

Curriculum Vitae of Larry Ka Yeung POON

Professor Larry Ka Yeung POON is the director and management consultant of a wide range of companies in the Asia-Pacific region. He has been teaching the courses of the EMBA, MBA, MSc of the Chinese University of Hong Kong (CUHK) since 2001.

He currently holds the position of

1. Honorary Institute Fellow of the Asia-Pacific Institute of Business, CUHK
2. Adjunct Associate Professor of the Department of Marketing, CUHK
3. Director of the Board, Great Eagle Holding Limited (Hong Kong Stock Code: 0041)
4. Director of the Board, Shenzhen Neptunus Interlong Bio-Technique Company Limited (Hong Kong Stock Code: 8329)
5. Host of the radio program “ New Thinking in Management” on Channel 1 of the RTHK
6. Advisor, Chinese Gold and Silver Exchange Society, Hong Kong
7. Panel Judge Member of the Registration Committee of the Chinese Gold and Silver Exchange Society, Hong Kong
8. Humanitarian Education Advisor, Hong Kong Red Cross
9. Chairman, Southeast Holdings Limited (www.kaconcept.com)
10. Honorary Chairman, Global Green Connect Pte Ltd
11. Executive director, Institute of Medical Specialist
12. Principle Consultant, Global Business Institute
13. Principle Consultant, LP Consultancy Limited

Career Path

Larry joined BSC, a leading building material company in Hong Kong in the 1980s. Being recognized as the top salesman of the company and the founder of the marketing department, he was promoted to the position of Assistant General Manager in 1994 and then to the General Manager of China. He was instrumental in the success of formulating strategic plan for the company, setting up four regional offices (Beijing, Shanghai, Dalian, Guangzhou) to cover 35 cities in China and implementing the retailing and business to business operation modes. He was the key man to advise local and regional partners to integrate with international brands and to formulate the strategic plans for the international brands entered into China in 1990's (ROCA, Grohe, V&B, Teuco and so forth). With his outstanding performance in China, he was appointed as the Commercial Director for China by the ROCA Group, a global market leader in building product industry based in Spain. Larry played an important role in the national set up of ROCA in China, from manufacturing to sales and marketing as well as B2C to B2B business strategies, his achievement left a mark in the industry. In 2001, Larry set up his consultancy and investment business.

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Academic background

Larry is the Honorary Institute Fellow of the Asia Pacific Institute of Business, CUHK. He obtained his MBA from the University of Hull, UK, and holds a Bachelor's Degree in Mathematics with double minors in Economics and Marketing at CUHK.

Teaching experience

Since 2001, Larry has been teaching business strategy and marketing-related subjects such as Business and Managerial Consulting in China, Applied Business Research (Business Practicum), Salesmanship, Sales Force Management, Service Marketing, Organizational Marketing, Marketing Management, Strategic Marketing, China Marketing, Global Marketing for the Master of Science in Marketing, MBA program, EMBA program and Global Executive MBA program of CUHK.

He has obtained the teaching awards of MSc in Marketing from 2001 to 2010 and program teaching awards of MBA in 2011, 2012, 2013 and 2014 consecutively.

Larry has provided seminars and workshops in Core Competence, Leadership, Negotiation, Business Strategy and China Business Strategy for more than 1000 business executives from the EMBA and MBA Residential Program of many famous universities in the world - University of California, Irvine, Lawrence University, University of Redlands and SMU-Cox School of Business from the United States, International Indian Institute of Management from India, Bocconi University from Italy, RSM Erasmus University from The Netherlands as well as Estonia Business School from Eastern Europe.

Business research and consultancy experience

Larry has been providing consulting services to a wide range of companies in Hong Kong and China (for example, SHK Property, Sino Group, Swire Property, Peninsula Hotel, Mercedes Benz, the Chinese University of Hong Kong, Hongkong Post, B&Q China, Education and Manpower Bureau of HKSAR, the Chinese Gold and Silver Exchange, Duravit AG, Catalano Italy) in areas including Core Competence Building, Strategic Business Plan, Market Analysis, Business Strategies, Service Strategies, Organizational Diagnosis and B2C and B2B Operation Mode Reengineering.

To cite ten specific examples:

1. The Chinese University of Hong Kong- Image Study
To study the image of CUHK, conduct quantitative and qualitative research to understand the image held in the mind of students and teachers. A set of strategies has been proposed to facilitate the image building of CUHK.

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2. Hong Kong Council for Accreditation of Academic and Vocational Qualifications- *Needs Analysis on the Quality Assurance under the Qualifications Framework:*

The Hong Kong Council for Academic Accreditation (HKCAA) has been entrusted by the Education and Manpower Bureau (EMB) to perform the quality assurance function of the QF. This consultancy project aims at providing optimal information for assessing the service prototype of the QA and formulating effective strategies for the implementation of the QF. The projects include the studies of the attributes assessment of the quality assurance service and the needs of program providers.

3. Mercedes Benz (A Leading Brand in Car Industry)- *Critical Touch Point for Superior Customer Experience*

To formulate a set of business strategies to cope with the competitive market, it is imminent need of Mercedes Benz Hong Kong to understand the Critical Touch Points along the service process. The project aims at providing optimal information about customer behaviour for creating superior customer experience strategies.

4. SHK- *PRC Consumer Behaviour and Marketing Strategies*

Market opportunities favour customer centric mind. This project aims at analysing the PRC customer behaviour in HK property purchasing experience, customer value and the associate risk of a specific strategic move. By the consultancy project, the board gained knowledge of the customers in-depth and was able to determine a key strategy with sound evidence.

5. TTI- A Warren Buffet company- *Leadership Development*

In order to reinforce its leading position and be responsive to the rapidly changing market, TTI needs to develop the leadership of its top management in Far East region. A leadership consultancy program with action learning projects to solve the management problems in strategic leadership has been conducted. New competence models and incentive programs for motivation have been proposed.

6. Great Eagle and Langham Hotel- *Strategies for the Way Forward*

Great Eagle has transformed itself from a local developer in Hong Kong into a global market player. With more than 50 Langham hotel development projects across the Globe, it is critical for Great Eagle to have a thorough understanding of its exiting core competence and also to identify a new set of competence to bring the future success. A set of strategies for setting the way forward for Great Eagle has been formulated given the comprehensive study in a mix of qualitative and quantitative approaches.

7. Duravit AG (Manufacturer of Building Material from Germany)-*Entering into China*

Starting the manufacturing in China from the scratch, we gave advice on formulating entry strategies, tailoring the best entry modes, conducting manufacturing feasibility, designing the

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business operation mode, designing the B2B and B2C marketing channel and marketing process.

8. The Chinese Gold and Silver Exchange- *Strategic Change of CGSE*

By identifying internal and external customer needs and requirements, conducting Process Analysis and Root Cause Analysis as well as SWOT analysis, the consultancy project assists CGSE in formulating new sets of business strategies and facilitating work groups for the implementation of new operation mode of CGSE.

9. Hongkong Post- *A Study on Local Courier Market in Hong Kong*

The scope of project includes identifying customer needs and requirements, conducting focus groups and survey to identify the key areas for customer satisfaction program, comparing and contrasting the operation mode between HK Post and competitors for the local courier distribution service, then recommending a new set of marketing strategies.

10. Urban Renewal Authority- *Strategic Planning Framework*

By conducting a two-day consultancy workshop, senior executives of URA have learned a set of planning techniques and a strategic planning framework. This project aims at facilitating the various departments of URA to develop the departmental plans consistently and effectively.

Training experience

Larry has extensive experience in conducting executive training programs for executives in China and Hong Kong who occupy senior positions in banking, retail chain stores, property developers, telecommunication, postal service, transportation, pharmaceutical and medical business, public utilities etc. He was an expert in Executive Coaching and has taught and facilitated programs in the modules of Business Planning, Market Analysis, Organizational Diagnosis, Project Management, Leadership, Change Management, Crisis Management, Salesmanship and Negotiation, Team Building and Problem Solving, Service Marketing, Customer Relationship Management, Customer Experience Management, Branding Building, Global Marketing, Marketing Strategies, Strategic Retailing, Strategic Marketing and China Marketing.

To cite thirty specific examples among hundreds programs:

1. JP Morgan- Executive Coaching for Leadership Program in Problem Solving Skill

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2. Bank of East Asia – Business Strategy and Strategic Thinking for Future Leader
3. China Construction Bank —Customer Loyalty Building for Customer Manager (China)
4. HSBC—Core Competence for Young Entrepreneur Leadership Program
5. Wing Lung Bank – Business Strategy and Strategic Thinking
6. American Embassy (China) – Marketing Strategy and Service Marketing
7. Trade Development Council – Core Competence and Change
8. Trade and Industry Department of Hong Kong – China Business Strategy
9. The Land Registry-Service Quality Improvement, Customer Relationship Management
10. Housing Authority—Innovation and Creative Problem Solving
11. Sun Hung Kai- Executive Coaching in Problem Solving and Strategic Planning
12. Gammon- Executive Coaching for Communication Skill
13. Swire Properties - Branding and Marketing Process for China Market
14. R&F Properties – Core Competence and Change
15. Teemall China Properties—Competence and Management Quality in China Market
16. CSL- Click with CEO , Leading an Effective Sales Team
17. China Mobile – Core Competence and Business Strategy
18. China Telecom-Core Competence and Leadership
19. Fuji Xerox- Selling Skill in Selling to CEO
20. MTR—Strategic Marketing, Customer Experience, Branding and Business Strategy
21. Towngas (China and Hong Kong)- Organizational Diagnosis and Change Management
22. Swire Travelling– Customer Experience Management
23. Jusco Retail Chain Stores – Strategic Retailing and Market Research in China
24. Fenix and CitySuper – Strategic Marketing and Branding for Future Leader
25. Glorious Sun (Jeanswest)- Change Management and Core Competence
26. Chow Sang Sang- Brand Building Strategies in China
27. Amway China- Business Strategies and Organizational Development
28. Sime Darby(BMW)- Creative Thinking for Senior Management Team
29. Volkswagen China- Marketing Strategy for Customer Centric Organization
30. Richemont Group (Cartier, Van Cleef etc) – Customer Experience Management

As an outstanding practitioner, Larry has integrated his practical knowledge and management skill with theories and concepts to conduct consultancy projects and effective training for solving business problem in real-life contexts.

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