BUSINESS
CONSULTING
PRACTICUM

BCP 10th Anniversary
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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 10th 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.
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 10th 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

![Graph showing number of followers on Facebook and Instagram]

• 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

![Graph showing website grading from the survey]

• Competitors' implements:
  - Design
  - Information
  - General
  - Integration

  - Sliderlaces is homepage
  - Consistent theme color
  - Unique background and poses
  - Post bring in sympathy

Improvement of E-marketing Plan
THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS
BUSI1807
Business Consulting Practicum
(BCP) 2016 - Group 2

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

1. Positioning
   - Key Findings
   - 2. Market Entry Strategies
     - 3. Marketing

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

Competitors' Offerings
Customers' Needs
Company's Capabilities

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
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?

~70% online trading > traditional trading

>50% log in at least once a week

Problems Faced by the Client
- Excellent Online Trading Experience
- User Experience Design (UXD)
- Information Architecture
- Content Strategy
- Interaction Design
- Limited search option restriction information finding
- More useful and compelling information expected
- Lack of confidence for online trading
- Insufficient feedback and instructions

Key Findings

Recommendations

Comprehensive Search Engine

1. Search Ranges
2. Search Option

Benefits to the Client
- >80%
- Understand about Customers Preference
- Minimal/Maximum Experience & Information

Enhancing Feedback System

1. Alert Messages
2. Corrective Instructions

Benefits to Customers
- Fewer errors occur
- Efficiency in fixing problems
- Assistance of potential losses due to types
- Efficiency in solving operation problems

Good company image

Investment Simulator

1. Only 36%
2. 36%
3. 70%
4. 93%

Big Data

1. Investment Management
2. Personalization

Future Preparation

Data rich vs Data poor

Personalization

Possible uses & Potentials

Fintech

Competitive advantage

Data rich product & services

Attract more customers
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

- Weak Financial Health
- Restricted Scalability
- Limited Promotional Channel
- Rising Awareness of Health
- Decline of Franchised Gyms
- Future Trend
- Specialization
- Customization
- Flexible Pricing
- Intense Competition
- Increasing Rent
- Lack of Governmental Regulation

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

Lack of Differentiation

1. Too expensive comparing to the competitor
2. The difference of the firm and the competitor is perceived as little
3. Lacks international recognition

The Firm

The Competitor
Business Consulting Practicum (BCP) 2016

Key Findings & Problem Identification

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

What are your top 3 snacks?

[Bar chart showing popular snacks]

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

What is one main comment associated with the company retail stores?

[Table with features and comments]

Who do you buy snacks for?

Lifestyle Branding
1. Lifestyle Magazines
2. Social Media Engagement
3. The Company's Family Challenge

Flagship Stores
1. Experience Zone
2. Exhibitions and Games

Festival Family Bundles

Objectives Achieved:
1. Increase brand awareness
2. Improve brand image
3. Expand loyal customer base

Family Solution
Business Consulting Practicum (BCP) 2016

Client project Scope:
To propose how to further develop business for stabilizing revenue level and expanding revenue opportunities.

SWOT Analysis:
Strengths:
- Private label
- Unique selling point
- Low risk
- Customer satisfaction

Weaknesses:
- Low awareness of Wealth Unite
- Lower minimum subscription amount
- Poor market impression

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

Threats:
- Competitors
- Low knowledge level
- Regulatory framework

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

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

Survey Results:

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.

Internal Management Perspective:
- Build specialized cross-functional team
- Make sure to conduct the suitability check before selling the product
THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS

Business Consulting Practicum 2016

Project Objective
To enhance sales of WCH branch through improvement in marketing

Problem	Strategy	Solutions
Ineffective Content	Appealing Content	1. The brand image
2. The core message
3. The design

Inefficient channels	Appropriate Channels	1. Digital platforms
2. Traditional
3. Channels

How to build a stronger brand?

Appropriate Channels:
Identify the effective platforms

SWOT Analysis for the new school in Wong Chuk Hang

STRENGTH
1. Highly qualified teaching staff
2. Good reputation and long history

WEAKNESS
1. No residential estates nearby
2. Relatively low brand awareness

OPPORTUNITY
1. Wong Chuk Hang MTR station opening in Dec 2016
2. International schools nearby

THREAT
1. Competitors in the One Island South building
2. Digital substitutes
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。

商業顧問實踐課程已踏入第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，每次在暑假期間花六週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傑為此課程擔任學長，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。該公司原本主攻家庭市場，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葉子廠加強網上宣傳。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」。

百喜海味的學生實際顧問團隊亦啟發該公司總裁鄭雪詠定開拓生意的策略，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。

隨著網上購物普及化，地鋪功能逐步由招生意變為展銷。同學建議鄭裝修其店舖，令買家留下好印象；鄭徵調此方案，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，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！」

![學生賺經驗買買工](image)

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地市場中占一席之地；惟學生顧問觀察該店地鋪時發現，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。

▲ 百富海味總裁鄭雪詠（中）

微調其學生顧問團隊的建議，在店舖外張貼海報，推廣其貨品；他們又一起構思利用WeChat打進內地市場。
New product launching: Quinoa noodles

Competitor analysis

Product

Promotion

Distribution

Organic Stores

Healthy Catering

Fitness Food Bar

SWOT analysis

Strength:
- Natural and organic raw materials
- Corporate philosophy
- Product innovation
- Efficient supply chain management

Weakness:
- Limited budget for marketing channel development
- Low brand awareness and product recognition

Opportunity:
- Increasing demand for health food and rising health consciousness
- The urban lifestyle
- Consumer behavior shifting online and mobile

Threat:
- Consumer resistance
- Harsh retail environment
- Prices competition from existing products
Software-as-a-Service Campaign

Introducing a brand-new software

Team 02
BUSINESS CONSULTING PRACTICUM
2017

Company Background

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

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.

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

Company Background

Company's pricing

Competitor's pricing

Competitor | Price | Comments
--- | --- | ---
A | $1.25 USD per unit | Based on the numbers of units
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

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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 preservatives.
- Freshness: Local factory production.
- Customization: Design for Hong Kong people.

Project Objectives:
Increase the brand awareness of the company among HK female university students through digital marketing strategies.

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

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.
**PROJECT OBJECTIVE**

GROUP 4

Product sales enhancement
Enlarging customer base to the group aged 18-25

**RESEARCH FINDINGS**

**Young People**

**Questionnaire 289 responses**

**Research Findings:**
- Market Potential: Focus on whether health supplements can improve health and well-being
- Strategy Consideration: Understanding consumer behavior and preferences

**Market Potential**

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

56% Market Potential
44%

Market Size can grow to 10.38%

**RECOMMENDATION**

**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

**SHORT-TERM STRATEGY:** O2O Model

Promotion

Online Platforms

Channeling

**LONG-TERM STRATEGY:** E-commerce

Online Stores

Customers

Suggestion 1: Online coupons/surveys for online purchase

Suggestion 2: Creating discount codes for customers @ising.documents-page

Forming first-mover advantages in E-commerce

SAVE UP TO 15%
HURRY UP

2,384
THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS
Business Consulting Practicum 2017

Group No.: 5

Project Objective:
E-Marketing & Brand Awareness

SWOT Analysis

Strengths
- Appropriate distribution channel
- Website channel
- Online shop

Weaknesses
- Unmarketable selling point
- Top sales products not cater for market demand
- Inefficient online shop performance

Opportunities
- High growth rate of online social media
- Connect with customers easily
- Customer loyalty
- Brand awareness

Threats
- Low popularity of online shop
- Inefficient online market
- Less preferred to retail shop

Demo Cooking Video Tape

Porter 5 Force Analysis

Bargaining Power of Suppliers
- Own Production Line:
  - Cost effective
  - Secure the supply of products
- Cost ↓

Bargaining Power of Buyers
- High elasticity of snacks demand
- Price of snacks: HKD 150
- Price ↓

Industry Rivalry
- E-marketing: high rivalry
- Preserved fruits and dried fruits: low rivalry

Barriers To Entry
- Cost of establishing online shop ↓
- High new entrance threat
- Profitability ↓

Threat Of Substitutes
- Many snacks producers existing
- Fierce competition
- Willingness to pay ↓

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-remember design help the product to distinct from the existing brand 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
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
- Color 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

Phase 1 (now)
- Finished the Construction of... Health Information
- Construct Forum

Phase 2 (1 - 2 months)
- Gradually expand the database or... Patient Stories

Phase 3 (1 - 6 months)
- Co-operate with NGO
- Cross free with landing page
- Facebook Page Maintenance
- Social Media Account
- Search Engine Optimization

Website Enhancement

"The true power is the power to empower others"
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 25,000 HKD
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
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

- 59% of marketers use YouTube for Content Marketing
- Most influential among B2B marketers
- Most popular in HK

Recommend keywords such as “data storage solution providers” to use in both SEO and paid search advertising

Recommendations Diagram:

- ½ year: Launch social media accounts - YouTube, LinkedIn, Facebook
- 1 year: Improving in Search Engine Marketing (SEM)
- 1 ½ year: Redesign ads
- 2 year: Incorporate IT in the website, AI chatbot
- 2 ½ year: Email marketing
- 3 year: Participate in career fairs in various universities
- Participate in traditional marketing - MTR and billboard ads, participate in IT fairs

More detailed recommendations and timelines.
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

PESTEL
- Political
  - Government policies
  - More powerful regulations
- Economic
  - GDP, Private Consumption Expenditure
  - Increasing awareness drives up the demand
- Social
  - Green organizations (WWF)
  - MSC, ASC promote sustainable fisheries
- Technological
  - Biotechnologies applied to build complete ecosystems in aquaculture
- Environmental
  - Climate change reduces natural fishing resources
- Legal
  - Legislation process is quickened

MARKET RESEARCH

Sustainable Seafood

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.

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
   - 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
Business Consulting Practicum 2018

Objective
Pet Treats Market Research

SWOT Analysis:

S
- Exceptional Quality of the Tibetan Dog Treats
- Extensive Business connections
- Able to niche market
- Manufactured location

W
- Unfavorable feedback on the Flavours offered
- Limited range of Flavours
- Inadequate packaging size
- Substandard Website

O
- High Potential for Market Growth
- Customer Willingness to Buy our Dog Treats

T
- Relatively small Market size
- Low Brand Awareness
- Priced Competition
- Weak Advertising Campaign
- Volatile Market

Market Size:

- Number of Dog Treats Brand = 152
- Number of Pet Stores = 183
- Dog Treats Market retail value (RSP) = $24.1 million HKD in 2018

Recommendations:

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

**Marketing Strategy:**
- 4 Stages: Pre-Launch → Exploration → Growth → Expansion

**Feasibility**

**Break-even Analysis**

**Competitor Analysis**

A → B → C → D
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
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

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

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

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

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
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, clients 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

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

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
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