

extending, there is an *absolute necessity* for every MFI to possess well-trained, competent, skilled, experienced and dedicated professional and support workers. This inescapable need brings up an interesting public policy objective: development of appropriate human resource bases at national and regional levels — particularly in more remote areas — is essential. Assuring that adequate staff are developed is a matter that governments ought to take seriously via education and training programmes that help to create work forces that are able to function effectively within economic regions where the unbanked poor live. The volume under review would provide an excellent foundation upon which to construct training programmes that yield skilled staffers *internally within* MFIs and *externally among* the institutions that create, transform, regulate, and supervise them. Governments concerned with reaching more underserved poorer people would do well to consider creating such programmes.

In conclusion, the book provides an attractive “read” for a multifaceted audience composed of readers who are willing to devote the effort necessary to work through the volume’s substantial contents. In the judgement of this reviewer, the audience would ideally include students in advanced undergraduate and beginning graduate classes within the broad rubric of “development studies”. Its contents will also interest development professionals both within NGO and official development assistance communities and MFI practitioners and regulators.

This is an excellent book — well written, organized in a linear and coherent fashion, and laden with a combination of theoretical and policy analyses. It is clearly the result of high quality, serious and useful scholarship. The volume has this reviewer’s strongest recommendation.

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***Think ASEAN! Rethinking Marketing toward ASEAN Community 2015.*** By Philip Kotler, Hermawan Kartajaya, and Hooi Den Huan. Singapore: McGraw-Hill, 2007. Pp. 192.

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This book can be considered as the first book that exposes the practical implications of ASEAN economic integration on businesses, especially in marketing. In a nutshell, this book explores what ASEAN means for businesses. The importance comes mainly from the fact that there has been much things said about ASEAN integration, but business communities have complained that there is little that they have seen and experienced arising from the benefits of integration.

*Think ASEAN!* is a counter to those sceptical views. By outlining the success stories of marketing companies in Southeast Asia, the book provides compelling cause for businesses to see ASEAN as an integrated community offering high potential and lucrative markets. It makes reading the book imperative as a lesson for companies and entrepreneurs with intentions to go global, as it will show them that seizing the potential in this region would be the way to go.

For academics and policy-makers, *Think ASEAN!* is also something they might have needed: a set of evidence showing that the regionalism mantra brings benefit for the people. In their quest for the right formula of integration in ASEAN, critics pointed that they might have forgotten the man in the street in ASEAN countries. The book shows that regional integration has brought benefits as there are more men on the street who can fly from one ASEAN country to another with Air Asia, or more men on the streets of Jakarta, Bangkok and Manila who can taste the hot chicken-floss bun of Singapore’s BreadTalk, for example.

Thus, *Think ASEAN!* shows that thinking, going to, and doing ASEAN as a whole brings meaning not only for business, but also for the people of ASEAN.

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The book consists of three parts, with the first focusing on the theoretical models and the latter two parts elaborating more on the empirical evidence of the marketing practice in ASEAN by companies, both local companies in ASEAN as well as multinationals.

Part I, entitled “ASEAN from the Top”, starts with the authors’ 4C diamond model to depict the changing business landscape and its driving force. Based on this model, Part I further elaborates the phenomenon of digitization and globalization, and their impacts on ASEAN as market and its competitive landscape with its four chapters within.

Chapter 1 on the digitization of the world argues that the impact of ICT (information and communication technology) on ASEAN economy has been one of the key drivers in the changing business landscape. However, it was also noted that despite efforts by all ASEAN countries’ governments to develop and launch policies in ICT towards e-ASEAN, the digital divide among ASEAN countries is widening.

Chapter 2, on the impact of globalization on ASEAN economies, elaborates on the challenges posed by globalization on ASEAN. Political and legal changes as well as economic changes have shifted the agents of change from the hands of the government of countries to multinational companies, and lastly to individuals. Globalization in its current era described by the authors being in its third wave — following overseas venture to seek colonies and industry revolution as the first and second wave — has shifted the focus of mind from globalization itself to regionalization. Thus, China and India have become the main performers in the leading role in this era of globalization, while regionalization has become the new mantra at the time when Asia is the region with the highest growth and most lucrative potential.

Regionalization has brought about the consequences elaborated in Chapter 3 on ASEAN being the future market. Exactly forty years after its formation in 1967, ASEAN has become not only an organization, but also a community and

region, which also means a market. The changing business landscape from a traditional market to a future market, based on a set of factors elaborated in the book, transformed ASEAN into one of these future markets. The goal to have an ASEAN Economic Community (AEC) by 2015, though ambitious, is the main benefit that businesses can expect from integration, as well as challenge for more competition. The AEC is pushing forward a set of priority sectors where integration should be emphasized.

The book provides a guideline as to the sectors which are currently the most lucrative and also the future market for ASEAN, based on its comparative advantage and potential. Chapter 4 outlines the need for businesses to compete for customers in the ASEAN market and the ways of doing it, which is a prelude to the subsequent parts.

Parts II and III are the core of this book, the labour of thoughts, research, and work of the authors. These chapters dwell into how successful companies are doing their business in ASEAN. Part II, entitled “Lessons from ASEAN Marketing Companies”, and Part III, “ASEAN Marketing in Practice”, both highlight examples of successful companies in ASEAN. All companies were explored using the triangle model of Positioning-Differentiation-Brand, one of widely known marketing models developed by MarkPlus. The model serves as a powerful — concise and simple to understand — tool for people to understand the marketing practice of these companies.

Part II divides the case of successful companies in ASEAN into three different categories in three different chapters: local champions (Chapter 5), locals going ASEAN (Chapter 6), and multinationals in ASEAN (Chapter 7). The earlier two chapters present cases on marketing companies in the ASEAN-5 countries (Indonesia, Malaysia, Singapore, Thailand, the Philippines) and Vietnam. Building a case from Brunei, due to its size, and the newer ASEAN members, the CMLV countries (Cambodia, Myanmar, Laos, Vietnam), is not yet an easy task as their economies are not growing at the same level as the ASEAN-5, except for Vietnam

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which has experienced the most miraculous growth of all members.

Among the local champions are names such as Bengawan Solo (Singapore), Dji Sam Soe (Indonesia), Bangkok Hospital (Thailand), or Number One Tonic Drink (Vietnam). Examples of local companies going ASEAN are Royal Selangor (Malaysia) and San Miguel (Philippines). Especially among the locals going ASEAN, these are companies that have proven that ASEAN integration is not merely a buzz, but also profitable for them. These successes have been followed or, rather, preceded by multinational companies from elsewhere who have also seized the benefits of the ASEAN market. Examples cited by the book are 3M, Samsung, and Kinokuniya.

The last part of the book elaborates the success of marketing practice in ASEAN. If the previous examples are companies on its way to go ASEAN and local champions in ASEAN countries, the three cases in Chapter 8 are examples of marketing practice with “ASEAN Vision, Local Action”: Air Asia, BreadTalk, and Toyota Kijang. Two multinationals are also cited in Chapter 9 as having “Global Value, ASEAN Strategy and Local Tactic”: Hewlett-Packard and Yamaha. These ex-amples use a different marketing model called the Strategy-Tactic-Value (STV) triangle to describe the organization strategy used by these companies.

A number of lessons can be drawn from the cases of companies marketing in ASEAN. A lesson that can be learned from these success stories is that understanding the ASEAN customers is imperative in winning the ASEAN market. One of the examples cited is how BreadTalk, the Singapore-based bakery chain, went for *halal* certification in order to attract customers in countries with majority Muslim population like Malaysia and Indonesia. Without this understanding of the context, the long queues of customers in BreadTalk’s counters in Jakarta and Kuala Lumpur might not have appeared. Success would not necessarily follow even if the host market is just a neighbouring country from the home market in Singapore.

In a nutshell, the book clearly serves as convincing evidence on how ASEAN is a lucrative market for businesses, provided that they have the right mindset and strategy, without having to force excessive effort to go global. The executive summary of the book with the tagline “Forget the World, Think ASEAN, Act Local” is the mindset and strategy for that success.

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***Financial Fragility and Instability in Indonesia.***  
**By Yasuyuki Matsumoto.** Oxon: Routledge,  
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With the global conversation on financial stability taking flight around Basel II, *Financial Fragility and Instability in Indonesia* by veteran banker Yasuyuki Matsumoto offers an astute response to the ongoing debate. This timely volume on the causes of the 1997 financial crisis in Indonesia recentres our attention from the common macroeconomic focus on the role of the Central Bank to the importance of microeconomic activities of capitalists and their institutions. As the country most severely hit by the financial crisis, Indonesia serves as an unambiguous expression of the destructive effects of financial fragility and instability. Using four Indonesian conglomerates as case studies, Matsumoto argues that the seeds of the financial crisis were sown during the years of rapid economic development from 1994 to 1997. Unsound financial structures, sharp increases in corporate leverage, reliance on external debt, and availing of riskier and more complicated financial instruments by Indonesian corporate empires rendered the financial system profoundly unstable.

Matsumoto’s approach of examining the microeconomic terrain of Indonesia’s large