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Myself Generally:

- Malaysian citizen, age 52, male.
- Industrial Manufacturing, Heavy Engineering, Banking and Consulting industries.
- Exceptional English, very good Bahasa Malaysia, and commendable Chinese Mandarin.
- 19 years of overseas experience. Ever based in Singapore, USA, Europe and China.
- 12 years of Malaysia experience, including with various public-listed entities.

My Education:

Mid-2001 till Mid-2003:

MBA, specialization in International Business (University of Birmingham, UK)

Mid-1992 till Mid-1996:

Bachelor Degree, Mechanical & Production Engineering (Nanyang University, Singapore)

My Career Search

Seeking Senior Management role in Malaysia or Singapore. A regional role (Southeast Asia or APAC) will prove enticing.

My Forte:

<i>Growth & Competitive Strategy</i>	<ul style="list-style-type: none">• Corporate strategy blueprint• Competitive analysis and positioning• KPI setting, tracking and gap analyses
<i>Operational Excellence</i>	<ul style="list-style-type: none">• Portfolio Management (of invested entities)• Transformation Initiatives• Cost Optimization
<i>Business Development</i>	<ul style="list-style-type: none">• Partnership & Alliance Strategy and Management• Market Penetration• Lobbying and Regulatory strategy• Strategic Marketing, Communications & Branding

INDUSTRY EXPERIENCE

3/2021 – 9/2023: MALAYSIA MARINE & HEAVY ENGINEERING BHD (A Bursa listed company)	
Type of Company:	Offshore asset fabrication; Marine vessel repair & maintenance
Position Held:	General Manager, CPRS Division
Key responsibility:	(i)Corporate Planning, (ii) Risk Management, (iii) Partnership Development, (iv) Corporate Sustainability, (v) Communications & Branding.

Led total **40 headcounts**. Job function included:

- Spearheaded the annual corporate exercise of **Business Plan & Budget** in reviewing related sectorial economies to validate the market positioning and discover new opportunities (or threats).
- Oversee the process of developing the balanced **Corporate Scorecard** annually, in alignment to the annual Business Plan
- Guardian of the **Management Dashboard** where key corporate performance data are selected to be tracked and presented monthly.
- Identified and scope initiatives for **business or process improvements** to deliver higher productivity or profitability. Validate gaps and mitigation plans to close gaps.
- Drove the **evaluation of investment proposals** to ensure their soundness, suitability and alignment to the corporate agenda.
- Drove the identification & **evaluation of partnerships** (joint ventures, equity injection, mergers, acquisitions) to ensure continuous growth of the company.
- Championed and drove the search of, and negotiation with, external entities that will fit into corporate strategies to close gap on technologies required. **Formulated new partnerships.**
- Oversee the annual review, implementation & reporting of the **Enterprise Risk Management** policies, procedures and systems.
- Ensured Pre-Award /Project Risk Register and Risk Assessment in Decision Making (RADM) to facilitate the decision making by the Bid Approval Committee (BiAC)/ Board Bid Committee/ Contract Award Committee (CAC) in accordance with the **Project Risk Assessment (PRA)**.
- Developed framework and oversee implementation of **Business Continuity Management (BCM)**. This will include conducting Business Impact Analyses (BIA) as well as Call Tree activation.
- Developed framework and drive the corporate **sustainability agenda** through formulating strategies, tracking initiatives, and setting the pace of development.
- Oversee development of metrics and targets and **Internal Carbon Pricing (ICP)** for the Group in order to meet the requirements under **Task Force on Climate-Related Financial Disclosure (TCFD)**.
- Established and chaired the **Net Zero Committee (NETZEC)** to review and endorse decarbonization efforts in order to reduce Scope 1 (direct), 2 (indirect) & 3 (third party in supply chain) GHG emissions, as well as control external communication and assurance exercises for them.
- Oversee and guided the Corporate Communications team that executes **branding strategies** as well as strategic **internal/external communications**.

- Established the **Digital Media** Team that manages all digital media and social platforms.
- **Managed key stakeholders** especially Board-level members, Management Committee members and Head of Departments to foster a harmonious and cooperative environment.

7/2019 – 2/2021: GOA INDUSTRIAL SDN BHD (Malaysia)

Type of Company: Management Consulting & Investment Co for a private Trust Fund

Position Held: GM, Industrial & Investment (Strategy/Ops)

Key responsibility: Management of Portfolio of Companies

Led the transformation efforts of investees of a private Trust Fund based in Hong Kong:

- Managed **6 investees** in the following industries in Malaysia & Vietnam: Specialty chemical manufacturing, industrial product manufacturing, confectionery food manufacturing, furniture manufacturing and subsea pipe-laying services.
- Executed the Fund's strategic objectives for each investee. Guided decision-making and **monitor financial performance** of investees. **Engaged with top leaderships** of investees to address crucial issues, e.g. business risks, technical hindrances and resource shortfall. Submitted monthly reports on portfolio of assets to Fund Board Members.
- Developed **5-Year Strategy** roadmaps with clear paths to growth and efficiency, and ensure implement. Align all business units to Management-approved roadmap. Set **KPIs across business units** to measure performance and track for enhancement of ROI.
- Assisted companies with the need to diversify or major transform. Implement **diversification, M&A, divestiture and strategic partnerships**.
- Studied the effectiveness of **sales and marketing channels**, then optimize. Challenged and endorsed gaps found through **competitive intelligence** study and counter strategies proposed.
- Challenged various aspects of business to yield better productivity and revenue. Approved BPR (**Business Process Restructuring**) models for process optimization and cost savings.

7/2016 – 7/2019: HONG LEONG BANK BERHAD (Malaysia)

Type of Company: 4th largest local bank in Malaysia, offering the full range of consumer & business banking products with RM5Bil revenue.

Position Held: Head, Strategy & Corporate Planning

Key responsibility: Strategic Cost optimization bank-wide & Special Projects

Strategy & Corporate Development Projects:

- Led set up of bank branch in **Labuan Offshore Financial hub**, with Treasury and Core Banking systems for multiple foreign currencies.
- Designed kick-off blue print to **optimize distribution of 2,000 backend** support staff across Malaysia for greater efficiency, control and productivity. Optimized number of offices nation-wide.

Strategic Cost Management (Transformation):

- Spearheaded banking group's Strategic Cost Management to achieve **RM450mil in Opex savings** over three consecutively years (*Triple-150*). Exceeded KPI for all 3 years.
- Each year **tracked more than 60 initiatives** to ensure achievement of ROI. Designed KPIs, tracked them and break impasses faced. Validate all analyses. Highlight impending risks.
- Strategized next steps in persistently **improving CIR** (Cost to Income Ratio) to 44.5% (Top 3). Key contributor to the Group's greatly improved Net Profit (RM1.9bil → RM2.1bil → RM2.6bil) as well as its margin (45.6% → 47.1% → 54.5%).

Business Process Re-Engineering (BPR) & Digitalization:

- Led bank-wide BPR for back-end **Finance & Procurement (P2P)** processes to bring them onto a single one-coded digital platform for central control and transparency. Expanded the concept of P2P to S2S (Sourcing to Settlement).
- Led Re-engineering of process flows to implement **Straight-Through Processes (STPs)**, minimized manual interventions and revolutionized user experience.
- Project deployed Oracle Hybrid Cloud with **mobility solutions**, costing RM25mil over 5 years, and integrated to bank's existing multiple platforms regionally (Singapore, Vietnam, Cambodia, HK).

Instrumental in the rise of shareholders' value over three years.

Hong Leong Bank Bhd
KLSE: HLBANK

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2/2015 – 7/2016: BUONOVIS S/B (Malaysia)

Type of Company: Management consulting company dealing in ABG (*Aggressive Business Growth*) Strategies.

Position Held: Founder & Chief Consultant (Strategy/Operations/BD)
(Own start-up company with 5 consultant employees).

- Client A in South Vietnam (British-owned Manufacturer of High-end Wood Furniture)
 - Increased net profit margin (from 20.5% to 24.9%) on revenue of USD50mil.
 - Implemented **divestment** of wood coatings section to 3rd parties
 - Implemented **CKD design** to improve profitability of products.
- Client B in Malaysia (top Japanese high-end audio system manufacturer)
 - Factory Strategy: Re-aligned **manufacturing flow** to improve go-to-market speed.
 - Operational strategy: Designed **SOP** for interaction between Sales, Procurement and Finance departments to minimize errors and ease traceability.
 - **Divested** knobs production to a 3rd party vendor with specific business arrangement.
 - Oversee **investment** into new line of chemical plating facility worth USD5.2mil

1/2013 – 2/2015: GEORGE KENT BERHAD (Malaysia)

Type of Company: World-class manufacturer of water meters; Major construction company of water infrastructure and railway systems.

Position Held: GM, Corporate Strategy & Planning

1. Worked directly with Group Chairman to carve group-wide **strategies** for execution. Tracked initiatives across divisions to determine progress, break silos, ensure alignment to strategy, and report critical issues back to Chairman. Arranged project progress meetings for senior management accordingly.
2. **Corporate Development**: Put clarity to organizational structure. Resulted in new departments (Product Engineering, MarCom, Legal, and HSEQ) established and closure of unprofitable units.
3. Initiated the **Manufacturing Transformation** Program to double the capacity and reduce rejection rate from 24% to 6%. Massive process re-engineering.
4. **Diversification** Strategy via strategic alliance to penetrate multibillion dollar railway projects. Railway projects eventually became the main revenue stream for Group. Group Net Profit quadrupled 2013-2017 (RM25.6mil → RM101.3mil).
5. Looked at several **acquisition** targets in line with current businesses.
6. Initiated foray into **Public Relations, Investor Relations, and Corporate Branding** to increase market value and visibility substantially.

1/2010 – 1/2013: UMMI MEDICAL & LIFE SCIENCES S/B (Malaysia)

Type of Company: 2nd largest Manufacturer of Hospital Beds & Medical Furniture/ Equipment in Malaysia.

Position Held: General Manager, Operations & Growth

- Led **8 HOD** + 280 workforce (including 6 regional sales managers). Grew topline to reach 8 countries through Alliance strategy and distributor partnerships.
- Delivered business results through alignment with brand strategies and in accordance with Health Care Compliance guidelines. Managed **market intelligence** and operations data to monitor sales progress and develop corrective plans to improve effectiveness/efficiency.
- Drove **customer-based selling** and sampling strategy across the Specialty channel including new product launch execution for product penetration.
- **Divestiture** of trading division of diagnostic & intravenous devices to a rival company. Led **product innovation** ecosystem, and expanded portfolio of product offering. Championed organization to turn 50% ODM, instead of 100% OEM.
- Ensured cost effective and high quality output of the various Business Units, each delivering on **KPIs of the productivity framework** of the Corporate Strategy. Re-engineered process flows and eliminated redundancies. Implemented **ERP system** (JD Edwards).

8/2007 – 1/2010: CPS COLOR CHINA (Shanghai)

Type of Company: Largest Global MNC (Finnish) manufacturing full tinting solutions (Colorants, Dispensers, Software): Annual sales of Euro 350mil.

Positions Held: (1) Head, Strategy APAC; (2) VP of PMO, Global Restructuring

(1) Strategic Accomplishments

- Designed the **APAC Strategy** blueprint and lead the execution.
- Build case study of **investment** into an optimal manufacturing location for colorants in APAC. Presented to BOD.
- **Business Intelligence** system for APAC sales force. Annual sales strategy review.
- Led **sales** penetration of the *Factory Tinting Systems* in APAC (Jotun, Nippon, BASF & PPG).

(2) Corporate Restructuring PMO (based in Italy/Holland/Finland)

- VP for the global restructuring PMO of the MNC with presence in 6 countries. Worked with BOD and PE owner (Nordic Capital) to determine **required investment** and **structural changes**. Designed hundreds of KPIs. Tracked achievement of Euro23mil (or 10%) increase in EBITDA.
- Prepared conglomerate for intended **divestiture** of entire Colorant Division in 3 years.
- Products & Services **Portfolio Rationalization**: Revamped product offering, drastically eliminated low-profit SKUs, standardized technical support costing, validated pricing, etc.
- Corporate Development: Revamped global **manufacturing & supply chain** footprint. Business Process Re-engineering of multiple plants and offices across West Europe, USA, India and China.

7/2005 – 8/2007: BAYER MATERIAL SCIENCE CHINA (Shanghai)

Type of Company: German MNC, a Fortune 50 Global Chemical company

Position Held: Head, Biz Intelligence & Strategic Marketing, CAS Greater China
CAS = *Coatings, Adhesives & Sealants*

- Led all **market research and strategies** in Greater China with 12 direct reports. Set up Market **Intelligence system** that interfaced Sales to Supply Chain Management (SCM) system, bridging gaps between sales, warehousing and delivery to serve customers better. A key member to SCM Optimization to full revamp of SCM infrastructure and product flow model.
- Chaired the **Annual Strategy Roundtable** (a 5-day session) that comprised 66 heads of sales and 30-odd heads of departments, and senior management, to lay down current achievements, next strategies, and constraints to be addressed with affirmative actions. Also set KPIs for continuous tracking.
- **Lobbied government** agencies to gain support for strategic initiatives (Regulatory Strategy). Designed *Forward-marketing* initiatives to influence market preferences.
- **New Business Search** (Blue Ocean) – identified specialized manufacturers with new applications to rejuvenate product pipeline with a set of new high margin businesses.
- Led **regional branding** (technical seminars, exhibitions, advertisements, national competitions and interactive websites)
- Designed 2-pronged **Partnership Strategy**: (i) *Co-branding*, & (ii) *Distributor Strategy*. Distributor Strategy reduced distributors from 72 to 28, more transparent, efficient and cooperative. Co-Branding initiative saw collaboration with R&D houses across the region, to develop new applications using Bayer's products (rejuvenate product life-cycles).
- Led the **acquisition** exercise of two specialty polycarbonate and polyurethane resin manufacturers in North Asia.
- Instrumental in **revenue growth** for CAS Business Unit of CAGR 40% (2005) and 75% (2006) achieving a Greater China sales of Euro100mil.

7/2001 – 7/2005: FROST & SULLIVAN P/L (Singapore)

Type of Company: US MNC, a Global Market Research & Strategy Consulting Firm

Position Held: Regional Accounts Manager, APAC (CMF BU)
CMF = *Chemicals, Materials & Food Ingredients*

- **Business Development**: Grew clientele base through C-suite pitching; prepare proposals to clinch consultancy projects. Deliver and be accountable for client programs by leading project teams while maintaining a positive team culture.
- **Key account management**: Built and nurtured C-Level relationships with key clients – effectively being the 'face' of the CMF Business Unit. Took charge of 30 top customers in APAC e.g. BASF, Ciba Specialty Chemicals, Dow Chemicals, DSM, Bayer, Rhodia, Sasol, UCB, IOI, Uniqema, Degussa, Rohm & Haas, Shell, etc.
- Oversaw market research projects and contributed to competitive **strategies for clients**.
- Hired, mentored, supported, and directed analysts and project managers.

- **Grew CMF Business Unit** from scratch, from corporate clientele base of 5 to 125. Traveled Asia extensively.

9/1996 – 5/2001: COOPER CAMERON (Singapore) PTE. LTD.

Type of Company: US MNC, largest Global Supplier of upstream Oil & Gas Systems

Position Held: Project & Design Engineer (II), APAC

- **Project management:** designed engineering solutions, prepared proposals, resolved quality deviations, led assembly testing. Installed complex systems on site at Brunei offshore, Indonesia Duri, and California Napa Valley. Key customers include Shell, Exxon Mobil, Kuwait Oil (KOC), Caltex, China National Oil.
- **Product management:** Managed entire Geothermal Product line in APAC, as key member of the global Product Management Team. Authorized to decide on pricing, provided design solutions, product standardization, integrity testing, sales support, etc. Held P&L responsibility for Geothermal sales in Asia Pacific totaling USD9mil annually.
- **Process Optimization:** Was based in the U.S.A (Jan-Nov 1998) to visit manufacturing plants of 12 subsidiaries and 8 suppliers, from California to Florida, in order to extract the manufacturing best practices for Singapore plant. Wrote a transformation proposal on: (i) Engineering solutions to Non-Conformance products; (ii) Streamlining quality inspection activities of products from OEM vendors. The proposal was subsequently implemented in the Singapore plant.
- Awarded the *Most Promising Young Engineer* twice (1997 and 2000).