

**Table 7**

**List of Interviewed Multinationals: Comparison with Major Competitors**

Industry	Company	Nationality	ASEAN Operations (Earliest year of establishment)						AICO approval	Strategies towards AFTA	Industry Characteristics
			SGP	MAL	THA	IDN	PHI	VN			
Auto	Company A	Japanese	RHQ '90	82	62	71	88	95		Current: Regional sourcing of components (complementation) Future: horizontal specialization of CBUs	Strong protectionism New entrants and globalization of industry likely to spur competition
	GM	US			00	94				Focused investment aiming at regional exports	
	Ford	US		68	98		99	97		Current: Regional sourcing of components Future: Regional exports	
	Proton	Malaysian		83						Not disclosed	
	Perodua	Malaysian		93						Current: complementation of components Future: Regional export of CKDs?	
Auto components	Company B	Japanese	RHQ 95	80	72	75	95			Current: Regional complementation of semi-finished components Future: horizontal specialization of components	Protectionism Newly entering assemblers and globalization of industry likely to spur competition
Electric/Electronics	Company C	Japanese	RHQ * 72	65	61	70	67			No significant adjustment towards AFTA (Rapid restructuring of export-oriented segment only, but not due to AFTA)	Consumer electronics: limited intra-regional integration Info/telecom. eq, electronics devices: vertical integration but limited impact of AFTA
	Company D	Japanese	74		69					No significant adjustment towards AFTA	
Food processing	Company E	Japanese	Sales	61	60	69	58	91		Current: Regional sourcing of materials Future: Possible reallocation of regional manufacturing bases and regional exports for standardized products	Form of specialization depends on product characteristics (local vs standardized), availability of materials
Consumer Products	Company F	Japanese	65	73	64	69	77	95		Establishment of regional headquarters for regional marketing and product development	Form of specialization depends on product characteristics (local vs standardized), availability of materials Importance of regional business strategy (esp. regional product development and marketing)
	P&G	US								Realignment of manufacturing facilities to boost regional exports	
	Unilever	UK/Dutch								Promotion of specialization to boost regional exports	

Source: Author's interviews and various published materials.

Note:

(1) in 'ASEAN Operations' indicates that the company has a subsidiary in the respective country, but the year of the establishment of the subsidiary is not known.

(2) RHQ stands for regional headquarters.