

## Course Outline

**Course Title** : Innovation for the New World Order: Winning Strategy for Emerging Asia  
**Class Date** : From 16/6/2025 To 20/6/2025  
**Faculty** : Ishtiaq P Mahmood  
**Department** : Strategy & Policy  
**Email** : pasha.mahmood@nus.edu.sg  
**URL** : <https://bizfaculty.nus.edu.sg/faculty-details/?profid=32>

### Overview

Today, emerging markets account for 36% of the global GDP. Some estimates indicate they will represent a US\$30 trillion opportunity by 2025. By that time India, China and other Asian countries will represent the lion's share of global middle-class consumption, leaving the EU, the US and Japan trailing behind. It is where growth is going to come from and where some of the most important innovations and competitors will emerge. Yet most MNCs are currently doing a poor job exploiting these opportunities and earn just 17% of their total revenue from these markets. Why is this? What obstacles are preventing MNCs from growing their business in emerging markets and what can be done to convert these challenges into opportunities?

All companies operating in emerging markets face two major hurdles: low purchasing power and a high number of institutional voids (e.g. poor infrastructure, limited access to health and education, pollution, lack of transparency and a weak regulatory framework). Succeeding in such an environment requires addressing both issues simultaneously. While a local company like Tata in India might be familiar with this, it is a new and inconvenient reality for large foreign MNCs that have concentrated most of their resources and focus on developed markets. These organizations have to learn how to serve customers with very different purchasing power and needs.

From mobile money to eye surgery, frugal innovations that characterize the art of offering 80% value at 10% of the price have been the hall mark of success of many local firms in emerging economies. Offering high value at a low price requires the difficult task of combining product innovations with innovative ways of reconfiguring the delivery system. Given the importance of governments and regulators in many of these economies, an understanding of how to navigate through regulatory minefields is also critical for sustaining competitive advantage in these markets. The objective of this session is to illustrate how success in emerging Asia requires an ability to combine "value innovation" with "business system innovation" to reconfigure the way value is delivered.

### Course Objectives

Our goal is to help students develop the strategic intuition and tools they need to succeed in these emerging battlegrounds for tomorrow. While we cover a set of strategic tools, the emphasis is not on filling in frameworks and applying standard recipes. On the contrary, students will be expected to challenge recipes, question received wisdom, and exhibit an understanding of how to apply the frameworks to solve strategic obstacles frustrating their ability to grow in emerging Asia.

## Assessment

Assessment Components	Weightage
Pre-class readings and assignments	30%
In-class participation	30%
Group presentations	40%

## Schedule and Outline

Lesson/ Week	Date	Session (lesson summary or outline / learning objectives / preparation / cases & assignments / follow-up readings & resources)
1	June 16	<p><b>Value Creation &amp;. Value Capture: The Asian Challenge</b></p> <p>We begin this course by identifying four forces that will determine the future of Asia and the world. We then provide an overarching framework of strategy that revolve around the concepts of value creation and value capturing as the two key dimensions of robust strategic thinking. We end the session by applying this in the context of 7-Eleven case in Indonesia.</p> <p>1<sup>st</sup> half: Introduction to the class (lottery for the group presentation)  <u>Case study: 7-Eleven Indonesia</u></p>
2	June 17	<p><b>Building the Boat as You Sail: Business Model Innovation in Asia</b></p> <p>We complement the value-creation and value-capture framework discussed the day before by offering a simple intuitive process model that views strategy as a journey with the ship as a metaphor for a firm. The objective of this session is to illustrate how success in emerging Asia requires not only an ability to reconfigure the way value is delivered, but also an ability to deal with the government, arguably the most important stakeholder in many emerging economies.</p> <p><u>Case study 1: Tunaiku in Indonesia</u>  <u>Case study 2: bKash in Bangladesh</u></p>
3	June 18	<p><b>The localization challenge: How to Align the Crew with the New Boat</b></p> <p>A strategy is only as good as its implementation. In this session, we identify organizational misalignment as the root cause for why good strategies often fail, and what firms need to look out for in order not to make similar mistakes. To do this, we will use a strategy model that applies to many businesses and can also serve as a guideline to develop the strategy of a business trying to grow in Asia.</p> <p><u>Case study 1: Samsung Electronics Globalization Strategy</u></p>

<u>Case study 2: BTPN Jenius</u>		
4	June 19	<p><b>National vs. organizational culture: Does globalization mean Westernization?</b></p> <p>1<sup>st</sup> half: Case: Paradox of Samsung's Rise 2<sup>nd</sup> half: Team Presentations</p>
5	June 20	<p><b>Winning business by winning hearts</b></p> <p>1st half: Case: Tata Motor's Acquisition of Daewoo Commercial Vehicles 2<sup>nd</sup> half: Team Presentations Wrap up</p>

**General Guide & Reading** (e.g. Case preparation guide, project report guide, main textbook & supplementary materials, etc)

### **Academic Honesty & Plagiarism**

Academic integrity and honesty are essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at: <http://nus.edu.sg/osa/resources/code-of-student-conduct>