



ASB

THE DESTINATION FOR INNOVATORS & CHANGEMAKERS

cover story:

TURBO- CHARGING THE ASEAN ECOSYSTEM

Zalina Jamaluddin
Director of Corporate Development

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ASB CASE STUDY: TESLA
**NAIL IT,
SCALE IT, SAIL IT**
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**FROM ZERO TO
GROUNDBREAKING
IN 12 MONTHS**
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BECOME AN AGENT OF CHANGE. LET'S CREATE A LEGACY.

ASB will merge the power of Asian ambition with MIT Sloan's academic rigor. This newest MIT Sloan collaboration, in partnership with Bank Negara Malaysia, the Central Bank of Malaysia, is about connecting two institutions that are grounded in excellence.

Legacy is guided by a simple principle: leave the world better than you found it. As a founding member of ASB, a broad range of endowments and sponsorships can drive corporate or personal contribution and recognition. Scholarships are another way to perpetuate your status as a founding supporter.

A future entrepreneur, could have sat in a lecture hall, studied in a library, workshopped in a room, or have been mentored by a professor, whose chair carries your name.

These are powerful ways to create your legacy and become a privileged member and friend of ASB.

You would also gain:

- Access to world-class faculty & research
- Access to talented ASB students and MIT Sloan students
- Build a network of Asia industry and MIT academic experts
- Become ASB's family of first-class corporate partners

For more information,
email Zalina Jamaluddin, Director of Corporate
Development at zalina.j@asb.edu.my



in collaboration with
MIT Sloan Management

#iamAsia

C.F
was here

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MIT
MANAGEMENT
SLOAN SCHOOL

Our mission for Asia School of Business is to turbo charge the ecosystem in Asia just as MIT impacted Boston, or Stanford did in California.



A message from our President and Dean

Asia School of Business began its journey a year ago, with the goal of bringing MIT Sloan's quality of learning and innovation to Asia. The partnership with Bank Negara Malaysia means we have a strong and committed partner that values excellence. This partnership will create the legacy of a world-class educational asset for Asia.

Everything that has transpired over this past year has emphasized that we have made the right choices. And with the ground-breaking at our new campus in February 2016, the Asia School of Business turned from a bold idea into a new centre of gravity for entrepreneurship and innovation in Asia.

Our mission is to turbo-charge the Asean ecosystem, just as MIT has impacted Boston, or Stanford in California. That ecosystem may be centered in Malaysia, but through the interconnectedness of Asian markets, it will impact every country and every industry that our programs and our graduates will reach.

From day one we began an energizing engagement with the corporate community. And the energy flowed two ways. We engaged prominent ASEAN industry leaders to join our Board of Governors and guide our continuous improvement process.

We set up the Action Learning advisory board and we engaged with companies across South East Asia to develop an intensive, and applied, action-learning curriculum to support the development of Asia-ready change-makers and entrepreneurs.

We designed and delivered custom executive education to our corporate partners and with the assistance of MIT Sloan faculty. Today, the business clockspeeds (or the rate of change) will continue to increase, shortening the duration of competitive advantage. Competitiveness, for government and industry, needs increased adaptation, innovation and entrepreneurship, with the support of the right regulatory frameworks.

It also needs constant invigoration from a stream of fresh leaders with an entrepreneurial mindset. Asia has an abundance of those essential elements, and the Asia School of Business is dedicated to producing the change-makers whose #IamAsia attitude will change the world as we know it.

Professor Charles Fine
CEO, President and Dean, Asia School of Business

**ASIA SCHOOL OF BUSINESS
BOARD OF GOVERNORS**



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(Co-Chair) Malaysia
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Industries Co. Ltd.

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Image credit: teslamotors.com

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**JOIN US AS
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There are many
ways we can
work together

IF YOU WOULD LIKE TO BE FEATURED IN THIS MAGAZINE, KINDLY GET IN TOUCH WITH PROFESSOR LOREDANA PADUREAN AT LOREDANA@ASB.EDU.MY

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FROM ZERO TO GROUNDBREAKING IN 12 MONTHS



JANUARY 2015

The first strategic meeting to discuss the future of ASB

MARCH 2015

Begin engagements with Malaysia's corporate community

APRIL 2015

The signing ceremony marking the collaboration between MIT Sloan and Bank Negara

MAY 2015

Introduced Custom Executive Education

JUNE 2015

Innovation and Entrepreneurship Center begun its Makerfest programs

AUGUST 2015

The first MBA Info Session

NOVEMBER 2015

The first 'MIT Faculty Insight Series'

JANUARY 2016

ASB celebrates its first anniversary

FEBRUARY 2016

Groundbreaking ceremony for the construction of the ASB campus in Bukit Perdana, Kuala Lumpur.

“ The offerings by the School are ambitious. Not only the theoretical foundations and its practical application but also to provide a greater understanding and appreciation of the dynamics of the environment in the emerging world, in particular Asia. ”

Tan Sri Zeti Akhtar Aziz, Governor of Bank Negara Malaysia



“ We are so excited to have begun this collaboration in Malaysia. We expect to learn at least as much as we teach. ”

Professor Richard Schmalensee,
former Dean of MIT Sloan

ENERGIZING ENGAGEMENT WITH THE COMMUNITY

It has been a year of deep immersion into our new home. From day one, ASB has been active in creating change-makers in workshops for senior managers within organizations, and for individuals. You can feel the ASB energy through the picture stories on these pages.

Prudential visits ASB for an engaging discussion about impacts of change and "The 3 Lenses of Organization Behavior."



Dean of ASB, professor Charles Fine, takes questions during a workshop at Axiata X Venture.



Prof. Loredana engaging with participants of Prof Cohen's workshop.

Nail it, Scale it, Sail it. At a workshop hosted by ASB partner, Greentech Malaysia, we shared the remarkable Tesla story.



Prof. Loredana the Keynote speaker for the Intel Agile conference.

01 CUSTOM EXECUTIVE EDUCATION

We have been engaging our corporate partners such as Intel, Prudential, GreenTech, AirAsia and more in exciting executive engagements. We will design courses tailored to your needs and training expectations. Let's talk!

For more information, email exec@asb.edu.my



In a workshop to explore how Action Learning works as a process to solve problems and develop leaders, Faz Kamaruddin of AirAsia X feels the love, from Prof. Loredana Padurean.

02 INNOVATION AND ENTREPRENEURSHIP CENTRE

We change minds and hands in just 48h! Our innovative MakerFest program covered a broad range of partners, anywhere from high schoolers and college grads to our corporate partners such as Axiata or the participants in the Driving Strategic Innovation program in collaboration with IMD and Sloan.

For more information, contact: Rajesh Nair, Director of Innovation and Entrepreneurship (rajesh.nair@asb.edu.my)

Professor Fernandez with the Air Asia Group after a lively Action Learning session.



Rajesh Nair discusses High Performance strategies with participants of the Driving Strategic Innovations workshop.



You never know what you can achieve until you try. Participants in our MakerFest gain new skills and new confidence from Rajesh Nair, Director of the Innovation and Entrepreneurship Centre at ASB.



The Axiata x-Venture Innovation Workshop, a 4 day, active learning experience for selected 'high potential' employees, to expose them to disruptive innovation theories and approaches that can be used to create, exploit and protect from disruption.



03 MBA 3.0 PROGRAM

An ASB MBA 3.0 is a unique, transformative education experience that will deliver market-ready, smart and humble global leaders to join your organization. We are very selective in our intake, and rigorous in our Action Learning programs, to ensure we deliver as promised.

For more information, contact: Katy Radoll, Director of the MBA Program (katy.radoll@asb.edu.my)

Aman Advani, CEO and Founder of Ministry of Supply, shared the fascinating evolution of his company, and their journey of nailing, scaling and their future opportunities for sailing.



ASB Admissions Director, Emily Preiss, proudly presents a group of accepted MBA 3.0 students during the Admit Student Weekend.



At our first Admit Weekend, students who have been accepted into the inaugural ASB MBA 3.0 explore their new home in Kuala Lumpur and get to meet Governor Zeti, the driving force behind ASB.

Diverse Accepted Student Profiles from Round One



Connecting with the ASEAN family of MIT alumni in Thailand, at a dinner to let them know that we are now closer to them than ever before.



During an ASB MBA preview session, at the Ritz Carlton in Kuala Lumpur, potential candidates discover that ASB professors are human, funny and down-to-earth.

SCOURING THE GLOBE, SEEKING THE BEST ON THE MBA TOUR

- KUALA LUMPUR
- SEATTLE
- SAN FRANCISCO
- LOS ANGELES
- SÃO PAULO
- MEXICO CITY
- BOGOTÁ
- LIMA
- SINGAPORE
- JAKARTA
- HO CHI MINH
- BANGKOK
- ISTANBUL
- ABU DHABI
- DUBAI
- CAIRO
- DOHA
- BANGALORE
- HOUSTON
- NEW YORK
- WASHINGTON DC
- BOSTON
- MANILLA
- MOSCOW

Our team visits Johnson and Johnson to discuss future plans for management education programs.



Professor Charles Fine, Founding President and Dean of ASIA School of Business, shares his passion for innovation in operations strategy, with senior leaders of Maybank and Bursa Malaysia.

Visit to ACM, a key partner with Boeing in Malaysia.



Professor Fine's visit to SapuraKencana visit sets the tone for ASB's corporate engagement.

04 ASB IN-ACTION

The excitement surrounding the foundation of Asia School of Business, in collaboration with MIT Sloan, has attracted many partners who are leaders in their business sectors. Visits to Boeing Malaysia, Johnson & Johnson and SapuraKencana are typical of the collaborations that have helped us establish our roots.

05 MIT FACULTY INSIGHT SERIES

ASB gives back to Asia's business community through its MIT Faculty Insight Series - sharing business knowledge by hosting critical-thinking seminars with its corporate partners. We have welcomed 6 MIT Sloan Professors to date; with many more who are keen to come and visit our campus.

#1 LEADERSHIP TOOLS: THE PSYCHOLOGY OF GETTING THINGS DONE

by Professor Roberto Fernandez
Critical insights on how people in organizations behave and make decisions.

#2 FROM ORGANIC TO DESIGNED DATA: THE BILLION PRICES PROJECT

by Professor Roberto Rigobon
Understanding data analytics as a competitive advantage.

#3 MANAGING THE GLOBAL ENTERPRISE SESSION

By Professor José Santos
As growth in the Asian economies continues to outpace the West, the urgency for both Asian and Western companies to globalize their business models increases.

#4 THE ROLE OF FINANCIAL INNOVATION AND FINANCE SCIENCE IN FINANCIAL STABILITY AND ECONOMIC GROWTH

By Professor Robert Merton
Nobel Laureate Professor Merton highlights future innovations in regulation and monitoring potential systemic risks; he discusses the interplay between monetary and financial stability policies

#5 PRINCIPLES OF FINANCIAL REPORTING & ANALYSIS

By Professor Jake Cohen
A two-day programs showed investor preferences through fundamental analysis capital budgeting principles and techniques.

#6 MERGERS & ACQUISITIONS

By Professor Jake Cohen
Companies doing business regionally & globally need to realign their business models, strategies and cultures to those of their people.

#7 LEADING ENTERPRISE-WIDE TRANSFORMATION: ALIGNING PURPOSE, PERFORMANCE AND PRINCIPLES

By Professor Douglas Ready
Two thirds of transformation efforts fail - stakes are high. Driving change and innovation successfully requires a smart executive team and entire organization's engaged effort.

#8 May 24, 2016: THE POWER OF RESILIENCE: HOW THE BEST COMPANIES MANAGE THE UNEXPECTED

by Professor Yossi Sheffi
The interconnectedness of the global economy means unexpected events in one corner of the globe ripple through the world's supply chain.

For more information on upcoming events: insights@asb.edu.my or visit asb.edu.my/mit-faculty-insights



◀ Visiting MIT Sloan Professor, Roberto Rigobon entertains corporate leaders with his theories on international pricing practices, using the Thousand Big Macs Index.



Prof. Roberto Fernandez led a thought-provoking and at times, lighthearted examination of what made people tick and how they can be better leaders and communicators.



◀ Associate Dean and Senior Professor Jake Cohen uses an fox, a baron and two farmers case-study to share balance sheets, income statements and debt & equity lessons with ASB's partners.



▲ Nobel Laureate Professor Robert Merton invigorates the discussion of financial innovation's relationship with economic growth.

▲ Professor Jose Santos gives a compelling talk on Strategy, innovation and leadership in an Asia-dominant economy.



Faz Kamaruddin, Head Action Learning Coach AirAsia X on business problem solving in an Action Learning workshop.



Dr. Sinead O'Flanagan of MIT visited ASB to talk about her long term experience about Action Learning and the Leading Sustainable Systems (L-Lab) at MIT.



Professor Julie Lang, of Dartmouth conducts an Action Learning workshop, where participants step into the shoes of 3 very different perspectives – the students, the clients, and ASB.



06 ACTION LEARNING WORKSHOPS

Action Learning is the MIT Sloan DNA, implanted into Asia School of Business. We have been actively creating the Action Learning experience in workshops throughout the business community.

- Learning in Action: an introduction to Action Learning
- Case studies in Action Learning: value creation for industry and academia
- Action Learning Workshop in Financial Services @ MIT Sloan with Professor Heidi Pickett
- Designing action learning projects: lessons from the Leadership Lab @ MIT Sloan with Professor Sinead O'Flanagan
- Action Learning: The Power of 3 – lessons from Tuck Business School with Professor Julie Lang
- Action Learning AirAsia workshop with Professor Loredana Padurean

For more information, contact:
Professor Loredana Padurean, Faculty Director for Action Learning (loredana@asb.edu.my)

07 ACTION LEARNING ADVISORY BOARD



Our ambition is to create a new wave of Asia-ready changemakers and entrepreneurs, so we have been busy recruiting the partners that will make our Action Learning programs the most relevant to the task.

The Action Learning Advisory Board members represent a who's-who of leading corporates in ASEAN:

- Mr. Alok Mishra, Johnson & Johnson, Singapore
- Mr. Daniel Park, Boeing – Aerospace Composites Malaysia
- Mr. Beau Gillet, Intel
- Ms. Faz Kamaruddin, AirAsia
- Ms Karunajothi, SME Corporation Malaysia
- Datin Badrunnisa Mohd Yasin Khan, Axiata
- Datin Mornifairos Bt Othman, MayBank
- Adam Badri, SapuraKencana Petroleum

08 SPEAKING ENGAGEMENTS



Dr Loredana Padurean joins the ladies of the Yeoh family at the YTL Leadership Conference.



ASB Dean, Professor Charles Fine, presents the Three Lenses at a Knowledge Insights event organized by TalentCorp on May 19, 2015.

Wing Lee, CEO of Yes Communications, is welcomed to the ASB campus.

ASB loves the fellowship and thanksgiving warmth shared by The American Chamber of Commerce.



ASB's resident faculty member Professor Loredana Padurean was keynote speaker at the YTL Leadership Conference 2015 and provided an insightful and powerful talk on embracing diversity.



CORPORATE PARTNERSHIP AT ASB WITH ZALINA JAMALUDDIN

“Corporate engagement is key to how MIT Sloan collaborates with its partners, delivers value to MBA students and boosts the business ecosystem. Similarly, corporate partnership objectives, at Asia School of Business, are deeply connected to solving Asia’s management challenges and enabling ASB to develop market-ready leaders in a relevant way, in Asia”.

“MIT’s motto is ‘mens et manus’, or ‘mind and hand’. MIT was founded in the middle of the 19th century, with the then strange notion that you could do rigorous intellectual work, of the sort that professors did, on practical problems, of the sort that businesses faced. That notion has continued in MIT, throughout its history and will be an essential part of the DNA at ASB; with one-third of student time spent in Action Learning, applying classroom learning to real-time work in our partner companies, on real business problems.

The foundation of an Action Learning-based business school, such as Asia School of Business, is based on collaborations and partnerships with corporations and organizations. We work with local partners as well as multinationals in the ASEAN region. The aim is to create

business value and positive societal impact by leveraging MIT Sloan’s expertise and translating that into an Asian context.

At Asia School of Business, Zalina realizes one thing; whether the business is in Asia or in the US, organizations in all regions face critical day-to-day challenges, from infrastructure constraints to data security issues. However, MIT Sloan’s Action Learning partnership philosophy forms a powerful methodology to address Asia’s some business issues.

Zalina believes corporate partnerships are about more than creating business value; they are about mutually learning from the relationship. As a premier business institution, Asia School of Business, in collaboration with MIT Sloan, is engaging with the business community in a personable way, recognizing that its corporate partners require their own unique solutions, while acknowledging that we are also learning.

“Too many foreign academic institutions come to Asia not realizing the cultural sensitivities. Asia School of Business spends a lot of time listening to our corporate partners, in a discretionary way, to create



value for them and us. What we have learnt from corporate partners in the past year is that the need to create market-ready business leaders is immediate and real.”

Meeting MIT faculty at the Asia School of Business campus in Kuala Lumpur, inspired her to test new business concepts, through which she found that corporate partners in Asia are infused with entrepreneurs and companies looking for innovative solutions through collaboration. She sensed a new culture of collaboration in people and organizations, pushing traditional business boundaries.

Having been serendipitously influenced by MIT Dean Emeritus Richard Schmalensee’s visit to Kuala Lumpur, Zalina enjoys her role of bridging the best of both worlds – the corporate and the academic – and infecting Asia’s ecosystem with the MIT-influenced, Asia School of Business, Action Learning pedagogy.

“Asia School of Business’ corporate partnership objectives are deeply connected to solving Asia’s management challenges and enabling ASB to develop market-ready leaders for Asia.”

PROF. LOREDANA PADUREAN

KEY INTERESTS:

- › People and processes
- › Business model evolution and revolution

As the first ASB hire, she has been an energizing force behind the establishment of the Asia School of Business and, in particular, the development of MIT Sloan devised action learning programs in Asia in collaboration with corporate partners in the region. As in a serial entrepreneur and board member and advisor for start-ups, the establishment of high value relationships with the industry has been high on her agenda.

“The excitement and the energy in this part of the world is palpable and contagious! I’m amazed by how gracious and welcoming everyone has been since I moved here in January 2015. I believe that ASB will become a generator and multiplier of talent in the region with the help and the support of our friends, supporters and partners.”

Loredana is an International Faculty Fellow at MIT Sloan with global teaching experience in US, India, Italy, Switzerland in both undergraduate and graduate programs as well as in executive education.



SINCE MOVING TO KUALA LUMPUR, PROF. LOREDANA WAS ACTIVELY ENGAGED IN MULTIPLE SPEAKING ENGAGEMENTS:

- › Keynote Speaker at the Lean South East Asia INTEL conference in Penang, Oct 2015
- › Speaker at the Global Business School Network Conference in Manila, Nov 2015.
- › Keynote Speaker at the US American Chamber of Commerce Thanksgiving Luncheon, KL, Nov 2015.
- › Keynote Speaker at the 60th YTL anniversary, KL, Dec 03, 2015
- › Keynote Speaker InvestMalaysia Maybank and Stock Exchange April 12, 2016
- › Moderator InvestASEAN Maybank Singapore, April 2016, 12 with Sir Bob Geldof.



Prof. Loredana has been actively engaged in executive education in Malaysia for Khazanah, Intel, Prudential, Greentech and Axiata.

For more information contact her at loredana@asb.edu.my or visit www.asb.edu.my

NAIL IT, SCALE IT, SAIL IT. HOW DOES TESLA DO IT?



Image credit: teslamotors.com



by
Professor
Loredana
Padurean

The Tesla Model S is so revolutionary and advanced, it's like a car from another planet. That planet to be Silicon Valley and is run by the same CEO as Space X, the space exploration company with visions of flying to Mars. The "ludicrous" Model S accelerates from 0 to 60 mph in 2.8 seconds and also happens to be the safest car in its class.

But what will be their next act? Tesla seems to have "nailed" the product and business model, and they are "scaling" fast with the new model X and their Asia expansion. But

will the business reach escape velocity? Can Tesla eventually join the ranks of the major global automotive firms of the world, the "aircraft carriers" that sail the automotive seas? They nailed it, they're scaling it, can they reach sailing it? In September 2013, Professor Fine (ASB President & Dean and MIT Sloan Professor) and I visited the Tesla factory in Fremont, California, to meet Milo Werner, MIT Sloan 2007, Senior Manager New Product Introduction. Milo was one of the 13 MIT graduates that have been working in senior

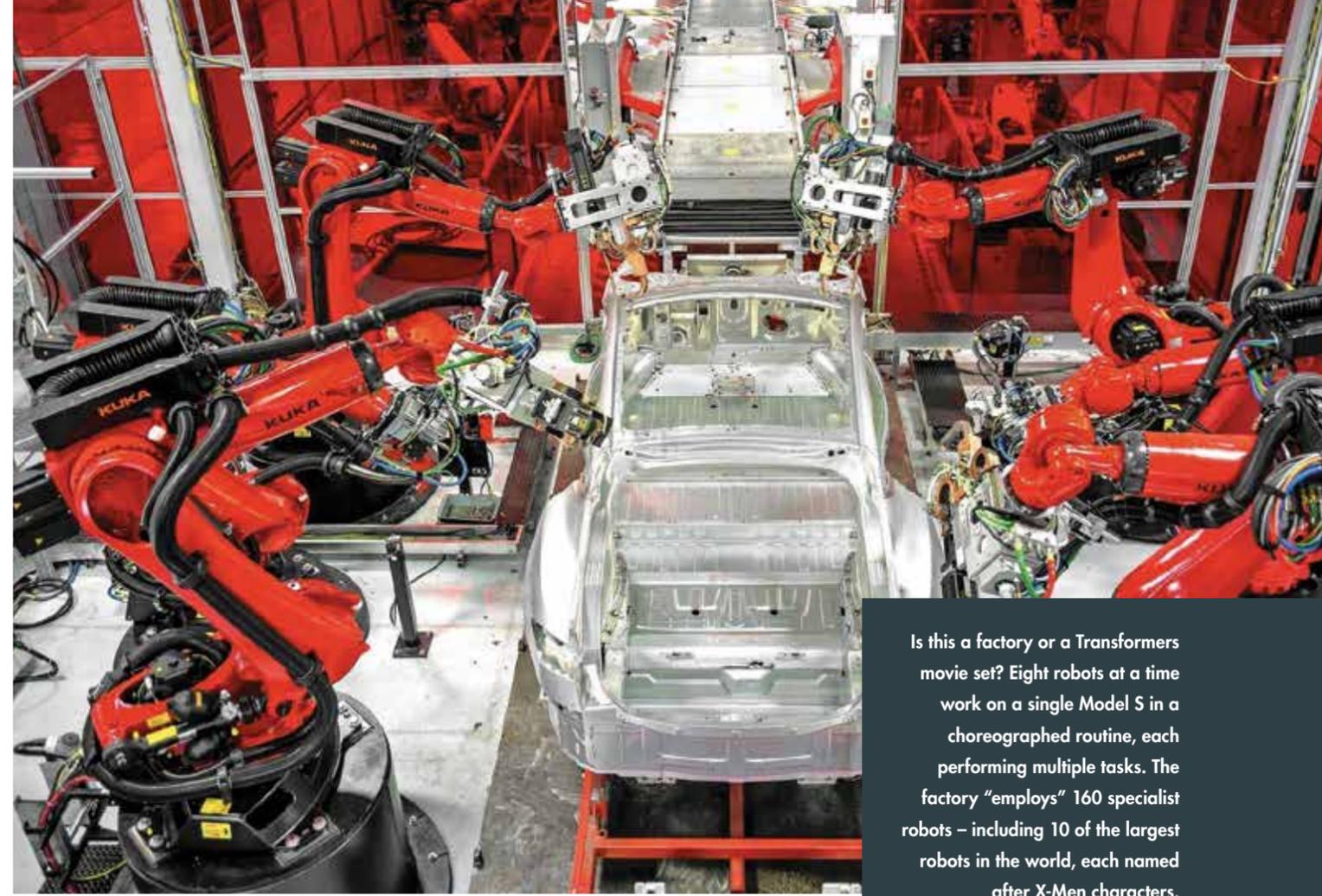


Image credit: LATimes.com

Is this a factory or a Transformers movie set? Eight robots at a time work on a single Model S in a choreographed routine, each performing multiple tasks. The factory "employs" 160 specialist robots – including 10 of the largest robots in the world, each named after X-Men characters.

positions for Elon Musk either at Tesla or SpaceX. As said by Jim Dunlay, VP of Powertrain Hardware Technology, MIT grad 1979, part of Tesla's strategy is "hiring the best people in the world, allowing them to exercise their judgment in the face of uncertainty, and leading by example." At MIT, Professor Fine is the Chrysler Leaders for Global Operations Professor of Operations Management. His interest in the automotive industry dates back to his PhD thesis at Stanford when he worked to understand the "paradox" of high productivity and high quality, exhibited by Toyota and other Japanese auto manufacturers. Later, at MIT, he served as co-director of MIT's International Motor Vehicle Program, taking that leadership role shortly after the publication of MIT's famous book that defined the term and contours of "lean production." His interest

in Tesla was obvious: a car that can be both green and fast? An automotive company that starts from scratch with an unproven powertrain technology in a mature, sophisticated industry? What a great research and learning opportunity! Our interest in Tesla was not only related to the innovations they brought to the automotive industry. Since 2012, Professor Fine and I have been working to understand the role of operations in early stage companies. We have written cases to illustrate operations issues faced by companies over a life cycle from birth to emerging maturity. These cases span a dozen industries, four continents, and organizations ranging in size from a handful to a few thousand people. We use the phrase "Nail it, Scale it, Sail it (or Sale it)" as a shorthand for different phases of the entrepreneurial life cycle.

Nail it

Defining a value proposition that works simultaneously for all the members in your value chain (customers, employees, suppliers, distributors, investors etc.)

Scale it

How do you grow in parallel your market size, your production and your delivery capability?

Sail it

How do you maintain sustainable and profitable growth?

ASB develops case studies in collaboration with companies in Asia, to be used for internal corporate development and MBA classroom material. Please contact: Professor Loredana Padurean, Faculty Director for Action Learning loredana@asb.edu.my



Image credit: teslamotors.com

So when Milo Werner suggested writing a case study about Tesla, we jumped at the opportunity to work together, in collaboration with colleagues at MIT and Tesla. Today the case is used in the MBA at MIT Sloan and other partner schools, as well as in the Executive Education programs we run at both ASB and MIT.

So what have we learned? Tesla offers a great lesson in understanding the delicate balance between speed and quality, a challenge faced by many companies we have encountered in our work. More generally, our Tesla case highlights some of the challenges of crafting an operations strategy early, as an integral part of the business development process.

As a young company, Tesla Motors had promising technology but very little manufacturing capability. The young staff had technical engineering degrees from some of the top universities in the US, including Stanford and MIT, but few of them had operations or manufacturing backgrounds.

So, like any other Silicon Valley start-up, their initial operations strategy to manufacture the battery pack and electronics for Tesla's first car, the Roadster, was to be "developed in Silicon Valley, assembled in Asia." If it works for Apple, it should work for Tesla, right? A compromise

between low labor costs and technological capability brought them to Thailand in the factories of Xcellent, a manufacturer of aluminum forming for BBQ grills.

Making a battery pack was nothing like building a BBQ but Xcellent was ready to learn and excited to enter the high tech industry. Tesla also engaged Chroma, a Taiwanese manufacturer of test equipment for high-end power supplies to manufacture the Power Electronics Module (PEM). While Tesla could build a battery powertrain, they could not design and build an entire production automobile on their own. "We needed an automotive partner, but none of the big guys would even talk with us," explained JB Straubel, Tesla Co-Founder and CTO. Tesla identified Lotus in the UK, known for designing smaller, lightweight cars with small high-performance engines to create an exciting driving experience. Lotus was a relatively low volume manufacturer, and ultimately agreed to produce a maximum of 40 vehicles per week for Tesla. Even with Lotus as a partner, with a small revenue opportunity, no obvious market, and no track record, convincing suppliers to make parts for the Roadster was a huge challenge for Tesla.

Tesla planned to have the battery packs and the PEMs shipped to Lotus via ocean

container, assembled into the vehicle body at Lotus in the UK and then have the whole vehicle transported to California via sea. Once the battery and PEM were back in Tesla's San Carlos, California facility, the engineers started rigorous testing. Limited to ocean shipping for battery packs, the precious cargo spent four weeks on the water between Thailand and England and then another four weeks to get to California, once loaded into the Roadster vehicle structures built by Lotus.

With the need for frequent engineering changes, their suppliers' lack of experience with Tesla technology, a very new business model, and a complex and inefficient supply chain, the early Roadster experience taught Tesla that they needed to radically change their modular business model and move to a more integral model.

Tesla's willingness to push technology barriers to delight their customers was the key to the "love" that customers felt towards the brand. According to Jim Dunlay, "We got an emotional response to our brand and that emotional relationship allowed us to get forgiveness from our customers if we pushed too far too fast."

On May 20, 2010, Tesla Motors and Toyota announced a partnership to work on the development of electric vehicles, parts, and production system and engineering support. This included Tesla's partial purchase of the former NUMMI site, mainly consisting of the factory building, for \$42 million, a deep discount from what would be required to build a modern new auto manufacturing plant from scratch. The first retail delivery of the Tesla Model S took place during a special event held at the Tesla Factory on June 22, 2012.

On July 2, 2015, Tesla Motors announced that it had delivered a total of 21,537 vehicles in the first half of 2015. All vehicles were manufactured at the Fremont plant. Shortly after launch, the Tesla Model S earned the highest ever rating from Consumer Reports: 99/100. The car outsold both the Mercedes S Class and BMW 7 Series in the US in 2013. However, while

scaling fast, problems occurred too. In January 2014, Tesla recalled 29,000 charging adapters due to a fire hazard. The Tesla Motors Club forum's "mechanical issues" thread has grown to be more than 130 pages long with some 1,300 posts, and it includes owners complaining about nearly every aspect of the vehicle, including paint, satellite radio tuning, tail lamp housings and windshield wipers. Tesla tends to fix problems quickly and often without charging owners. The question is, how long can such an expensive cure-all last?

Today, Elon Musk's team is working on a new car. "The Model X is a particularly challenging car to build. Maybe the hardest car to build in the world. I'm not sure what would be harder," he admitted.

In a recent Forbes cover article written by our MIT colleague, Hal Gregersen along with Professor Jeff Dyer and Professor Nathan Furr, JB Straubel, Tesla Co-Founder



and CTO said "Elon challenges everyone to work incredibly hard, and it is highly uncomfortable for most people, but the results are fairly undeniable. If you challenge people to work hard, they achieve more than they think they can. Most leaders don't want to do that." Doug Field, a graduate from MIT's Leaders for Manufacturing program and Tesla Vice President of Engineering adds, "We take leaps of faith that are like jumping out of an airplane and designing and building the parachute on the way down."

So, what else have we learned from this case study? That in prototype stage, speed

is more important than cost, because time is money. And start-ups or in general new and uncertain environments require tolerance for mistakes, fast prototyping and iterations. "Operating at high speed and under continuous uncertainty has become something of a thing for Tesla and its billionaire CEO, Elon Musk." However, if you nail it with speed, then it is critical to scale it with precision. Operations excellence must get its due.

And maybe the most important message that we have learned is that Operations Excellence requires both creativity and discipline.

“ If you nail it with speed, then it is critical to scale it with precision. ”



GREEN IS IN.

In conversation with **Ahmad Hadri Haris**, CEO of Green Tech Corp, a steady and sturdy engineer that is turning to fashion to catalyse the green industry in Malaysia.

Achieving a green community by 2030 requires a lot of work to be done. So, we are starting with the basics - innovating new products and new paths to go green. We want to inspire a sea change in the green ecosystem. That is what we are doing with Tesla.

Tesla is a sexy car - there is no hiding that. But we cannot expect them to manufacture here - they don't work that way. Tesla considers themselves to be a technology company that can ship globally, not a car company that needs to manufacture locally.

People want to drive their Teslas so they need charging stations. When there are charging stations, new vehicles will enter at a multitude of price points. And when people get comfortable driving green, they will start lookin for new ways to go green.

The circle of "green" life is simple. Innovate and inspire. That is our mission. It's that simple.



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MIT Sloan Management

WE WILL CHANGE YOU. YOU WILL CREATE CHANGE.

asb.edu.my

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MT
MANAGEMENT
SLOAN SCHOOL

MIT SLOAN COMES TO ASIA. PREPARE YOURSELF FOR CHANGE.

Strongly connected to all things MIT Sloan

'Mens et Manus', 'Mind and Hand', has been the motto for MIT Sloan since its inception in the 19th century. But it has probably never been more relevant than now, as Asia School of Business brings change to Asia.

Today's disruptive business environment demands leaders and change-makers who can be as adept at bringing leadership to an organization as they would be in a hands-on role building a start-up. Graduating business-ready, and having this broad set of capabilities is why MIT Sloan MBA graduates are among the most sought-after. Now the genetic blueprint of MIT Sloan heritage has been passed on to ASB.

The visionary for this initiative is Dr. Zeti Akhtar Aziz, Governor of Bank Negara Malaysia, who serves as Co-Chair of the ASB Board of Governors together with Professor Richard Schmalensee, who served as Dean of the MIT Sloan School for nine years.

The Board of Governors includes MIT Sloan faculty members Professor David Schmittlein, Dean of the MIT Sloan School, Professor S.P. Kothari and Professor Charles Fine, who serves as Founding Dean and President of the Asia School of Business.

ASB will offer management students, management practitioners and the institutions that employ them a new way of doing things, new ways of learning, new ways of thinking and a better integration of theory with practice.



20 November 2015

Asia School of Business Board of Governors Co-Chair and Central Bank of Malaysia Governor, Dr. Zeti Akhtar Aziz, introduced the ASB-MIT Sloan collaboration in Malaysia to US President Barack Obama on his visit to Kuala Lumpur.

 **ASIASchool
of Business**
in collaboration with MIT Sloan Management

PROGRAMS WE RUN

PAGE **37**

MBA 3.0

An 18-month full-time
MBA program

PAGE **41**

Innovation & Entrepreneurship Center

48-hour MakerFest
/ Innovation BootCamp

PAGE **43**

Custom Executive Education

Custom programs
/ Industry exchanges / ASB speakers' forum

PAGE **45**

Research Opportunities

Supporting Action Learning programs
/ Case studies / Data analytics



BE PART OF THE NEXT GENERATION MBA 3.0

Why another business school? And why another MBA program when the value of many current-generation MBA programs are already being questioned?

The answer is simple. It is time to create the MBA 3.0 generation. ASB's MBA 3.0 is a highly rigorous, 18-month transformational journey. It provides you with a transformative experience that will enhance your already outstanding capabilities.

By disrupting conventional business education we will turn you into a change-maker who is ready to create a powerful impact, in Asia and around the world.



“ An ASB MBA 3.0 blends theory and practice at every level. ”

The right MBA for a disruptive age
MBA 1.0, in the 1950's, were trade schools where successful practitioners taught the "tricks of the trade" they had picked up from their years of experience, but offered little in the way of analytical rigor or theoretical underpinnings.

During the 1980's, MBA 2.0 valued a culture of academic and scientific rigor, but produced graduates who were strong on theory yet often weak on application. Many programs neglected the domains of ethics, sustainability, and social responsibility, producing MBAs focused solely or disproportionately on narrow financial measures of performance.

Asia School of Business, a collaboration between Bank Negara Malaysia and MIT Sloan, has embraced the challenge to create a new and brighter path for the Asian disruptive age.

As a graduate of this program you will have two qualifications to add to your CV: an MBA from ASB and a Certificate of Completion issued by MIT Sloan, as a further endorsement of your readiness.

Both qualifications will open doors for you. Learning from case studies is a model of the past. Action Learning is the future.

MIT's motto, 'Mens et Manus' or 'Mind and Hand', emphasizes strengthening students' theoretical understanding with hands-on practical applications. Learning-by-doing enables students to fill the gap between what they know and how to apply that knowledge to make a powerful impact in their chosen fields or careers.

At ASB, students will be taught a core

Key Features of the ASB MBA 3.0 Program

- 18-month general management MBA program grounded in MIT curriculum
- Courses taught by MIT faculty and ASB residential faculty
- 4 action learning treks in Asia
- One month of courses at MIT Sloan & two-week US industry-trek
- Residential Program in Kuala Lumpur
- Asian Perspective
- ASB degree with Certificate of Completion from MIT
- MIT affiliate alumni status

For more information, please contact admissions@asb.edu.my

ASB Master of Business Administration (Approval Code: JPP/BPP(U)[PA7909]08/2020) program (MBA)

curriculum by MIT Sloan faculty that's identical to the one used in Cambridge, Massachusetts, USA. ASB's curriculum will immerse you in Action Learning projects with our corporate and institutional partners throughout Asia, providing ongoing opportunities to test and apply the theories of the classroom in a broad range of organizational, institutional and field challenges. ASB student teams will work

side-by-side with corporations, entrepreneurial startups and non-profit partners to apply classroom lessons to high-impact business challenges. Our value to business students, practitioners and organizations is bringing innovative approaches to thinking, learning and doing, as well as a more relevant integration of theory with practice. For more info, visit asb.edu.my

Malaysia's Competitiveness in Times of Change: Nail it, Scale it, Sail it. The conversation on Clockspeed by Professor Charles Fine and Professor Loredana Padurean



Professor Charles Fine addresses an audience of political and business leaders with thoughts from his recent book, Clockspeed, Winning Industry Control in the Age of Temporary Advantage.



Loredana headed to Singapore's Invest ASEAN to go in-Conversation with Sir Bob Geldof about Women. Heated, but entertaining.



ASB IN ACTION

Charles & Loredana became key drivers of a 48-Hour Capital Market Marathon in Kuala Lumpur and Singapore with the Prime Minister of Malaysia, Maybank Investment Bank, Bursa Malaysia, Sir Bob Geldof and 1,500 of ASEAN's leading capital market drivers.

An unlikely combination brought together to bring action from ASEAN towards the Global Goals for Sustainable Development, Women's roles on boards, the innovations needed to compete in the new area of Clockspeed and of course the investment opportunities arising from ASEAN's leading corporations.

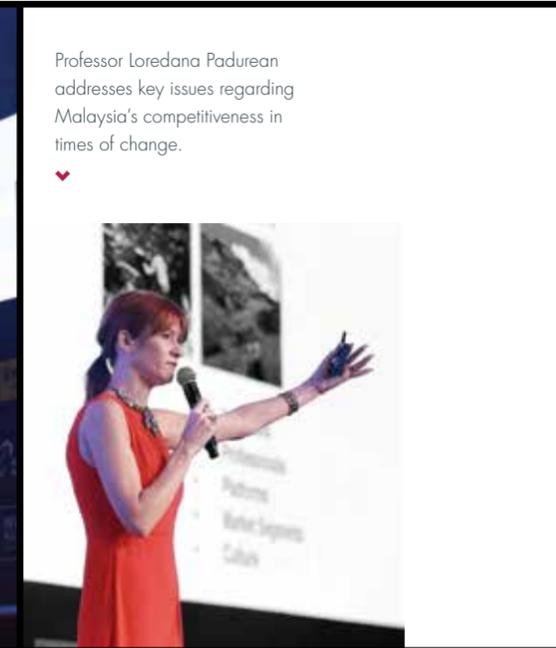
Watch ASB in Action at www.BursaMarketplace.com/IM2016



Loredana in-Conversation with Ahmad Hadri of GreenTech talking about Driving Green with Tesla



Prime Minister of Malaysia delivered a Special Opening Address outlining Malaysia's globally recognised emerging market leadership



Professor Loredana Padurean addresses key issues regarding Malaysia's competitiveness in times of change.



Professor Charles Fine discusses the impact of Invest Malaysia 2016 with Sophie Kamaruddin, Bloomberg TV Malaysia Anchor.

Some people possess innate entrepreneurial skills but lack the expertise to create their product; while others have the passion and the ideas, but not the ability to take them to the next level. The ASB Innovation and Entrepreneurship Center is a place where we mold talented individuals into business-ready entrepreneurs.

We not only teach you the requirements for success, we also teach you to fail successfully, and learn through iteration until ideas become potentially successful businesses.

Innovation And Entrepreneurship Center:

THE PLACE WHERE ENTREPRENEURS ARE MADE.

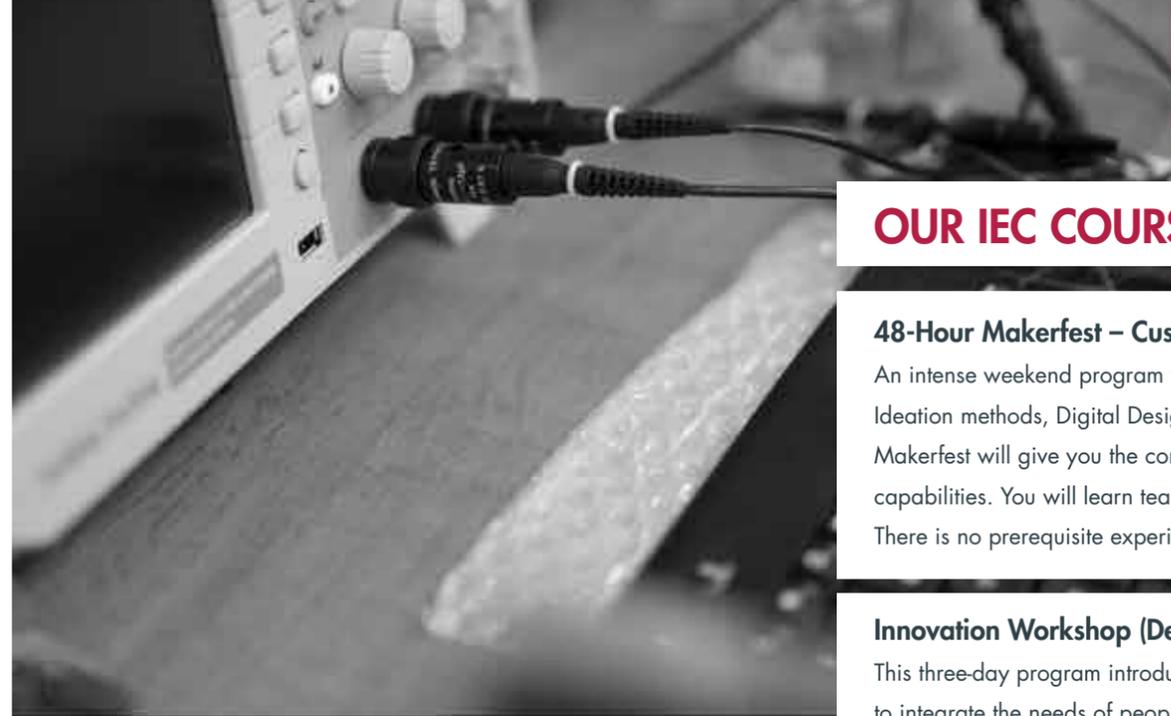


Ellipsor – Innovation and Entrepreneurship Bootcamp Hatchling Preserving Life to Young India

Ellipsor LLP, is a technology startup company founded in 2013, designing biomedical devices for healthcare monitoring, with focus on products, completely reengineered for rural India, in Reproductive, Maternal, Newborn and Child Health (RMNCH) sector. These products help primary healthcare centers and hospitals in saving more newborns in villages and small towns in India. In 2013, it was after attending the workshop conducted by ASB's Rajesh Nair, that the founders found heart and courage to launch Ellipsor. We caught up with one of the founders, Joshua Mathew and this is what

he had to say about his experience.

"The workshop has pivoted my career from engineer to entrepreneur; from a hacker to a maker and inventor to innovator. It helped me hone my prototyping skills and increased my technical competencies in various areas of hardware prototyping. Also I got a better understanding of business and operational aspects on how to run a sustainable startup by Raj. He has guided me and helped me reduce the failures and pitfalls for the company," said Joshua about how the workshop affected him and helped him launch Ellipsor.



OUR IEC COURSES

48-Hour Makerfest – Customizable duration

An intense weekend program that introduces students to the art of "Making", which includes Ideation methods, Digital Design, Digital Fabrication and Idea Presentation Skills. The 48-hour Makerfest will give you the confidence to extend your skills beyond your currently perceived capabilities. You will learn teamwork, success through iteration and the art of selling your ideas. There is no prerequisite experience or age limitation for joining this workshop.

Innovation Workshop (Design Thinking)

This three-day program introduces a human-centered approach to innovation that attempts to integrate the needs of people, the possibilities of technology, and the requirements for business success.

Maker 2 Entrepreneur Bootcamp

A week-long, hands-on program that introduces students to the Maker, Innovator and Entrepreneurship experience. Teams present their startup concepts, product prototypes and business strategies on the final day.

ENTREPRENEURSHIP PROLIFERATION

Our ultimate aim is to proliferate the skills for entrepreneurship as far and wide as possible. For that reason we will also create programs for schools and businesses to pass on the knowledge of how entrepreneurs are made.

Mentor Development Program (MDP)

A training program for mentors to spread Making, Innovation and Startup experience in schools, universities and corporations. This program also introduces steps to setup Maker labs in communities.

This 48-Hour Makerfest mainly targeted foundation level students. 3D printers and electronic kits were brought to four different colleges. The purpose of the event was to give students 48 hours to solve a certain problem and to come up with products using the machinery made available in the workshop. 10 more MakerFests are planned to be established in 2016, in schools and for corporate clients.

WORLD-CLASS CUSTOM EXECUTIVE EDUCATION PROGRAMS

Do you have a particular executive management-training requirement? Something for which you haven't found an off-the-rack solution?

As a corporate partner we can create world-class, custom Executive Education programs specifically for you. Let's meet and talk about what you need.

Call +60 391 794 110 or
email exec@asb.edu.my

asb.edu.my



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ACTION LEARNING: FRONT AND CENTER

One of the most compelling features of the MBA program at ASB is Action Learning. Out of an 18-month full time curriculum, you will spend a third of your time on-site, working with various companies in different countries on different problem areas, generating value for your own education as well as for the benefit of host companies. Action Learning is simply the process of learning by working on real business challenges in collaboration with host companies, using tools and frameworks taught in the classroom with the support of mentors, faculty experts and industry leaders. True to MIT's motto of 'Mens et

Manus' or 'Mind and Hand', the MBA program at ASB will provide an educational experience through hands-on Action Learning projects that focus on Asia within a global context. MIT Sloan is a leader in Action Learning in management education. Project foci could include marketing, finance, economics, operations, strategy, innovation or any other topic of interest and importance to the host company. Today, the value of Action Learning projects for students, company hosts and faculty is widely recognized in the most advanced educational environments.



“ MIT Sloan is a leader in Action Learning in management education. ”

Action Learning is about being in the middle of a problem, working closely with the people who are facing that challenge every day and learning from the experience.



Case studies are a pedagogical tool designed around facilitation-based Action Learning, that provides students with a means for theoretical frameworks to be applied to practical, real-world business scenarios. Developing case studies is also an effective means to inform research, and forge deeper relationships between academia and business. Faculty that develop and use their own case studies in the classroom exhibit greater confidence when teaching, better engaging students. Business organizations can use the materials not only for altruistic educational reasons but also for internal learning and development initiatives, and as a reflective exercise to examine past strategic decisions and current challenges. The lack of relevant Asia-based case studies presents a considerable opportunity in management education for ASB and our partners to develop long-term sustainable relationships with industry leaders, start-ups and SMEs, public organizations and NGOs, to develop relevant Asia-based pedagogical content that can be used in academia around the world.

CONNECTING THEORY AND PRACTICE WITH CASE STUDIES



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“ No action without learning.
No learning without action. ”

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MANAGEMENT
SLOAN SCHOOL

TO CHANGE THE WORLD, FIRST CHANGE THE CLASSROOM.

The traditional, classroom-based MBA produces traditional graduates.

An ASB MBA is a transformative experience that will create Asia-ready innovators and change-makers, with the kind of entrepreneurial spirit that is sought after by companies and organizations in Asia and around the world.

Our unique MBA 3.0, with its emphasis on Action Learning, is what makes the difference.

Out of an 18-month, full time curriculum, students spend one third of their time in the real world, working closely with real Asian companies on real problems, and learning from the experience. More real-time learning than in any other MBA.

Action Learning is about being in the middle of a problem, using tools and frameworks learned in the classroom and applying them to real-time business issues.

And it is about bringing our MIT Sloan motto to life. *Mens et Manus*, means Mind and Hand. The mind learns much better when hands-on experience is the teacher.



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THE IDEAL ASB STUDENT

 LEADERS & TEAM PLAYERS	 TEACHABLE & ETHICAL	 CURIOUS & THOUGHTFUL
 GENEROUS & SELF AWARE	YOU	 ENTREPRENEURIAL & INNOVATIVE
 SMART & HUMBLE	 ENERGETIC & TALENTED	 CAN MAKE THINGS HAPPEN!

Admissions Criteria & Student Profile

ASB is recruiting candidates with a high degree of intellectual capability and emotional maturity on a broad international base. The ASB MBA program is highly rigorous, so students must have performed at a superior level in their previous university studies, demonstrated the ability to pursue personal goals, exhibit a high level of personal integrity, and have professional work and/or internship experience.



FEEL LIKE CHANGING THE WORLD TODAY?

We are searching the globe for extraordinary and unconventional talent to join us in a journey of transformation and disruption!

Thinkers and tinkerers, strategists and catalysts, leaders and tweeters. We are here to change the world! Are you?

For more info, please visit
asb.edu.my/category/work-at-asb

For internship application,
please email to hr@asb.edu.my





Charles Fine

President and Dean, Asia School of Business
Chrysler Leaders for Global Operations
Professor of Management at MIT Sloan School of Management

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Faculty Fellow at MIT



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ENGAGED FACULTY FROM MIT SLOAN SCHOOL OF MANAGEMENT



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John C Head III Dean and
Professor of Marketing



S.P. Kothari

Gordon Y Billard
Professor of Accounting and Finance



Richard Schmalensee

Howard W. Johnson Professor
of Management, Emeritus and
Professor of Economics, Emeritus



Eric So

Sarofim Family Career Development
Professor and Associate
Professor of Accounting



Arnold Barnett

George Eastman
Professor of Management Science
and Professor of Statistics



Roberto Fernandez

William F. Pounds
Professor in Management and
Professor of Organization Studies



Nelson Repenning

School of Management Distinguished
Professor of System Dynamics and
Organization Studies



Joseph Weber

George Maverick Bunker
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Professor of Accounting



Jake Cohen

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Undergraduate and Master's
Programs and Senior Lecturer in
Accounting and Law



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Senior Lecturer and
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Kevin Timothy Crow

Research Associate



Maria Aguerri Gomez

Chief Operating Officer



Woon Hooi Shyen

Chief Financial Officer



Emily Preiss

Director of Admissions



Shamza Khan

Director of Marketing



Katy Radoll

Director of MBA Program



Zalina Jamaluddin

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Development



**Sarma Subramanian
Subramonia**

Director of ASB
Action Learning Projects



Bobbi Carrey

Director of Executive Education



Jenny Towler

Assistant Director of Admissions



Zainon Mustafa

Registrar



Shanthi Nair

IT Director



Ong Ching Ying

HR Manager



**Nuril Amalina
Ahmad Hanafiah**
HR Assistant



Anupama Dixit
Manager of Resident
and Visiting Faculty



Adrian Lai Lung Chee
MakerLab Manager



**Arlina Nadia
Mohamad Arshad**
Hospitality & Event Manager



Ramita Kaur
Senior Administrative Associate



Angie Yong Mei Zhin
Administrative Associate



Jehan Aziz
Corporate Development
Executive



Lian Bee Ying
Finance Executive



**Muhammad Afiq
Subhan Halim**
Junior Account Executive



G. Piraveena Gengayah
Executive Student Services
and Executive Education



Gayathri Danappal
Executive Registry and
Examination



Amira Rahmat
Case Writer



Norfadzly Zainudin
Driver

INTERNSHIP WITH ASB

For internship opportunities, please email hr@asb.edu.my



Bart Veldman
Intern



Cassandra Seow
Intern



Christian Johnson
Intern



Frederique Nauta
Intern



Jaidev Bhullar
Intern



Kok Xin Lee
Intern



Rinke Bakker
Intern



Valentina Ho
Intern



HIGHLIGHTS

01. LEADERSHIP THINK LAB / FEBRUARY 18 & MARCH 10, 2016

Asia School of Business hosted senior businessmen at the LTL event, spurred by the TTPA and as a lead up to Invest Malaysia, discussing competitive strategies for Malaysia to elevate itself.

02. ADMITTED STUDENT WEEKEND / FEBRUARY 19, 2016

The first of many family photos. Tan Sri Zeti Akhtar Aziz and Charles Fine welcome the first of the students admitted to our inaugural MBA 3.0 class.

03. ASB MBA TOUR INDIA / JANUARY 30 - FEBRUARY 4, 2016

Potential candidates were given the opportunity to meet Admissions Director Emily Preiss and IEC Director Rajesh Nair and learn more about our MBA program during the Indian leg of the MBA Tour. The tour covered three major Indian cities (Mumbai, Delhi, and Bangalore).

04. GREENTECH WORKSHOP / JANUARY 22, 2016

Hosted by GreenTech Malaysia, this session covered Professor Loredana Padurean's case study on Tesla as well as the topic of the future of electric technology.

05. POWER OF 3 (ACTION LEARNING WORKSHOP) / JANUARY 21, 2016

Professor Julie Lang of Dartmouth paid us a visit in January and conducted an Action Learning workshop where participants had the opportunity to step into the shoes of 3 very different perspectives - the students, the clients, and ASB.

06. WOMEN'S LUNCHEON / JANUARY 15, 2016

Held at Chinoz on the Park in KLCC, this luncheon was an opportunity for potential female candidates to connect with the women of ASB and other extraordinary women from the region and ask questions regarding admissions of the MBA Class of 2018, Action Learning, student life, and more.

Kuala Lumpur, Malaysia

WE'RE EXACTLY WHERE YOU SHOULD BE

Asia School of Business is located in Kuala Lumpur, a modern, sophisticated city with non-stop flights to major destinations in Asia, Europe, Australia and the Gulf states. Yet the campus is a short flight from some of the world's most iconic destinations and beaches, such as Bali, Angkor Wat, Hanoi, Yangon and Singapore.

A heaven for the senses, in Malaysia you'll savor mouth-watering culinary specialties, from spicy to sweet to exotic. Listen to the delight of shoppers over incredible bargains at quaint night markets or world-class malls. Bask in the fragrance of stunning flora and the freshness of being in the center of one of the world's oldest rainforests. And

enjoy the warm hospitality of its friendly and English-fluent people. Malaysia combines all of these with the best of Asian economic development. The country has fully embraced the technological age with heavy investment in modern infrastructure. Malaysia boasts two of the world's tallest skyscrapers and a huge cyber center for computer businesses, while its transport network system is amongst the best in the region.

This is a country where the old and the new sit side-by-side, where ancient traditions blend nicely with the thoroughly modern settings of the urban landscape.

Diverse Cultural Mix



Delightful Cuisine



Warm Sunny Climate



A Shopping Haven



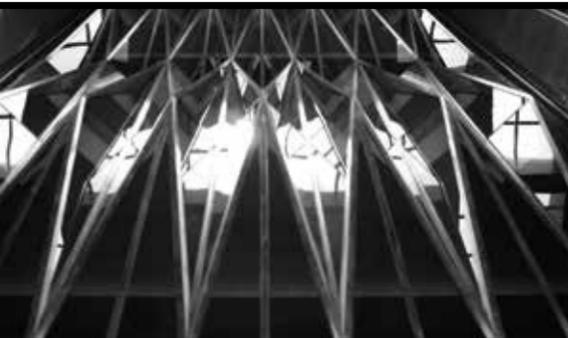
Close to Beaches



Vibrant Nightlife

“ ENJOY THE
WARM HOSPITALITY
OF ITS FRIENDLY,
ENGLISH-FLUENT PEOPLE.
”

WE'VE GOT YOUR LEARNING AND LIVING NEEDS COVERED



Academic Campus
Sasana Kijang, Kuala Lumpur



Your campus will be on the grounds of Bank Negara Malaysia's modern and well-equipped knowledge and learning center, Sasana Kijang, while ASB's permanent facilities are being constructed. You will share this global hive of thought-leadership with the Central Bank's regional and international strategic partners, namely the World Bank Group, the South East Asian Central Banks (SEACEN) Research and Training Centre, the Islamic Financial Services Board (IFSB) and the Alliance for Financial Inclusion (AFI).

Residential Campus Lanai Kijang, Kuala Lumpur



You will stay at the exclusive Lanai Kijang residential complex, an easy 5-minute walk to the campus. With Wi-Fi connectivity, dining facilities, a gymnasium, swimming pool and even outdoor showers, we'd like you to complete your program in utmost comfort.





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JOIN US AS A CORPORATE PARTNER

ACTION LEARNING PROJECTS

- Host a student trip or study trek
- Host an individual or group student Action Learning project
- Become a mentor for Action Learning projects
- Join the #ActionLearningASIA Club @ASB

SPEAKING ENGAGEMENTS

- Host an international, world-class speaker
- Speak at student events
- Network with the academic community
- Join the Corporate ASB Forum to discuss business issues of importance to you

EXECUTIVE EDUCATION

- Attend the MIT Faculty Insights Series
- Engage ASB in custom executive programs

MBA

- Contribute scholarship(s) for deserving student(s) in the inaugural MBA class
- Sponsor your employee(s) as student(s) in the inaugural class
- Hire the best and brightest from the ASB MBA class

RESEARCH OPPORTUNITIES

- Host research projects
- Be the subject of an ASB case study
- Engage faculty and students in challenging projects

INNOVATION AND ENTREPRENEURSHIP CENTER

- Bring the ASB 48-Hour MakerFest to your local universities
- Attend a week-long ASB Innovation Bootcamp

Here to answer your queries

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