Program Summary

The 2006 Asia Field Study program successfully concluded on 3 August, 2006 with final student presentations at the UH College of Business. All 12 Executive MBAs, 8 MBAs and 2 BBAs fulfilled the requirements of the program, which was comprised of 4 3-hour onsite pre-trip sessions, 6 class sessions conducted online via WebCT, 18 days with 27 business site visits and 23 cultural activities in Tokyo, Shanghai, Kuala Lumpur and Hanoi, and one 3-hour onsite post-trip session. Each student demonstrated her/his ability to recognize, analyze and develop creative solutions to each of the four diverse Asian business environments. This was evaluated through individual reports, group reports, group presentations, online threaded discussions, and onsite and class participation.

Program Objective

The objective of the program is to prepare students for a professional career in international business. The goal is for students to develop an awareness of the interconnected components of the global economy and be sensitive and be able to adapt to each of the unique cultures and business practices. This is accomplished by exposing students to diverse and relevant Asian business environments, utilizing foreign direct investment (FDI) and academic theory as a framework for real world experiences, comprised of site visits, case studies, and political risk assessments.

While each year’s program has a different theme, cross-functional integrated learning is the foundation. The theme may rotate with different participating faculty throughout the functional areas of finance, marketing, management, accounting and information technology.

Diversity is accomplished by mixing cities from different stages of economic development, industries, and firm types, with a focus on professional services industries. Pre-trip learning is accomplished through a combination of onsite lectures, web-based video lectures, online discussions, cases and readings, with an emphasis on regional Asian internet websites and periodicals of the countries to be visited. The emphasis is placed on real-time source materials, interviews with experienced executives, and the application of personal observation.
Learning Frameworks

The following are learning frameworks which are used to provide the foundation for the student’s experiential learning. Each framework provides a continuum to compare and contrast the different Asian business environments.

Foreign Direct Investment:
- Socio-Political Risk for foreign investment managers (International Country Risk Guide framework)
- Operations Risk for expatriate firms (Business Environment Risk Intelligence, Operations Risk Index framework)

Management Culture:
- Government decision matrices for analysis (Political Risk Services framework)
- Individualism versus Collectivism paradigm
- Joint venture versus wholly-owned subsidiary paradigm

Marketing Systems:
- Product-oriented versus consumer-oriented orientations

Finance and Accounting Practices:
- Regulated versus Market-Oriented approaches
- Level of transparency and standardization

Schedule

The schedule is composed of selected elements that will give structure to the learning process and direct the students in their compilation of relevant, operations-specific knowledge during the course.

Pre-Trip: Theoretical, Current and Case Learning
- Week 1 (May 26) – Travel Orientation, Asia Country Background, Foundational Theory, Japan introduction
- Week 2 (June 9) – Japan background, South Korea briefing; China background, Taiwan, Hong Kong briefing;
- Week 3 (June 19) – Malaysia background, Indonesia, Singapore, Philippines, Brunei briefing.
- Week 4 (July 6) – Vietnam background, Thailand, Cambodia, Laos briefing.

Onsite Experience Learning
- Weeks 5-7 (July 10-28) – Asia Field Study site visits in Japan, China, Malaysia, and Vietnam.

Post-Trip: Reflective Learning
- Week 8 (August 3) – Assessment with country
Goal: Globally established firms in a developed economy, issues of competitiveness in Japan’s stagnant economy and expansion throughout Asia.

7-Eleven Japan, Ito-Yokado – The largest convenience store chain in Japan with 11,000 stores.
Hiro Takaki, Manager Overseas Liaison.
Shin Abe, Manager Overseas Liaison.
Norikazu Tsudaka, General Manager, Merchandising.
Emer. Prof. Akira Ishikawa, Former Dean, Aoyama Gakuin University.

Item by item management, customer profiling and segmentation, consolidated daily distribution system and store level control are keys to success.

Dentsu Inc – The largest media firm in Japan with 24% market share and USD$14B revenue.
Kat Yamaguchi, Deputy Director, International Headquarter Alliances.
Ken Matsumura , International Liaison Officer, International Headquarter Alliances.

Diversification outside Japan is critical, due to past stagnant domestic growth. Total solutions, multiple account teams and media buying are keys to success. Same model implemented in China, making Dentsu #1 in China.

Jason Hancock, Second Secretary, US Commercial Affairs.

Superior quality goods are required for entry into Japan's domestic market.

Tokyo Stock Exchange - One of the world's three largest stock exchanges, on par with Wall Street and London, facilitating trouble-free capital acquisition and asset management.

Visually different from the NYSE due to computerization of floor trading, but similar goals of ensuring a transparent, fair and efficient trading system.

Ryo Nagano, Director Strategic Planning Office, Global Business Management Unit.
Dai Sakashita, JAIMS Promotion Division.

Diversification outside Japan is critical, particularly to the Americas, due to past stagnant domestic growth. Currently 67% in Japan, 33% outside Japan.

Other Cultural Activities:
- Tsukiji Fish Market (largest wholesale fish market in the world)
- Sushi Breakfast & Imperial Palace Self-Tour
- Hamarikyu Gardens, Sumida River Boat Cruise and Asakusa Self-Tour
Goal: Rapidly growing firms in a rapidly developing economy, issues of procurement, logistics and China’s rapidly growing middle class.

American Chamber of Commerce in Shanghai -

Brenda Foster, AmCham Shanghai, President; Dean Ho - Partner - ALC Advisors; J. Norwell Coquillard, Cargill Investments (China), Ltd. President of Greater China; Phillip Branham - President - B&L Group; Jeffrey Bernstein, Emerge Logistics (Shanghai) Co., Ltd. General Manager, AmCham Chairman.

Rapid economic growth on a massive scale overburdening the infrastructure, including law, enforcement and displacement of farmers and SOE workers. Sustainable growth at 6-7% requires domestic consumption.

Shanghai General Motors - The largest automobile manufacturer in China with 8% of market. Buick is the strongest brand in China.

Mr. Daniel Lu, Buick Brand Director.

Understanding China's consumer needs and implementing segmentation strategies for GM's brands: Cadillac (Upper), Buick (Middle) and Chevy (Lower).

Luolai Home Textile Co., Ltd. – The largest Home Textile Manufacturer and Brand in China.

Mr. Xue Wei Cheng, Chairman of the Board.

Mr. Johny Zhan, President.

Displacement of China's State Owned Enterprise, rapid growth based on China's middle class and protection of its brand.
Siemens Shanghai, Siemens Building Technologies –

The largest Building Automation Provider in China. 
Mr. Franklin Lee, CEO.

A German Firm doing business in China using American Manufactured Products. 250 5-star hotel projects in the next two years, much driven by the 2008 Olympics.

Citigroup Building – A 42-Story High Profile Building in Pudong, Shanghai, housing Citigroup China Headquarters.

Mr. James Sun, Partner Sales Manager and Citigroup Building Project Manager, Siemens Building Technologies.

An example of Siemens Total Building Solutions (TBS) including Communications, IT Security, IT Process Integration, Security and Safety and Building Automation.

Federal Express, Pudong Express Center -

The busiest and fastest growing FedEx Center.

David Dai, Manager Strategic Expansion & Development.

China’s economic growth requires a corresponding expanding global delivery system. Inbound requirements for imports and outbound requirements for exports must balance regulations with speed and accuracy.

Other Cultural Activities

- Cultural Tour of Zhujiajiao (Ancient Water Town), Silk Factory & Chinese Lunch
- Shanghai Acrobats Show
- The Bund, Peace Hotel Rooftop Bar, Nanking Street Self-Tour
- Yu Yuan Gardens and Shanghai Old Street Self-Tour
Goal: Unique aspects of doing business in Islamic Asia.

Malaysian Palm Oil Board – A self-financed research and development institution providing leadership and impetus for the development of a globally competitive and sustainable oil palm industry.

Dr. Mohd Noor Mamat, Head of Techno-Economics Research Unit.

Development of Malaysia's largest agricultural industry and issues related to Halal production and conflicting priorities with palm oil as a food source and energy source.

MPOB Palm Oil Mill Technology Centre (POMTEC), Kumpulan Guthrie Berhad – A crude palm oil processing facility and experimental factory.

Tuah Mohamad, Mill Manager.

Raw material sourcing, production and quality control.

Zouk Nightclub – The largest nightclub in Malaysia with the Mainroom (2000 pax), Velvet Underground (600 pax), The Loft (100 pax) and Terrace (100 pax).

Anthony Wong, Managing Director

Most revenue and patrons are Chinese and ex-pats, but must also cater to the Muslims, who comprise over half the population.

AmBank Islamic Banking – One of Malaysia’s ministry designated anchor banks with full Islamic Bank operations.

Mr Ahmad Zaini Othman, CEO AmIslamic Bank.

Ms. Jasmin Mohd Ramli, Executive, Marketing Communication & Support, AmIslamic Bank.

Following Islamic Banking practices present many opportunities in unconventional banking products and services. Islamic banking is not restricted to Muslims.
University Putra Malaysia, Graduate School of Management -

The recognized leading Malaysian university in the field of agriculture.
Dean Dr. Arfah Salleh
Assoc. Dean Dr. Raduan Che Rose.

Cultural exchange between the UH Asia Field Study Group and UPM faculty and students.

Other Cultural Activities:
- Putrajaya City Tour
- Malaysian Appetizers hosted by AmBank
- Malaysian Luncheon hosted by UPM
- Indonesian or Southeast Asian Luncheon at KLCC
- Malaysian Dinner at Zouk, hosted by UH
- Hawker Seafood Dinner (Chili Crab and Prawn) and Fruitti Dessert

Institute of Halal Food

Dr. Yaakob Bin She Man, Professor & Director.

Halal certification requires many intricate aspects beyond the ingredients and requires conformance and interpretation with Shariah Law.
Vietnam Posts and Telecommunications (VNPT) – A State Owned Enterprise with a virtual monopoly over Vietnam's Posts and Telecommunications.

Lam Hoang Vinh, Vice President, VNPT.

Le Hong Oanh—Chief of Bilateral & Multilateral Cooperation, VNPT.

Functioning of a SOE in a monopoly, while the global telecommunications industry is characterized by dramatic technological change, deregulation, competition and falling prices.

V M S
MobiFone
Call Centre
– A State Owned Enterprise and the largest mobile phone provider in Vietnam.

Nguyen Buk Dung, Manager Call Centre.

Duopoly controlled by two SOEs, prices determined by the Government and marketshare managed.

VASC (Software and Communications Company) – A State Owned Enterprise and the primary internet portal in Vietnam, offering online news, commercial advertising, SMS and telephony services.

Tran Thi Huong Lua – CMO.

Delicate balancing of a SOE operating in a 'free press' environment.

Vietnam net – A State Owned Enterprise and the primary online newspaper in Vietnam.

Bui Van - Vice General Managing Editor - VietNamNet Online Newspaper,

Delicate balancing of a SOE operating in a 'free press' environment.

Marie Stopes International Vietnam – An international family planning NGO.

Nguyen Thi Bich Hang, Country Representative.

Despite being an independent NGO, there is interdependence on the government, its regulations and services provided.

FPT Software – The largest IT company in Vietnam with USD$500M revenue and 5000 staff.

Hoang Kiem Chi - Communications Manager.

Vu Hoang Son, Business Development Exec.

FPT's roots remain strongly embedded with critical government and international supplier relationships, despite the transition from a SOE to a private commercial firm.


Brook Taylor, Deputy Managing Partner.

Ha Thi Thu Tranh, General Director.

Ngoc Tran, Audit Partner.

SOE has an advantage in securing other SOE clients, but more advantages moving toward privatization.

Buffalo Tours – A 1995 startup with 3 employees, now with 200 employees and ownership in hotels, boats, buses and tour operators, focusing on Vietnam, Cambodia and Laos tours.

Tran Trong Kien - CEO - Buffalo Tours.

Vietnam tourism is growing at 15% annually, from 200K visitors in 1990 to 3.5M in 2005.
Hanoi School of Business – A joint MBA program offered with the UH. HSB is housed within the Vietnam National University.

Meghnad Shetty - Program Director - Hanoi School of Business.

Cultural exchange between the UH Asia Field Study Group and HSB faculty and students.

General Motors Daewoo – The largest automobile manufacturer in Vietnam.

Kim Jung In - General Director.

Nguyen Van Quy, Vice Director.

U.S. Commercial Service in Hanoi – A US Government agency with a charter to assist US firms export goods and services into Vietnam.

John Simmons - Commercial Officer - U.S. Commercial Service in Hanoi.

Despite rapid growth in the commercial sector, SOEs represent over 40% of GDP and there is little impetus to reduce the role of SOEs.

Other Cultural Activities:
- Hanoi City Tour (Ho Chi Minh Memorial, One Pillar Pagoda, Temple of Literature, Hoan Kiem Lake)
- Ha Long Bay Tour
- Hoan Kiem Lake Self-Tour
- Vietnamese Water Puppet Show
- Lunch Vietnamese Restaurant in the Old French Quarter
- Pho Lunch
- Vietnamese Culture Dinner with VEMBA-04

Competitive cost and tax/regulatory advantages manufacturing in Vietnam versus China. Despite 0.8% car ownership and USD640/capita GDP, demand remains strong.
**Work Assignments**

The following projects are expected to be completed by each student.

- Read each PRS 2006 Country Report on Japan, China, Vietnam, and Malaysia
- Read associated researched material from periodicals (e.g. major English-language newspapers from each country) and other web-based resources.
- Receive lectures from the faculty on the analytical frameworks and country assessments, including historical, sociological, political, and economic material.
- Each student will interview (in Honolulu) one business or organizational executive who has had experience living in one of the subject countries, using one of the frameworks that are included in the class structure.
- Visit four cities in Asia (Tokyo, Shanghai, Kuala Lumpur, Hanoi) with the assignment of examining the foreign investment environment in each as representative of their four countries.
- Keep an observation check list for each country using the ICRG rating framework, with a final report due providing a comparison of what ICRG is reporting and what they have observed, using the ICRG numeric scales supported by verbal explanations.
- As a member of an assigned team, observe and report on one Operations Risk variable for the four countries included in the Asia Field Study, developing the analytical structure and writing a comparative report with scaled ratings.
- Complete periodic quizzes and tests administered by the faculty of the course.
- Write a comprehensive final report on one of the enterprises visited, employing the student’s choice of one of the analytical frameworks discussed during the course. The report can involve trip observations, interviews, periodical material, and internet-accessible sources.

**Contact Hours**

**Direct Contact Hours**

- (4) 3-hour onsite pre-trip sessions 12
- (27) Company site visits in Tokyo, Shanghai, Kuala Lumpur and Hanoi @ 2 hours/each 54
- (1) 3-hour onsite post-trip session 3
**Direct Contact Hour Total** 69

**Indirect Contact Hours**

- (6) class sessions conducted online via WebCT @ 3 hours/each 18
- Preparation and readings for 27 company site visits in Tokyo, Shanghai, Kuala Lumpur and Hanoi @ 1 hour/each 27
- Onsite daily local newspaper/periodical reading assignments @ 1 hour/day. 18
- o Class prep for Quizzes and in-class assignments 18
- o Interview assignment 10
- o Team report on Operations Risk 10
- o ICRG checklist and report 10
- o Final paper and report 30
**Indirect Contact Hour Total** 93

**Total Direct and Indirect Hours** 162

**Evaluation**

The goal of student evaluation is to support and be reflective of the program’s goals of developing students’ awareness to the interconnected components of the global economy and being sensitive and adaptive to each of the unique cultures and business practices. This is accomplished through the writing of papers, journals and a final report and orally through the final presentation and class participation, each focused on the student’s application of theory and concepts into practice in unique situations (variations by country, city, culture, industry, company and departmental function.)

- Quizzes and in-class assignments 10%
- Interview 10%
- Team report on Operations Risk 10%
- ICRG checklist and report 20%
- Final paper and report 20%
- Class and visit participation (questions, discussion, analysis) 30%
90% – 100% A
80% – 89% B
70% - 79% C
60% - 69% D
Below 59% F

Target Participants and Prerequisites

The size of the group is targeted at 20 participants in even ending years (2006, 2008, …) and comprised mostly of UHM Executive MBA students, and 15 participants in odd ending years (2007, 2009, …). The 2006 class was comprised of 22 participants.

- UHM Executive MBA Students (entire class offered to go in even ending years prior to their final semester, typically 75% participate)
- UHM MBA Students (Must have full 1st year core completed)
- UHM BBA Students (Must have full BBA 1st year core completed)
- UH System-wide Undergraduate and Graduate Students from any Discipline (Must have completed their graduate 1st year core or undergraduate BBA 1st year core or equivalent.)

Timeframes

- Posting of Course Outline and Application (Early December on www.pami.hawaii.edu)
- Posting of Course Details (Late December)
- Deadline for Application/Scholarship (February 24)
- Notification of Acceptance and $100 Deposit Due (March 17)
- Payment in Full ($4,300) and Valid Passports Collected (April 28)
- Course Begins
  - Pre-trip Prep (May 2—June 30 – Ten 3-Hour Sessions)
  - Onsite in Asia (July 10—July 28)
  - Post Trip Reflection (July 31—August 4)

Budget:

<table>
<thead>
<tr>
<th>Budget: Student Budget (Per Student)</th>
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<tbody>
<tr>
<td>Ground (Hotel, Local Transportation, …)</td>
</tr>
<tr>
<td>Study Abroad Fee</td>
</tr>
<tr>
<td>Study Abroad Insurance</td>
</tr>
<tr>
<td>RCUH Fees (5% of Above)</td>
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<tr>
<td>ISIC</td>
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<tr>
<td>Airfare (w/ Visa)</td>
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<tr>
<td><strong>Student Subtotal</strong></td>
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<tr>
<td>Passport and Photo (students w/o passport)</td>
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<tr>
<td>Course Materials (Books, Cases, Periodicals, …)</td>
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<tr>
<td>Estimated Other Ground (Lunch, Dinner, …)</td>
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<tr>
<td><strong>Student Total</strong></td>
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Application Process and Scholarships

Students will be accepted into the program based on the qualifications as stated in the application (refer to above prerequisites section.) The program application includes a scholarship application. Between $2500 and $4000 in student scholarships will be made available based on academic performance and financial need.

In 2006, four UH CBA Fish Scholars received full scholarships covering the Asia Field Study program costs. The remaining 18 students received $250 scholarships from the UH CBA Center for International Business Education and Research.

Student Evaluations

90% of the students evaluated the program as useful and relevant to their professional and personal interests and would recommend the program to future students. The majority stated this was the highlight of their EMBA, MBA or BBA program. Most students found the program cost and size of the group manageable.

All four cities ranked closely in terms of the student’s favorites, but in general, the more adventurous and traveled students ranked Kuala Lumpur and Hanoi the highest, while the more conservative and less-traveled students ranked Tokyo the highest, with Shanghai falling in the middle.
Student Participants

Executive MBA Students
Jennifer Barrett - Honolulu Zoo Society, Volunteer Coordinator
Kyle Cheng - Mechanical Engineers of Hawaii, Project Engineer
Marco Hedelund - Starbucks Hawaii, Senior Financial Analyst
Charles Jenkins IV - Lt. US Navy
Marc Kup - Hawaiian Airlines, Sr. Dir. Flight Operations Engineering
Johnathan Ostil - Consultant, Booz Allen Hamilton
Jennifer Pavelec - UH, ERA Project Manager
Jill Reppun - Hawaiian Electric, Administrator
Genell Simoes - Oral & Maxillofacial Surgery, Administrative Supervisor
Cathy Tanaka - State Dept of Health, Health Education Coordinator
Raymond Wah - Consultant, Booz Allen Hamilton
Greg Young - Wells Fargo Home Mortgage, Mortgage Consultant

MBA Students
Melissa Archpru - UH Graduate Assistant
Robert Cummings, Jr. - Lt Colonel US Airforce
Rebecca Dayhuff - Law and Business Student
James Inguagiato - Captain, US Army, Finance Officer
Jeffrey Kao - American Saving Bank, Marketing Analyst
Denis Massey - Bank of Hawaii, Asset Management Group Intern
Chad Takesue - Prudential Locations, Real Estate Agent
Tyson T. Yamada - Proforma Favorable Impressions, Marketing

BBA Students
Kiro Campbell-Marder - Price Waterhouse Coopers, Auditor
Yee Man Tse - Business Student

Program Instructors

Resident Faculty Director: Dr. Llewellyn D. Howell
is Director and Senior Research Fellow at the Asia Pacific Risk Institute, University of Hawaii at Manoa. Since 1991 he has been the International Affairs Editor of USA Today Magazine. He has worked for more than forty years in the fields of foreign policy and international relations. He began as a Peace Corps Volunteer in Malaya (1963-65), and has worked at assignments at the Department of State (INR/SEA), the Foreign Service Institute, the Department of Defense (OSD/PAE), the Malaysian Prime Minister’s Office (INTAN and IDFR), Singapore Technologies, and a private defense contractor, Third Point Systems. Dr. Howell is currently Senior Adviser for Methodology for The PRS Group, Inc., a political risk consulting firm, and has worked in various capacities with PRS since 1979. He has taught primarily at three institutions: the University of Hawaii at Manoa and Hilo, The American University in Washington, D.C., and Thunderbird—The Garvin School of International Management in Glendale, Arizona. At Thunderbird Dr. Howell was Chair of the Department of International Studies (1991-95) and Associate Vice President for Overseas Programs (1995-97). In the latter post he was responsible for Thunderbird campuses in Tokyo, Japan and Archamps, France as well as 14 exchange programs, including programs in China, South Korea, Taiwan, and Thailand. Dr. Howell is currently (1992-2006) the Director of Thunderbird’s Washington Winterim Program, a “study abroad” program to learn how U.S. foreign economic policy is formulated. Dr. Howell has been teaching in University of Hawaii MBA and EMBA programs since 1998. He was recently (2001-2003) on contract as Director of the University of Hawaii’s Executive MBA Program in Hanoi, Vietnam. Dr. Howell teaches in the areas of political risk, American foreign policy, Southeast Asia, and analytical methodology. He has been a Fulbright Scholar to Malaysia and India. Dr. Howell is author/editor of The Handbook of Country and Political Risk Analysis, now preparing for its fourth edition, and ten other books and monographs. He has more than 85 book chapters and professional journal articles and nearly 100 magazine and newspaper publications. His PhD, in Political Science and International Relations is from Syracuse University’s Maxwell School (1973). He resides, with his wife Susana, in Glendale, Arizona and commutes to Honolulu, Hawaii.
Executive MBA Faculty Director: Dr. Jack P. Suyderhoud is Professor of Business Economics at the University of Hawaii at Manoa, Faculty Director of the Executive MBA program and chairperson of the curriculum committee. Dr. Suyderhoud was a Research Fellow for the Advisory Commission on Intergovernmental Relations in Washington, D.C. from 1974-1975. In 1983 he became the Executive Director for the Tax Review Commission for the State of Hawaii. From 1988-1991 Dr. Suyderhoud served as the Chairman for the Department of Decision Sciences at the University. He became the Associate Dean for College of Business Administration at the University of Hawaii in 1996. He has published articles in several journals, including the Journal of Forensic Economics, Western Tax Review, Journal of the American Taxation Association, and Public Finance Quarterly. The University of Hawaii has recognized Dr. Suyderhoud with a number of teaching awards, including the Kaizen Service Award in 1993 and 1995, the Presidential Citation for Meritorious Teaching in 1992, and the Graduate Business Student Association Professor of the Year Award in 1987 and 1996. Dr. Suyderhoud is affiliated with the Academy of International Business, National Tax Association, American Economic Association, National Association of Forensic Economists, Western Economic Association, Hawaii Economic Association, Western Tax Association, American Statistical Association-Hawaii Chapter, Omicron Delta Epsilon, as an economics honorary, and Beta Gamma Sigma, as a business honorary. He received his B.S. in Economics and Mathematics, Jamestown College, 1971; M.S. in Economics, Purdue University, 1972; and Ph.D. in Economics, Purdue University, 1978.

Program Coordinator: Grant T. Kim is International Business Analyst at the University of Hawaii at Manoa, College of Business, Pacific Asian Management Institute. From 1987 through 1996, Mr. Kim was financial industry consultant for NCR/AT&T, working with Bank of Hawaii and First Hawaiian Bank on strategic business and information technology initiatives including datawarehousing, relationship banking, customer information, branch automation, and retail delivery. He attained the AT&T Consistent Achiever Award. From 1997 until the present, Mr. Kim is founding principal in a business and information technology consulting firm specializing in Asian banks. He led the customer relationship, profitability and campaign management projects for Hana Bank (Seoul) in 1997-8; managed the customer segmentation, profitability and global risk exposure projects at United Overseas Bank (Singapore) in 1998-2000; directed the activity based costing and customer profitability project at Bank Sinopac (Taipei) in 2000-1, and led the re-engineering and modernization of AmBank’s (Kuala Lumpur) marketing department in 2002-5, in-between leading similar projects with other Asia, Pacific and U.S. banks, altogether totaling over USD$10M. As the project manager for the UH Pacific Asian Consortium for International Business Education and Research (PACIBER) and international business analyst for the Center for International Business Education and Research (CIBER) federal grant program, he led the Asia faculty field study in 2004, worked on the development of the College of Business Graduate School strategic marketing plan and branding initiative, the College website design and online course development. Mr. Kim graduated as the Outstanding MBA Student from the University of Hawaii at Manoa in 2004 and received his BBA from the University of Hawaii at Manoa in 1987.

Acknowledgements

Special gratitude goes to Dr. KK Seo, who for over two decades, devoted tremendous time and effort to establish a worldwide reputation for the University of Hawaii Asia Field Study Program.

Thanks go to all the site visit hosts, who without them, the field study would not be possible, and the students, who took the bold step forward to explore uncharted waters and withstood 90+ degree humid heat in full business suits to pay respect to our site visit hosts and properly represent the university.

This program was sponsored with funding from the University of Hawaii, College of Business, Pacific Asian Management Institute (PAMI), the Center for International Business Education and Research (CIBER) and Executive Education.