

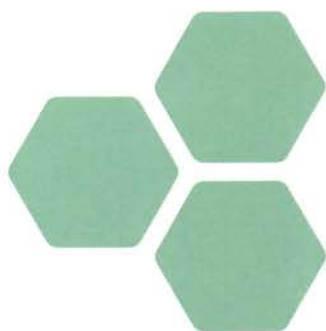


THE UNIVERSITY OF HONG KONG  
Faculty of Business and Economics

# BUSINESS CONSULTING PRACTICUM



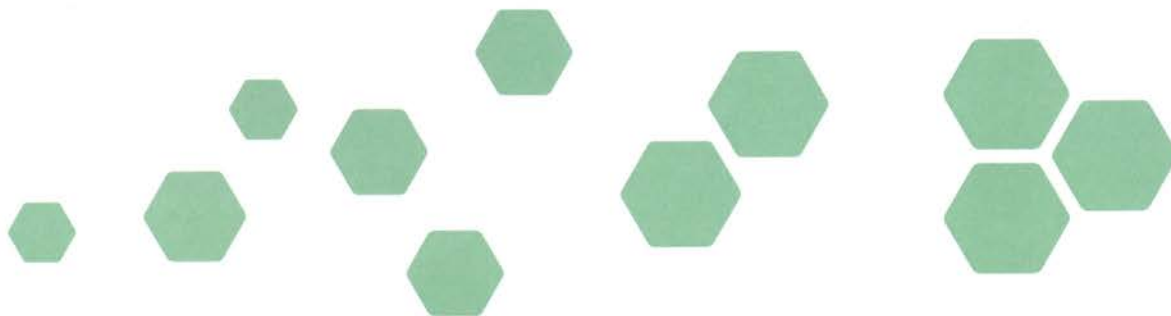
*BCP 10<sup>th</sup>  
Anniversary*



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Professor Hongbin Cai  
Dean  
Faculty of Business and Economics  
**DEAN'S FOREWORD**

Driven by its vision and mission, the Faculty of Business and Economics of The University of Hong Kong strives to nurture business talents, and to foster both academic and applied research to serve the needs of Hong Kong, China and the rest of the world in the fast-changing global economy.

At the education front, we are committed to rendering students with a variety of experiential and enrichment activities to complement their university learning. This is particularly important in nowadays' business education that students should be well-equipped not only with the necessary knowledge and skillsets, but also the practical experience relevant to the real business world in the globe.

Business Consulting Practicum is one of the enriching experiential learning courses offered by our Faculty. Under the concerted efforts of our faculty members and mentors from the profession, this six-week summer course aims at offering students with hands-on experience of working with business clients, and putting their academic learning into practice to solve real-life problems. Throughout the course, they perform consultancy projects for business organisations, breed new ideas and develop plans for execution under the guidance/ advice of their supervisors.

Business projects from this Practicum mainly originate from SMEs and social enterprises in Hong Kong. Comprising full-time consulting services, training workshops, proposal development, professional mentorship and presentation skills enhancement, we believe the Business Consulting Practicum will continue to nurture our brightest students to swiftly adapt to real world business environment, to become responsible and sensible business leaders, and to contribute to the community.

I am more than delighted to witness the 10<sup>th</sup> anniversary of this course, and would like to take this opportunity to express my heartfelt gratitude to my colleagues and counterparts in the profession/ community which can help out in the course over the past 10 years. I look forward to working with all of you to continue our provision of dynamic and vibrant learning experiences for our students.



Dr. C K Lok  
Lecturer & BCP Co-ordinator  
Faculty of Business and Economics

## BCP CO-ORDINATOR'S FOREWORD

Business Consulting Practicum (BCP) is an experiential learning course offered by the Faculty of Business and Economics of The University of Hong Kong. It gives students an opportunity to practise critical thinking, analytical skills and problem solving skills, to become a consultant for a business organisation while leveraging business knowledge to solve specific real-life business problems.

Over the past 10 years, we have nurtured over 400 students from the Faculty and helped over 90 small and medium-sized enterprises (SMEs) and social enterprises. Under the professional guidance of faculty members and mentors, students learned how to tackle business problems, devise feasible proposals, and pitch to the clients. With their dedication and great efforts, many of their ideas were well-received and implemented. Through this Practicum, students gained invaluable experience and enhanced their employability.

BCP marked its 10<sup>th</sup> anniversary in 2018. To celebrate this milestone, we decided to showcase some of the great projects from our participants. This brochure also represents a token of appreciation to our clients, mentors, and students.



**Project objective:**  
To build a strong customer base for the local young generation through e-marketing implementation.



## Analysis:

### 1. SWOT Analysis

#### Strength:

- New and special form of martial arts
- Stable customer source

#### Opportunities:

- Cooperation with institutional partners
- Expansionary market

#### Weakness:

- Undeveloped e-channels

#### Threats:

- More competitors with comprehensive marketing strategies

## 2. Competitor Analysis

### 2.1 Facebook and Instagram:

#### • General performance



Organization	A	B	C	D	E	Average
Star rating from	4.1	4.5	4.7	4.8	4.9	4.6

#### • Findings from posts

##### - Diversity of posts:

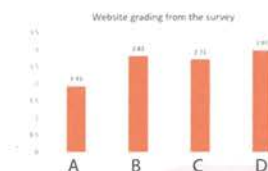


##### - Outstanding posts:

- ✓ Promotion with discounts
- ✓ Well-edited photos and videos
- ✓ Unique background and poses
- ✓ Post bring in sympathy

### 2.2 Website:

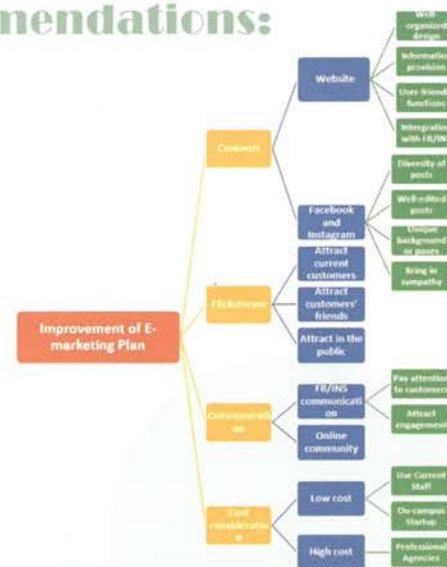
#### • General performance



#### • Competitors' implements:

Design	Information	Product Features	Integration
<ul style="list-style-type: none"> <li>• Slideshows in homepage</li> <li>• Consistent theme color</li> </ul>	<ul style="list-style-type: none"> <li>• Course detail</li> <li>• Instructor's profile</li> </ul>	<ul style="list-style-type: none"> <li>• 3-D experience</li> <li>• Booking for free trial</li> <li>• Live chat</li> </ul>	<ul style="list-style-type: none"> <li>• Icons of social media pages on website</li> </ul>

## Recommendations:



Project Objective:  
How can **the company** be  
**positioned** and **marketed** so as to  
crack into shipping consultancy  
business in China?



Mainly target at SOEs  
Mainly provide consulting  
services on technical  
issues  
Little focus on business  
strategies

25+ years of industry  
experience  
45+ years of experience in  
global business strategies  
Extensive network



Increase business scale  
More organized  
management  
More efficient and effective  
financing  
Global insight for growth  
and expansion

Focus on SMEs  
Focus on business strategies  
consulting  
Facilitate consulting of other  
areas  
Provide global insight

## Recommendation 1

We suggest that:  
The company be positioned as providing  
business strategies for shipping SMEs that care  
their future development



2

Through Joint-venture with local firms, the company can

- Enlarge research capacity and gain trust
- Capitalized on established marketing channel
- Diversify range of consulting services
- Build Chinese networks



3

Through comprehensive marketing plan, the company can

- Raise company awareness
- Gain trust and conviction
- Pitch idea
- Build long-term partnership



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FACULTY OF BUSINESS AND ECONOMICS  
**Business Consulting Practicum  
(BCP) 2016**



**Project Objective**

To explore potential markets that are more susceptible to monthly rentals in Hong Kong



**Findings & Analysis**

Theme 1: Purpose of Car Ownership

- a) Family
- b) Work
- c) Residential Location

Theme 2: Obstacle to Car Ownership

- a) Public Transportation
- b) Parking
- c) Others
- d) No Data



**Recommendations**

Recommendation I: Parking Package

- Rent for work to solve parking problem
- Expats relocating to HK 1-12 months

Recommendation II: Rent-B4-Buy

- Rent to facilitate decision-making
- Current residents of HK in areas inaccessible by MTR



# Business Consulting Practicum (BCP) 2016



## PROJECT OBJECTIVE:

How can the company attract customers by enhancing their online trading experience?



## Key Findings

### Problems Faced by the Client

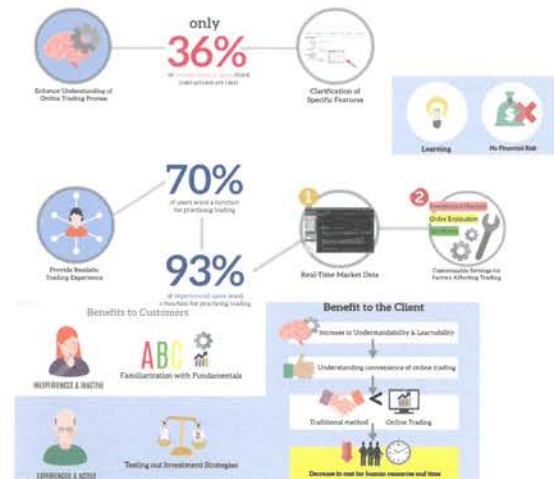


## Recommendations

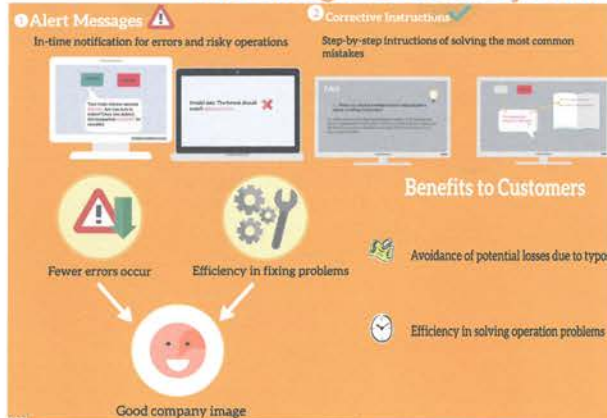
### Comprehensive Search Engine



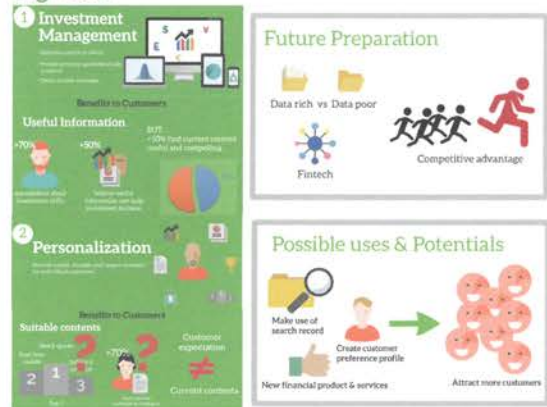
### Investment Simulator



### Enhancing Feedback System



### Big Data



# Business Consulting Practicum (BCP) 2016

## Problem Statement

How to drive more business for the firm by exploring the emerging market of studios and building a profitable partnership

## Project Objectives

Identify the potential partnering studios for the firm

Identify firm's future business challenges

Identify future market trends to support firm's long-term expansion plan



## Findings & Analysis

### SWOT Analysis on Studio

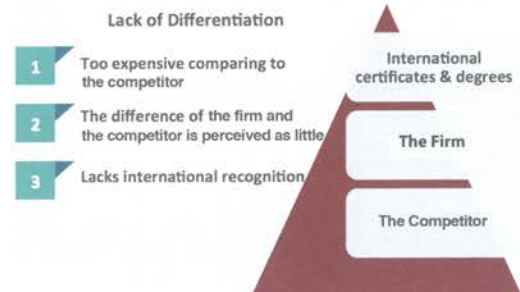


### Analysis of the firm in the Studios' Market

- ✓ **Not dominant in studio market**
  - High market share of international certificates
  - Difference in nature between franchised gyms and studios
- ✓ **Not dominant in local market**
  - Strong presence of the competitor due to lower pricing

## Suggestions

Matching firm's strengths with Studios' threats/weaknesses



### 1 Partnering Studios

- Studio A
- Studio B
- Studio C
- Studio D

### 2 Enhancing Perceived Values

- 💡 Extend internship hours in courses
- 💡 Launch new courses with up-to-date training methods
  - HIIT, Small Group Training, Functional Training

### 3 Forming Studio Alliance



- ✓ Ensure trainers get AA's certs
- ✓ Participate in AA's internship programs
- ✓ Undergo annual inspection
- ✓ Discounted insurance plan
- ✓ Discounted sports equipment
- ✓ Prioritized specific services

# Business Consulting Practicum (BCP) 2016

## Project Objective

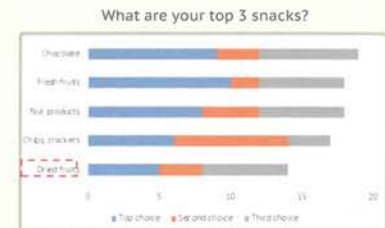
To what extent can the company use marketing to increase brand awareness and expand to consumer base of 30-40 years old?

Direct competitors				
Company Name	The Company	Competitor A	Competitor B	Competitor C
Products	Chinese preserved dried fruit			
Price	Mid-Range	Low	Premium	Mid-Range
Channels	Retail stores and convenience stores	Online platforms and convenience stores (e.g., supermarkets (including premium supermarket brands))	Own retail stores	Own retail stores, supermarket counters, kiosks in shopping centers
Target segment	Middle-aged buyers, 40 years old and above			
Marketing strategy	Price promotion, exhibitions and events	Price promotion, exhibitions and events, Facebook posts	Price promotion, Facebook posts	Price promotion, exhibitions and events, Facebook posts
Value proposition	Tradition & Health	Tradition, Ubiquity, Simplicity	Premium	Health, locally produced

## Key Findings & Problem Identification

- Negative perception of Chinese dried snacks
- Lack of Unique Selling Point

What phrases do you associate with Chinese dried snacks?		
Feelings	Number of comments	Supporting Quotations
Positive	12%	"I quite like them"
Neutral	36%	"Eat for motion sickness or sore throat" "Some are nice but some are old-fashioned"
Negative	52%	"Old school" "Boring" "Old" "Too Chinese" "Bad taste" "Salty"



- Ineffective retail stores
- Absence of unified marketing strategy
- Indistinct Packaging

What is one main comment associated with the company retail stores?		
Feature	Number of comments on certain features	Comments
Retail staff	20%	"Friendly staff", "Provide helping hand"
Location	12%	"Near MTR exits"
Store layout	40%	"Ordinary, nothing unique", "dated"
Products	28%	"Similar products can be found elsewhere"

## Family Solution



## Lifestyle Branding

- Lifestyle Magazines
- Social Media Engagement
- The Company's Family Challenge



2

## Flagship Stores

- Experience Zone
- Exhibitions and Games



- Objectives Achieved:
- Increase brand awareness
  - Improve brand image
  - Expand loyal customer base

## Who do you buy snacks for?



4

## Modern Package Design

## Festival Family Bundles



3



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(BCP) 2016**



BCP Group 6



### Client project Scope

To propose how to further develop business for stabilizing revenue level and expanding revenue opportunities

#### Five Objectives of Market Survey

1. Understand general investor behaviors
2. Learn about the market penetration of SP
3. Get to know the market impression on SP
4. Learn about the current knowledge level of SP
5. Find the potential motivations for investors to buy SP

#### Four Objectives

- Communicate with Client
- Design Questionnaire
- Recommendation

### SWOT Analysis

#### Strengths

- Products provided
- Unique selling point
- Lower minimum subscription amount

#### Threats

- Competitors
- Low knowledge level
- Poor market impression
- Strict regulatory framework



#### Weaknesses

- Low awareness of Wealth Link
- lower minimum subscription amount →
- Low autonomy of investors

#### Opportunities

- Large market and explore possibilities
- Have advantages in the bear market

### Survey Results



### Customer Service Perspective:

- More customized products based on customers' need
- Gradually educate potential customers instead of selling to them directly
- Maintain existing connections and foster the relationship

### Recommendations



### Branding Perspective:

- Build the brand name as a trendsetter in the market of structured products
- Promote the structured products in the bear market as a hedging strategy. Treat it as a breaking point to enter the market.

### Product Selection Perspective:

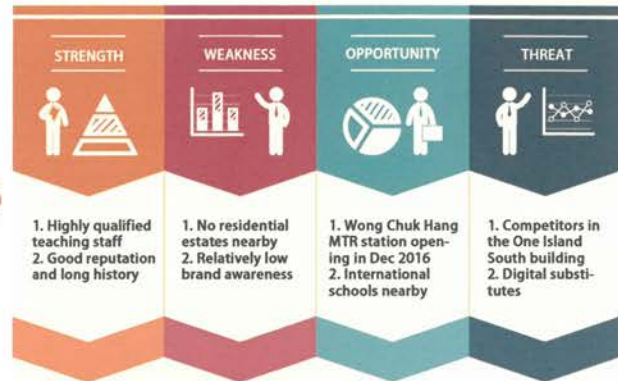
- Lower the Minimum Subscription Amount (MSA):  
Allow more investors to have a taste of SP
- Carefully choose products:  
Conflict of interest
- "Safe" products:  
Blue chip company as underlying asset
- Simple products:  
Equity linked notes, Dual currency notes (DCN),  
Vanilla call options, Vanilla put options

### Internal Management Perspective:

- Build specialized cross functional team
- Make sure to conduct the suitability check before selling the product

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Business Consulting Practicum 2016



**Project Objective**

To enhance sales of WCH branch through improvement in marketing



How to build a stronger brand?



**Appropriate Channels:**  
Identify the effective platforms



# 向商界領袖取經 憑年輕創意突圍 港大商科生變企業軍師拓機遇

大學生也能化身企業顧問，憑在課堂所學知識、年輕人的觸覺及無限創意，為企業帶來新機遇。參與香港大學經濟及工商管理學院（港大經管學院）商業顧問實踐課程（Business Consulting Practicum, BCP）的學生，成功助企業改善營銷策略，及令老字號品牌年輕化。負責此課程的港大經管學院講師駱俊傑博士稱，主力安排學生擔任中小企的顧問，是因為公司規模小，他們可真正發揮影響力。

**此**商業顧問實習課程已踏入第10年，能夠擁有如此悠長歷史，在其他大學的同類課程之中，實屬少見。參與同學會接受商業顧問培訓，再組成小團隊，每隊在暑假期間花六周為一間中小企擔任顧問，並獲一名商界領袖擔任學長、提供指導。

富滙資本管理有限公司執行董事周承嶸為此課程擔任學長，其學生團隊需為於NASDAQ上市的網上旅遊產品公司Travelzoo（香港分部）吸引更多亞洲客人。該公司原本主攻家長市場，但同學以自身經驗指出，家庭旅行的目的地多由子女決定，該公司遂調整策略，周稱：「家長留意的是酒店套票資訊，子女卻重視有甚麼玩樂好去處，故要加強介紹旅遊點。」同學又活用課堂知識，提出利用大數據和人工智能蒐集facebook用戶「打卡」時發佈的食肆和旅遊點資料，以及對這些「打卡點」的評價，以分析當中哪些受歡迎。

## 潮玩社媒 活化老字號

另一隊同學則為開業60年的本地品牌冠華食品菓子廠加強網上宣傳。該公司行政總裁葉兆廣謀求將品

牌年輕化；熟悉社媒的同學指出，現時流行用「GIF」宣傳，即以一系列照片製成簡單動畫，而內容應集中分享生活品味。該公司遂在世界盃賽事期間，發佈年輕人一起邊吃零食邊看球賽的GIF動畫，附以「今晚場波無得輸！」的口號，爭取與年輕人「同聲同氣」。葉表示，學生的多個方案成功助該公司吸納更多年輕客人。

百喜海味的學生商業顧問團隊亦啟發該公司總裁鄭雪詠鎖定開拓生意的策略，鄭稱：「九十後不會跟你走進街市買新鮮的海鮮，急凍食品是他們的選擇。」百喜遂引入牛扒、龍蝦等急凍食品，將客源擴至年輕人。

隨着網上購物普及化，地舖功能逐步由招生意變成展銷。同學建議鄭裝修其店舖，令買家留下好印象；鄭微調此方案，以印有貨品圖片、售價表及該店網址二維碼（QR Code）的海報粉飾店門，「途人或遊客經過時，毋須進入店舖也知道我們賣甚麼。」

鄭又跟學生一致認為要透過WeChat打進內地市場，更成功吸引一間中介公司注意，介紹內地餐廳向百喜取貨。鄭稱：「一宗生意已涉及數十萬。」

## CEO讚熱誠勝返工族

寵物用品供應商馬得利洋行移創有限公司的董事總經理黃龍想去年擔任學長，跟學生分享無預約走進其他商店作推銷（cold calling）的人際技巧，「若負責人反應一般，可先風趣地跟他閒聊，再談生意。」今年學生團隊為該公司擔任顧問，由日本電氣香港有限公司董事總經理黃玉娟出任學長指導學生。

◀ 參與商業顧問實踐課程的學生會先接受培訓，圖為他們參與市場策略培訓時，在課堂上作彙報。





她稱學生起初事事問老闆，包括新產品的市場定位，她提醒答案應由顧問找出來，學生一點即通：「他們走遍全港十八區，向寵物店及途人進行問卷調查，分析資料後再修訂問卷，以取得關鍵資訊，現職人員也沒這麼用心！」

▲ 百喜海味總裁鄭雪詠（中）微調其學生顧問團隊的建議，在店鋪外張貼海報，推廣其貨品；他們又一起構思利用WeChat打進內地市場。

## 學生賺經驗覓筭工

**剛**畢業的港大經管學院工商管理學學士〔國際商業及環球管理〕課程校友施穎，兩年前參加BCP，與隊友一起擔任一家日式眼鏡公司的顧問。該公司的鏡框特別為亞洲人面孔設計，以求在由歐美產品主導的本港市場分一杯羹；惟學生顧問觀察該店地舖時發現，銷售人員未能針對此賣點向客人推銷。

「我們很雀躍地向公司老闆講述這大發現，豈料他不相信。」施憶述，在學長提點下，他們明白「有數據，有真相」，遂到店舖向客人進行問卷調查，證明他們之前觀察所得屬實，終得到老闆信任，還讓他們每周兩次與該公司市場部開會討論策略。

施說，她其後參與實習，跟僱主分享參加BCP的經驗，獲對方青睞，畢業後再憑實戰經驗取勝，獲投資銀行聘用。

# The University of Hong Kong Faculty of Business and Economics Business Consulting Practicum 2017



New product launching : Quinoa noodles



## Competitor analysis

	YY	Indirect Competitor XX	Direct Competitor ZZ	VV
Country of origin	Hong Kong	Katzen, USA	Yaman	Taiwan
Product type	Quinoa noodles	Blackfoot spaghetti, broken rice noodles, Pumpkin Tofu Noodle	Quinoa Noodles	Organic Quinoa Noodles(Ramen)
Pricing strategies	Premium	Premium	Low price	Premium
Target customers	Not very familiar to quinoa but have basic healthy concept	Organic food lovers, mostly foreigners	Family members with healthy lifestyle and willing to enjoy a refreshing noodle meal	Individuals keen on healthy lifestyle but welcome substitute nutritionally
Features	1. Canola imported flour, zero imported additives, imported tomato sauce 2. Big individual packaging with sauce	1. Organic raw materials 2. Larger volume packaged 3. Cost more time to think the best recipe	1. 250g net weight each package sold at \$3.98/200g 2. Japanese imported flour 3. Three and broken quinoa fragments, dark noodles color	1. 4 noodle thick each package sold at \$8.98/200g 2. 4 packets 70g 3. Bulwa imported quinoa, German imported wheat instant noodles, allow tolerance and texture, but without instant grains
Value proposition	Individual served convenient healthy quinoa noodles charging premium price	Affordable green healthy noodles	Serving good cost performance quinoa noodles in slow pace lifestyle	Healthy quinoa noodles and substitute for instant noodles nutritionally

## SWOT analysis

<b>Strength</b> <ul style="list-style-type: none"> <li>Natural and organic raw materials</li> <li>Corporate philosophy</li> <li>Product innovation</li> <li>Efficient supply chain management</li> </ul>	<b>Weakness</b> <ul style="list-style-type: none"> <li>Limited budget for marketing channel development</li> <li>Low brand awareness and product recognition</li> </ul>
<b>Opportunity</b> <ul style="list-style-type: none"> <li>Increasing demand for health food and rising health consciousness vs. The hectic lifestyle</li> <li>Consumer behavior shifting online and mobile</li> </ul>	<b>Threat</b> <ul style="list-style-type: none"> <li>Consumer resistance</li> <li>Harsh retail environment</li> <li>Fierce competitions from existing products</li> </ul>

## Product



## Promotion



## Distribution

Organic Stores

Healthy Catering

Fitness Food Bar

# Software-as-a-Service Campaign

Introducing a brand-new software

Team 02  
BUSINESS CONSULTING PRACTICUM  
2017

Market research to find potential market for the software

Product launch in Hong Kong

Product launch in Singapore and Malaysia



## Company Background

Company original aim is to provide well-rounded domestic university student rental housing services with less price in a cozy, secure living environment.

## Project Scope (4P's Analysis)



STAGE 1: Hong Kong  
STAGE 2: Singapore, Malaysia

## Target Customers: University Halls



Provide easier & cost effective data management system to student housing platforms to help streamline operations



Valuable Pricing Strategies Reflecting Internal Cost while Complying with the SaaS Industry Standard



Integration of promotional channels such as Public relations, SEO, EDM, Content/Social media

## Future Scope & Limitations

Small Market Size

9 Universities in Stage 1 and 31 Universities in Stage 2

Confidentiality of information

Hall administration information kept confidential due to data privacy concerns

Lack of external pricing info

Prices available only for some US based companies; scale of operations, tax policies and population size is different



## Objective

Dedicate a sideline business in IT industry, which will be selling their in-house developed software-as-a-service system to help enhance efficiency & capacity of management in university halls.

## Statistical Evidence

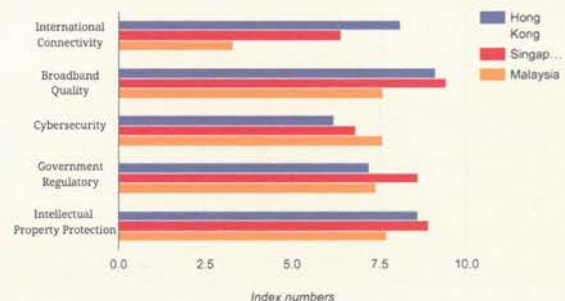
### Check-in & out systems



## Competitor's pricing

Competitor	Price	Comments
A	\$ 1.25USD per unit	
B	\$ 1~3 USD per unit	Based on the numbers of units
C	\$ 1~2 USD per unit	Based on the functions needed

## Cloud Readiness Index 2016





## THE UNIVERSITY OF HONG KONG FACULTY OF BUSINESS AND ECONOMICS

### Business Consulting Practicum 2017



#### Company Background:

The company is a skincare product developer, manufacturer and distributor based in Hong Kong

Distribute through online stores, 40+ Retail Outlets

#### Selling Point:

Health-issue: Products free of harmful chemical preservative

Freshness: Local factory

Customization: Design for Hong Kong people

#### Project Objectives:

Increase the brand awareness of the company among HK female university students through digital marketing strategies

#### Methods:

Interviews among HK female university students

#### Key Findings:

1. University students are price-sensitive
2. Positive reviews are powerful
3. Real experience during offline shopping is valuable
4. Perceptions on Hong Kong skincare brands are generally negative
5. The company's selling point is not attractive to university students

Research on the competitor's effective marketing strategies

#### Key Findings:

Animation videos are attractive and have viral effects

#### Recommendation :

##### Pop-up Store:

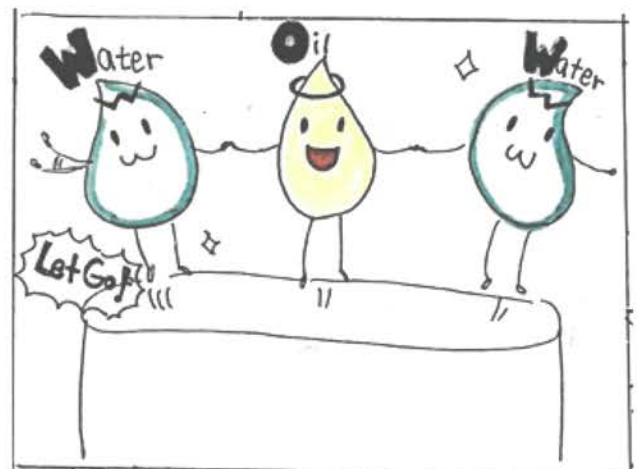
- Trial on spot
- Discounted sets
- Voucher code for online stores
- Lucky stickers on the bottom of products

##### Comment Contest:

- Take photo on pop-up store
- Upload to Instagram or Facebook with comments
- Tag 3 friends
- Most genuine comments will win prizes

##### Animation Videos:

- Introduce "WOW Technology"
- Establish reliable image of the brand
- Attract broad range of people



THE UNIVERSITY OF HONG KONG  
FACULTY OF BUSINESS AND ECONOMICS  
Business Consulting Practicum 2017

GROUP 4

PROJECT OBJECTIVE



Product sales enhancement



Enlarging customer base to the group aged 18-25



RESEARCH FINDINGS



YOUNG PEOPLE

Questionnaire: 289 responses



MARKET POTENTIAL

Young Market Size  
=\$653,881,325  
estimated as of 2017



Market Size can grow to 10.38%



RECOMMENDATION

4 RECOMMENDATION: Rejuvenate & Be Different



Strategies:

- ★ Product
  - ★ Top health needs & demand
  - ★ Quality verification
  - ★ Packaging
- ★ Pricing
- ★ Promotion
  - ★ Platform selection
  - ★ Image delivery
- ★ Channeling (Place)
- ★ Integrating Promotion & Channeling:
  - ★ O2O & E-commerce

THE 4 Ps

Product Strategy: focus on need and demand in the market

Quality Verification and "Cool and Fancy" Outlook

Pricing Strategy: Encourage initial purchase by affordable pricing

Promotion Strategy: Online platform, Young and Energetic image

Channeling Strategy: Increase offline sales outlet; O2O in short-term and E-commerce in long-term

Background > Research Findings > Market Potential > Recommendation > Conclusion

4 SHORT-TERM STRATEGY: O2O Model



4 LONG-TERM STRATEGY: E-commerce



Forming first-mover advantages in E-commerce



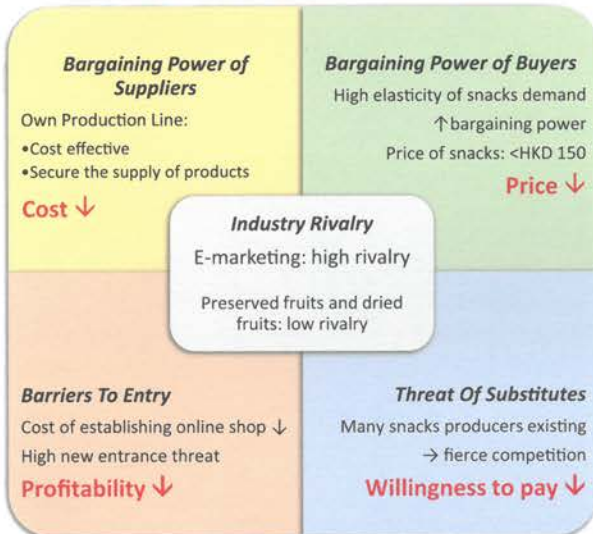
# THE UNIVERSITY OF HONG KONG FACULTY OF BUSINESS AND ECONOMICS Business Consulting Practicum 2017

**Group No.: 5**

**Project Objective:**

**E-Marketing & Brand Awareness**

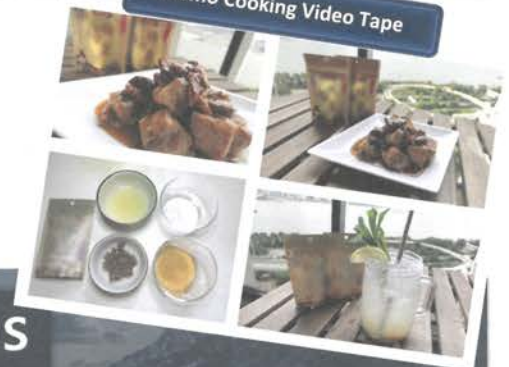
## Porter 5 Force Analysis



## SWOT Analysis



### Demo Cooking Video Tape



## Recommendations



- 🔍 Re-engineering of Decision Making
- 💡 Repackaging
- 🌐 Website Enhancement
- 📣 Viral Campaign



- Establishing marketing department
- Improving communication strategies

Deliver clearer message and use smart devices to elevate the efficiency of decision making and communication, which increase owner's returns



Newly added contents:

- 1) a transparent window showing the food appearance
- 2) a QR code at the back connecting with the official website directly
- 3) recipes of the product

Packages with simple and easy-to-memorise design help the product to distinct from the existing band and building up competitive advantage over the competitors, and hence increase the brand awareness as well as the sales amount



- 1) Raise ranking
- 2) Standardize language, image and classification
- 3) Change layout of home page and posts
- 4) Add instruction for online store
- 5) Link a description page with QR code

Making the website more user-friendly, and easy to navigate and make transactions, people would be willing to revisit the website and hence increase the sales



- A derivative work about a popular animation (redesign a anime character)
- Post it on the most common social media platform – Facebook, and then target famous pages among the youth

Can generate conversation among the youth and raise brand awareness if it was launched with appropriate time, place and topic

# BCP 2017



## Objective

To enhance client's competitiveness through its website

## Scope

Website Enhancement  
Promotion Strategies

### SWOT Analysis

#### Strengths

- ✓ Act as unique pioneers
- ✓ Serve as a better proxy
- ✓ Create social impact



#### Weaknesses

- ✓ Lack of functionalities
- ✓ Poor publicity

#### Opportunities

- ✓ Cater aging population
- ✓ Target the potential youth
- ✓ Capture the growing market

#### Threats

- ✓ Old patients do not use website
- ✓ Potential legal liabilities

### Research Findings & Analysis



Website  
Researches



On-site  
Interviews



Online  
Questionnaire

## Recommendation

Promotion Strategies



- Co-operation with NGOs
- Clinic free WiFi landing page
- Facebook Page Maintenance
- E-mail Marketing
- WeChat Public Account
- Search Engine Optimization

### Phase 1 (now)

- Finished the Construction of:
  - Hospital Reviews / Rankings
  - Health Calculators / Tools
  - Disease Information

### Phase 2 (1 - 3 months)

- Gradually construct the database of:
  - Disease Information
  - Experts' Insight
  - Patients' Stories

### Phase 3 (3 - 6 months)

Construct Forum

Website Enhancement

“

*The true power is the power to empower others*

”



# BUSINESS CONSULTING PRACTICUM 2018

## The University of Hong Kong



### PROBLEM IDENTIFICATION

#### Unclear Business Context

- Unclear role in the market
- May affect following marketing & sales plans
- May confuse customers

#### No Pricing Strategy

- Due to unclear positioning
- Need appropriate price as one of the competitive advantages

#### Lack of promotion channels

- Human resources
- Communication channels

### RECOMMENDATIONS

1. Being a distributor of the company

2. Pricing strategy: 20,000 HKD to 25,000HKD

3. Human Resources

- Customer service
- Sales representative (Facebook, LinkedIn, etc.)

4. Offline Channels

- Distributors
- AV integrators
- Interior designers

5. Online Channels

- Company website
- Search engine marketing
- Online education website
- Office equipment website

2018 SUMMER



## THE UNIVERSITY OF HONG KONG FACULTY OF BUSINESS AND ECONOMICS



# Business Consulting Practicum 2018

### Project Objective

To witness an increase in its public brand exposure and sales performance.

### Importance of Digital Marketing

The growth of Internet, big data, and rapid penetration of social media has made digital marketing increasingly important.

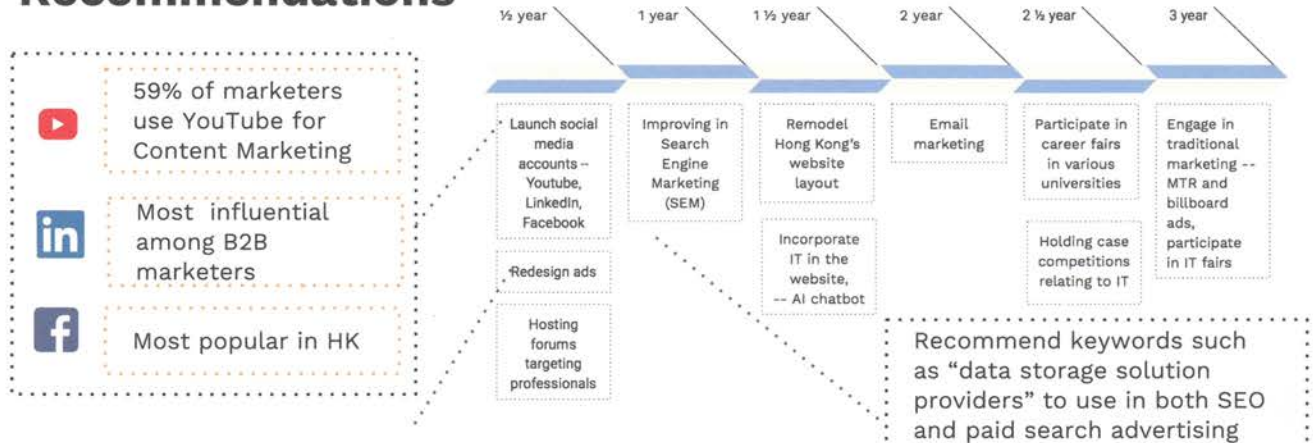
### Analysis

HS Industry: rapid increase of storage demand

5 stages of B2B Customer Purchase journey → 94% buyers conduct online research → digital marketing is necessary in today's digital era

Methods of Analysis: Interview, Observation, Research

## Recommendations





## COMPANY ANALYSIS

### SWOT

#### 1. Strengths:

- Wide popularity on social media
- Long-term horizon of the corporation:
- Continuity and comprehensive knowledge about the industry,
- Time-honored brand

#### 2. Weaknesses:

- Low retail sales:
- Location of the shop: competition from seafood street in Sheung Wan;
- Layout of retail shops and website: not customer-friendly
- Lack of reliable brand management:
- The brand is not strong enough, comparing to some competitors

#### 3. Opportunities

- Emerging awareness of sustainable consumption:
- Campaigns of green organizations
- Promotions of government
- Growing seafood consumption:
- Diet habit
- High consumption per capita

#### 4. Threats

- Market structure:
- Identical competitors
- Hard to obtain new customers

### 2. Promotion Strategy

#### 2.1. B2B Website Construction

- Accessible wholesale shopping portal
- Enhanced information integrity
- Clear navigation structure
- Corporate image and reputation management

#### 2.2. E-marketing:

- Facebook ads Advantage: - Popularity - Immense reach - Low CPA and CPC; Expected Results: - Enhance brand awareness - Increase website traffic - Generate extra conversions

## MARKET RESEARCH



## OBJECTIVE

We recommend company to become the pioneer of the sustainable brand in HK dried seafood industry, increasing the brand awareness in order to expand the HK and Macau markets.

### Focal Question

"How company can improve its brand awareness to attain sustainable development?"

## RECOMMENDATION

- 1. Marketing Strategy
  - 1.1 A Sustainable Brand
    - The message of sustainable seafood
    - Sustainable seafood certificate
    - Transformation: traditional business => sustainable business model



#### • 1.2 Implementation

##### 1. Finding Certified Suppliers

- Sustainable and certified suppliers => parallel supply chain
- WWF's suggestion: MSC (wild) and ASC (farmed)
- Recommendation: ASC Suppliers with processing capacity



##### 2. Qualified Management System

- Transportation & logistics: Different colors of packaging for certified and non-certified sources
- Storage: separate space of warehouse to stock two types of sources
- Processing: different equipment for two types of sources
- Management: Train the staff about the Chain of Custody (CoC). Keep the record of the sustainable source

##### 3. Audit

- Preparation of audit
- Find conformity assessment bodies (CABs)
- On-site auditing about CoC standard

##### 4. Certification & Maintenance

- Get certified
- Eco-label usage
- Annual fees
- Royalty fees
- Annual review to maintain the certificate

#### 1.3 Estimated Benefits and Costs

##### Expected Benefits

- Independent and external auditing
- Corporate reputation improvements
- A demonstration of Corporate Social Responsibility (CSR) and Customer Relationship Management (CRM)
- Competitive advantages

##### Estimated Benefits and Costs

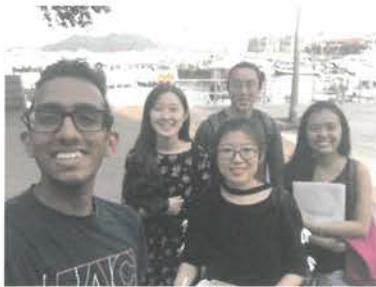
Net Present Value (NPV) analysis of sustainable fish maw product: high NPV => Highly Recommend



# The University of Hong Kong Faculty of Business and Economics



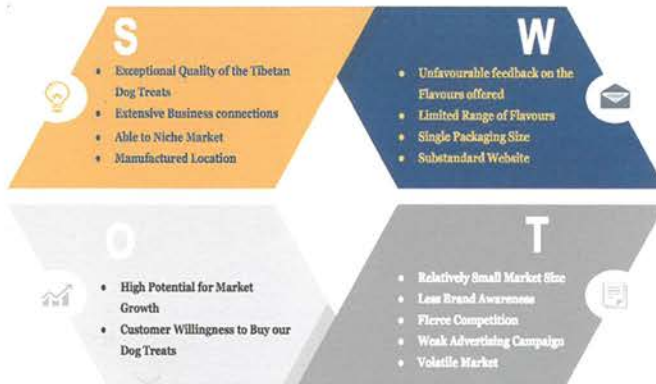
## Business Consulting Practicum 2018



### Objective Pet Treats Market Research



#### SWOT Analysis:



#### Market Size:

##### Market Size

Number of Dog Treats Brand > 132

Number of Pet Stores 183

Dog treats market retail value (RSP) \$24.1 million HKD in 2018



Number of Dog Owners 181,640 Households

Customer Size (For Dog Treats) 116,612 Households

Dog treats market volume 1,261,000 bags in 2018

#### Recommendations:

	Now	1 <sup>st</sup> Promotion	2 <sup>nd</sup> Promotion	Long Term
<b>Goal</b>	Arouse awareness	Obtain customers	Enlarge customer base	Customer Loyalty
<b>Stage focus (From 4Ps)</b>	Promotion	Price (Pricing strategy)	Place (Distribution channel)	Promotion (Branding - CRM/ CSR)
<b>Expectations</b>	Attract potential consumers	From potential customers to customers	Increase the number of customer	From customer to loyal customer
<b>Product</b>	N/A	Premium Service: Delivery	N/A	N/A
<b>Price</b>	N/A	Discount & Penetration Pricing	Bundling	N/A
<b>Place</b>	Company Website	Pet Stores	Online (websites/forums)	Online (social media)
<b>Promotion</b>	Free Dog Treats Trial	CRM (Email marketing & Customer referral incentive program)	CRM (Email marketing & Customer referral incentive program)	Branding Strategy (CSR)

**THE UNIVERSITY OF HONG KONG**  
**Faculty of Business and Economics**  
**Business Consulting Practicum 2018**  
 Group 5



**Project Scope:** A new mobile App  
**Product Design:**

- Itinerary Planning
- Real-time Service during the trip
- Booking & Community



**Exploration**



**Uniqueness**



**Companion**

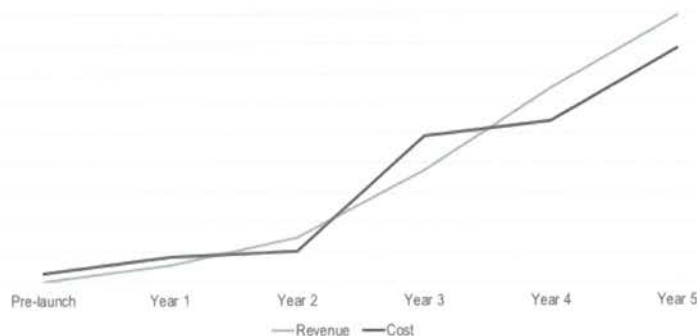
**Marketing Strategy:**

- 4 Stages: Pre-Launch → Exploration → Growth → Expansion
- Channels: Referral, Manual Seeking, Social Media, App Store, KOL, Offline, News, Search Engine



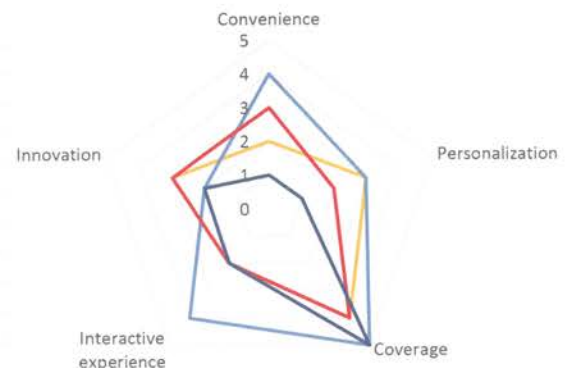
**Feasibility**

**Break-even Analysis**



**Competitor Analysis**

A — B — C — D —



## QUOTES FROM CLIENTS

The diversity of the selected students in BCP is exceptional, especially many of them are from different parts of the world. Hence, they provided us with useful recommendations from a global perspective.

**Connie Tse**

The enthusiasm of the students impressed me a lot. They did well in understanding our products, conducting market research, analysing data and coming up with solutions, comprehensively and proactively. We are amazed that the students performed the consultation processes in a very professional manner.

**Andrew Yuen**

The enthusiastic BCP students have brought us fresh perspectives and contributed their skills to our research on website features and marketing channels. They provided us with diverse ideas to look at and deal with the challenges we have encountered. As an online start-up platform for patients, without BCP students, we could have barely afforded to carry out detailed research with our limited resources and time.

**Dora Lo**

Thank you for the opportunity and for the great students joining this year's BCP. I participated in the programme with delight. The students were truly impressive, as they demonstrated exceptional effort and dedication. The work they delivered is beneficial for us. We can't believe they are just year two students.

**Fenton Chau**

First of all, I would like to thank the Faculty for the invitation to participate in this important programme. I am honoured to join and provide the learning opportunities to the students. For the students, they can use this opportunity to acquire working experience. For my company, we can obtain more market information to help us make a broader development. All in all, BCP is a well-established programme that the University and the companies should continue their support.

**William Wong**

## QUOTES FROM MENTORS

It was a great experience working with such incredible young minds. They get to work with real-world problems, conceptualise business ideas and gain an in-depth understanding of real businesses. Participants walked away with a completely new managerial problem-solving mentality that could not have been learned until much later in their career if they weren't to take this course.

**Ryan Tse 2016**

The programme is invaluable to business students, not only to learn about how to draw up a business proposal for a client but also to gain experience in the practical setting of doing business. It also offers the students an initial glimpse of business world.

**Roy Ng 2017**

After participating in this HKU BCP programme for the past 3 years, I find that this working experience is greatly beneficial and valuable to all parties involved. The students gain valuable working experience from the companies which at the same time appreciate students' perspectives and creativities toward their businesses. The mentors can contribute their insights to guide the students to achieve their consultation objectives. This is a truly value-added experience to all parties. I would highly recommend BCP to all my fellow company friends, from Multinational to SMEs, and I believe that they can all benefit from this wonderful BCP programme and the HKU young, smart minds!

**Edmond Yue 2018**

Such a remarkable & fruitful experience I have ever had! Students, Mentors and Clients are all winners in getting new knowledge and insights.

**Jimmy Lau 2017**

BCP provides students with a valuable opportunity to work on a 'real' consultancy project under the guidance of an experienced business professional. During the six weeks of programme, the students were faced with different challenges which required them to explore solutions and deliver findings or alternatives on a group basis. I am impressed by the dedication and commitment of the students throughout the programme period and am pleased to see they are getting more confident in sharing their ideas.

**Jennifer Tan 2017**

It was fascinating that students' suggestions added new dimensions to understanding customer's needs. HKU students were bright and able to apply academic knowledge to practical business settings.

**Colin Chau 2018**

## QUOTES FROM STUDENTS

BCP allows you to apply the theoretical knowledge you have learned in-class to the real life businesses. For students aiming to learn more about the consulting industry, BCP is a great first step!

**BCP 2016**

I believe BCP 2016 provided me with an invaluable experience to solve a real-life business problem. It improved my analytical skills, communication skills and professionalism in handling clients. I met a team of good friends who are all interested in exploring more about the hot topic of Fintech.

**BCP 2016**

I cherish all the interaction and relationships I had with my mentor, client, and teammates. BCP is not only a programme that helps you gain practical experience in a particular field, but also motivates you strongly to be as successful as your mentor and client, and provides chances for you to learn from your teammates' diverse talents. It is the continuing relationship I have with my teammates, client, and mentor that I treasure the most.

**BCP 2016**

Flexibility, networking, mentoring or team bonding don't even begin to describe the amazing experience that BCP had to offer. What makes this course special is the way we were required to utilise the textbook knowledge to solve real life problems and develop a fresh perspective on the tough challenges that companies face on a regular basis. BCP 2017 truly was a great way to utilise the summer holidays and I couldn't think of a flaw in this perfectly designed course.

**BCP 2017**

BCP provides me with a valuable chance to experience the real-life business consulting. I have a deeper understanding about the steps of business consulting like the set of the proposal based on the mutual agreement between clients and we student consultants. Our professors and mentors spared no effort to guide us in the whole process. Their generous help pointed out the right direction for us to research on. In these 6 weeks, I also learned how to cooperate with my group mates from different cultural backgrounds. BCP is a very unforgettable experience in my university life. This experience also inspired me to pursue a career in business consulting field. Thank you.

**BCP 2017**

I have gained remarkable learning experience in BCP 2017. During a short period of time, I have developed skills in business analysis, communication and professionalism, which are beneficial in future career. Therefore, it is really a recommended and value-added course in HKU.

**BCP 2017**

## QUOTES FROM STUDENTS

Over the past 6 weeks I experienced the huge difference between academic study and real-world business, which was a great challenge but also extremely inspiring. I learnt how to adjust myself into a new environment and another way of thinking.

**BCP 2018**

This course is a new way to study. It is a good platform for students to learn about business consulting through lecturer, guest speakers, our mentor and client. This course is not just about knowledge but personal problem-solving skills such as interpersonal and communication skills. I also learnt how to carry out market research.

**BCP 2018**

BCP is worth students' participation through which I was able to take a glance at the consulting industry. The project didn't move on smoothly as I expected in the beginning of the practicum. With the needs of many and changes of business landscape, we encountered great deal of difficulties. Fortunately, with the help of our mentor and collaboration with teammates, we solved these problems. Before I step into the real business internship, I think BCP helps me a lot.

**BCP 2018**

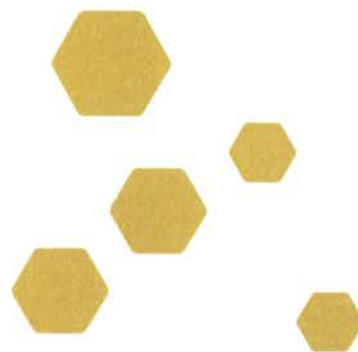
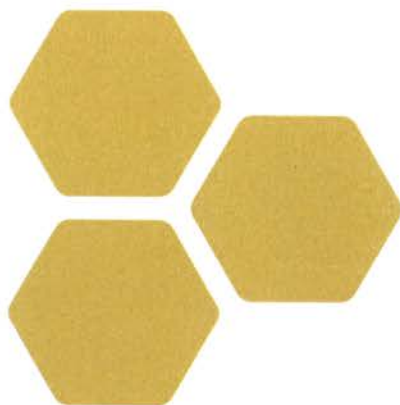
## BCP2019 Course Team

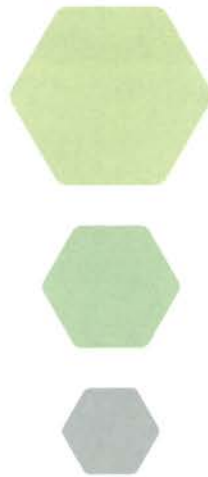


**Dr. C K Lok**  
PhD, MSc, BA  
Lecturer & BCP Co-ordinator  
Faculty of Business and Economics



**Dr. Eric Chin**  
DBA, MSc ISMT, MSc ECMT, MBA  
Consultant-in-Residence  
Faculty of Business and Economics





**THE UNIVERSITY OF HONG KONG**  
**Faculty of Business and Economics**



**BCP website**



**Facebook**

