

## ALTAI TECHNOLOGIES CULTIVATES TALENTS WITH HEARTS AND GETS READY TO DEVELOP GLOBAL MARKET

奧泰爾科技向世界出發  
科研人才用心灌溉

Interviewed by Mr. Sutton Cheung



“We will not charge our clients unless the product meets our high standard’ is our motto. This motivates us to strive for the best product for our clients,” said **Dr. Raymond Leung, Chairman and Chief Executive Officer of Altai Technologies.**

奧泰爾科技有限公司主席及首席執行官梁少康博士：“我們抱著『產品表現不合格不收錢』的心態，將同事心裡對追求完美產品的熱忱完全發揮出來。”

Altai Technologies, a super WiFi technology company targeting global WiFi solution market, was founded in 2006 and headquartered in Hong Kong. The company is striving to research, design, develop and market Super WiFi solutions. Super WiFi is a key project which has attracted ASTRI's investment of USD10 million. The project was spin-off as an independent company due to the huge market potential. As the early investor of Altai, Dr. Raymond Leung, Chairman and Chief Executive Officer of Altai Technologies emphasized, “WiFi is not a new technology and there are a lot of network equipment manufacturers in the global marketplace. Since the mobile network services provided by the carriers over the world cannot effectively cover the remote areas, this has, as a result, created huge market potential for WiFi technologies.”

With the self-developed and patented technologies of Smart Antenna and signal processing algorithm, Altai Technologies Super WiFi achieved 10X area coverage as compared to traditional APs. The Super WiFi technologies solution is widely adopted in various industries in more than 100 countries, including network operators, logistic centres, education institutions, container terminals, international airports, government departments, tourism and device manufactures.

### Hong Kong innovation eyes on global market

Dr. Leung is a distinguished industrialist and entrepreneur in Hong Kong. He has successfully led SAE Magnetics to be the world's largest independent supplier of magnetic recording heads for hard disk drive industry and founded Amperex Technology Limited (ATL), which is one of the leading lithium ion/polymer battery solution providers in the world. Prior to Altai, Dr. Leung was appointed as the top management in TDK Japan. He has more than 30 years of experience in IT industry and is knowledgeable about the market and related opportunities. He also has extensive people network in the industry.

“From westerners’ perspective, Hong Kong is not an ideal place for technology innovation. However, we have to be confident

超級智能WiFi科技公司奧泰爾科技（Altai Technologies）成立於2006年，是一家總部位於香港，面向全球的無線寬頻解決方案供應商。該公司一直致力研究、設計、開發及向市場推廣Super WiFi無線寬頻解決方案。Super WiFi本是香港應用科技研究院（ASTRI）投資超過1,000萬美元的研究項目，因市場潛力大而分拆成為獨立公司。作為奧泰爾科技早期投資者，現任奧泰爾科技主席及首席執行官梁少康博士表示：「WiFi不是新科技，全球也有許多網絡設備製造商參與其中。但由於各地電訊商的流動網絡服務未能有效覆蓋偏遠地區，這使低成本、高效能的WiFi技術擁有龐大市場潛力。」

憑藉自行研發的智能天線和信號處理算法的專利技術，奧泰爾科技 Super WiFi 比一般WiFi接入點的覆蓋範圍大10倍。嶄新的 Super WiFi 技術使該公司的無線寬頻解決方案在全球100多個國家獲得廣泛應用，包括：網絡營運商、物流中心、教育機構、貨櫃碼頭、國際機場、政府部門、酒店旅遊和設備製造等各行各業。

### 香港科研走向世界

梁博士是香港傑出工業家，曾成功領導新科實業（SAE Magnetics）發展成為全球唯一硬盤讀寫磁頭供應商，又創立了ATL並使它成為鋰離子電池界的翹楚；在任職奧泰爾科技首席執行官前，梁博士曾是日本TDK集團的最高管理層。他在科技界長期打拼，累積30多年經驗，擁有敏銳的觸角，洞悉市場機遇及建立起廣大的人脈網絡。梁博士的抱負是帶領香港科技人才走向世界市場。他表示：「在外國人眼中，香港從來不是科技創新的地方。但香港人要對自己有信心，確信憑著我們的科研實力，能在高科技領域打開世界市場。」他希望憑著自己在高科技界的多年經驗及全球商業網絡，幫助本地科技團隊發展成為世界知名的高科技公司。

and believe in ourselves in innovative capability," he said. "Our innovation can be competitive in global market!"

He hopes his extensive experience in technology and global business network can help local team to grow up as a well-known technology company in global market.

## Hong Kong's homegrown network innovation gains global attention

A lot of datacenters have been built in recent years and this has established a globally connected cloud network. Also, the popularity of smartphone has created huge demand for staying connected anytime anywhere. Therefore, Altai Technologies has focused on Super WiFi technology development to fulfil the huge market needs.

Dr. Leung mentioned, we have been growing Altai Technologies step by step – we firstly focused on technology development for better products; and we have to wait for the public WiFi market to be mature. We observe that the waves of e-commerce and smart city construction were stimulated by the popularity of smartphones and mobile devices. Also, as for Pokémon Go, the recent hot mobile game, players need to stay online for a long time to capture the monsters and thus boosting up the data usage of 3G/4G network. However, with Altai's Super WiFi solution, users can reduce significantly on their mobile network data usage and related cost. These factors have driven the adoption of Altai's Super WiFi in many countries. Social media giants, such as Facebook and Google, have been building up WiFi networks to eliminate the digital gap for developing countries, such as India, Indonesia and other African countries. This also has given a big push on the development of economies in those countries.

### Facing our customers directly

Altai Technologies is Dr. Leung's second investment on ASTRI's spin-off projects. He recalled that he chose ASTRI's WiFi research project because ASTRI possess of high capability on technology research and product development, but they may not have good approach to commercialize their research projects and products. Since Altai Technologies was founded, the company has been spending a lot of resources on raising market recognition and price/performance ratio of the products, as well as establishing oversea sales channels.

He believes it is critical to have good communications with customers from product design, research/development and commercialization process. In the past, Altai Technologies tried to invest huge resources on developing WiFi access controller, but they didn't achieve good results in the end. After communicating with customers to understand the competitors' advantages in the market, the technical staff changed their approach to cloud-based model to better fit in the market needs and thus gaining good feedback from the market.

Altai Technologies has been investing huge resources to participate in many global exhibitions to connect with customers and understand their needs at different markets. At the same time, Dr. Leung has organized a team with salespeople and



Altai's Super WiFi technology was developed in Science Park in Taipo and has been tested massively. 奧泰爾Super WiFi技術在大埔科學園研發，並進行大量實用性測試。

### 網絡科研香港實力

放眼現今世界，全球各地紛紛建立數據中心，築起一個連接全球的雲端網絡。而智能手機的普及，令大眾有隨時隨地有連網的需求。因此，奧泰爾科技專注研發的 Super WiFi技術是有廣大市場渴求的項目。梁博士表示，奧泰爾科技發展循序漸進，一來先專注技術研究，然後做好產品；二來公共WiFi網絡市場仍未成熟，必須慢慢灌溉。近年智能手機和裝置日漸普及，全球掀起新一輪流動電子商務熱潮及智慧城市建設。以近期大熱的Pokémon Go為例，遊戲玩家由於需要長期在線捕捉精靈，因此對3G/4G網絡的數據用量需求大增，但利用奧泰爾的Super WiFi方案可以大幅減低用戶的流動網絡數據用量和費用；這種因素使奧泰爾Super WiFi解決方案在全球各地受到熱烈的歡迎。社交媒體巨頭Facebook和Google也在發展中國家，如印度、印尼、非洲國家開拓及建設WiFi網絡幫助消除數碼鴻溝，推動當地的經濟發展。

### 直接面對客戶

奧泰爾科技是梁博士從ASTRI分拆的第二個投資項目。梁博士回想當初之所以看中ASTRI的WiFi科研項目，是因為了解到ASTRI擁有良好的技術研發能力和產品成果，只是欠缺將科研技術及產品商品化的竅門。自奧泰爾科技成立後，公司花了許多心力提升產品的市場認受性及性價比，建立廣泛的海外銷售渠道。他認為從產品設計、科研開發到商品化的過程中，跟顧客保持良好溝通十分重要。過去奧泰爾科技曾嘗試投入大量資源開發WiFi接入控制器，但效果未如理想。後來通過技術人員和客戶溝通，了解市場上競爭對手的情況，及時進行了調整，改用雲端控制模式，使產品更能貼近市場要求，並獲得良好的市場迴響。

奧泰爾科技一直投入許多資源參加全球各地的展覽會，直接了解當地客戶要求。同時，梁博士將銷售與科研人才編作一個團隊，一齊拜訪客戶，跟客戶直接互動與溝通。他說：「科研與銷售同事一齊會見客戶，鼓勵工程

technology developers to visit different customers so that they can communicate and interact with them directly.

“This approach can help our engineers to communicate closely with customers. This can streamline our product development to fit the market needs and also enhance the engagement and commitment of the team on technology innovations.” Dr. Leung said.

Since last year, Dr. Leung has been leading the team to meet with the customers in United States, Japan, Middle East and Southeast Asia and introduce the latest wireless solution. In return, customers showed appreciation to the innovative Super WiFi technology and they believe this technology can resolve their wireless network problems.

“Pay attention to the changing technology world, directly engage with customer and then quickly respond to the market.”

### Emphasize on team work and be passionate

When considering to invest in an emerging company, Dr. Leung will focus on three indispensable key elements, namely the company's vision, technology and the team passion.

Now, Altai Technologies has more than 60 staff, in which more than half of them are development talents. This reflects the company's significant efforts on technology development and creative thinking.

“For technology business, we have to pay attention to the market changes from time to time, and then quickly respond to the market. Also, we need to be a risk-taker and get the highest potential benefits. To develop high quality and reliable product, team work is the key.” Dr. Leung said.

He explained, in the ever-changing technology business, the factors to success for a startup owner are acting fast and performing better than others in a more cost effective approach.

Dr. Leung emphasized that team work is key in Altai Technologies and we don't need superstar in the team. Instead, we need the team player who can learn a lesson from every failure during research and development.

“We will not charge our clients unless the product meets our high standard' is our motto. This always motivates us to strive for the best product for our clients,” Dr. Leung said. “They will perform well even without being monitored.” He believes, even for the big company, they also grow up with this attitude and rely on the passionate staff to overcome any kind of challenges.

### Cohesiveness drives excellence

In order to enhance the cohesiveness among all staff, Dr. Leung embraces three approaches to increase their morale. Firstly, he intentionally enhances the transparency of the company with weekly review on business so that every colleague can fully understand the operating situation of the company. Secondly, he takes colleagues' benefits into account by setting up mechanism



If you go to New York's Times Square and connect to the free Wi-Fi, that's Altai's technology.  
紐約時代廣場向公眾開放的免費WiFi服務，也是由奧爾泰科技公司提供。

師跟客戶緊密溝通，不但加快了產品跟市場接軌，同時也可加強團隊對科技創新的投入感及認同感。」自去年開始，梁博士親自帶領團隊前往美國、日本、中東及東南亞與客戶會面，介紹最新的無線解決方案。客戶對創新的Super WiFi技術給予高度評價，認為這個技術能夠解決他們面對的無線網絡問題。

“留意世界科技轉變，直接面對客戶，迅速回應市場。”

### 重視團隊合作與熱情

對於投資一家新晉公司，梁博士主要看公司願景、技術及團隊熱情，三大元素缺一不可。今天奧泰爾科技公司擁有60多名員工，超過一半為科研人才，公司也十分重視科技研究及創造性思維。他表示：「做科技產品，要時刻留意世界科技轉變，回應市場要快，也要懂得以小博大，研發出高質素及高穩定性的產品，因此團隊合作十分重要。」他解釋，科技總是發展迅速，因此辦初創企業要快人一步，做得比別人出色及具成本效益，才有競爭力。

梁博士強調，奧泰爾科技著重團隊合作，團隊內不需要超級明星，但必須懂得在研發過程失敗時，學會從錯誤中恢復過來。他說：「我們要抱著『產品表現不合格不收錢』的心態，將同事心裡對追求完美產品的熱忱發揮出來，不用老闆監察，同事們會自發地做好產品。」他認為無論多大規模的公司，都是藉這種態度發展起來，靠同事的熱情突破重重難關。

### 凝心聚力奮發向上

為凝聚向心力，梁博士從三方面激勵員工，提升團隊士氣。首先，他刻意提升公司透明度，每星期檢討工作進度，讓每位同事都知道公司經營情況，將心比己；第二，考慮同事切身利益，建立機制讓同事努力及有發展機會，並做好利潤分享，照顧到公司短期至中期發展需要。例如公司預留兩成股權作獎勵員工，讓大家有共同

to reward them and helps them to develop their career. The company plans well on profit sharing to fulfil the needs of company in short to mid-term business development. For example, they have reserved 20% shares to reward their staff and motivate them to achieve this common goal. Lastly, establishing fair and trustworthy culture is another key to success. A successful company is just like a miniature United Nation integrating different cultures and voices. Therefore, the management must actively communicate with every colleague and exchange ideas.

### Put ourselves into customers' shoes

Altai Technologies has grown from single product to comprehensive wireless solution provider, acquiring more businesses in the upstream of networking technology. The company also plans to enter big data analytics and social media elements markets in the future.

"If we only stay at the bottom level of the supply chain, our profitability will be limited. Therefore, we need to be creative and provide turnkey solution for our customers," He said.

The company does not only sell and implement Super WiFi infrastructure, but also think from our customers' perspectives on how to leverage WiFi service to generate revenue, such as using cloud-based big data analytics to analyze WiFi users' shopping behavior.

All these technologies can help countries along the China's "one belt one road" strategy roadmap build their wireless networks and business models at the lowest cost and fastest time, and meanwhile save the large amount of investment at the early stage and long deployment period, which were usually required in traditional broadband solution.

In addition, the SMEs in those countries can use this network platform to promote themselves to the global market. This does not only encourage business cooperation, but also foster cultural interaction, and as a result, provide a comprehensive platform for e-learning and e-commerce.



Jamaica is an island country and its environment posed difficulties in WiFi network deployment. However, Altai Technologies' patented long range technology does not only help overcome this challenge, but also lead the market and gain the largest market share of subscribers among the 20 wireless network service providers. Its network business was subsequently acquired by Cable & Wireless at high transaction price.

牙買加島國環境特殊，不利建設WiFi網絡，但奧泰爾科技的專利長距離技術卻能夠衝破重重障礙、突圍而出，從當地20個無線網絡營運商中獨佔鰲頭獲得最多網絡用戶，而該網絡最終被Cable & Wireless以高價收購整個業務。

目標打拼；第三，打造平等與互信文化。他認為成功企業像迷你聯合國，容納不同文化與意見，因此管理層要主動跟每一階層的同事聊天和交換意見。

### 想客戶所想

奧泰爾科技由單一產品發展至全面的無線解決方案，一直向網絡科技上游發展，未來甚至加入大數據分析及社交媒體元素，價值倍增。梁博士說：「如果永遠只做供應鏈內的最底層，賺錢能力有限。我們要加重創造性思維，從客戶角度建立統包方案（Turnkey Solution）。」不只是售賣及安裝 Super WiFi基建設備，也會考慮客戶如何善用WiFi服務賺錢，例如以雲端為基礎的大數據分析用戶行為，了解WiFi用戶的購物習慣。以上技術能幫助中國「一帶一路」戰略的沿線國家，以最低的投資和最短的時間建立她們的無線網絡、營商模式，省卻一般寬頻解決方案所需的大量前期資金投入和漫長的建設週期。此外，當地的中小企業可以利用這個網絡平台進行推廣和交易以便進軍國際市場，這不僅搭建了商業的橋樑，也同時促進文化的交流；為在線教育、電子商務等服務提供了平台。



Altai Super WiFi products and technology have been chosen by Istanbul Atatürk Airport (IST) to provide WiFi connection for the ground support staff to stay connected in the apron areas. 土耳其阿塔圖克國際機場選用奧泰爾Super WiFi產品及解決方案，讓機場支援人員可在停機坪上使用WiFi上網，保持緊密溝通。