



Government of the Russian Federation
National Research University Higher School of Economics
Faculty of World Economy and International Affairs
School of International Affairs

Work Programme for the Course
“Business in Southeast Asia: Prerequisites for Success”
Level: Master of Science, 1st Year, MAGOLEGO

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Approved by:

The HSE MAGOLEGO Commission “05” April 2017

Head of the Commission _____ V.V.Radaev

Recommended by:

Methodical center DOOP HSE, «19» september 2017

A.V. Serova _____

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The present programme cannot be used by other departments of the University or other establishments of higher education without the consent of the author



“Multinationals (MNCs) are rightly excited by the opportunity. ASEAN has long been a focus for the world’s leading firms and the AEC’s successes so far allow for the building of more integrated regional business.”

Tham Sai Choy, Chairman, KPMG’s Asia Pacific Region Managing Partner,

KPMG in Singapore & Brunei

It is difficult to imagine a more exciting and promising time for exploring possibilities for doing business in Southeast Asia taking into consideration the recent establishment of ASEAN Community. The course equips students with conceptual thinking about the confluence of global trends, regional processes and priorities of individual countries and demonstrates how ASEAN economic champions and trans-national companies focusing upon Southeast Asia create their success stories. Through this comprehensive prism, the course presents an in-depth understanding of how the global, regional and national milieu shapes effective business strategies.

The course runs in 3-4 modules. Evgeny Kanaev, a HSE professor who writes extensively on the Asia-Pacific affairs and teaches courses on the international relations in the Asia-Pacific region, offers it. Apart from academic activity, Professor E.Kanaev consults top government agencies and business companies whose interests embrace the Asia-Pacific region. In 2012, Professor E.Kanaev was among the expert group which prepared the research "Strategy of Trade and Investment Cooperation for Russia - ASEAN Dialogue Partnership", commissioned at the request of the Ministry of Economic Development of the Russian Federation.

Course prerequisites

The course combines knowledge of international relations, world economy, politics and economy of Southeast Asia and the Asia-Pacific region. To study the discipline, students should obtain:

- The basic knowledge of political and economic developments in the Asia-Pacific region;
- Understanding the specificity of the Association of Southeast Asian Nations (ASEAN)



- Good command of English.

The course has no analogies in both Russian and foreign university education. At the same time, selected topics are included in the learning curricula. Most notable examples include:

- ✓ Corporate & Business Development in Southeast Asia (St.Gallen Institute of Management in Asia Pte. Ltd. (Singapore);
- ✓ Business Strategies for Asia (National University of Singapore);
- ✓ Doing Business in Southeast Asia (ASEAN) (European Business School)
- ✓ International Business: Australia & South East Asia (University of New South Wales, Sydney, Australia)

Responding to this enhancing interest, the offered course broadens the students' possibilities to continue their education in world top-rank universities therefore expanding their career opportunities.

The course is developed in accordance with educational standard of the National Research University Higher School of Economics.

The course “Business in Southeast Asia: Prerequisites for Success” is optional.

Competences

On completing the course, students will acquire the following competences.

Competence	EKK competence code	Level	Descriptors – the main indicators that the competence is mastered	Forms and methods of education to develop the competence	Form of the control of the competence
CK-6	CK-M7	ПБ, СД	Students learn key patterns of business communication in Southeast Asia	Case studies, brainstorming, discussions	Presentations, Policy Brief, exam.



СК-8	СК-М8	СД	Students explore success and failure stories of multinationals in Southeast Asia	In-class debates, collective brainstorming, role plays.	Discussions, Policy Brief, exam.
ПК-1	ИК-М1.2.п_1.2 н_1.2и_1.2 _э_1.2к	СД	Students can apply new knowledge to practical activities in accordance with international practices	In-class discussions, reading required and recommended literature, role plays	Discussions, Policy Brief, exam.
ПК-4	ИК-М7.5	СД	Students can analyze the discussed issues through the prism of Russian priorities and policy in Southeast Asia.	In-class discussions, reading required and recommended literature, role plays	Discussions, presentations, Policy Brief, exam.
ПК-6	ИК-М3.1	СД	Students can develop strategies for Russian companies to explore Southeast Asian markets.	Reading required and recommended literature, preparing	Discussions, presentations, Policy Brief, exam.



				presentation s.	
ПК-19	ИК-М.7.3.	РБ, СД	Students link the business dynamics in Southeast Asia with global and regional economic and political trends	Reading required and recommended literature, in-class discussions, preparing presentations.	Presentations, Policy Brief, exam.
ПК-31	СЛК-8.1(МО)	СД, МЦ	Students can create new marketing strategies to overcome obstacles to B2B cooperation between Russia and ASEAN	Reading required and recommended literature, in-class discussions, preparing presentations.	Presentations, Policy Brief, exam.
ПК-34	СЛК-М9.2(МО)	СД, МЦ	Taking into account the practically-oriented course contents, students can use their skills in organizations	Reading required and recommended literature, in-class	Presentations, Policy Brief, exam.



			involved in developing and implementing business strategies in Southeast Asia.	discussions, preparing presentation s.	
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Learning objectives

The course ***aims*** to initiate a conceptual and simultaneously detailed discussion on the present specificity of doing business in Southeast Asia. ***The principal tasks*** of the course stem from its aim and include:

- Insights in the key reasons for initiating and expanding business activity in Southeast Asia;
- Conceptual issues related to the upcoming shift in global business stemming from the Fourth industrial revolution and its likely repercussions upon Southeast Asia;
- The specificity of ASEAN Economic Community through the prism of its business perspective;
- Practical issues with relevance to business activity in Southeast Asia like consumer preferences, brand-building, retail on-line commerce, chains of technologically-advanced production, business culture in Southeast Asia;
- An analysis of strategies of big companies working in Southeast Asia and factors behind their success;
- An outline of the commercial presence of Russian and ASEAN companies in each other's markets and key recommendations to increase it.

The Reading List below each section is comprised of monographs, academic articles and on-line publications to make students immersed in discussions, writing and generating ideas.

Expected learning outcomes



On completing the course, students will obtain:

- In-depth and practically-oriented knowledge on the specificity of doing business in Southeast Asia;
- Practical understanding of opportunities offered by ASEAN Economic Community;
- Awareness of components of success achieved by global and regional multinationals;
- Systemic and multidimensional knowledge of ways to foster business contacts between Russia and Southeast Asian countries;
- Multi-dimensional analytical approach to the submission of application to the structures of Russia-ASEAN full dialogue partnership.

Who will benefit by attending this course

The course is recommended for specialists whose interests focus on Southeast Asia or the economic regionalism in the Asia-Pacific region. Opportunities for further employment include:

- Government agencies and business circles;
- International organizations;
- Universities and research centers;
- Mass-media;
- Other spheres with relevance to international relations and international business in the Asia-Pacific region.

Course structure

№	Topic	Scheduled hours	Class hours		Unsupervised work
			Lectures	Seminars	
I.	Southeast Asia as the focus area	3	1		2
II.	Developing an effective business strategy in SEA: the conceptual issues	47	13	6	28
2.1.	The Fourth industrial	6	1	1	4



	revolution and its implications for Southeast Asia.				
2.2.	ASEAN Economic Community: the business dimension	9	4	1	4
2.3.	Factors shaping consumer behavior	6	1	1	4
2.4.	Effective brand-building	7	2	1	4
2.5.	The retail sector and on-line commerce in Southeast Asia	6	1	1	4
2.6.	Main technologically-advanced supply-production chains in Southeast Asia. Strategies of big companies.	8	3	1	4
2.7.	The culture of doing business in Southeast Asia.	5	1		4
III.	Strategies of multinationals in SEA: factors behind success	52		20	32
3.1.	Toyota and Daihatsu	6		2	4
3.2.	Isuzu and Ford	6		2	4
3.3.	Unilever and Nestlé	6		2	4
3.4.	McDonalds and Marugame	6		2	4
3.5.	Panasonic and Samsung	6		2	4
3.6.	Startups and theirs success in ASEAN countries	6		2	4
3.7.	Failures of multinational companies in ASEAN markets	8		4	4
3.8.	Success stories of Southeast Asian companies in ASEAN	8		4	4



	markets				
IV.	Russia and ASEAN as business partners: issues and perspectives.	12	4	4	4
	<i>In sum</i>	<i>114</i>	<i>18</i>	<i>30</i>	<i>66</i>

Course contents

Part I. Southeast Asia as the focus area

The reasons for exploring ASEAN markets: why ASEAN and why now? Sustainable consumption growth: main features and an outlook. Urbanization and digitalization as sustainable trends. Proximity to customers: China's and India's dimensions. Cost of living in Southeast Asian states as a reason behind business start-ups. Southeast Asia as a hub for business activity: an assessment.

The positioning of ASEAN in global trade flows. ASEAN as a home to globally competitive companies. Key obstacles to business activity in Southeast Asia: an assessment. Southeast Asian countries in global business rankings.

The reading list

Required

(2017) Rediscover ASEAN. A Growth Story of 10 Countries. EY. URL: // [http://www.ey.com/Publication/vwLUAssets/EY-rediscover-asean-a-growth-story-of-10-countries/\\$FILE/EY-rediscover-asean-a-growth-story-of-10-countries.pdf](http://www.ey.com/Publication/vwLUAssets/EY-rediscover-asean-a-growth-story-of-10-countries/$FILE/EY-rediscover-asean-a-growth-story-of-10-countries.pdf)

(2017) Politics, Power, and Change: What's Next for ASEAN. KPMG. URL: // http://www.iberglobal.com/files/2017/asean_kpmg.pdf

(2016) Doing Business in ASEAN: ASEAN Economic Community. Second Edition. Singapore, Rajah and Tann Asia.

(2016) ASEAN Business Outlook Survey. The ASEAN Economic Community and Beyond. Washington: US Chamber of Commerce. // https://www.uschamber.com/sites/default/files/documents/files/abos_16_preview_1.pdf



Recommended

Vinayak HV, Thompson F., Tonby O. (2014) Understanding ASEAN: Seven Things You Need to Know. McKinsey and Company. May. //

<http://www.mckinsey.com/industries/public-sector/our-insights/understanding-asean-seven-things-you-need-to-know>

Breene K. (2016) 7 surprising things you probably don't know about ASEAN. World Economic Forum. 26 May. URL: // <https://www.weforum.org/agenda/2016/05/7-surprising-things-about-asean>

Part II. Developing an effective strategy: the conceptual issues

The Fourth industrial revolution and its implications for Southeast Asia.

Main features of the Fourth industrial revolution. The transformation of industries by digital technologies: implications for business. The changing pattern of competition and new chances for companies. The dispersion of clusters of innovation and research. On-line platforms as predominant business models. New criteria for business expertise. Impending social consequences of the Fourth industrial revolution.

How far has ASEAN come on the digital journey? Pan-ASEAN initiatives: ICT Master Plan 2020 and Master Plan on ASEAN Connectivity 2025. Foundations and prospects to improve competitiveness: towards the top five digital economies in the world by 2025. Key obstacles between ASEAN and an advanced digital economy and society. ASEAN: a likely benefactor or a loser of the Fourth industrial revolution?

Business initiatives to enhance digitalization in ASEAN countries: an assessment. Most promising sectors for investment and a likely outcome.

The Reading List

Required



(2017) Digital Era for ASEAN Conglomerates. Hype or Reality? Deloitte Monitor.
URL: // <https://www2.deloitte.com/content/dam/Deloitte/sg/Documents/strategy/sea-strategy-digital-era-for-asean-conglomerates-noexp.pdf>

(2017) Digital Infrastructure in ASEAN – Interview with Idham Nawawi.
Management Insider. June 26. URL: // <http://www.managementinsider.asia/the-impact-of-digital-infrastructure-in-asean-interview-with-idham-nawawi/>

(2017) The State of the User Experience – South East Asia. 2017 Edition. URL: // <https://www.digitalnewsasia.com/sites/default/files/pdf/Limelight%20Networks%20-%20The%20State%20of%20the%20User%20Experience%20-%20South%20East%20Asia%202017%20EDITION.pdf>

Bittner M. (2017) E-Commerce in Southeast Asia. ASEAN Focus. N. 3. URL: // <https://iseas.edu.sg/images/pdf/ASEANFocus0517WEB.pdf>

Yuwa H-W., Bhardwaj M. (2017) How ASEAN’s Diversity Can Be a Strength in the Digital Revolution. Master Card Center for Inclusive Growth. 24 May. URL: // <https://mastercardcenter.org/insights/asean-countries-poised-powerful-digital-leaders/>

Marcus A. (2016) Responsive regulation key to Asean’s digital revolution. Today Online. 4 May. URL: // <http://www.todayonline.com/voices/responsive-regulation-key-aseans-digital-revolution>

Recommended

(2016) ASEAN Investment Report 2016. Jakarta: ASEAN Secretariat. URL: // <http://asean.org/storage/2016/09/ASEAN-Investment-Report-2016.pdf>

(2016) Battle of the e-commerce giants: Amazon comes to ASEAN. ASEAN Today. 31 December. URL: // <https://www.aseantoday.com/2016/12/battle-of-the-e-commerce-giants-amazon-comes-to-asean/>

Nawawi I., Chua Soon Chee. (2016) 5 ways East Asia can fuel its digital revolution. World Economic Forum. 30 May. URL: // <https://www.weforum.org/agenda/2016/05/5-ways-east-asia-can-fuel-its-digital-revolution/>



(2016) The ASEAN Digital Revolution. ATKearney. URL: // https://www.atkearney.com/innovation/asean-innovation/asean-digital-revolution/full-report/-/asset_publisher/VHe1Q1yQRpCb/content/the-asean-digital-revolution/10192

(2016) Regulations for the Digital Economy. Session 8: Digital Services, E-Governance and the Digital Economy. Commonwealth Broadband Asia Forum 2016. 21– 23 September. URL: // <http://www.cto.int/media/events/pst-ev/2016/broadbandasia/Regulations%20for%20the%20Digital%20EconomyFoong%20Chee%20Keong%20v1.pdf>

ASEAN Economic Community: the business dimension

ASEAN Economic Community as an integration project: key stages and features. Connectivity as the penetrating component of ASEAN economic integration. Physical connectivity: the state of infrastructure development and its implications for business. Pan-ASEAN initiatives and their interim results. Institutional connectivity: the pan-regional dimension. New institutional possibilities stimulating business activity in ASEAN and individual Southeast Asian states. People-to-people connectivity: the extent of free movement of labor and instruments to enhance it.

Companies of ASEAN states and ASEAN dialogue partners: the degree of awareness of ASEAN institutional possibilities. Regional Comprehensive Economic Partnership in the present priorities of multinationals: reasons behind interests and concerns. Singapore as the entrance point and further expansion to other Southeast Asian states: does this model work?

The Reading List

Required

(2017) ASEAN Business Outlook Survey. AmCham Singapore, US Chamber of Commerce. URL: // https://www.uschamber.com/sites/default/files/abos_2017_preview.pdf

(2017) ASEAN Economic Integration Brief. N 1. June. URL: // http://asean.org/storage/2017/06/AEIB_No.01-June-2017_rev.pdf

Fossick C. (2016) Can ASEAN compete with the world's economic superpowers? World Economic Forum. 31 May. URL: // <https://www.weforum.org/agenda/2016/05/can->



[asean-compete-w Coloso K. What is the Impact of the ASEAN Integration to Business? Founder's Guide. 26 June 2015. // http://foundersguide.com/impact-of-the-asean-integration-to-business/ith-the-world-s-economic-superpowers/](http://foundersguide.com/impact-of-the-asean-integration-to-business/ith-the-world-s-economic-superpowers/)

Gray P. (2016) Three key considerations to help build your ASEAN entry and growth strategy. Trade Ready. Blog for International Trade Experts. 29 November. URL: // <http://www.tradeready.ca/2016/topics/market-entry-strategies/three-key-considerations-help-build-asean-entry-growth-strategy/>

Recommended

(2017) Investing in ASEAN 2017. HSBC Holdings. URL: // <http://asean.org/storage/2017/01/Investing-in-ASEAN-2017-.pdf>

(2016) Southeast Asia in Transition. Geopolitical Dynamics and Implications for Investment. KPMG. URL: // <https://assets.kpmg.com/content/dam/kpmg/pdf/2016/06/sg-Southeast-Asia-in-transition.pdf>

(2015) ASEAN 2015: Seeing around the Corner in a New Asian Landscape. The Nielsen Company. // <http://www.nielsen.com/content/dam/niensenglobal/apac/docs/reports/2014/Nielsen-ASEAN2015.pdf>

Kerin R., Lau Geok Theng, Hartley S., Rudelius W. (2015) Marketing in Asia. Singapore, McGraw-Hill Education.

Factors shaping consumer behavior

The growth of Southeast Asian markets: main trends. The urbanization: main reasons and outcomes for consumption. “Mobile madness” as a consumption factor. Social media sites and their role in Southeast Asian marketing. The rising demand for social corporate responsibility: the economic, environmental and consumption dimensions).

A typical ASEAN consumer: young and confident. Perception of Europe and the US vs ASEAN: the old and the middle-aged vs a teenager. Prospects for consumption growth in Southeast Asia: main features.



The Reading List

Required

(2017) Wei-Jun Jean Yeung. Demographic Trends in Southeast Asia. ASEAN Focus. N. 4. URL: // https://iseas.edu.sg/images/pdf/ASEANFocus_Jul_Aug17.pdf

(2016) Modern Consumerism in ASEAN: An Overview. HKTDC Research. 25 August. URL: // <http://economists-pick-research.hktdc.com/business-news/article/Research-Articles/Modern-Consumerism-in-ASEAN-An-Overview/rp/en/1/1X000000/1X0A76ZJ.htm>

Potia A., Remes J. (2016) Urban Consumers to Watch in Southeast Asia. McKinsey&Company. June. URL: // <http://www.mckinsey.com/global-themes/asia-pacific/urban-consumers-to-watch-in-southeast-asia>

(2017) ASEAN Insights: Regional Trends. McKinsey&Company, March. URL: // <http://www.mckinsey.com/global-themes/asia-pacific/asean-insights-regional-trends>

(2017) Navigating Asia's risks and rewards. Asia Business Outlook Survey 2017. The Economist. URL: // <https://www.corporatenetwork.com/media/1649/ecn-abos-2017.pdf>

(2017) Global Mobile Consumer Survey. Southeast Asia edition. January. URL: // <https://www2.deloitte.com/content/dam/Deloitte/sg/Documents/technology-media-telecommunications/sea-tmt-2017-global-mobile-consumer-survey-sea-edition.pdf>

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Thuzar M. (2017) 5 Facts about Urbanization in ASEAN. ASEAN Focus. N. 2. URL: // <https://iseas.edu.sg/images/pdf/ASEANFocusMarApr17.pdf>

(2017) Global Mobile Consumer Survey. Southeast Asia edition. January. URL: // <https://www2.deloitte.com/content/dam/Deloitte/sg/Documents/technology-media-telecommunications/sea-tmt-2017-global-mobile-consumer-survey-sea-edition.pdf>

(2017) Rethinking ASEAN. Dispelling 8 Myths about Consumer Markets. The Nielsen Company. July. URL: // <http://www.nielsen.com/content/dam/nielsen-global/sg/docs/reports/2017/ASEAN%20Consumer%20Demand%20Report.pdf>



(2017) ASEAN in Focus: The Indonesian Consumer Market. HKTDC Research. 15 February. URL: // http://www.iberglobal.com/files/2017/indonesia_consumer_market.pdf

Kanaev E., Muradov K. Business in ASEAN: Practical Aspect. Russian Business Guide. 2013. No. 3 (12). P. 14-17.

Effective brand-building

Lack of recognition of many Southeast Asian brands: main reasons. Thinking in terms of home market and national interests: main consequences. Three main categories of Southeast Asian brands: traditional, “new Asia” and established, and their main characteristics. Luxury and mass consumption segments of goods and services and their “brand” components.

The ASEAN consumer preferences: the brand dimension. Global brands and their attractiveness for Southeast Asian consumers. Asian brands and reasons for their attractiveness. Success beyond Southeast Asia as an attractiveness factor.

The Reading List

Required

(2017) What’s The Outlook for Premium Products in Southeast Asia? 3 March. URL: // <https://ecommerceiq.asia/southeast-asia-premium-products/>

James A. (2017) Insight: 5 Keys to Unlocking Consumer Engagement. Branding in Asia. 1 August. URL: // <https://brandinginasia.com/5-keys-unlocking-consumer-engagement/>

(2016) Singapore brands lag those of Asean neighbours in local market share. Business Times. 13 May. URL: // <http://www.asiaone.com/business/singapore-brands-lag-those-asean-neighbours-local-market-share>

Roll M. (2015) Asian Brand Strategy: Building and Sustaining Strong Global Brands in Asia. Second Edition. Palgrave McMillan.

(2015) The 5 principles of strong Asian brands. Marketing Interactive. 22 July. URL: // <http://www.marketing-interactive.com/powering-brands-growth-southeast-asia/>

(2014) Branding – The Strongest Value Driver for Asia. Martin Roll. May. URL: // <https://martinroll.com/resources/articles/asia/branding-strongest-value-driver-asia/>



Recommended

Bagamasband M. (2017) 3 Disruptive Branding Tips for Southeast Asian Entrepreneurs. Inc.Southeast Asia. URL: // <http://inc-asean.com/editor-picks/3-disruptive-branding-tips-southeast-asian-entrepreneurs/>

Moulee S. (2017) Where are the Southeast Asian brands? The Drum. 2 August. URL: // <http://www.thedrum.com/opinion/2017/08/02/where-are-the-southeast-asian-brands>

Francisco K., Tomacruz S. (2017) 12 ASEAN brands that have gone global. Rappler. 24 April. URL: // <https://www.rappler.com/business/167086-asean-brands-that-have-gone-global>

Tay V. (2016) Multiple brands lend their support in promoting the ASEAN region. Marketing. 12 October. URL: // <http://www.marketing-interactive.com/asean-strikes-multiple-brand-partnerships-tourism-campaign/>

Tandon S. (2015) A clear brand idea: How Japanese brands can capture ASEAN. Digital Market Asia. 9 June. URL: // <http://www.digitalmarket.asia/a-clear-brand-idea-how-japanese-brands-can-capture-asean/>

(2014) Brands as Value Drivers. Martin Roll. February. URL: // <https://martinroll.com/resources/articles/branding/brands-as-value-drivers/>

Loh J. (2014) Asia Brands to consolidate. The Star. 16 August. URL: // <http://www.thestar.com.my/business/business-news/2014/08/16/asia-brands-to-consolidate-group-aims-to-reduce-debts-be-syariah-compliant/>

Lawalette A. (2014) Why Western Consumer Brands Fall Short in Asia (And What To Do About It). Sparksheet. 24 September. URL: // <http://sparksheet.com/western-consumer-brands-fall-short-asia/>

The retail sector and on-line commerce in Southeast Asia

Factors stimulating the retail sector in Southeast Asian countries. Rising domestic demand vs tourists arrival: a comparison. The specificity of retail in ASEAN-5 countries.



Limiting factors of retail: operating costs, low level of product differentiation, pace of fashion and overdependence upon consumer confidence.

The specificity of on-line shopping in Southeast Asia. Main players in ASEAN on-line markets. Prospects for the growth of on-line retail. On-line offerings: main characteristics. Key obstacles for on-line retail: the national and regional dimensions. The constant and variable obstacles and possibilities to overcome them.

The Reading List

Required

Teh A. (2017) Here's how traditional retail players are going online in Southeast Asia. Technasia. 8 February. URL: // <https://www.techinasia.com/retail-online-sea>

Tan I. (2017) Message to marketers: Here's how you can break into the Southeast Asia premium market. FIPP. The Network for Global Media. 7 April. URL: // <http://www.fipp.com/news/opinion/message-to-marketers-here-how-break-into-southeast-asia-premium-market>

(2016) E-Commerce In ASEAN - Taking Off. Jefferies Franchise Note. 21 April. URL: // <https://www.jefferies.com/CMSFiles/Jefferies.com/files/Insights/EcommerceinASEAN.pdf>

Martin K. (2016) Southeast Asia emerges as consumer powerhouse. HSBC. 12 August. URL: // <http://www.business.hsbc.com.sg/en-gb/article/southeast-asia-emerges-as-consumer-powerhouse>

(2016) A retail revolution is underway in Southeast Asia. PWC Malaysia. 1 July. URL: // <http://www.pwc.com/my/en/press/160701-total-retail-2016-survey-sea-report.html>

(2016) The Mobile Economy. Asia Pacific 2016. GSM Association. URL: // https://www.gsma.com/mobileeconomy/archive/GSMA_ME_APAC_2016.pdf

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Shum S., Liu C. (2017) Ad Spending in Southeast Asia. IAB Singapore. February. URL: // <https://iab.sg/wp-content/uploads/2017/04/AdSpend-Report.pdf>



(2016) The ASEAN Economic Community: Investment Opportunities and Challenges in the World's Newest Market. Jones Day Commentary. February. URL: // <http://www.jonesday.com/files/Publication/ca71c5ab-9c8d-4384-a8a9-a123fbb83943/Presentation/PublicationAttachment/e78899ed-dd35-4cf1-9f01-af35c0b78348/ASEAN%20Economic%20Community%20Commentary%20A4.pdf>

(2016) Southeast Asia Games Market. The World's Fastest Growing Region. Casual Games Sector Report 2015. URL: // https://cdn2.hubspot.net/hubfs/700740/Reports/Newzoo_Casual_Connect_South_East_Asia_Games_Market_Report.pdf

(2016) ASEAN 2016 and beyond. New markets, new bases. EY. URL: // [http://www.ey.com/Publication/vwLUAssets/ey-asean-2016-and-beyond/\\$FILE/ey-asean-2016-and-beyond.pdf](http://www.ey.com/Publication/vwLUAssets/ey-asean-2016-and-beyond/$FILE/ey-asean-2016-and-beyond.pdf)

Main technologically advanced supply-production chains in Southeast Asia. Strategies of big companies.

Competitive advantages of ASEAN economies. The country-to-country dimension: a comparative analysis. Thailand as the automobile manufacturing hub for Japanese companies. Indonesia: prospects for Japanese automobile production. Automobile industries in Malaysia and Vietnam. An outlook for ASEAN automotive center: main assessments.

The “3C” phenomenon (computers, consumer and communications) and its Southeast Asian dimension. The specificity of value-added chains of electrical and electronic production. Drivers for growth (automation, additive manufacturing and the IoT). Individual ASEAN countries: E&E characteristics and trends.

Strategies of non-ASEAN companies: general trends. Key reasons for building a strategy that focuses upon the whole ASEAN. Tendencies to a more homogenous customer base. The local insights vs the pan-regional approach. Criteria for organizing sales and marketing activities in Southeast Asia. Key barriers to regional sale strategies. Trade in services: main features and an outlook.

The Reading List

Required



(2017) ASEAN's Bright Future: Growth Opportunities for Corporates in the ASEAN Region. J.P.Morgan. URL: // <https://www.jpmorgan.com/country/US/EN/cib/investment-banking/trade-asean-future>

Ambashi M. (2017) ASEAN as an FDI Attractor: How Do Multinationals Look at ASEAN. ERIA Policy Brief. January. URL: // <http://www.eria.org/ERIA-PB-2016-04.pdf>

Huynh Phu, Rynhart G., Chang Jae-Hee. (2017) Transforming Manufacturing in ASEAN. ASEAN Focus. N. 3. URL: // <https://iseas.edu.sg/images/pdf/ASEANFocus0517WEB.pdf>

Reeves H. (2017) ASEAN vs China: the next great manufacturing war. ASEAN Today. 25 February. URL: // <https://www.aseantoday.com/2017/02/asean-vs-china-the-next-great-manufacturing-war/>

Escaith, Inomata S., Miroudot S. (2017) The evolution of production networks in the Asia Pacific. East Asia Forum. 4 April. URL: // <http://www.eastasiaforum.org/2017/04/04/the-evolution-of-production-networks-in-the-asia-pacific/>

(2017) A Revival of Southeast Asian Manufacturing Hubs. Jones Lang LaSalle IP, Inc. April. URL: // <http://www.ap.jll.com/asia-pacific/en-gb/Research/SEA-ASEAN-industrial-v6.pdf>

Kotani H. (2016) ASEAN companies look to strike it rich in the neighborhood. Nikkei Asian Review. 8 September. URL: // <https://asia.nikkei.com/Business/Companies/ASEAN-companies-look-to-strike-it-rich-in-the-neighborhood>

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// <http://www.business-sweden.se/contentassets/9add69c723b440b9a054b732cd30e082/asean-new-growth-engine-in-asia.pdf>

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Wignaraja G. (2013) Can SMEs Participate in Global Networks? Evidence from ASEAN Firms. Global Value Chains in a Changing World. Ed. by Elms D., Low. Nanyang Technological University et.al. P. 279-312.

The culture of doing business in Southeast Asia

The specificity of job search websites and recruiting firms in Southeast Asia. Salary negotiations, flexible working hours and public holidays: what is permissible and what is not. Asian business etiquette: some tips and explanations.

Cultural differences: European vs Asian business customs. Giving instructions and asking questions. Dealing with challenges: what westerners and Asians usually do. Authority: the approach of Western and traditional Asian managers. Office relationships, punctuality, privacy, personal status and the meaning of “yes”: main differences in Western and Eastern corporate culture.

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Part III. Strategies of multinationals: factors behind success

3.1. Toyota and Daihatsu

Toyota as the largest automotive company, special significance for region's economy, especially in Indonesia, Thailand and the presence in other countries of the region. Toyota's plans on extending its production capacities and sales volumes: an assessment.



Daihatsu as a wholly owned subsidiary of Toyota Corporation, difference in products, target market and, consequently, strategy. Daihatsu's supply chain and marketing communication within the region.

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Francisco J.P.S., Park S.H., Rivera Ungson G. (2016) ASEAN Champions. N.Y.: Cambridge University Press. P. 151-167.

(2016) Southeast Asia automotive industry overview ASEAN UP. October 27.
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(2015) Think New ASEAN!: Rethinking Marketing towards ASEAN Economic Community (2nd ed.)/ Ed. by K. Hermawan, D.H. Hooi, K. Philip. Singapore :McGraw Hill Education. P. 23-44.

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(2005) Automotive and Components market in Asia// KPMG. 40 p.

[б.д.] Consigned Production and OEM Business// Daihatsu Motor Co., Ltd.
[URL:http://www.daihatsu.com/company/overview/oem_business.html](http://www.daihatsu.com/company/overview/oem_business.html)

(2016) Doing Business in ASEAN Markets: Leadership Challenges and Governance Solutions across Asian Borders/ Ed. by P. Verhezen, I. Williamson, M. Crosby, N. Soebagjo. N.Y.:Palgrave Macmillan. P.17-29.

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N.Y.:Palgrave Macmillan. P. 13-31.

3.2 Isuzu and Ford

South East Asia as a comprehensive hub for developing industries of car manufacturing and services oriented on marketing different types of cars and their components, the success stories of such multinational companies as Isuzu from Japan and Ford from the USA.

Difference and similarities of Isuzu and Ford: business strategies and corporation structure. Thailand as a car-producing manufacturing center.

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(2016) Driving Growth towards the Future 2016. Japan Automobile Manufacturers Association, Inc. (JAMA). September. URL: http://www.jama-english.jp/asia/publications/pamphlets/hand_in_hand_2016.pdf

(2011) Facets of Competitiveness: Narratives from ASEAN/ Ed. by A. Lall.
Singapore: World Scientific. P. 64-67.

(2014) Re-drawing the ASEAN map. How companies are crafting new strategies in South-east Asia// The Economist. Intelligence Unit. November. URL:
<https://www.eiuperspectives.economist.com/sites/default/files/RedrawingASEAN.pdf>



(2013) Riding the ASEAN elephant. How business is responding to an unusual animal// The Economist. Intelligence Unit. February. RL: http://ftp01.economist.com.hk/ECN_papers/ridingASEAN.pdf

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3.3 Unilever and Nestlé

South East Asia's significant potential in the sphere of developing agricultural business, factors of multinational companies' (MNCs') interests. The Unilever and the Nestlé cases.

FMCG sector and the role of Unilever, Nestlé, Mars and other companies from Western Europe and Japan. Prospects of FMCG sector in South East Asia. current development of ASEAN economies (from 4 to 7% on average). The role and perspectives of middle class. New trends in FMCG sector.

The Reading List

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(2017) Unilever Case Study In Singapore// Singapore Economic Development Board. 3 February. [URL:https://www.edb.gov.sg/content/edb/en/case-studies/unilever.html](https://www.edb.gov.sg/content/edb/en/case-studies/unilever.html)

(2015) Think New ASEAN!: Rethinking Marketing towards ASEAN Economic Community (2nd ed.)/ Ed. by K. Hermawan, D.H. Hooi, K. Philip. Singapore :McGraw Hill Education. P. 44-68, 206-212.

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(2011) Facets of Competitiveness: Narratives from ASEAN/ Ed. by A. Lall. Singapore: World Scientific. P. 1-29.

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Lee S.S. (2017) ASEAN's fight to keep manufacturing edge// The Straits Time. Singapore Press Holdings Ltd. Co. 7 June. [URL:http://www.straitstimes.com/opinion/aseans-fight-to-keep-manufacturing-edge](http://www.straitstimes.com/opinion/aseans-fight-to-keep-manufacturing-edge)

Goh G. (2016) Unilever launches proprietary trading desk Ultra with Mindshare in ASEAN// Campaign. Haymarket Media Group Ltd. 29 February. [URL:http://www.campaignasia.com/article/unilever-launches-proprietary-trading-desk-ultra-with-mindshare-in-asean/406192](http://www.campaignasia.com/article/unilever-launches-proprietary-trading-desk-ultra-with-mindshare-in-asean/406192)

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(2015) Why ASEAN and Why Now?// Department of Foreign Affairs and Trade. 14 August. URL: <https://dfat.gov.au/about-us/publications/Documents/why-asean-and-why-now.pdf>

3.4 McDonalds and Marugame



Fast food in the world and in ASEAN region. Factors of fast food popularity in the region. MNCs of fast food industry in ASEAN region and their significance in local markets. Strategies of KFC, BurgerKing and Japanese traditional fast-food chain Marugame. McDonalds and its dominance and competition in local markets. Local, intraregional and multinational players in Southeast Asia.

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(2016) Francisco J.P.S., Park S.H., Rivera Ungson G., ASEAN Champions. N.Y.: Cambridge University Press. P.127-129.

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Tomiyama A. (2015) Southeast Asia's burgeoning restaurant and coffee chains// NIKKEI Asian Review. 29 October. URL: <https://asia.nikkei.com/Business/Trends/Southeast-Asia-s-burgeoning-restaurant-and-coffee-chains>

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Esterik P.V. (2008) Food Culture in Southeast Asia. London: Greenwood Press. 2008, P. 111-127.

(2016) Foodservice Profile: Indonesia Global Analysis Report // Ministry of Agriculture and Agri-Food, Canada. [URL:http://www.agr.gc.ca/resources/prod/Internet-Internet/MISB-DGSIM/ATS-SEA/PDF/6769-eng.pdf](http://www.agr.gc.ca/resources/prod/Internet-Internet/MISB-DGSIM/ATS-SEA/PDF/6769-eng.pdf)

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Smith A. F. (2012) Fast Food and Junk Food: An Encyclopedia of What We Love to Eat. Santa Barbara (USA): Greenwood. P. 655-656.

3.5 Panasonic and Samsung

South East Asia in electronics and domestic appliances production. Factors of production relocation. Labor costs and their dynamic.

The flying geese paradigm (FGP), deepening labor division, production relocations, labor-intensive phases. Current shift to innovative technologies and science-consuming industries in China. New factories and new technologies to ASEAN region. The activity of Panasonic and Samsung: an assessment.

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Chang C.H., Huynh P., Rynhart G. (2016) ASEAN in Transformation Electrical and Electronics: On and Off the Grid// International Labour Organization, Bureau for Employers' Activities (ACT/EMP), Working Paper No.13. P. 1-13.

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(2014) ASEAN-Japan Relations/ Ed. by T. Shiraishi, T. Kojima. Singapore: Institute of Southeast Asian Studies.

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(2014) Samsung Localizes Southeast Asia Strategy// The Wall Street Journal, Dow Jones & Company, Inc. 11 August. URL: <https://www.wsj.com/articles/samsung-localizes-southeast-asia-strategy-1407769967>

Rivers P. (2016) Samsung Pay to roll out in Singapore this year. // ASEAN Economist. 23 February. URL:<http://aseaneconomist.com/samsung-pay-to-roll-out-in-singapore-this-year/>

3.6 Startups and their success in ASEAN countries (examples of UBER, Tinder)

Modern economic development, new form of economic environment, revolutionary ideas and solutions, the transformation of markets. Success of UBER or Tinder in East Asian countries.

Startups, development of cyber-reality and cyber-operations. Proliferation of the internet connection (outlining also mobile internet) and the increase in number of internet users. The activity of startups, especially in Singapore (the most developed and technologically advanced country of the region). Malaysia, Indonesia, the Philippines and Vietnam as cases under consideration. The difference of markets for the startup development.

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Francisco J.P.S., Park S.H., Rivera Ungson G. (2016) ASEAN Champions. N.Y.: Cambridge University Press. P. 105-125.

Roll M. (2006) Asian Brand Strategy: How Asia Builds Strong Brands. N.Y.:Palgrave Macmillan. P. 31-56.



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Chang C.H., Huynh P., Rynhart G. (2016) ASEAN in Transformation Electrical and Electronics: On and Off the Grid// International Labour Organization, Bureau for Employers' Activities (ACT/EMP), Working Paper No.13. July. P. 14-16.

Barquin S., Vinayak H.V., Yip H. (2015) Digital Banking in ASEAN: Increasing Consumer Sophistication and Openness// McKinsey Asia Consumer Insights Center. March. URL: <http://www.mckinsey.com/singapore/our-insights/digital-banking-in-asean-increasing-consumer-sophistication-and-openness>

Leggett R.J. (2014) ASEAN 2015. Seeing Around the Corner in a New Asian Landscape. URL:<http://www.nielsen.com/content/dam/nielsen-global/ph/docs/reports/2014/nielsen-asean2015-whitepaper.pdf>

McNamara D. (2011) Business Innovation in Asia: Knowledge and Technology Networks from Japan. N.Y.: Routledge. P. 57-82.

3.7 Failures of multinational companies on ASEAN markets

South East Asia economies: different levels of economic development, low-income countries, middle-income states and high-income economies like Singapore and Brunei. Different customs and religions, historical background and ethnicities and their repercussions for consumer behavior. Diversity and variety of tastes and preferences.

Conducting market research within national and regional levels. The failure examples of Foster's owned by the brewing group AB InBev in Vietnamese market or Carrefour in Thailand and Malaysia.



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(2011) Facets of Competitiveness: Narratives from ASEAN/ Ed. by A. Lall. Singapore: World Scientific. P. 115-151.

Francisco J.P.S., Park S.H., Rivera Ungson G. (2016) ASEAN Champions. N.Y.: Cambridge University Press. P. 187-212.

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Browaeys M., Price R. (2011). Understanding Cross-Cultural Management. N.Y.: Prentice Hall. P. 74-86.

Lewis R.D. (2006) When cultures collide: leading across cultures. London: Nicholas Brealey International. P. 451-480.

(2016) Southeast Asia's Middle Class is Diverse, Confident, and Growing Richer by the Day. Singapore Economic Development Board. URL: <http://qz.com/591380/southeast-asias-middle-class-is-diverse-confident-and-growing-richer-by-the-day>

The Observatory of Economic Complexity. URL:<http://atlas.media.mit.edu>

(2013) Enhancing ASEAN's Connectivity/Ed. by Sanchita Basu Das// Singapore: Institute of Southeast Asian Studies. P. 165-175.

3.8 Success stories of national companies on ASEAN markets

Southeast Asian countries' industrial development and the activity of multinational companies (Panasonic, Toyota, BASF and etc.). Local companies and their role in ASEAN economic development. ASEAN Economic Community and its prospects. Opportunities to extend the business of local companies from national frameworks to the multinational and trans-regional dimensions.

Complexity and diversity of South East Asian markets. Consumer's choices and preferences. Large multinational corporations' standardized global or simplistic regional



approaches. The abilities of local companies to see new trends and changes in consumer preferences (AirAsia, Jollibee etc.).

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(2016) Doing Business in ASEAN Markets: Leadership Challenges and Governance Solutions across Asian Borders/ Ed. by P. Verhezen, I. Williamson, M. Crosby, N. Soebagjo. N.Y.:Palgrave Macmillan. P. 65-73.

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(2014) ASEAN-Japan Relations/ Ed. by T. Shiraishi, T. Kojima. Singapore: Institute of Southeast Asian Studies. P. 249-255.

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(2013) Enhancing ASEAN's Connectivity/Ed. by Sanchita Basu Das// Singapore: Institute of Southeast Asian Studies. P. 9-28.

(2014) Winning in ASEAN: How Companies Are Preparing for Economic Integration / Ed. by V. Chin, M. Meyer, E. Tan, and B. Waltermann. // The Boston Consulting Group. 7 October. [URL:http://www.iberglobal.com/files/Winning_in_ASEAN_bcg.pdf](http://www.iberglobal.com/files/Winning_in_ASEAN_bcg.pdf)

Part IV. Russia and ASEAN as business partners: issues and perspectives

The presence of Russian and ASEAN companies at each others' markets and the key factors shaping its. Main obstacles for enhancing cooperation. Typical mistakes made by Russian and ASEAN businesspersons and ways to correct them. ASEAN demand for



innovative products and decisions: main clusters and their characteristics. Prospects for cooperation between Russia and ASEAN in technologically advanced sectors.

Russian and ASEAN large companies: prospects for strategic alliances. The concept of strategic alliances: main characteristics. Alliances between Russian and ASEAN companies: prerequisites for success. Russia-ASEAN Professional Roadmap as a priority and its role in promoting Russia-ASEAN business ties.

The Reading List

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Chongkittavorn K. (2016) Russia: A new strategic partner for ASEAN? Russia beyond the Headlines. 19 May. URL: // https://www.rbth.com/opinion/2016/05/19/russia-a-new-strategic-partner-for-asean_594339

Tsvetov A. (2016) Russia and ASEAN: in Search of Economic Synergy and Political Consensus. Russian International Affairs Council. 10 June. URL: // <http://russiancouncil.ru/en/analytics-and-comments/analytics/rossiya-i-asean-poiski-ekonomicheskoy-sinergii-i-politichesk/>

Kanaev E., Korolev A. Factory Asia and Asia-Pacific Economic Regionalism: The Connectivity Factor Revisited / NRU HSE. Series WP BRP "International Relations / IR". 2016. No. WP BRP 27/IR/2016.

Kanaev E. Russia and ASEAN in Eurasia: Value-Added for Russia-ROK Cooperation. // Studies in Comprehensive Regional Strategies Collected Papers. International Edition. Seoul : Korea Institute for International Economic Policy, 2016. P. 287-332.

Kanaev E., Pyatachkova A., Korolev A. S., Averina A., Fainschmidt R., Prokopchuk E., Matveeva A., Rodoskaya M. Russia and ASEAN. Key Cooperation Projects // Russian International Affairs Council. 2016. URL: // http://russiancouncil.ru/en/analytics-and-comments/analytics/russia-and-asean-key-cooperation-projects/?sphrase_id=80109

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Kanaev E. A., Bordachev T. V. Russia's New Strategy in Asia. // Russia in Global Affairs. 2014. Vol. 12. No. 3. P. 128-138.



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Lisovolik Y. (2012) Russia Looks East: Modernization Plans and Cooperation with ASEAN. // ASEAN-Russia: Foundations and Future Prospects. Ed. by Hong M., Sumsky V., Lugg A. Singapore: ISEAS. P. 245-253.

Methodological recommendations for teaching staff

None

Methodological recommendations for students

None

Grading system: the academic control and the method of assessment

Forms of control

Type of control	Form of control	Module		Department	Parameters
		3	4		
On-going	Class attendance	*	*	School of International Affairs	No more than two missing classes is possible
	Discussions	*	*	School of International Affairs	Giving new ideas, making innovative conclusions
	Power Point presentations	*	*	School of International Affairs	15 slides or more, internal logic, intellectually-stimulating conclusions
Interim	Policy Brief	*	*	School of International Affairs	1000-1200 words, suggested topics are presented
Final	Exam		*	School of International Affairs	Discussion on the presented topics.

The on-going control consists of class attendance, discussions and power-point presentations. Class attendance and discussions are obligatory, in case of illness or other



unanticipated circumstances the student must notify the professor. Power-point presentations are encouraged and appreciated. The interim control includes the Policy Brief (1000-1200 words) as an out-of-audience activity. The suggested topics are presented. The final control is the examination at the end of the course. During the exam, the presented topics will be discussed.

Guidelines for knowledge assessment

The final grade for the coursework consists of:

- Class attendance and discussion – 20%. In case a student prepares a power-point presentation, this makes 30%.
- The grade for the Policy Brief – 30%;
- The grade for the final exam – 50%.

The accumulated grade is calculated as follows:

$$\text{Grade}_{\text{final}} = \text{Grade}_{\text{class attendance}} + \text{grade}_{\text{Policy Brief}} + \text{grade}_{\text{exam}}.$$

In case a student makes three power point presentations he may be exempted from the exam.

Assessment criteria

- An understanding of the link between conceptual and practical issues;
- A clear structure of the presentation, essay or answer;
- Innovative ideas as conclusions.

Methods of instruction

The teaching is based upon an innovative method that combines learning activities with expanded research opportunities. The students are supposed to prepare several Policy Briefs to later on participate in a contest. The best papers will be published in high-rank academic journals under the professor's supervision. Besides, teaching technologies are student-oriented and place a special emphasis upon interactive forms of training like round-table talks, expert debates and collective brainstorming.



Examples of the students’ activities in the implementation of top-level projects include the long-read commissioned at the request of Russian International Affairs Council (RIAC), an internationally renowned Russian think-tank affiliated with the Russian Government, before the Russia-ASEAN Commemorative Summit (Sochi, May 2016). In the working group chaired by Prof. E.Kanaev, HSE bachelor, master and post-graduate students participated¹.

Suggested research topics

1. ASEAN and the Fourth industrial revolution: challenges and opportunities.
2. ASEAN Economic Community and its institutional dimension.
3. Western and Asian business etiquette: is the difference narrowing or widening?
4. ASEAN states in the “Factory Asia”.
5. The institutional dimension of ASEAN Economic Community and what it means for business.
6. Consumer behavior in Southeast Asia: trends and prospects.
7. The retail trends in Southeast Asia: the luxury segment.
8. Main approaches to effective brand-building in Southeast Asia.
9. The logistic dimension of ASEAN Economic Community.
10. Main on-line retail platforms in Southeast Asia.
11. How to win Southeast Asian consumers? Western brands vs Asian brands.
12. Key social media in Southeast Asia and their role in the market process.
13. Trends in trade in services in Southeast Asia and ASEAN initiatives to manage them.

¹ Kanaev E., Pyatachkova A., Korolev A., Averina A., Fainschmidt R., Prokopchuk E., Matveeva A., Rodosskaya M. (2016) Russia and ASEAN. Key Cooperation Projects. Russian International Affairs Council. 18 May. URL: // http://russiancouncil.ru/en/analytics-and-comments/analytics/russia-and-asean-key-cooperation-projects/?sphrase_id=80109



14. The ICT dimension of ASEAN Economic Community.
15. Urbanization in Southeast Asia and its role in marketing processes.
16. Automotive industry in ASEAN and its main trends.
17. The secret Japanese companies' success on ASEAN markets
18. Where in ASEAN to locate car production facilities: comparative analysis
19. The interest and behavior of Chinese automotive companies on ASEAN market
20. Significance of ASEAN in supply and value-added chains from example of FMCG sector companies
21. ASEAN Economic Community: benefits and opportunities for FMCG companies
22. Fast food in ASEAN: why is it popular?
23. What could South East Asia cultures offer as a traditional fast food product(s)
24. Philippine fast food: why is it popular in the region?
25. Marugame: expansion in Asia instead of Europe
26. Could Russian fast food be in demand in South East Asia?
27. Electronics in ASEAN: can it be considered innovative?
28. Startups in ASEAN and traditional business models
29. Local players and their collaboration with multinational companies
30. Local companies in the digital reality.

Examination questions

1. How did Toyota manage to become one of the most successful automotive company in South East Asia?
2. What are main differences between Daihatsu's and Toyota's target markets and business strategies?
3. The income gaps in Southeast Asia and their implications for regional companies.
4. Which institutions can Russian business use to enter ASEAN markets?
5. How do Asian and Western business cultures differ?
6. What does the urbanization mean for businesses and consumers in Southeast Asia?
7. Which are the key on-line retail platforms in Southeast Asia?
8. What does ASEAN Economic Community mean for ASEAN business?
9. How did Thailand become a hub for car manufacturing industry? Does it currently have competitors within the region of Southeast Asia?



10. What are the main ASEAN projects to enhance physical connectivity in Southeast Asia?
11. Is it possible to describe Ford as a successful company on ASEAN automotive market?
12. History, success and current state of Isuzu on Thai market.
13. FMCG companies: which are represented in the region and what are their prospective in the nearest future?
14. Why do multinationals consider ASEAN as a promising business area?
15. To what extent are ASEAN countries ready for the Fourth industrial revolution?
16. Which products of electronics and domestic appliances are produced in ASEAN countries? Which countries are mostly involved?
17. Which multinational companies play the key role in Southeast Asian E&E sector?
18. Why do startups have special significance in modern economy? How is it exemplified by ASEAN?
19. What factors shape consumer behavior in Southeast Asia and how will they evolve?
20. What are the main characteristics of the internet connection in ASEAN countries?
21. Why do multinational companies fail in local markets (give examples of ASEAN and non-ASEAN cases)?
22. What are the main obstacles to fostering B2B ties between ASEAN and Russia?
23. Describe main reasons of the Carrefour's failure on markets of Thailand and Malaysia. Could it have been avoided?
24. What is a typical ASEAN consumer?
25. How big are logistic gaps in Southeast Asia and how does it affect business?
26. What are main features of ASEAN market in terms of marketing and market research?
27. Are Russian and ASEAN companies ready for strategic alliances?
28. What are main trends in the framework of ASEAN Economic Community formation?
29. How should companies respond to new trends of ASEAN?
30. What are prerequisites for effective brand-building in Southeast Asia?

Main Internet-resources

CIBM ASEAN Research Institute

<http://www.cariasean.org/about-us/asean-business-club/>



Economic Research Institute for ASEAN and East Asia

<http://www.eria.org/>

Ultimate list of foreign Chambers of Commerce in Southeast Asia

<https://aseanup.com/ultimate-list-foreign-chambers-commerce-southeast-asia/>

ASEAN Business Advisory Council

<https://aseanup.com/ultimate-list-foreign-chambers-commerce-southeast-asia/>

ASEAN Secretariat

<http://asean.org/>

Yusof Ishak Institute

<https://www.iseas.edu.sg/index.php>

The European Chamber of Commerce in Singapore (EuroCham)

<http://eurocham.org.sg/european-platforms/eu-asean-business-council/>

Branding in Asia

<https://brandinginasia.com>

Brand Speak Asia

<http://brandspeakasia.com>

The basic textbook

None. The course is unique.

Dictionaries, reference literature, encyclopedia

None.

Special equipment and software support



For lectures and seminars, the lap top with the access to the Internet and other equipment for power point presentations are obligatory.