessed the proposal and the solution had been generic and applicable to various scenarios in general. And I found it important

to know what the assessors had already known about the proposal and what extra information was needed for them to understand the business value it could bring; the direction in and reason for research with a given academic partner was as important.

I spent no small amount of time explaining my idea to my younger colleagues in order to build consensus among us. Looking back on the early days of our team, I have come to realize that our younger colleagues were placing too much emphasis on the technical aspects during project initiation and presentations, and that they were overlooking the core business value of the projects. Of course, as a mentor, I was more than happy to engage in in-depth and thorough discussions with them, uncovering their potential, guiding them, and helping them to understand the significance of showcasing the project's value proposition. Over time, the team members have gradually come to understand the importance of core business value, and learned how to highlight the project's commercial potential.

I also directly contributed to the proposal material by explaining the business value and structuring the scenarios. After that, I conducted some internal training sessions where I shared with them my approach to writing. In looking back, I believe that it is precisely this kind of mentoring and guidance that has propelled us both as a team and individuals forward, leading us to achieve greater accomplishments.

“

In looking back, I believe that it is precisely this kind of mentoring and guidance that has propelled us both as a team and individuals forward.

”

We went for a preview of the project proposal with our ERI experts and did not get a project GO (approval) recommendation, though. Instead we got a set of comments and feedback from which to improve our proposal. These opinions were very clear and helpful, which enlightened me greatly. At that point, the team realized that we could have a project – yes, it was highly likely that the project would be given the green light.

The team was strongly motivated and their morale was high. In a week, we had all the comments read and addressed. Shortly afterwards, we went for a final review. Our leading expert, who had prepared very well, presented the updated proposal and ... we finally got it approved!

The whole team had a big celebration for the success. It is always rewarding and motivating to see that hard work, done in the right direction, pays off. This also means that we will continue to succeed like this. Having learned how to succeed through perseverance and gained experience, the team knows that the success can be repeated. Of course, we will face new challenges in the future, but when we actually confront them, we will be more confident than we were.


In 2021, the SNI Laboratory was honored as the Best Team in the IRC! We were all proud of this achievement. We knew that it was in recognition of what

we had done right at Huawei and of the efforts we had made to learn and try to be better, even though we had faced tough challenges along the way.

And in 2022, I won the Gold Medal Individual Award. I felt overwhelmed with such recognition of my achievements. But I have considered it not just a kind of recognition of my personal contributions but also an award honoring our team, a great group of technical experts and good people, able and willing to complement and help each other in our research work!

What's Next?

This is a story that does not have an end. It will go on and on, in which I will continue to seek the feedback, learn from it, and make action plans for how to improve!

Even for this text, I would like to get some feedback – any feedback! Please leave your comments about it online, and make your opinion direct, sincere and transparent to other people. I believe what I wrote here is nothing new and, in most cases, I know that practicing this feedback-focused approach is something easier said than done. So, I would like to hear about your experiences on *Huawei People* magazine or elsewhere, and I look forward to reading about the challenges you faced and the approaches you took to surmounting them. 

“

I feel that all of my learning can help our team to speed up the process of resolving these challenges.

”

Receiving the Gold Medal Individual Award (author is on ► the right)



A Smooth Sea Never Made a Skilled Sailor

By Nana Yaw Amoako / Ghana



Telecommunications is a field or industry where innovation meets ambition and determination matters as much as expertise. It is also an arena where, they say, fortune favors the bold. All this I have found to be true from my experience in the telecommunications industry – especially with Huawei – as a young man from Ghana who has been lucky to have the opportunity to epitomize this timeless adage about boldness.



Commitment to Excellence

I am humbled to be among the successful project directors at Huawei. The success has not come merely through a stroke of luck. In fact, it has come through unwavering commitment to excellence on my part, while it is a testament to a highly supportive environment available at the company.

As a young engineer fresh out of university with a Bachelor's degree in Civil Engineering in 2014, I was privileged to be picked among the graduates to be given the opportunity to work at Huawei Ghana. I began my Huawei journey as a design engineer involved in tower building designs and contributing my expertise to ensure efficient and effective structures.

Soon I was reassigned to an e-government data center project, initially serving as a support engineer. However, things took an unexpected turn when the engineer in charge resigned from his position. This departure of the lead engineer, though unfortunate for the project, presented a fortunate opportunity for me. With the project team recognizing my capabilities and dedication, I was swiftly promoted to the role of lead engineer within a few weeks of joining in the project.

This sudden increase in responsibilities allowed me to develop my competence and adaptability as I took charge of leading the team towards the successful completion of the project. I had to challenge myself

to learn a lot within a short time and, inspired by the company's culture of excellence and innovation, I was trying to push myself to the limits and do more. As I embraced my role with newfound conviction, I began to witness my hard work bearing fruit. Our collective efforts culminated in resounding success – we made a lot of accomplishments that garnered widespread recognition. The project manager representing our customer piled praise on Huawei, expressing his genuine admiration for us and commending us for our exceptional work unreservedly.

Baptism of Ice and Fire

As I gained more experience, I was given the opportunity to take more responsibilities. I was promoted to a project management role, where I was responsible for overseeing a large-scale data center and energy center project from conception to completion. It was a daunting task, but I could not wait to take it on as a challenge.

One of the most intricate problems I encountered was the delivery and implementation of a piece of cutting-edge equipment known as the Programmable Logic

Controller (PLC). This equipment, which incorporated particular technology and had not been deployed by Huawei in any country before, presented us with a unique set of obstacles to overcome. To ensure its successful integration, we sought extensive assistance from our headquarters and arranged for an expert to be dispatched to Ghana, specifically to provide us with onsite support during the delivery process.

However, an unexpected hurdle surfaced when we realized that the assigned expert had limited proficiency in the English language. This language barrier posed a significant communication challenge, hindering us from effectively collaborating and resolving any issues that might arise during the implementation phase.

Undeterred by this impediment, though, I quickly recognized the importance of finding a solution to bridge the language gap and ensure the project's success. I facilitated the engagement of an interpreter who possessed both technical expertise and linguistic proficiency in English and the expert's native language. This interpreter as an intermediary played a crucial role in ensuring effective communication between the expert and our local team.

Moreover, I proactively sought alternative means of communication, such as visual aids, diagrams, and written instructions, to supplement verbal exchanges. These supplementary tools proved invaluable in conveying complex concepts and technical specifications, enabling us to navigate the intricate challenges encountered during the delivery and implementation of the PLC equipment.

Recognizing the importance of a cohesive team, my team and I sought to foster an environment of patience, understanding, and empathy among all stakeholders involved. By encouraging open dialogue and creating a safe space for individuals to express their concerns and questions, we cultivated an atmosphere of collaboration and teamwork.

Despite the initial language barrier, the project was a success, thanks in large part to our collective efforts, tenacity, and unwavering commitment. With the dedicated support of the interpreter, we were able to effectively communicate and address any technical complexities that arose during the delivery process.

This experience has taught me some valuable lessons about adaptability, problem-solving, and the importance of effective communication in the face of



Working onsite

“ *Despite the initial apprehensions, I took on the challenge with an unwavering resolve, motivating myself to adapt swiftly to the unfamiliar environment.* ”

language barriers. It has also reinforced the significance of resourcefulness, teamwork, and the willingness to seek innovative solutions, particularly when we are faced with enormous challenges.

Looking back, I take immense pride in our success in this undertaking, given that we had to navigate the complexities involved. The successful deployment and delivery of the PLC equipment not only showcased Huawei's commitment to pioneering new, groundbreaking technologies but also highlighted our ability to overcome obstacles and deliver exceptional results even in the most challenging circumstances.

A few years later, I was offered a remarkable opportunity to lead a pioneering fiber project in Liberia. However, this endeavor presented its fair share of hardships, as it required me to step out of my comfort zone and embark on my first work-related overseas assignment. Despite the initial apprehensions, I took on the challenge with an unwavering resolve, motivating myself to adapt swiftly to the unfamiliar environment.

In the course of the project we encountered a myriad of challenges – they ranged from technical obstacles to intricate customer relationships, unpredictable weather conditions, and the complexities of managing a diverse team with individuals hailing from different cultural and religious backgrounds. It was a rough road undoubtedly. However, I refused to allow these difficulties to discourage us and impede our progress. I rallied the team; while fostering a teamwork spirit, I encouraged and motivated everyone to contribute their skills and abilities wholeheartedly to the success of the project.

Through sheer hard work and dedication, we tackled each obstacle head-on. Leveraging our collective expertise

and capitalizing on the diversity within our team, we came up with innovative solutions that surpassed even the loftiest of customer expectations. Despite the hurdles we faced, we remained committed to excellence, refusing to compromise with the quality of our work or the strength of our relationships.

After completing a two-year assignment in Liberia, I was transferred to Sierra Leone to take the role of Project Director (PD) for a significant project. This project was the second phase of a national backbone project. Gaining the trust of the customer and showcasing our delivery capabilities became our top priority and also a tall order. The customer was eagerly awaiting our completion of the project within the shortest possible timeframe, while also expecting the highest quality of the deliverables. Sierra Leone, with its lush green landscapes and rich cultural tapestry, is a country where you can experience a distinctive intertwining of natural beauty and vibrant traditions. The country and the surrounding region are characterized by a long rainy season, lasting for approximately eight months, which brings about frequent and torrential downpours. It was against this backdrop that our narrative unfolded – a story about unwavering determination and resilience on our part, as well as our ultimate triumph over adversity.

As PD, I had to lead a huge project team of engineers to deliver a fiber project that would connect remote communities and bridge the digital divide. The goal was to bring the gift of connectivity to those who had long been isolated, empowering them with knowledge and opportunities.

At the time the rain clouds kept gathering during the implementation and soon the heavens opened. I

“ *As we move forward, the lessons learned from the project will continue to guide us when it comes to resilience and adaptability in the face of adversity. They will fortify us for future challenges, empowering us to confront adversity head-on and emerge stronger...* ”

found myself facing a daunting challenge to the project with so many uncertainties in addition to the already huge challenges the COVID-19 had brought to the project. The outbreak of the pandemic proved to be yet another setback we encountered during the project. The imposition of travel restrictions and bans dealt a severe blow to our plans, as we were unable to bring in the necessary experts from abroad to assist us in the project. This unexpected restriction hindered us from accessing crucial knowledge and expertise, disrupting the otherwise smooth progression of the work.

Adding to our challenges, curfews were implemented, further impeding the project's progress. The limitations on movement imposed by these curfews disrupted the usual flow of work, making it difficult for us to maintain our desired pace and efficiency. We were forced to navigate the additional layers of complexity introduced by these restrictions, adapting our schedules and finding creative ways to keep the project on track.

Furthermore, an unfortunate turn of events unfolded when several team members contracted the COVID-19 virus. This development had a significant impact on the project, as the affected workers were unable to continue their duties due to their health conditions. This unexpected setback led to a shortage of manpower, forcing us to reassess our timelines and adjust our expectations accordingly.

Despite these formidable challenges, we rallied together as a team, leveraging our collective resilience and determination to find alternative solutions. We

implemented stringent health and safety measures to protect the well-being of all team members, paying close attention to the situation and providing necessary support to those affected by the virus.

In the face of adversity, we explored innovative ways to mitigate the impact of the setbacks caused by COVID-19. We leveraged technology to facilitate remote collaboration, enabling team members to contribute to the project from their homes when possible. We readjusted our work schedules, optimizing efficiency within the limitations imposed by curfews and health considerations. Additionally, we sought local expertise and resources to bridge the gap left by the absence of international experts, ensuring that progress continued to be made, albeit at a slower pace.

While the challenges posed by the pandemic undoubtedly created hurdles, they also provided an opportunity for us to demonstrate our adaptability, resilience, and commitment to our shared goals. Through effective communication, diligent planning, and a teamwork spirit, we managed to navigate the complexities resulting from pandemic-related restrictions, gradually regaining momentum and advancing the project towards its successful completion.

As we move forward, the lessons learned from the project will continue to guide us when it comes to resilience and adaptability in the face of adversity. They will fortify us for future challenges, empowering us to confront adversity head-on and emerge stronger, more innovative, and better prepared to deliver outstanding

results.

As I still remember, during that rainy season in Sierra Leone, with an unwavering resolve I exhorted the team to channel the wisdom of the ages, in proverbs or other forms, about resilience; and with each raindrop that fell, the team determination grew stronger, for I had managed to make them understand that true accomplishment lay in triumphing over adversity.

Days turned into weeks, and weeks into months, as the rain continued to pour, testing the team's endurance. And there were several issues related to the COVID lockdown: equipment malfunctioning; communication lines faltering; and frustration starting to build up. This started to cause doubt to seep into the minds of the team like rainwater invisibly finding its way into cracks. However, the team remained steadfast and confident in my leadership. I would emphatically repeat the timeless adage, "Tough times don't last; tough people do," to inspire and uplift them. This powerful mantra became a beacon of hope, motivating them and fortifying their spirit of resilience in the face of adversity. I went on to

remind them of the huge potential within each individual – a reminder in which we found courage and strength to persevere through such challenging circumstances. Our unwavering belief in our collective tenacity became the force that drove us to overcome obstacles and emerge stronger on the other side.

In our tireless pursuit, we developed innovative solutions to overcome the challenges. The team engineered protective coverings for delicate equipment, fashioning them from locally sourced materials, guided by the wisdom of the Sierra Leonean saying, "If the rain does not wet you, it cannot spoil your clothes." This ingenuity inspired by the Sierra Leoneans did provide us, as well as our equipment, with protection, allowing us to press onward and make progress for the project. Gradually, as the days passed, the rain relented, giving way to fleeting moments of sunshine.

In the end, after countless trials, the day arrived finally for the first fiber connection to be established – a connection that would bring the transformative power of connectivity to a community that had long yearned for it.



A field visit with my colleagues (author is far right)

I saw smiles light up faces as children gazed in wonder at a world of knowledge. The project was delivered in record time and to the admiration of the customer and the locals as a whole. The milestone project was covered by several media outlets in the country, and the coverage definitely helped to build a positive image for Huawei.


To Fly Higher

After serving as a PD, I was promoted to the position of fulfillment responsible (FR) for the Sierra Leone Office. With strong support from the management team, we achieved significant success by securing multiple contracts for groundbreaking projects.

During my tenure as FR, I actively engaged with numerous senior executives of our customers, building my self-confidence and expanding my knowledge in customer relationship management and customer-centric practices, which have since played a crucial role in enhancing my skills. Additionally, I have been recognized with several

prestigious awards, including Future Star, Outstanding Project Director in H1 2021, Excellent Project Director in 2021 and 2022, and more.

My story, as you see, has been all about fearlessly venturing beyond the boundaries of my comfort zone. Indeed, stepping out of such a zone is necessary for personal growth – as the saying goes, “A smooth sea never made a skilled sailor.” In the world of work, metaphorically, I have had my fair share of storms of uncertainty and tempests of adversity, which I have weathered and survived. Such experiences have helped to hone my skills, making me emerge stronger and more resilient with each hardship encountered and overcome, be it onshore or offshore.

I am excited to continue with my Huawei journey, where I will push myself to new heights and take on new challenges in the years to come. I am confident that, next time, when and if I was given the opportunity to pen down my other story, I would be writing it, possibly as Deputy Delivery Director of my representative office. 



Presentation during a customer summit



Meeting with Regional President in South Africa (author is on the right)

Opportunity for All: Going the Extra Mile

By Piyatida Itiravivongs / Thailand



In today's world, creating a diverse and inclusive workplace is essential for success. For this reason I admire Huawei, a business organization that gives an equal opportunity to any person who has talent or potential, regardless of his or her gender, nationality and age. As for me, I will always be grateful to Huawei for giving me an opportunity to work at it. And I am proud

to work for Huawei, a company that values potential and provides opportunity for all.

Rising Above Adversity: My Journey of Resilience and Perseverance in the Workplace

With an extensive experience of over 25 years in the information and communications technology (ICT) industry, I have a proven track record of success in sales, marketing and management where I have refined my expertise to an exceptional degree. Throughout my professional journey, I have held pivotal positions, including those in account management, strategy formulation, and sales boosting across a wide spectrum of ICT product lines and services in the dynamic Asia-Pacific region.

When I decided, after much deliberation, to join Huawei, my aim was to intricately merge the strengths of both Western and Eastern approaches. I sought to leverage the invaluable experience I had gained from Western companies while immersing myself wholeheartedly in the vibrant energy and distinctive corporate values of Huawei. This decision was firmly rooted in the unwavering belief that, by embracing diverse perspectives and cultures, we are able to expand our horizons and unlock our fullest potential for growth and success.

With an unwavering passion and an open-minded attitude, I embarked on this transformative journey with



great anticipation. I embraced the inevitable challenges that lay ahead, knowing that they would serve as stepping stones for personal and professional growth.

I joined Huawei Cloud one day in 2020, as I recall. And I found that our team was small with only a few local members. But I was immediately impressed by the passion and dedication that our team demonstrated for Huawei Thailand's mission – to “Grow in Thailand, Contribute to Thailand”. I was thrilled to embark on my Huawei journey, working for a tech giant that had been committed to supporting the digital transformation efforts of the country for more than 22 years. I was so excited that I could not wait to help build our team's capacity and capability, with which we could continue to support our customers, our partners, our people and our country in achieving their digital goals and do so more effectively. Ever since my joining, I have been touched by the hard work done and creativity shown by our team on a daily basis, which has inspired me and made me determined to do everything I can to help us reach new heights together.

So far, working at Huawei has been quite a different experience from my previous working experience. Huawei is evidently a committed and highly disciplined business organization, as demonstrated in what it has said and done. Now there are many stories that I have in

my mind, but let me share just a few of them that have impressed me most – those stories about how we were motivated and driven to reach our goals.

To start with, allow me to provide some background information about Huawei and my department, Huawei Cloud.

Huawei is a result-oriented organization, so it is not uncommon that, every year, we at Huawei set ambitious targets and goals. Inspired by the motto “Shoot for the moon. Even if you miss, you'll land among the stars,” we have a strong belief in ourselves, confident that we will become “a better us” every day. In our team, I have seen a strong “never give up” spirit and dedication from every one of us in our bid to “reach the moon”. We are ready to take on any inevitable challenge, which we are courageous and resourceful enough to handle, no matter how formidable it may seem. And Huawei Cloud is one of the new business departments at Huawei. It has been around for around five years, while most of our industry peers have been in this field for more than 10 years.

There was a huge business opportunity in the cloud market indeed, but we knew that it was something that we had to explore by ourselves, for ourselves. We went all out. In our endeavors I saw real fighters who never gave up in the face of any challenge but rather tried to make a

“

*Ever since my joining,
I have been touched by
the hard work done and
creativity shown by our
team on a daily basis...*

”





difference. And I witnessed firsthand the relentlessness in my teammates who, instead of giving in to extreme difficulties, approached them with a different perspective or in a different way. Their resilience inspired me to do the same. On one occasion, when we did not have the upper hand in the market, we crafted our strategies and game plans that capitalized on our available resources. Showing our customers our dedication and expertise, we earned their trust and fostered a genuine partnership with them. Despite our initial disadvantages, we persistently worked to convince our customers that, with our commitment and unwavering resolve, we would provide them with unparalleled support and ensure a win-win outcome. As happens all the time, we turned out to be the new but strong player. Therefore we understood that competition in the market would further intensify, for which we had to get better prepared.

Customer centricity, one of our corporate values, is the key thing that makes us stand out. Under its influence, consciously or subconsciously, we always listen to customers and put ourselves in their shoes to understand their needs; we even help them to identify their unmet needs, and we can thus fill in any gap or take on any challenge that we may face from time to time. This reminds me of a quote from one Thai comedian: “If you're not tall enough, you have to really stand tall. If you're not

good at something, you have to work harder.” What we do in our engagements with our customers is truly reflective of Huawei's culture and values.

From Zero to One

For Huawei Cloud to stand on a solid footing in the Thai market, we have to make a huge effort to create an awareness of our brand among potential customers and prove to them that we are one of the global players in cloud that can bring them value. My first project was with customer A, who wanted a virtual desktop infrastructure (VDI) solution for several thousand users in their organization. A VDI solution is a method of providing desktop programs to end users from a centralized data center. Organizations employ VDI to lower their technology expenditures, enhance application availability, and boost productivity.

We had a great product, but the challenge facing us was that few customers really knew about it; customer A was no exception. We had to leverage our existing relationships with them and pitch our product continuously to win them over. Although we were not an established player in the market yet, we did not let that discourage us. Given our wide portfolio of products

“ *At Huawei Cloud, we recognized that our customers needed our support more than ever as they were facing unprecedented challenges, and that we had an important role to play in helping them navigate this difficult time.* ”

and solutions, sometimes some of our solutions were not yet fully developed but they were urgently needed by some of our customers; in such situations we would often find ourselves under a great deal of pressure. With customer A we faced such a challenge. To overcome it, we would explore multiple avenues, both short-term and long-term, to meet their needs and even exceed their expectations. Simultaneously, we would work closely with our colleagues at headquarters (HQ), pooling our collective expertise to expedite the development of these solutions and ensuring that we could deliver timely and effective outcomes. We would use every resource available to us, no matter how limited, to make our case and demonstrate the value of our product. In the end, we came up with a workable solution that was acceptable to the customer while ensuring continuous progress in our roadmap.

It was a true team effort, and everyone was committed to doing whatever it took to succeed. When we finally heard that we had won the contract for the project, there was an indescribable feeling of happiness and satisfaction among us. All of the hard work, the long hours, and the sacrifices we had made were worth it. Winning our first project contract was an incredible experience, one that we will never forget. It was also a reminder that with determination, hard work, and a great team, anything would be possible. Today almost 80% of this customer's systems are running on the Huawei Cloud, including their accounting systems and backend systems. And with our solution, this customer has grown their number of users threefold.

From the above case we have had some takeaways.

The most important one is that we must cooperate with sincerity and integrity. When a difficulty arises, it is time for us to do something which others cannot and which proves our value. Our cloud journey in Thailand has been like a roller-coaster ride. There were several hiccups along the way, such as the customer's perception and recognition, their rules and industry regulations, and dynamic product roadmaps. It was with sincerity and integrity that we managed to gain their trust, thus helping to grow more business for both sides.

Adapting to a New Reality: How the Pandemic Changed the Way We Worked

Just when things were going well, the COVID-19 pandemic hit, and everything changed overnight. The way we worked was no exception, and we had to adapt quickly to keep every one of us healthy and safe while continuing to provide value to our customers. We also worked hard to stay connected with each other, holding virtual team-building events and encouraging frequent check-ins to maintain a sense of community and support.

The pandemic has highlighted the importance of being adaptable and responsive in a rapidly changing world. At Huawei Cloud, we recognized that our customers needed our support more than ever as they were facing unprecedented challenges, and that we had an important role to play in helping them navigate this difficult time. We quickly shifted to a virtual meeting model to keep our business rolling. Back-to-back

meetings every day could be exhausting, but we were happy to help and support our customers who needed our expertise to guide them during this unplanned situation.


We demonstrated to our customers how cloud-based solutions could help them adapt to the challenges of the pandemic by providing them with greater flexibility, efficiency, and scalability. For example, we helped our customers move their business operations to the cloud, enabling them to work remotely, collaborate more effectively, and access critical data and applications from anywhere. We also provided them with guidance on how to optimize their cloud resources for better cost efficiency and higher business performance. By doing so, we helped them stay competitive and respond to the changing demands of a world full of volatility, uncertainty, complexity, and ambiguity (VUCA). And they were happy that they could have the same or even better productivity with lower total costs. In turn, they have been more open to us and worked with us more closely in more projects till now.

What I have learned during this pandemic is that we can make things better every day. By focusing on continuous improvement and striving to do 1% more every day, we can emerge 37 times stronger one year later. If we are doing 1% less every day, on the other hand, we will be 1,500 times weaker in one year. Whether things will get better or worse, it depends entirely on the choices we make.

Pushing Ourselves to New Heights

As we navigate through life, we are inevitably faced with challenges that can be both daunting and exhilarating. To achieve greatness, we must be willing to step outside of our comfort zones and embrace new opportunities. This is something that I have experienced firsthand since joining Huawei Cloud, where I have been encouraged to push myself to new heights, take on challenges and make the impossible possible.

At Huawei Cloud, we believe that diversity and innovation are key to success. We value positive attitudes and a can-do spirit, and we recognize that it is on our unique strengths and qualities that we can truly thrive. Whether we are working on a project or facing a difficult situation, we know that we can count on each other for support and guidance.

Looking ahead, we will continue to push ourselves, take risks and learn from our experiences. And with what we have learned as stepping stones, we are sure to attain greater success. More importantly, we will continue to embrace differences and celebrate diversity in working together to achieve greatness. With unwavering commitment to excellence and innovation, we at Huawei Cloud can accomplish anything we set our minds to. Together, we can reach our full potential and achieve new heights. 



With my Huawei Cloud Thailand teammates (author is 10th from left at front row)

Daring to Dream for a Bright Future

By James Okechukwu Emenike / Nigeria



Bittersweet: the Beginnings of My Huawei Journey

Dust. Noise. Busy movement of people whose identification tags hung tightly on their necks with thick sheets of paper in hand. Further down, containers stacked high with several sets of heavy machinery at work; in



the distance, the setting sun, which was painting the sky orange, giving a warm feel to an otherwise rather stressful environment.

It was 6 p.m. and I was at a seaport in Lagos, Nigeria, where I was busy resolving the customs clearance delay for an urgent shipment. This was my first major task after joining a supply chain team at Huawei Nigeria as an intern towards the end of 2021. That day I had left the office for the seaport as early as 9 a.m., with a strong feeling of excitement but without much preparation. I had thought that I was going to get the job done within an hour and prove my worth to my supervisor who entrusted me with such an important responsibility, or so I thought in the least.

Being a newcomer, I did not have sufficient knowledge of how to communicate with the seaport staff properly and efficiently; nor was I familiar with port operations and the customs clearance process. As a result, I spent most of the day making seemingly no end of inquiries, aimlessly running errands, and waiting in long queues, in a bid to get necessary approvals and signatures, all to no avail. Much to my disappointment, all my efforts to achieve a fast-tracked clearance were futile; weary, I took a glance at the setting sun, which reminded me that the day was about over. Sadly I realized that my target was far from achieved. My morale, originally high, plummeted.

“James! James!” I heard my name called in a loud familiar voice from afar. It was my supervisor, the director

“

Everyone who is endowed with recognized talent and strengths should become a role model.

”

Receiving Excellent Individual Award during a Southern Africa supply chain enablement training (author on the right) ▶



of our Supply Chain Management (SCM) Department. “Are you OK? Is everything done?” He asked me in a caring but anxious tone as he got closer – he and the logistics manager were visiting the port in person to ensure that all issues were resolved and the customer’s delivery timeline was met. “No,” I answered, dropping my head and shaking it slowly.

“Don’t worry,” said my director with a reassuring smile, patting me on the shoulder gently. “Follow me, please.” Within a couple of minutes, he went into some offices and I trailed behind silently observing how he interacted with the terminal staff. First, I noticed that he showed his professionalism and efficiency in communicating with the seaport staff, which was the key because, as a result of the effective communication, the staff were following the proper process to handle the Huawei documentation efficiently. Second, I saw him instruct the clearing agents to make the shipping line payment and terminal payment simultaneously, thereby reducing the processing time and the lead time. I was fascinated by his expertise and efficiency in handling the customs clearance process and hoped to attain the same level of professionalism – to be a professional like him – within the shortest time possible.

After all the documentation had been finally processed and all the procedures completed, my supervisor sat beside me, patiently explaining the

whole process again and guiding me through all the key procedures. He also told me that the purpose of achieving efficient customs clearance was to deliver Huawei products to our customers in a timely manner so that they would be satisfied with our deliveries.

“No worries,” he encouraged me with a warm hug. “I’m sure next time you would do it better than me!” As we made our way out, I finally heaved a sigh of relief. I felt encouraged and hopeful for the future.

The foundation of my career at Huawei was thus laid, with a firsthand experience showing how far we must go to ensure customer satisfaction. From then on, customer centricity has become something more than just a catchy phrase to me. It has become the cornerstone of my career with the company.

Learning the Ropes

Learning is the catalyst for growth. As Anthony J. D’Angelo put it succinctly, “Develop a passion for learning. If you do, you will never cease to grow.” Based on my experience with Huawei so far, I would describe the company as a boot camp where hard and soft skills can be acquired within a short period of time if the right attitudes, such as teachability, inquisitiveness, enthusiasm and perseverance, are maintained.

I joined Huawei at the peak of the COVID-19 pandemic when employees had to work remotely. This posed a huge challenge to my learning process for multiple reasons, the most important of which was the sense of isolation I felt as I had to work from home. The first departmental meeting I joined online remains as clear as day in my memories. I remember hearing lots of abbreviations or acronyms, and technical terms or jargon when senior colleagues gave their weekly reports. I was completely at a loss, wondering if they were speaking an undiscovered alien language. Be that as it may, I was not going to give up. Rather I was excited by the prospect of learning and I dreamt of a time when I would make valuable contributions to what I considered a very well experienced team.

To make this dream come true I had to begin acquiring the necessary expertise through self-study of relevant materials in order to gain foundational knowledge of various aspects of the business such as order fulfillment, transportation, and warehousing. Upon joining the supply chain team, I was welcomed by a team of supply chain experts who had more than enough knowledge and practical skills to navigate the complexities of the supply chain business in Nigeria.

More importantly, these experts never ran out of patience in answering my seemingly never-ending questions. More often than not, when I got impatient with myself not learning fast enough, I would hear one of them say to me, “James, calm down. The supply chain business is very broad, and it is impossible for one to learn everything in one single day.” I always took this statement as a cue that I had asked enough questions for the day and it was time to digest the new knowledge gained. I even had to make deliberate efforts to remain in the good graces of my mentors and teachers by holding myself back from unleashing the barrage of questions that came to my mind all at once, which was always an insoluble dilemma to me at the time.

I am quite fond of reminiscing about the days when I was a fitness enthusiast. I recall my gym trainer watching me flex my muscles, scrutinizing each muscle fiber while checking for any muscle gain no matter how minuscule it might be. He smiled and said that body building was a slow process in which muscle gain might not be visible after each daily workout session. Well, his observation is not only true of body building. It is



Training my colleagues on customs clearance documentation
(author is presenting the lecture)

the case with knowledge building, mind building and skill building, which, as we should all know, may not be completed in a jiffy. In a similar vein, the journey from novice to expert is always a gradual, painstaking process. After a few months of diligent learning, I could independently handle basic bonded warehouse activities such as inbound, sorting/outbound as well as complex activities like customs inspection. During customs inspection, it was important to correctly answer all questions from customs officers regarding documentation, Harmonized System (HS) codes and so on. Failure to do so could lead to delayed clearance at best, or fines and penalties imposed on Huawei for non-compliance at worst.

I had come a long way in my knowledge-building journey. However, just like Oliver, the hero of Charles Dickens' novel *Oliver Twist*, I wanted more – more knowledge, more growth. As a newbie, I was often told that supply chain was a business that was broad and complex. Nevertheless, through consistency and perseverance, I gained enough knowledge to be able to get involved in several other aspects of the business, from presales activities such as forecasting and bill of quantity (BOQ) contingency check to order fulfillment with a particular focus on the revenue trigger process for deliveries to both the port and the site. I independently handled and achieved 100% revenue trigger accuracy for several projects totaling millions of US dollars. I also handled the first dismantled material scrap process for

a key project. Key activities for this exercise involved negotiating terms and modus operandi (MO) with the scrap supplier, carrying out stocktaking at all regional warehouses which had scrap material inventories, and making visits to the scrap yard to prevent partial scrap or even resale of Huawei equipment.

Though I worked with Huawei first as an intern with little knowledge of the supply chain field, enthusiasm and inquisitiveness on my part has been fundamental to and instrumental in my professional growth. More importantly, I have learnt and grown because there is an enabling environment for growth and self-development at Huawei. In particular, the company's online training platforms such as iLearning, as well as multiple reference materials available for study on the W3 website, have been of great help to me – their value cannot be overemphasized. These platforms contain more than enough resources to give any willing learner a head start. Most important of all, Huawei has offered me the opportunity to interact with some of the top professionals in my field and to learn a great deal from them – an opportunity for which I am forever grateful.

Higher Heights

In November 2022, I was given the opportunity to join in a key project and fill the role of project supply manager. Upon accepting this new position I had mixed feelings because, while I had gained confidence from my previous accomplishments as assistant supply manager, I understood that the responsibilities to be assumed by a supply manager were much more complex and challenging. To be specific, in this role I must ensure the achieving of our project business targets and, at the same time, the guaranteeing of customer satisfaction with our supply and logistics – it would be like a heavy weight resting on my shoulders. I took the challenge head on, though, and began by familiarizing myself with the customer and establishing a cordial working relationship with them, finding out their pain points and areas they wished we would improve in our operations. After all, customer satisfaction is the main reason for our continued existence as a company.

My first major challenge came up in the same month I joined the project. The documentation for a shipment was queried by customs for alleged “undervaluation”.

Because the clearance entity was the customer instead of Huawei, the customs authority ordered our customer to pay a heavy fine totaling hundreds of thousands of US dollars. As soon as the customer reached out to us for support, I consulted with colleagues who were vastly experienced in the customs clearance business in order to gain insight into all possible ways of addressing this challenge. I also studied relevant treatises on customs valuation, valuation methods and legislations relevant to customs valuation. Having extensively studied the case with all evidence of compliance with customs regulations carefully compiled and documented, we proceeded to the relevant customs unit to communicate with them. After several hearings, we managed to clarify some misunderstandings and reach an agreement. Finally, the debit note was cancelled.

Since then, I have handled several significant projects with remarkable success and I have had the honor of receiving several awards as well. As the old saying goes, “the sky is wide enough for all birds to fly.” If we dare to dream and to achieve a bright future, we can make it to the top and we will realize that it can never be overcrowded up there. At Huawei, there is always room for one more person who dares to dream and to achieve.



Training my SCM teammates (author is far left)

News & Events

Huawei Promotes Innovative 5G Solutions for Industry 4.0 Infrastructure to Help Digitalize Industrial Manufacturing

[Budapest, Hungary, November 8, 2023] The 5G Smart Factory Forum was held today at the Huawei European Supply Center (HESC) in Budapest. At the forum, Huawei stated that 5G-powered innovative solutions, including self-driving vehicles, AI-driven quality control, and AR-assisted remote maintenance, will serve as the typical applications and basic capabilities of future smart factories.

To drive broad adoption of 5G and AI technologies in Industry 4.0-related fields and thus facilitate the development of the digital economy, Huawei promised to continue promoting the inclusion of innovative 5G solutions for Industry 4.0 infrastructure in the Global Alliance on AI for Industry and Manufacturing (AIM Global) launched by the United Nations Industrial Development Organization (UNIDO).

Vicky Zhang, Vice Director of Huawei's Global Corporate Communications Department, said that in 5G's fourth year of commercial use, innovative applications integrating 5G, AI, and cloud computing technologies are being used across various industries,



The 5G Smart Factory Forum

particularly in smart manufacturing. She also pointed out that there are already mature best practices, like HESC in Páty, that demonstrate the tangible business and social value of these innovative applications.

“Next, Huawei will work with international organizations like UNIDO to promote the sharing and application of 5G industrial infrastructure solutions and related capabilities around the world, in order to drive the development of Industry 4.0,” Zhang said.

In July this year, Huawei and UNIDO launched AIM Global, which is dedicated to building a platform for collaboration and knowledge-sharing and facilitating the innovation and application of AI technologies in the industrial and manufacturing sectors.

Huawei Announces Business Results for the First Three Quarters of 2023

[Shenzhen, China, October 27, 2023] Huawei announced its business results for the first three quarters of 2023 today. During this period, Huawei generated CNY456.6 billion in revenue, with a year-on-year increase of 2.4% and a net profit margin of 16.0%.

“The company’s performance is in line with forecast,” said Ken Hu, Huawei’s Rotating Chairman. “I’d like to thank our customers and partners for their ongoing trust and support. Moving forward, we will continue to increase our investment in R&D to make the most of our business portfolio and take the competitiveness of our products and services to new heights. As always, our goal is to create greater value for our customers, partners, and society.” 

[1] The financial data disclosed here are unaudited figures compiled in compliance with the International Financial Reporting Standards.

[2] Exchange rate at the end of September 2023: US\$1 = CNY7.3095 (source: external agencies).

GSRC Malaysia: Accepting the Journey for What It Is

By Elvin Koay Jing Lin / Malaysia

Picking Up from Where I Left Off

I previously published an article on the *Huawei People* magazine and my article got some rather interesting comments. So I thought: Why not do it again? I last left off trying to be the best version of myself while under the tutelage of Huawei Global Service Resource Center (GSRC). Unfortunately, I am far from the version I would be satisfied with. Of course, since the last time we met, I have met many other different people from different walks of life and gained different perspectives into what this industry has to offer. I was not disappointed.

I continued my journey and traveled to several places. Some of those places I was excited about, and some others, well, actually turned out better than I had expected. All this has been possible because of GSRC Malaysia, to which I am forever grateful.

As anyone would expect from constant travels, you meet a variety of people that slowly chip in to make you the person that you are today. They leave impacts on you and teach you lessons and, though you may not get along well with all of them, you may still appreciate the encounters and thank them for the lessons (be it good or bad).

Moving on from the previous article, I am proud to say that I am no longer categorized as an “inexperienced hire”; now I would rather consider myself a “progressing engineer”.

My Journey to Eastern Europe

Eastern Europe had been new to me. I had never thought of going there, nor had I known much about any of



A location during my stay in Serbia evoking many meaningful memories

the countries in that part of the world. One day, somewhere around April 2022, my line manager told me that I was assigned to a project in Serbia and honestly, I did not know what to expect. But after spending three months there, one thing was quite clear to me: I would definitely visit it again.

The culture was new to me and the country was lovely; the building and architecture had a certain vibe around it. Most importantly, the people I met there were kind, friendly and welcoming. That was despite my expectation that some of the team members would find or at least consider me “rude”. And it was how a person would normally react when he or she sees me, a quiet and shy person. That day, when arriving in Serbia, I barely spoke, not because I was arrogant but because I was shy (obviously). I was worried that I might be misunderstood for this. Regardless, it all worked out for the best as far I knew, because we – my teammates and I – have remained good friends to this day.

I can only speak from my personal experience and, from what I have experienced, the projects in Serbia are

often tough. The project teams are usually small but tight-knit, while the project deadlines are as tight. Negative as it may sound, this is the best environment for growth, which, as common sense goes, never comes easy.

If some of you from the Serbia team are reading this article, thank you very much for your hospitality and I hope to see you guys again soon.

Getting Associated with Pakistan

Like any other country that I have ever been to, Pakistan has left me with a lot of fond memories. With their hospitality, the local staff of Huawei Pakistan won me over immediately after my arrival there. They were friendly and kind, and they would go to great lengths to make sure that I felt at home even though I was actually far away from my home country.

Before going to Pakistan, I had only been to European countries for project support. In Pakistan, I had one of the best culinary experiences. The local foods were so to my taste that it seemed that I could not eat enough of them – my waistline expansion clearly substantiated my claim. In a span of six months, I gained a lot of weight and the gain was not by the one or two additional kilograms. At the end of my support assignment there, I had to buy new pants and obviously there was no longer a need for a belt.

In any region of the world that you have yet to experience and explore, oftentimes you do not know what to expect of it. Pakistan was no exception. And more often than not, you expect a country to look a certain way and your only point of reference is what you see online or in the media. In that sense, Pakistan surprised me. The first thing I had not expected was that there was winter in Pakistan and the temperatures could go as low as six degrees Celsius in Islamabad. The second thing that surprised me was how incredibly friendly the people in and around the capital were. In public areas, they would often greet us and smile at us.

What makes the country so special to me is that the GSRC Malaysia team in Pakistan at that time was like an extended family and my time there would not have been that enjoyable if it had not been for them. They were always there for me, giving me support and help when needed; they would make jokes (at their expense) and spend time with me whenever I had nothing to do and felt bored; they would accept my nonsense for what it was, a

kindness to which I was and still am indebted.

Coming to Terms with the Traveler's Lifestyle: Part and Parcel of GSRC Malaysia

I have been with GSRC Malaysia for about four enjoyable years, supporting projects away from Malaysia most of the time. Though this is but a short duration when compared with the years of service my other seniors have completed, it has slowly and gradually changed my perception of overseas travels.

I suppose that traveling for work would be better when you are young than when you are older and have heavier responsibilities and commitments at home. I may be wrong, but then again, if I am wrong, it will be a lesson well learnt.

Currently, I am in Africa. I am fortunate enough to be working on another project where there is a team of Malaysians here. As of the time of my writing, I do “annoy” them from time to time and I guess that it is enjoyable for me at least. Aside from that, the African continent has much to offer, as it is the first time for me to be on the continent; my upcoming article, if any, would probably be all about Africa.

If you are reading this article, dear readers, I hope that your journey in this company is an enjoyable one and that, for what it is worth, you will find what you are looking for on this exciting journey. Till the next article, I wish you all the best. ②



Having the last gathering in Pakistan with my Huawei teammates, which made this trip that much more valuable (author is fourth from left)

You Are a Writer at Heart!

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



We Want:

Work Stories of Individuals

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

world may feel quite connected.

Team/Project Stories

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

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

company was built and still rest on today.

Opinions

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



solutions, and align with the core values of Huawei.

More articles for your reference:

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

Everything is Possible, if We Believe in It

My Huawei Interview - Chasing Goals and Seeking Results



10th
**FUTURE
STAR**

2 0 1 4 - 2 0 2 3



**Success
Favors the Bold
All Should Strive
to Be Heroes**

