CHIEF MARKETING OFFICER · ASIA OUT · HONG KONG · SHANGHAI · TAIPEI · LONDON · NEW YORK

The world's next great brands *are coming from Asia.*

Most CMOs bring the world to Asia. I take Asia to the world.

20+
YEARS EXPERIENCE

Asia Out
RARE DIRECTION

Both
EAST & WEST FLUENCY

3
LANGUAGES

SCROLL

THE STRATEGIC EDGE

The brands going the other way *need a different kind of CMO.*

The conventional playbook sends Western brands East - adapting a global brand for local Asian markets. Most CMOs have only ever run that direction.

I have run the reverse. I have spent two decades helping Asian and Chinese-heritage brands articulate their story to Western audiences, build global creative frameworks, and earn recognition far beyond their home markets.

Among the brands in my portfolio: **Shanghai Tang, Qeelin, ASUS** - and a long list of Asian-heritage companies operating at the intersection of Eastern origin and Western ambition. The creative direction on those engagements didn't flow from West to East. It went the other way.

01 **Cultural bilingualism**

Fluent in English, Mandarin and Cantonese - not just linguistically but commercially. Understands the Chinese consumer psyche and the Western brand expectations simultaneously.

02 **Asia-out brand building**

Built campaigns for Asian-heritage brands that resonated in Western markets without losing cultural authenticity - the hardest brief in global marketing.

03 **Global framework creation**

Created brand and campaign frameworks that Western regional offices localised into their markets - reversing the usual direction of creative

That is a structural advantage that 20 years of Western brand experience cannot replicate.

leadership.

04 **C-suite credibility, both sides**

Operated at MD and CCO level across the world's largest agency networks and as a founder. Comfortable in the boardroom in Hong Kong, Shanghai, London or New York.

PROFILE

Award-winning CMO.
Asia-native. Globally fluent.

Award-winning CMO, brand strategist, and venture builder with over 20 years of experience building and scaling brands across Asia Pacific, Greater China, and Western markets.

As **Managing Director for Digitas and Razorfish (Publicis Groupe)** - the world's two largest digital agencies - I led the Asia Pacific region, ran global accounts for luxury, tech, and FMCG clients, and built the creative infrastructure that served brands including Gucci, LVMH, ASUS, Intel, Shanghai Tang, and Qeelin. I doubled revenue in 16 months.

As **Chief Creative Officer at Redpeak | Kyu (Hakuhodo Group)**, I now lead brand transformation at C-suite level - partnering with executives to translate business strategy into global creative visions that drive ESG, digital, and cultural impact.

I have built brands from Hong Kong, shaped them for China, and positioned them to win in the West. That is a journey most global CMOs have never made.

Fluent in English · Mandarin · Cantonese · Based in Hong Kong · Available globally

01 **Brand strategy**

Full brand architecture - from positioning and naming to global campaign frameworks. Built for Asian-origin brands expanding West and global brands entering China.

02 **Digital & content leadership**

Led digital transformation across 500+ regional teams. Social, mobile, CRM, e-commerce, and emerging formats including AI, AR, and Web3.

03 **Team & agency leadership**

P&L ownership, agency restructuring, talent development, and cross-market alignment across HK, Shanghai, Singapore, Sydney, London, New York, and Paris.

04 **Growth & GTM**

Go-to-market strategy for brands entering new geographies. Experience on both sides - Chinese brands going global, and global brands entering China.

CAREER ARC

Built in Asia.
Recognised globally.

2023 – Now

CORPORATE

REDPEAK | KYU (HAKUHODO GROUP) ↗

Chief Creative Officer

C-suite brand strategy and creative leadership for Asian and global clients navigating ESG, digital transformation, and cross-market expansion. I bridge Chinese brand sensibility with global creative standards.

2012 – Now

FOUNDER

RESTART GROUP ASIA PACIFIC ↗

Co-Founder, CMO

Built brand strategy and GTM for Asian startups scaling regionally and globally. I advise on branding, investor storytelling, and market entry across HK, Singapore, Taiwan, and beyond.

2013 – 2023

FOUNDER

FAMA GROUP ↗

Co-Founder, CEO

Built a Hong Kong-origin F&B brand group - Locofama, Sohofama, Supafood - from local concept to internationally recognised movement. Raised from Delivery Hero. I demonstrated that an Asian brand built on authentic values can earn global press and investment.

2011 – 2012

CORPORATE

DIGITAS & RAZORFISH (PUBLICIS GROUPE) ↗

Managing Director, APAC Regional MNC Lead

Led Asia Pacific for the world's two largest digital agencies. Ran global accounts including Shanghai Tang, ASUS, Intel, and Bank of America across the region. I created brand frameworks from Asia that were adopted - not adapted - by Western market offices. 500+ regional team.

2010 – 2012

CORPORATE

DIGITAS (PUBLICIS GROUPE) ↗

Managing Director, Hong Kong & Southern China

Established MADE by Digitas - a luxury digital practice that partnered Paris, NYC and London teams to serve Gucci, LVMH, Richemont, Cartier and Qeelin. Doubled revenue and operating income in 16 months. I built the HK office into the creative hub driving global luxury digital strategy.

2009 – 2010

CORPORATE

MRM WORLDWIDE / MCCANN (IPG GROUP) ↗

Deputy General Manager

Led 50+ team delivering CRM, data, and digital marketing for global brands from an Asia base. Award-winning regional campaigns for Dell, Intel, Mastercard, and Maybelline - produced in Asia for global audiences.

Pre-2009

CORPORATE

VARIOUS | ASIA PACIFIC & AUSTRALIA

Senior Roles | 4As Agencies & In-House

A decade across agency and in-house roles in Hong Kong and Sydney - building the bilingual, bicultural fluency that underpins everything since. Brands: Qantas, HSBC, Cathay Pacific, Mandarin Oriental, LVMH, MTV, Martell, Chivas.

CLIENTS & COLLABORATORS

Asian brands taken *global.*
Global brands brought *to Asia.*

ALL · ASIA-ORIGIN · LUXURY & FASHION · SPORT · TECH & TELCO · BEAUTY & FMCG · F&B & SPIRITS · FINANCE · PHARMA & HEALTH · TRAVEL & HOSPITALITY · VENTURES BUILT

ASIA-ORIGIN BRANDS | TAKEN GLOBAL

- Shanghai Tang
- Qeelin
- ASUS
- ACER
- TSMC
- GIANT
- ESPRIT
- TELSTRA
- FOODPANDA
- COMMONWEALTH BANK
- HSBC
- CATHAY PACIFIC

LUXURY & FASHION

- GUCCI
- LVMH
- Cartier
- TIFFANY & CO.
- LONGCHAMP
- BALENCIAGA
- BOTTEGA VENETA
- ALEXANDER MCQUEEN
- YSL
- DIOR
- RICHEMONT
- Dunhill
- ESPRIT
- Shanghai Tang
- REPLAY
- Van Cleef & Arpels
- SAFILO
- Qeelin

SPORT

- NIKE
- ADIDAS
- PUMA
- THE NORTH FACE
- GORE-TEX
- GIANT

TECH & TELCO

- INTEL
- DELL
- MICROSOFT
- SAMSUNG
- ASUS
- ACER
- TSMC
- AT&T
- TELSTRA

BEAUTY & FMCG

- L'ORÉAL
- Lancôme
- OLAY
- MAYBELLINE
- UNILEVER
- P&G
- J&J
- MARS
- Kraft
- Mead Johnson

F&B & SPIRITS

- FOODPANDA
- DELIVERY HERO
- DELIVEROO
- CARREFOUR
- Hennessy
- Martell
- Chivas
- Miller
- Belvedere
- Grey Goose

FINANCE

AMEX	MASTERCARD	HSBC	VISA	BNP PARIBAS	COMMONWEALTH BANK	BofA Merrill Lynch	ST. GEORGE BANK
BLACKROCK	JP Morgan						
PHARMA & HEALTH							
ASTRAZENECA	SANOFI	PFIZER	BLACKMORES	VITAMIN WATER	FAMACY	Lotus	Cenra
TRAVEL & HOSPITALITY							
CATHAY PACIFIC	QANTAS	DELTA	IHG	MANDARIN ORIENTAL	W HOTELS	The Venetian	Wynn
VENTURES BUILT							
FAMA GROUP	RE:START	Locofama	Sohofama	SUPAFOOD	FAMACY	GREEN TOKEN	Nessa
Fama's Kitchen	URBAN GROW						

SELECTED WORK

Case *studies.*

ASIA-OUT · LUXURY

Gucci & Kering (PPR Group) | Strategic Advisory for the Chairman and CEO

Directly advised Francois-Henri Pinault, Chairman and CEO of PPR (now Kering), on the phygital transformation of the Gucci business. Developed the overarching Greater China roadmap, integrating e-commerce with offline retail strategy during a pivotal era of digital expansion. This advisory established the strategic framework that informed the group's regional expansion, including the eventual acquisition of Qeelin.

C-Suite Advisory · Phygital Roadmap for Greater China

ASIA-OUT · LUXURY

Shanghai Tang | Digital Transformation and Cultural Innovation

Partnered with the Creative Director and Global Marketing Head during the brand's tenure under Richemont Group. Bridged traditional Chinese motifs with modern retail aesthetics, and developed an innovative product recommendation framework rooted in the Eastern astrological system, driving a 350% increase in digital conversion. Led concept and end-to-end execution of flagship fashion shows and immersive in-store events, ensuring the brand's aesthetic resonated across local and global luxury markets.

350% Conversion Increase · Fashion Shows · Omnichannel Strategy

REVERSE · LUXURY

MADE by Digitas (Publicis Groupe) | Bridging Global Luxury into Asia

As APAC Regional Lead for MADE, a specialised luxury practice within Publicis Groupe, one of the top 5 global marketing and communications groups, partnered with headquarters in Paris, London, and NYC to lead integrated brand strategy for the world's most prestigious houses. Developed a cultural translation layer that enabled Western luxury giants to communicate with nuance across Asia. Work encompassed the full brand ecosystem including PR, high-end print, boutique events, and digital.

2x Revenue in 16 Months · Gucci · LVMH · Richemont · Cartier

CLICK TO UNLOCK

THESE CASE STUDIES CONTAIN CONFIDENTIAL CLIENT STRATEGY AND CAMPAIGN DATA.
REACH OUT DIRECTLY OR CLICK ABOVE TO ENTER PASSWORD.

ASIA-OUT · TECH

ASUS | Taiwan Brand, Global Stage

Served as Executive Creative Head and Strategic Lead for the largest global 360 campaigns in the company's history. Orchestrated a high-impact ambassador strategy, securing Jay Chou for Greater China and APAC and Jason Mraz for Western markets. In a direct reversal of the industry's West-to-East hierarchy, the creative framework was architected in Asia and exported to European and US markets for localisation. The campaign headline co-developed with the Global Marketing Director, "In Search of Incredible," replaced the legacy company slogan and remains the brand's global identity today.

East-to-West Creative Export · "In Search of Incredible" co-developed as global brand identity

ASIA-OUT · WELLNESS AND NUTRITION

FAMACY | From Concept to Strategic Acquisition

Founded an integrated wellness ecosystem bridging Eastern medicinal heritage with Western nutritional science. Anchored by FAMACY, a science-led nutrition brand developed with nutritionists and dieticians, and fuelled by award-winning F&B concepts including Locofama and Sohofama as living labs and customer acquisition channels. The concept's success led to its acquisition by a major health and wellness group.

Strategic Exit · $6M+ Raised · Delivery Hero Investment

GLOBAL NUTRITION · CRM

Mead Johnson Nutrition (Enfamil) | Category Expertise and High-Stakes CRM

As APAC Strategic Lead for Mead Johnson, architected regional CRM frameworks that leveraged attitudinal data to customise communications for expectant and new mothers across 60+ countries. Led strategy for building clinical trust and brand equity in one of the world's most regulated and high-stakes categories. Managing the Enfa brand promise - centred on safety, dependability, and peer networks - required converting a deeply skeptical, research-driven consumer who would not act on brand messaging alone. Scientific credibility, clinical proof, and community trust had to be earned before purchase was ever considered.

Category Authority · Attitudinal CRM · New Mom Journey across APAC

RECOGNITION

Honoured *for impact.*

2021

Green Warrior Award

Green Is The New Black

2021

Hong Kong Brands Award

Hong Kong Brand Development Council

2020

Innovative Entrepreneur Award

Hong Kong Business Awards

2020

Food Made Good Society Award

Sustainable Restaurant Association

2019

Foodie Forks Food Hero

Foodie Magazine Hong Kong

ONGOING

Visiting Lecturer

Hong Kong Polytechnic University

THINKING

The point
of view.

Ying Yang Marketing

"True development of marketing in this digital age takes place when traditional and digital marketing occur side by side to complement, reinforce and transform each other."

ONLINE + OFFLINE

Digital Advertising vs Online Advertising

"We might have come to the end of the beginning phase of online advertising, but I think we have only just entered the beginning phase of digital advertising."

DIGITAL STRATEGY

Finding Opportunities in Crisis

"The term crisis in Chinese is a combination of the characters for danger and opportunity. Now that clients have less money for TVC, they turn to us for digital campaigns that deliver measurable results."

AGENCY LEADERSHIP

Point of Difference...?

"When 80% of agencies have the same point of difference, it is time for a change. How many times have you heard: we are an integrated, full service digital agency that specialises in creative brand building solutions."

AGENCY POSITIONING

Perfect vs Remarkable

"Brands hire 4As agencies to produce work that is beautiful, professional and flawless. When consumers see it, they think it is pretty and forget it immediately. Besides aiming for perfect, try aiming for remarkable too."

CREATIVE STANDARDS

Kaizen

"In today's fast-changing digital field, embedding Kaizen in agency culture is simply business critical. It calls for never-ending efforts for improvement involving everyone, not just a few senior executives."

AGENCY CULTURE

What is the Objective of Your Marketing Campaign?

"It is easy for a CEO or CMO to say we want both brand and performance. A lot of thinking needs to be done to come up with strategy, priorities, roadmap and timeline. Find time to take a step back and think."

STRATEGY

All Look the Same

"There is a surplus of similar agencies, employing similar people, with similar educational backgrounds, working in similar jobs, coming up with similar ideas, producing similar ads, with similar prices and similar quality."

DIFFERENTIATION

All posts ↗

More writing on digital marketing, agency culture, brand strategy and creative thinking. Most of it still holds.

DIGITAL MARKETING

MEDIA & PRESS

In the *press.*

FOODIE MAGAZINE

Behind the Dish: Larry Tang of the Locofama Group

FOOD & WELLNESS 2019

PAGE COMMON JOURNAL

Urban Explorer Series: Interview with Larry Tang

ENTREPRENEURSHIP 2019

PR NEWSWIRE

FAMA Group: Hong Kong's First Restaurant to Accept Cryptocurrency

FINTECH & INNOVATION 2018

FOODIE MAGAZINE

Meet the Revolutionary Fama's Kitchen

VENTURE 2019

HIVE LIFE MAGAZINE

Locofama: A Healthy Food Craze

FOOD & WELLNESS 2021

GREEN IS THE NEW BLACK

Larry Tang: Pioneering the SLOW Movement in Hong Kong

GREEN WARRIOR 2021

FOODIE MAGAZINE

PRESTIGE

FOOD'S FUTURE GLOBAL

Food Made Good Award Winners 2020 | FAMA Group

AWARD

2020

There Goes the Neighbourhood | Locofama's Impact on Hong Kong's Food Culture

FOOD & LIFESTYLE

2021

Humble Hero: Larry Tang | an Ongoing Trailblazer Showing the Right Way to Eat

FOOD HERO

2019

LET'S TALK

Ready to take your brand *to the world?*

If you're building a Chinese or Asian brand with global ambitions,
or a global brand that needs to win in China or Asia,
let's talk.

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