



# **KEY OUTCOMES**



# **Introduction and Forum Background**

Small and medium Enterprises (SMEs) play an important role in ASEAN economies. The share of SMEs in total number of enterprises is higher than 90 percent in all the ASEAN Member States (AMS). They also represent more than 60 percent of the total employment in most member states.

SMEs share (%) to:	Thailand	Malaysia	Indonesia	<b>★</b> Vietnam	Lao	Cambodia
Total enterprises	99.7	97.3	99.9	97	95.7	99
Employment	84	59	97	85	83	88
GDP	37	32	58	39	N/A	76

Source: Economic Intelligence Center, Siam Commercial Bank.

From these numbers alone, it is certain SMEs will be an active player in the ASEAN Economic Community (AEC) and an important component in the process of development that leads to the AEC achieving its key characteristics. These are:

- 1) Single Market & Production Base
- 2) Highly Competitive Economics Region
- **Economic** 3) Region of **Equitable Development**
- 4) Region Fully Integrated into the Global Economy.

In recognition of the contribution of SMEs to economic development upon the upcoming AEC in 2015, the Thailand Development Research Institute (TDRI), in partnership with The Asia Foundation held a one-day Regional Economic Cooperation Forum on "Making **ASEAN Economic Community Work for** SMEs" on March 28, 2014 at Eastin Grand Hotel Sathorn, Bangkok, Thailand. The forum was interactive with exchange of information from relevant speakers and audience and provided attendees with an exceptional opportunity for knowledge building and networking. The panels offered interactive and inspirational discussions on the compelling issues for SME business operations in ASEAN.

The Asia Foundation is committed to further enhancing SMEs' activities in the ASEAN region and making their business environment more conducive under the framework of the AEC. With this objective in mind, the forum gathered representatives of the AMS from various government agencies, SMEs, and representatives of business associations, as well as international organizations, diplomatic missions, and academics. This provided participants with an opportunity to build their knowledge and share their views on AEC and on its potential impact on SMEs with experts from the region.

The one day forum covered key features of AEC's potential and challenges that SMEs should be aware of. The day was organized around four panel discussions:

- 1) Trade Expansion in AEC
- 2) Investment Opportunity in AEC
- 3) AEC Oriented SME Development
- 4) Successful SMEs in ASEAN

The four topics formed the key discussion areas during the forum and were linked to the AEC's concept as a single market and production base characterized by the free flow of goods, services and investments, as well as freer flow of capital and skills.

## What does AEC mean to SMEs?

To plan for AEC in 2015, SMEs should prepare and explore the opportunities to engage in a broader production network through supply chain links among ASEAN firms. This will benefit SMEs with operations in AMS through exposure to abundant resources, economies of scale and additional demands from ASEAN citizens. A proposed common market, in which SMEs in ASEAN develop networks with each other, can provide the path to a regional production network and the development of regional brands for goods and services produced in ASEAN, such as a "Made in ASEAN" brand.

Most SMEs are involved in the ASEAN market as a trader in goods and services. The AEC will provide SMEs with opportunities to expand their business operations. Investing in other ASEAN countries can provide a platform to create new business opportunities, overcome challenges in the domestic market and increase trade through regional networks.

The first panel discussion, "Trade Expansion in AEC," informed SMEs on the key factors that impact trade success in the AEC. This topic linked to the AEC characteristic of the free flow of goods and services. Panelists from government agencies and the private sector highlighted regulatory requirements, trade facilitation processes and identifying trading partners as important factors. The panelists also provided fruitful information for SMEs focusing on Non-Tariff Measures (NTM) and Non-tariff Barriers (NTB), Rule of Origin (ROO), the National Single Window (NSW) and the importance of logistic companies in AEC development.

The second panel discussion, "Investment Opportunities in AEC," informed SMEs on investment facilitation, taxation and financing issues, and how to operate in the changing investment climate of the AEC. This topic linked to the AEC characteristic of free flow of investment, capital and skilled labor. Panelists highlighted that investing in other ASEAN countries is not only to gain access to domestic markets, but also to export to world markets. The panelists from government agencies, academic institutions, and the private sector addressed the investment opportunities in AEC and discussed direct investment measures in Thailand, advisory services supporting SMEs, identifying potential investment partners, and Mutual Recognition Arrangements (MRA).

# What can SMEs do to overcome challenges?

It is likely SMEs will encounter unprecedented challenges arising from the emergence of AEC. To cope with these challenges, SMEs need to be informed about key issues relating to AEC development, including the concept of the single market and a regional production base. As SMEs mature in a regional context through a period of adjustment and learning, it will lead to development and growth across the AEC. This will ultimately lead to a competitive economics region with equitable economic development and integration into the global economy. In order for SMEs to grow, resources to support business needs and overcome challenges must be made available. SMEs will need to understand what the policies and practices for SME support measures are from government agencies and to learn from the experiences of successful businesses in the private sector.

The third panel discussion, "AEC Oriented SME Development," informed SMEs on how to cope with AEC challenges and obtain assistance from government agencies that are responsible for promoting SMEs. An ASEAN Secretariat representative, who initiated the ASEAN Policy Blueprint for SME Development, discussed the rationale and progress of the blueprint. Panelists from both government and private agencies provided perspectives on how to penetrate the ASEAN market through business matching and networking and how to safeguard the domestic market through technology upgrading, innovation, and capacity building.

The fourth topic, "Successful SMEs in **ASEAN,"** showed empirical cases of successful SMEs, in which business owners highlighted the constraints and success factors of doing Panelists encouraged business in ASEAN. SMEs to move forward and prepare for the expanding ASEAN market through sharing practices. how they opportunities and how best to overcome challenges. Business owners advised SMEs to develop themselves and not rely solely on government support.

# **Key-Note Speech by Dr. Sok Siphana** Principal at Sok Siphana & Associates in Cambodia and Advisor of the Royal Government of Cambodia



"SMEs in Thailand have resources, but they need a strong policy focus."

"In developing business throughout Asia, culture and people matter. We should focus more on people to people connectivity and develop networks."

"Non-tariff barriers are numerous....and at the end of the day it is all about domestic regulations."

## **Dr. Sok Siphana**

Principal at Sok Siphana & Associates in Cambodia and Advisor of the Royal Government of Cambodia

- Key challenges for SMEs: how to survive economic competition and how to benefit from the AEC. For SMEs to be successful in the AEC context, they need to focus on what they can control to make themselves more competitive. SMEs need to look at regional opportunities (blue ocean strategies) and look outward, not inwards.
- Non-Tariff Barriers (NTBs) and Non-Tariff Measures (NTMs) are key: NTBs are important threats to SMEs because it leads to uncompetitive prices. With this in mind, a fully operational database of NTBs and an ASEAN database on NTB will be useful.
- Issues facing SMEs are very different from multinationals: SMEs have to operate a business all by themselves without strategists or abundant financial capital. In an era of technology, SMEs must think of innovation and make technology work for them.
- Domestic regulations are important: AEC cannot be implemented if there are

- no domestic regulations. For AEC to work, the investment climate and trade facilitation process will have to be streamlined, and political situations need to be stable.
- Strategies for SME expansion: SMEs should think of partnerships if they cannot naturally compete due to resource constraints. Strategies include identifying partners in the supply chain and focusing on their competitive strengths. For Thailand, SMEs often have more resources compared to less developed ASEAN countries. A clear **policy focus** in directing these resources will be important.
- Networking is extremely important: Cultural affiliation to form trade relationships and people-to-people connectivity should be a focus for SMEs especially in the decade of social media. There should be more emphasis on this 'third' social and cultural pillar, along with the traditional pillars of economic and political security.

# **Panel 1: Trade Expansion in AEC**



From left to right: Mr. Bunn Kasemsup, Dr. Ponciano S. Intal, Jr., Dr. Chayodom Sabhasri, Mr. Chutinan Siriyanda, and Mr. Andrew Durieux

#### **Moderator**

Dr. Chayodom Sabhasri, Dean of Economics Faculty, Chulalongkorn University

#### **Panelists**

Mr. Chutinan Siriyanda, Director of Bureau of Trade Measures, Department of Foreign Trade, Thailand

Dr. Ponciano S. Intal, Jr., Senior Researcher, ERIA (ASEAN)

Mr. Bunn Kasemsup, Managing Director, SCG Trading Co., Ltd, Thailand

Mr. Andrew Durieux, Chairman of AEC Committee, Joint Foreign Chambers of Commerce, Thailand

Mr. Chutinan Siriyanda: For Thailand, there needs to be a focus on NTBs and NTMs in key areas such as environmental issues, child/illegal labors and anti-dumping measures. Examples of NTBs and NTMs from Indonesia, Thailand, and the Philippines include government prohibition in the use of major ports in Jakarta, and different import standards for poultry trade between Thailand and Philippines.

Dr. Ponciano S. Intal, Jr.: SMEs are able to access cheaper and wider range of imports to innovate their products as a result of AEC. However, up-to-date information on NTMs is a challenge, particularly in Laos. The key is to not let NTMs become sustained NTBs. The implementation of the National Single Window (NSW) is particularly important in Cambodia, Laos, Myanmar, and Vietnam (CLMV).

Mr. Bunn Kasemsup: Best practice strategies from a large company include sending trader companies to target markets to avoid making significant upfront investments, identify core focus countries, and bringing Thailand SMEs to strong overseas markets by joining existing businesses and brands.

Mr. Andrew Durieux: There is a lack of ability for SMEs to obtain new information. Most SMEs face resource constraints, such as not being able to hire lawyers to interpret legal documents. Trading and logistics companies are the key for AEC integration and different labelling needs to be resolved. Over the next 10 years, the AEC will become a very integrated production base with free flow of talent and a highly competitive market. This includes shared stock markets and visas. The concept of an 'ASEAN' citizen will grow as will the use of English as a business language.

A key message conveyed in the panel was that government agencies need to create a database of NTBs/NTMS and inform SMEs of such information. The private sector should pressure the public sector to have better management of the NTBs and government agencies need to work better together.

Standards and conformance between countries was also highlighted as a key issue by the panelists. Harmonization and facilitation for **SMEs** is important for trade. Currently, different certificates are required for trade between countries which are expensive and time-consuming. There needs to be better governance with capacity to help SMEs obtain certificates more efficiently. In addition, various tax measures among ASEAN countries are not consistent, which causes inconsistent tax interpretations and implications.

"Business people should get involved. This is where you need to shape the process of regional integration for AEC."

Dr. Ponciano S. Intal, Jr.

Senior Researcher, ERIA (ASEAN)

"SMEs must know where to play and how to win in the AEC."

"AEC is here. It is never too late to catch the train. The point is to get prepared to catch the train. Non-tariff barriers exist but the real barrier may be yourself. Are you ready?"

Mr. Bunn Kasemsup

Managing Director, SCG Trading Co., Ltd, Thailand





# **Panel 2: Investment Opportunity in AEC**



From left to right: Mr. Chokdee Kaewsang, Dr. Kobsak Pootrakool, Dr. Deunden Nikomborirak, and Ms. Pornapa L. Thaicharoen

#### **Moderator**

Dr. Deunden Nikomborirak, Research Director, TDRI

#### **Panelists**

Ms. Pornapa L. Thaicharoen, Partner, Baker & McKenzie, Thailand

Mr. Chokedee Kaewsang, Deputy-Secretary General, The Board Of Investment, Thailand

Dr. Kobsak Pootrakool, Executive Vice President, International Banking Group, Bangkok Bank, Thailand

Ms. Pornapa L. Thaicharoen: The liberalization of services is more challenging than the liberalization of goods. There are a lot of domestic laws in AMS to protect domestic firms so foreign investors including SMEs must prepare for these obstacles. Government agencies can assist SMEs to overcome them by providing up-to-date information on investment laws. As the Foreign Business Act can change as ministers are given the authority to amend it, state agencies need to provide better information on these changes.

Mr. Chokedee Kaewsang: The Thai business environment is weak in productivity, research and development and human resource development. BOI has recently changed their strategy for project approval to be based on merit rather than location. BOI promote SMEs to be part of the **regional production network** by matching foreign investors with Thai SMEs. SME groups such as the Office of SME Promotion and SME Bank should be harmonized to better coordinate in planning and implementation. The development of an "ASEAN Trust" for consensus approval of regulations and laws will also be beneficial.

Dr. Kobsak Pootrakool: SMEs should think of AEC as an opportunity and the attitude toward ASEAN countries should be as a partner rather than a competitor. To cope with AEC challenges, SMEs should focus on how to overcome regulatory barriers. SMEs need to do their homework by visiting countries before they plan to set up operations, sending products in target markets for testing and selecting a good local partner.

# **Panel 3: AEC Oriented SME Development**



From left to right: Dr. Aditad Vasinonta, Mrs. Duangkamol Jiambutr, Mr. Kitchai Pongpanich, Mr. Agus Muharram, Ms. Penchan Manawanitkul, and Mr. Pornsil Patchrintanakul

#### **Moderator**

Mr. Kitchai Pongpanich, Journalist and Columnist, Thai Post Newspaper

#### **Panelists**

Ms. Penchan Manawanitkul, Senior Officer Enterprise Development, AEC, Department of ASEAN Secretariat, Indonesia

Mrs. Duangkamol Jiambutr, Deputy Director-General, Department of International Trade Promotion, Thailand

Dr. Aditad Vasinonta, Department of Industrial Promotion, Ministry of Industry, from the Department of Industrial Promotion, Thailand

Mr. Pornsil Patchrintanakul, Vice Chairman and President of AEC Prompt Committee, Thai Chamber of Commerce, Thailand

Mr. Agus Muharram, Lr. MSP, Secretariat Ministry, Ministry of Cooperatives and SMEs, Indonesia

Ms. Penchan Manawanitkul: The AEC Strategy Action Plan for SME Development 2010-2015 focuses on finance, market, environment, technology, HR and information. Strategies to assist SMEs include improving coordination and reducing time for permits, setting up a SME fund in each AMS, and adopting credit risk and credit rating models for SMEs with support from the banking sector.

Mrs. Duangkamol Jiambutr: The department has provided training programs and activities to support small businesses. These include

seminars and training on e-commerce, establishing business service centers on technology, and supporting exporters on business matching through trade fairs, trade missions and an export mentoring program.

Dr. Aditad Vasinonta: The production sector should be the focus of SMEs. The results of a department survey on SMEs showed that about 60 percent are not ready for the AEC. One important constraint identified was communication, especially in using English for business. SMEs need government assistance on training, human resource management, productivity, and export support.

Mr. Pornsil Patchrintanakul: SMEs should not focus only on AEC but should look forward and have a vision for the global market. Besides the business area. SMEs should be concerned about social and environment issues.

Mr. Agus Muharram, Lr. MSP: SME development practices in Indonesia centered on government support for SMEs in AEC. These include **financial support** such as special loans, domestic and international trade fairs to promote SME products, and pooling **SMEs as cooperatives** to increase strength and bargaining power.

"Integration into the global economy or being a part of the global supply chain network is what we should think of. We shouldn't aim only to ASEAN."

"Every ASEAN country should improve its technology and use it to standardize the products to be traded in the region as this is not a market problem but our products do not have the same standard."

"Think globally, then regionally, then domestically, not the other way around."

## Mr. Pornsil Patchrintanakul.

Vice Chairman and President of AEC Prompt Committee, Thai Chamber of Commerce, Thailand





## Panel 4: Successful SMEs in ASEAN



From left to right: Ms. Tran Thi Hai Yen, Ms. Jeannie E. Javelosa, Dr. Nimnual Piewthongngam, Ms. Morakot Sinhabaedya, and Ms. Bervl Chen

#### **Moderator**

Dr. Nimnual Piewthongngam, E-saan Centre for Business and Economic Research

#### **Panelists**

Ms. Tran Thi Hai Yen, Slimmer Style Shareholding Inc., Vietnam

Ms. Morakot Sinhabaedya, SIGMA & HEARTS CO., LTD. Thailand

Ms. Jeannie E. Javelosa, ECHOstore, Philippines

Ms. Beryl Chen, J & B Company Limited, Myanmar

Small business operators shared success stories from their experiences setting up businesses in different ASEAN countries. The sectors these women entrepreneurs established businesses include hospitality, automotive parts, social enterprise and non-profit, and textiles.

Ms. Tran Thi Hai Yen: Three key ingredients for success: 1) Knowledge and Innovation 2) Networking and 3) Courage. SMEs should focus on what they do best and go for the niche market.

Ms. Morakot Sinhabaedya: Developed the company philosophy of "Yes we can: Challenge for the richer life and challenge to the possibility." Initially invested in auto parts in Indonesia due to the opportunities in the market and realized lower labor cost than Thailand

Ms. Jeannie E. Javelosa: Captured the opportunity of the demands of the healthy and ageing society to produce health-related products. Her company practices green fair trade and started with three women. Today, 86% of the suppliers are women and 90 percent of the customers are women. Key success factors: innovation to cope with changes in the world and networking through social media and online.

Ms. Beryl Chen: Business owner selling coffee products and jointly operates a restaurant. Her key to success was "good service and follow up."

"Knowledge and innovation, and business networking are the success factors."

"If you don't have the courage, ambition means nothing."

## Ms. Tran Thi Hai Yen

Slimmer Style Shareholding Inc., Vietnam

"We actually don't have a big capital but we do have a big online network. So, you should be smart to use technology expanding your network at low cost."

> Ms. Jeannie E. Javelosa ECHOstore, Philippine









# **Key Findings and Actions**

Topic	Findings	Proposed Action	Expected Results
Free Trade	NTMs/NTBs are hindering free trade between AMS	Set up a fully operational database of NTMs/NTBs for AEC (Trade Depository)	Identification of the most common form of NTBs encountered by SMEs and ways to remove these impediments and increase trade efficiency
Logistics	One of the key channels for doing business in AEC for SME firms, especially on trading goods, are logistics and trading facilities	Initiatives to support domestic SMEs to engage with both facilitators and transporters in distributing their products in AMS	Improved logistics network and trade efficiency for SMEs
Regulatory Procedures	Inconsistent and non-transparent regulatory procedures exist in business establishment processes	Regulatory procedures for small business to be harmonized across the region, including standardization of licensing and business registration permits to allow for faster processing	Faster start-up time for SMEs, less overlapping regulations and procedures, clear licensing and permit procedures
Technology	Access to technology and the use of technology is not fully utilized by SMEs in AMS	Advancing the use of technology for businesses in the AEC, including adopting best practices, innovation, and IT penetration strategies (e.g. using mobile phones to monitor business needs)	Increased use of technology for SMEs, easier access to key business information, enhancing communication within AEC
Networking	Networking is important for SMEs to succeed, especially when expanding to other countries	Establishing additional formal and informal networking associations for small businesses to establish business connections at a regional level (e.g. cross-border networks)	A developed coalition of networks for SMEs in AEC, leading to ongoing mutual benefits between business parties from various countries of the AMS
Partnerships	To assist SMEs in expanding overseas, one strategy is to identify established local partners with a strong reputation and strong brand	A database to identify local partners across the AEC for SMEs looking to expand overseas. This will include information on partners by sector, size, years of operation and capital. It can also consist of access to laws and regulations from other countries such as investment laws, trade agreements and any restrictions on specific sectors	An increased level of partnerships between SMEs and local partners in target markets will be achieved. Easier access to information and time taken to identify potential partners

Topic	Findings	Proposed Action	Expected Results
Market Penetration	SMEs need to consider different strategies when entering a new market	Adopting best practice strategies to penetrate a new market for SMEs looking to expand. This may include pilot testing of products in selected markets and countries, or partnering with local businesses that have established brand names and making small-scale investments	SMEs are better equipped to identify and apply entry strategies and increase their chance of success when entering a new market
SME Groups	Different SME Groups exist that engage in similar activities	Identifying SME groups that are already established in each country and selecting target groups to harmonize	Improved coordination and implementation of programs designed to help and support SME development and expansion
Government support	There is capacity for government to provide further support to SMEs in areas of SME development	Key government agencies to act as facilitators for SMEs in many development aspects including providing a database of NTMs/NTBs/investment laws, financial support, business matching, production, networking etc. These include the Department of Trade Negotiation and Department of Export Promotion with support from other agencies. These departments should also work with business people from the private sector.	Better coordination and implementation of programs and policies to develop SME capability and assist SME in growth and expansion.
Identifying Barriers to Trade	Sometimes the barriers to trade are not obvious and not known until a business has committed to the supply chain process	To help identify the key barriers to trade, conducting a process mapping activity by following a certain product or service in the supply chain to identify the most important NTBs/NTMs	SMEs are able to identify which part of the supply chain process NTBs/NTMs exist and adapt and resolve as necessary
Best-Practices	Other regional blocs like EU and developed nations with a history of economic growth can help ASEAN countries and its SMEs develop, grow, and integrate	Highlighting ASEAN/EU lessons in terms of human resources development, standards and conformance and R&D support. Applying lessons from developed nations like Japan in the areas of developing a network of FDI agencies, mentoring programs, and study tours etc.	SMEs in AEC will learn from best-practices and experiences from the international community and are better equipped to overcome challenges and barriers to trade and regional integration

# **Annex 1: List of Participants**

### Non-SMEs

Asian Development Bank (ADB)

American Chamber of Commerce, Thailand

Baker & Mckenzie Ltd.

Bank of Thailand

Chulalongkorn University

Education Abroad Center Co., Ltd.

**Embassy of Canada** 

**Embassy of Japan** 

Embassy of P.R. China

Friedrich-Ebert-Stiftung (FES)

Ministry of Cooperatives and SMEs, Indonesia

Ministry of Industry and Commerce, Laos

National Institute of Development

Administration (NIDA)

Philippine Embassy

Taiwan Embassy

Thai Chamber of Commerce

Thai-Russian Chamber of Commerce

U.S. Embassy

United Nations ESCAP

กรมส่งเสริมอตสาหกรรม

ธนาคารธนชาต

#### **SMEs**

Abacus Renewable Energy Corp

Advance Broadcast Corporation Co.,Ltd.

Azzimoto Jewelry

Frameless Design

IT Square Company Limited

Pan-Asia Cable Co., Ltd.

PCTS Co.,Ltd.

Satapornbooks Co.,Ltd.

STD Gems Co.,Ltd.

The Nature Trade Co.,Ltd.

Working & Inter-Biz Solution (WIBS)

หจก, วีคเคนท์ ทัวร์ แคนด์ คาร์โก เซคร์วิส

บ คิวเบสท์ เค็นเตคร์ไพร์ส จำกัด

บ. อตสาหกรรมน้ำปลาระยอง จำกัด

บ. เอฟ เอ็น บี แมชชีนเนอรี่แอนด์ โซลูชั่นส์ จำกัด

บ. แบล็คฮอร์สฟูดส์ฟิลด์ อินเตอร์เนชั่นแนล จำกัด

บ. ไทยโคโพลือตสาหกรรมพลาสติก จำกัด

บ. แอดวานซ์บอรดคาสท์ คอร์ปอเรชั้น จำกัด

บ. ยูโรดิน เทรดดิ้ง จำกัด

บมจ. ซีไอกรีป

บ. แม่บ้านมืดคาที่พ จำกัด

บ ที่ตีตี โลจิสติกส์ จำกัด

ศักดิ์สิทธิ์อัลลอย

ญาดา บ้านสุขภาพแฟนไทย

บ โซลาริส ปิโตรเคม จำกัด

บ. ซีแมช คอร์ปอเรชั่น จำกัด

บ. ไทยลนาภรณ์ คคลซัลแตน

บ. สมบัติ มอเตอร์ จำกัด

บ. บ้านพลคยจันท์ จำกัด

บ. แมม แมนูแฟคเจอริ่ง จำกัด

บ. เฟรมเลส คอร์ปอเรชั่น จำกัด

บ. ประชุมพรเทรดดิ้ง จำกัด

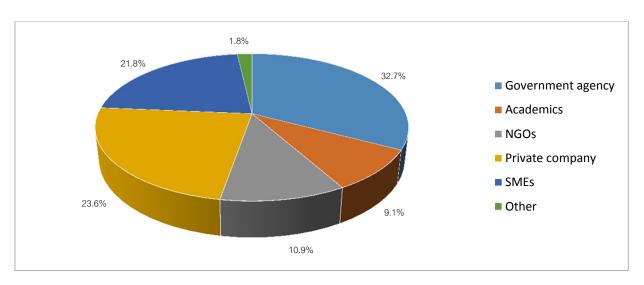
บ. ปิ่นวัฒนาการค้า จำกัด

บ. ไทยคาร์บอน ฟันด์ จำกัด

## **Annex 2: Forum Evaluation Results**

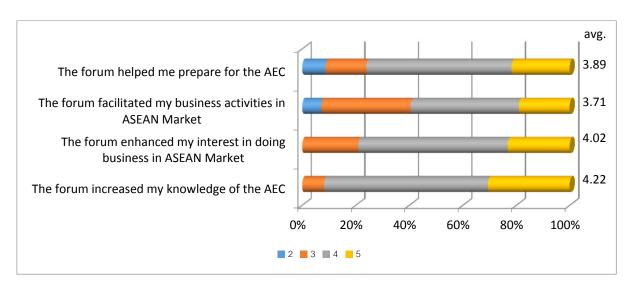
An evaluation form was distributed toward the end of the forum. Fifty five respondents completed the evaluation form. Participants were asked to score their opinions on various questions relating to the forum. Selections of the results are as follows:

## **Respondent Breakdown by Sectors**



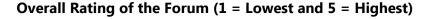
The majority of the respondents were from government agencies (32.7%), followed by private companies (23.6%), and SMEs (21.8%).

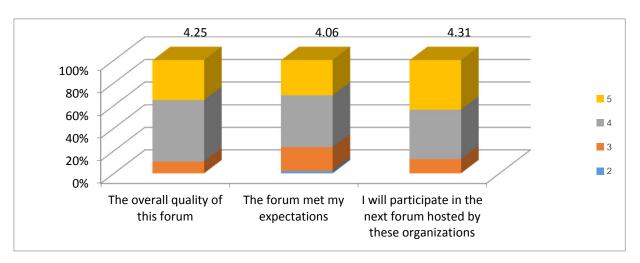
#### Benefits Received from the Forum (1 = Lowest and 5 = Highest)



Results indicate respondents felt they received multiple benefits from the forum. The highest average score was an increased knowledge of the AEC (4.22). The other three criteria ranked lowerthe forum enhancing interest in doing business (4.02), the forum helping to facilitate business activities (3.71), and the forum helping participants prepare for the AEC (3.89). The lower ranking

for these criteria may be a result of the majority of respondents being non-SMEs, and hence benefiting less on those issues.





The respondents on average rated the forum met their expectations (4.06). Respondents liked the overall quality of the forum (4.25), and respondents indicated they would participate in the next forum hosted by The Asia Foundation and TDRI (4.3). These evaluation scores suggest the audience was satisfied with the REC forum overall.

## ADDITIONAL LINKS

The forum was live-streamed over the internet on the forum date. To view the video recording of the forum, please follow the below link:

http://tdri.or.th/multimedia/regional-economic-cooperation-forum-making-aec-work-for-smes/

To view the agenda and panel presentation slides, please follow the below link:

http://tdri.or.th/en/seminars/making-aec-work-for-smes/

For more information on The Asia Foundation and TDRI, please click on the organization websites below:

http://www.asiafoundation.org/

http://tdri.or.th/