

Dr. Leonard D. Lane
2815 Harbor View Drive
Corona Del Mar, California 92625
llane@uci.edu
leonardlane@fungacademy.com

Summary of Accomplishments

- Seasoned executive with more than fifty years of experience in: global consulting, corporate and business unit strategy development, developing Asia market entry strategies, managing organizational transformation programs, cost reduction, process improvement and leadership for major international corporations.
- Successfully started consulting firms in Alaska, Seattle, and Hong Kong
- Earned Doctor of Business Administration in 2003 from The Weatherhead School of Management at Case Western Reserve University, Cleveland, Ohio.
- Successful instructor in strategy at five different institutions, having taught upper division undergraduates, traditional MBA students, Fully Employed and Executive MBA students. Consistently rated by students at or above the **92** percentiles on teaching abilities. Awarded “Best Professor” and eight “Excellence in Teaching” awards, Paul Merage School of Business, University of California, Irvine

Education

Doctor of Business Administration **May 2003**
Weatherhead School of Management
Case Western Reserve University **Cleveland, OH**

Dissertation Title: *From Sitting on Top of the World to Crunched in the Back of the Bus: The Transformation of the U.S. Domestic Airline Industry From 2000-2003.*

Dissertation Advisor: Bo Carlsson, Ph.D.
E. Mandell de Windt Professor of Industrial Economics
Weatherhead School of Management

Master of Business Administration **1968**
Marshall School of Business
University of Southern California **Los Angeles, CA**

Bachelor of Arts **1963**
University of Southern California **Los Angeles, CA**

Teaching and University Administrative Experience

Senior Lecturer-Strategy

Paul Merage School of Business, University of California, Irvine

- Competitive Strategy class for Executive MBAs, full-time MBAs, Fully Employed MBAs and undergraduates. Beginning in 2005-present
- Competitive Intelligence (class developed by Dr. Lane) for MBA's, Fully Employed MBA's and Executive and Health Care Executive MBA's, 2009-present.
- Topics in Strategic Innovation (class developed by Professor Lane) for MBA's FEMBA's 2008-2012
- Sustainability as Competitive Advantage (class developed by Professor Lane) for all MBA programs.
- Global Business class (including leading the international residents to China, Viet Nam, Thailand, Myanmar, Hong Kong and Israel for Full time and Executive MBA's, 2010-present
- Growth Strategy for Entrepreneurs, MIE Program, 2019-present
- EDGE for FEMBA's 2019-present

Visiting Lecturer-Global Strategy, Rady School of Business, University of California, San Diego

- Global Strategy class for Executive MBA's (Flex MBA), 2006, 2007

Adjunct Professor-Strategy

California State University, Fullerton

- Capstone Strategy Class for Business Administration Seniors in summer 2003, spring 2003 and International Strategy in fall 2003.

Adjunct Professor-Strategy

California State University, San Marcos

- Capstone Strategy Class for Business Administration Seniors at CSUSM as well as the strategy class for MBAs, in fall 2002 and spring 2003 respectively.

Adjunct Professor

Monterey Institute for International Studies—Fisher Graduate School of Business

- International Consulting class for MBAs at MIIS, spring 2003, November 2003, April 2004, October 2004, November 2005, 2006, February 2009

Other teaching Experience

- Merage Institute, Lean Launchpad Program, Jerusalem
- Merage Institute, U.S Israel Innovation Bridge, Executive Leadership program
- MIT Executive Education, "Leading Enterprise Transformation
- Fudan University, Shanghai, China
- University of Chicago-Graduate School of Business Administration
 - LECTURE ON GLOBAL STRATEGY
- Hong Kong University of Science and Technology
 - Conducted lectures on leadership and global strategy.

- **Motorola University and Nortel's Executive Development programs in the Asia Pacific Region**
 - Lead instructor for "Developing Global Strategy".
- **Hong Kong Bank's Senior Executive Strategy and Managing Global Risk Program**
 - Developed and served as lead instructor for the strategy portion of the program.

University Administrative Experience

Paul Merage School of Business, University of California, Irvine **2009-2010**
Senior Assistant Dean MBA Programs

Oversaw the processes supporting the delivery of the schools four MBA programs. Served on the Curriculum Innovation Committee, Masters Program Committee and Programs for Working Professionals Committee. Supervised the four Program Directors as well as scheduling, textbook ordering, and residential planning

Service

Participated on the Schools Strategic Planning committee to develop a new Strategic Plan for the Paul Merage School of Business

Appointed to the Non Senate Faculty Review Committee, 2020

Journal Publications

Caro, F., L. Lane, A. Sáez De Tejada Cuenca. 2020. [Can Brands Claim Ignorance? Unauthorized Subcontracting in Apparel Supply Chains.](#) *Management Science* forthcoming

L.Lane, L.D. and Verlinda, J., November 2005. "The Effect of the Internet on Pricing in the Airline Industry." *International Journal of Industrial Organization*. (Review and Resubmit)

Books

Lane, Leonard, "The Power of Benchmarking", New York, Lexingford Publishing, 2017

Lane, Leonard, Ratcliffe, Michael., "Competing in a Digital World, Using Artificial Intelligence to Win in a Volatile, Uncertain, Complex and Ambiguous world," Lexingford Publishing, December 2020

Presentations

World Economic Forum, subgroup on Global Growth Companies, "Learning in a Networked Organization, May 2012

Hong Kong International Human Resource Management Conference, Keynote address, "Building a Resilient Organization for an Exponential World, November 2018

Copenhagen Fashion Summit, "Sustainability as a Competitive Advantage, 2016
Stanford Webinar - Business Model Transformation, October 2015 ... - YouTube
www.youtube.com

The School of Innovation, how and why they built Fung Academy, Israel, February 2020
Israel, February 2020

Numerous presentations to industry groups on developing competitive strategies in an Exponential world, 2012-2020

Business Experience

Fung Group, Hong Kong **Senior Advisor to the Group Chairman, Fung Group**

In this role, advises the Group Chairman and Group Presidents on macro-economic issues and scenarios affecting the Groups strategic trajectory.

Member of the Board, Fung Academy, Advisor to the Group Chairman, Li and Fung

In this role, Dr. Lane advises the Academy on strategic direction as well as providing counsel to the senior Leadership team of the Fung group businesses on macro-economic and technology issues that impact the Groups businesses.

Li & Fung (1937) Limited, Hong Kong **Managing Director, Fung Academy** **2010 - 2019**

In the newly created position, reporting directly to the Group Chairman Dr. Victor Fung Dr. Lane was responsible for overall direction and implementation the Group's Senior Leadership Development and strategy linked Accelerated Learning Programs including overall responsibility for operationalizing sustainability as a competitive advantage across the Groups worldwide businesses. In this capacity he advised the Group's businesses on how to take advantage of the exponential increases in technology to improve sustainable production and design as well as improve the lives of the 3-4 million people that work across the Group's value chain.

Specific accomplishments include:

- Development and delivery in collaboration with Hong Kong University, MIT's Sloan for the firms first Executive Leadership Program for the top 1000 global leaders
- Development and delivery in collaboration with the Stanford University Professional Development Center of the firm's Senior Leadership Program for the next 700 global managers.
- Development and pilot of the firm's Executive/Senior level leadership succession and Development Program
- Delivering the Strategy component to the firms Professional Management Development cadre (fast track junior managers)

- Establishing and organizing the firm's innovation assets to accelerate product development and rapid experimentation across the firm's businesses
- Reorganized the firm's sustainability organization to focus on learning and remediation as well as establish programs to improve the lives of the three to four million workers in the firm's factory network across Asia and sub-Saharan Africa
- Established and Competitive Intelligence and Strategy facilitation unit that manages the firm's strategy development process

**LL Global Consult
President**

2004-2009

Management consulting firm providing strategic planning and organizational consulting services to a select group of international clients.

**MMG, MarchFirst, divine, Inc.
Vice President, Global Strategy**

1999-2002

- Served in a key executive role within the Global Strategy division for the professional services arm of divine, Inc., a Chicago based software development and systems integration firm (and its two predecessor firms) that provided extended enterprise technology solutions that helped clients gain competitive advantage by improving the speed and effectiveness with which organizations sense and respond to their extended business environments.
- Responsible for the quality of the delivery of client work, as well as provision of leadership to the global strategy team.
- Engaged in projects relative to the airline, automotive, health care and pharmaceutical industries; assisting clients in developing and implementing technology driven strategies to enhance their competitive positioning.
- Negotiated the firm's joint venture in Japan and played a lead role in the firm's business development endeavours there and elsewhere.
- Served as a member of the firm's Global Strategy Leadership Team.

President, Partner and Director

1977-1999

**LLA, Inc. /Strategic Development Group, Anchorage Alaska, Seattle WA
LLA Pacific Limited, Hong Kong**

- Served for twenty-two years as President of own firms from start-up to development of these two international consulting organizations.
- Firm started business in 1977 in Anchorage, Alaska serving British Petroleum (BP) ARCO, and Alyeska Pipeline Service Company during the construction and start-up operations of the Trans-Alaska pipeline and the Prudhoe Bay/North Slope oil fields.
- Provided services to these three major clients in the areas of: strategic planning, achieving "benchmarked" operational excellence in implementing strategies, organizational

structuring, leadership development and building leadership teams. Clients started as “greenfield operations” and grew to employ over 12,000 people.

- Firm selected by BP as one of its preferred suppliers in the service category.
- Worked with the newly formed Alaska Native Corporations to set up their strategic planning processes
- Grew the firm from 2 people to 18 people between 1977 and 1980.
- Established Bellevue, Washington office in 1985 and Hong Kong office in 1989. The Hong Kong office focused its work on assisting multi-national organizations develop and implement competitive strategies in Asia.
- Firm specialized in working with a limited number of large multi-national organizations that required exceptional client focus to deal with the complexity of their decision-making at both the local, regional, and global levels.
- Served as a lead instructor for the Forum Corporation’s Executive leadership programs
- Hallmarks of the firm since inception included customer-focused client service and building a consulting team to deliver on their service promise.
- Major projects undertaken by the firm include the following:

Strategy Development and Managing Organizational Change

1. In 1988/89, LLA was selected by British Petroleum to be one of the lead consultants in helping them manage global change for the Exploration Group. Over four years, Dr. Lane led a team of consultants in developing and delivering the overall change architecture, key change interventions, and focused leadership and strategy training on a worldwide basis for the Exploration Group. Lead consultant in developing the BP 360 feedback system. BP Exploration acknowledged Dr. Lane’s work as having significant operational and financial results, which contributed, to BP's overall turnaround by 1993.

In the early 1990’s, LLA developed the concept of “networks” to enhance organizational knowledge sharing and learning for the BP upstream business.

2. Over the period, 1998 to 1999 LLA established the change architecture and was lead consultant in the Caltex (the overseas marketing arm in thirteen countries for Chevron and Texaco) global organizational change process, leading to a complete functional restructuring and the move to a performance-based organization.
3. Dr. Lane served as the lead change consultant for Caltex as they transitioned to a shared services concept from independent country support services and was recognized by Caltex as being one of the key drivers in their move to improved competitiveness and profitability.
4. Conducted Scenario Planning and Strategy Development engagements and training for ARCO Coal and exploration Divisions
5. LLA, under Dr. Lane’s leadership and in conjunction with the Chairman of DHL, Mr Po Chung, helped establish the Creative Initiative process in Hong

Kong. This process helps organizations and industry groups in both the public and private sector develop a shared vision of a desired future. This process has helped several Hong Kong organizations develop their blueprint for the future in the post 1997 economic environment.

Linking Strategy to Organization Structure

1. Dr. Lane, working with a small group of internal consultants and senior management, assisted AMOCO Production Corporation to develop a global organization structure and set of aligned leadership practices. This work enabled the organization to carry out a new strategy of more cost efficient focus on exploration and production as illustrated by their discoveries in the Gulf of Mexico, the North Sea and the start-up in 1996 of the largest oil field in the South China Sea.
2. Recognized by AMOCO's Chairman, Mr. Larry Fuller, for a deep personal understanding of the global markets, global competition, and the differentiators required to excel in these areas into the next millennium as one of the key elements in his organizational transformation process toward AMOCO's becoming a global company.

Customer-focus and Strategy

1. LLA introduced the concept of building a customer-focused organization to DHL Worldwide Express in Asia Pacific.
2. Personally responsible to the regional Managing Director, North Asia for the development of a customer-focused strategy, and using customer data to help align marketing strategies, information needs, organizational structure, and leadership practices to completely focus DHL on the current and future requirements of its Asia Pacific customer base.
3. During the period, 1991-1998 DHL grew to become market leader in the document and small package express business in Asia and positioned itself to be the regional leader in the express logistics business into the next century.
4. Personally, recognized by Regional Managing Director and DHL's Chairman for understanding of strategy, marketing, and global competition as a key element in facilitating DHL's strong position in the Asia Pacific market.

Cost Reduction and Process Improvement Strategies

1. With the beginning of "early maturation" of Asia's growth market, and forecasted economic turmoil through 1999, Dr. Lane assisted a major Hong Kong based trading company as well as the marketing and distribution arm of a global oil company to establish Shared Services Centres which enabled these organizations to consolidate their "backroom" high volume transaction operations across the region.

2. Dr. Lane's understanding of finance and accounting, treasury, human resources, and procurement, process issues, coupled with a customer-focus strategy, enabled both of these organizations to establish leading edge centres that will help position them to be low cost providers of their services into next century.

The Creative Initiative-Strategy Facilitating Experience **1997-2004**
Hong Kong

- Original lead facilitator and one of the founders and a Director of the Creative Initiative Foundation in Hong Kong.
- As part of the Creative Initiative, facilitated strategy workshops for senior executives and board members of the Logistics community, The Port and Maritime community, the Airport Authority, The American Chamber of Commerce, the Hong Kong Tourism Commission and the Pearl River Delta Foundation.
- Efforts resulted in the plan adopted by the Hong Kong Government to formally link Hong Kong's economy to the growth of the Pearl River Delta.

State Government Experience **1975-1978**
Alaska
Special Assistant to the Governor

Served as a Special Assistant to Governor Jay Hammond. Was responsible for relations with the Alaska Business Community during a time when the oil revenues from the Prudhoe Bay oilfield were beginning to flow into state coffers. Accomplishments included:

- Leading the State's efficiency and process improvement initiatives resulting in over 100 million in savings and cost avoidance
- Restructuring the Public Works and Highway Departments into a Department of Transportation
- Led the restructuring of the Department of Fish and Game
- Participated on the team that established the States Permanent Fund program

Executive Director Alaska Capital Relocation Committee

Administered the eighteen-month program to select three alternative sites for a relocated state Capital. The state-wide communication/community involvement program received national recognition

Executive Vice President **1973-1975**
Alaska International Air

- Responsible for building the management team, negotiating client contracts, developing operating programs, and establishing management control procedures that enabled the airline to return to profitability within 12 months of his arrival.

- Collaborated on leading the organization out of Chapter Eleven to become the leading air cargo carrier during the construction of the Trans-Alaska pipeline.
- Served as a lead participant in helping take the company public in 1977.

**Assistant to the Chairman
Alaska Airlines**

1971-1973

- Recruited to the airline to assist with a "turnaround" for this regional carrier that was in significant financial difficulty.
- In conjunction with new management team, led the development of the strategy that enabled Alaska to reposition itself as the "Airline of choice flying to and from Alaska".
- Instrumental in developing the growth strategy that enabled Alaska to expand into Oregon, California, and Arizona after Airline deregulation in the U.S.
- Credited by Alaska's Chairman with identifying the gaps in the served market in Portland, San Francisco, Los Angeles, and Phoenix, and establishing operations in these suburban airports where the majority of the population was living and unserved by the major carriers.
- The "North-South customer-focused strategy" enabled Alaska Airlines to become one of the leading regional carriers in United States, maintaining consecutive year-on-year profitability for over 20 years in an extremely competitive market.

**Peat, Marwick Mitchell
Senior Consultant**

1968-1971

- Served as Senior Consultant in the Los Angeles office of this international accounting and consulting firm.
- Conducted consulting engagements in the areas of developing competitive strategies and aligned organization structures for Continental Airlines, Union Bank of California; Security National Bank; and numerous medium-size manufacturing companies in the Los Angeles area.
- Served as an instructor in PMM's supervisory development Program

1965-1968

- General management positions in line manufacturing for Pabst Blue Ribbon and Maramont Corporation in the Los Angeles area.

Military Service: United States Marine Corps (1963-1971. Includes active duty and reserve time

Hobbies: Sailing, Triathlon (Hawaii and Canadian Ironman finisher)