



BoardAsia

QUARTER TWO 2009

A NEWSLETTER FOR MEMBERS OF THE CONFERENCE BOARD IN ASIA

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Compensation and Benefits Council Launches in Asia-Pacific

The Asia-Pacific Compensation and Benefits Council held its first meeting, hosted by Procter & Gamble, May 26-27 in Singapore. This new council provides senior compensation and benefits executives in the Asia-Pacific region a forum in which to share information and ideas, and create solutions to the challenges facing companies in the region. Abi Hashani, regional director, Asia-Pacific, The Conference Board, facilitated the launch meeting.

The meeting commenced with a briefing on the global economy by Kathy Bostjancic, program director, economics program for The Conference Board, featuring recent data, trends, and the outlook for the months ahead. Attendees then shared recent developments in their own organizations including changes in HR and in compensation and benefits policies,

and initiatives specifically designed to deal with the challenges of the economic downturn. After lunch the group focused on performance management and held a group discussion on trends, best practices, and planned changes. Patrick Lockwood-Taylor, vice president, Procter & Gamble Asia Pte Ltd., shared an overview of the company's strategic goals and how the Asia-Pacific region fits into the firm's global vision. The meeting concluded with its final session, entitled, "Compensation Practices for Local, Other National, and Expatriate Talent."

Next Meeting November 2009,
Hong Kong/Singapore

To find out more about this council, please contact Alice Lee, council manager, at alice.lee@conference-board.org or (852) 2804 1029.



Left to right: **Jaroslav Pawlowski**, Director C&B Asia, Philip Morris Asia Ltd; **Sunny Fong**, Director, Total Compensation, Asia Pacific/Middle East/Africa, McDonald's Asia Pacific; **Glynis Shea**, Group Human Resources Manager, CLP Holdings Limited; **Jeremy Caird**, Vice President Rewards & Remuneration, DHL Express, Asia Pacific; **Abi Hashani**, Regional Director, The Conference Board; **Greg Kiddle**, Head of Remuneration, AMP Capital Investors; **Loke Yin Leng**, Regional Total Remuneration Manager, Chevron International Pte Ltd; **Duncan Micallef**, C&B Director Asia, Middle East & Africa, PepsiCo; **Wim De Paepe**, Associate Director, Compensation & Benefits (Asia), Procter & Gamble Asia Pte Ltd.; **Tan Sen Lai**, Senior Compensation Consultant, Asia, Shell Eastern Petroleum (Pte) Ltd; **Sharnjit Gill**, Head of APAC Reward, Syngenta; **Sahas Sankaran**, Director C&B, Asia Pacific, Kraft Foods; **Randy Christian**, Director, Asia Pacific Total Rewards, Johnson & Johnson; **Paul Choo**, HR Director Asia, Bekaert Management (Shanghai) Co., Ltd; and **Soh Meng Chee**, Program Director, The Conference Board.

THE CONFERENCE BOARD CONFERENCES AND EVENTS

Asia-Pacific Human Resources Week 2009

Asia-Pacific Human Resources Week 2009 was held in Hong Kong from April 21-23, with a masterclass and conference under the theme of “HR Leadership and Talent Strategies for New Realities.”

April 21 Talent Management Masterclass *Winning Strategies for Turbulent Times*

Keynote Thomas D. Gorman

Chairman and editor-in-chief,
FORTUNE China magazine
and CCI Asia-Pacific Ltd.



Thomas D. Gorman

Chairman and Editor-in-Chief,
FORTUNE China magazine
and CCI Asia-Pacific Ltd.

Speakers Terry Endsor

Head of human resources,
Asia-Pacific, Citi

Ingrun Alsleben

Chief financial officer,
Bayer MaterialScience Ltd.

Brian Walker

Vice president, human resources,
Asia region, Wal-Mart Stores, Inc.

Werner Krieger

Senior vice president,
human resources
and corporate communications
(former), Henkel KGaA–
Hong Kong Branch

Stewart Stemple

Managing director,
Ethos International

Liz Griffin

Director, people, Far East area,
Ernst & Young

Jeff Song

President, Asia,
Ingersoll Rand



Terry Endsor

Head of Human Resources,
Asia-Pacific, Citi



Brian Walker

Vice President, Human
Resources, Asia Region,
Wal-Mart Stores, Inc.



Left to right: **Stewart Stemple**, Managing Director, Ethos International;
Liz Griffin, Director, People, Far East Area, Ernst & Young; and **Maura Fallon**,
Program Director, The Conference Board

HR Week Sponsor

Towers Perrin

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In the human capital area, Towers Perrin helps organizations develop and implement workforce strategies that align with business needs, address critical talent issues, drive higher performance, and ensure the right return on investment in people. Areas of focus include: workforce effectiveness; rewards effectiveness; benefit program effectiveness (including retirement, health, and welfare program strategy, design, implementation, and management); assistance with mergers, acquisitions, and restructurings; HR function design, service delivery, and technology; employee communication; employee research; and change management.

Towers Perrin has offices and alliance partners in the world's major markets. More information about Towers Perrin is available at www.towersperrin.com.

THE CONFERENCE BOARD CONFERENCES AND EVENTS

Asia-Pacific Human Resources Week 2009

April 22-23 Asia-Pacific Human Resources Conference

*HR Leadership for a Changing World***Keynote** **Todd Lippincott**

Managing principal, practice leader of executive compensation and rewards, Asia market leader, Hong Kong
Towers Perrin

**Todd Lippincott**

Managing Principal,
Practice Leader of Executive Compensation and Rewards,
Asia Market Leader, Hong Kong
Towers Perrin

**Tony Ridley**

Director, Security Services,
Asia-Pacific
International SOS

Panelists **David Min**

Director, human resources,
Van Shung Chong Holdings Ltd.

Akiko Takahashi

Executive vice president,
chief human resources/corporate social responsibility officer,
Melco Crown Entertainment

Peter Poulsen

Head of human resources,
Maersk Line, North Asia Region

Michael Norman

Senior vice president
Sibson Consulting

Speakers **Michael Norman**

Senior vice president,
Sibson Consulting

Jérôme Debreu

Chief financial officer, Asia-Pacific,
Knorr-Bremse Asia-Pacific (Holding) Limited

Tony Ridley

Director, security services, Asia-Pacific,
International SOS

Angela Lai

Regional human resources director,
Axa Asia-Pacific Holdings Limited

Lelia Konyon

Group human resources director,
Noble Group Limited

Christopher von Mitschke-Collande

Regional director Asia-Pacific,
Patersons Asia Pte Ltd.

Jonathan Perrin

Senior manager, HR process and technology,
Asia-Pacific, HSBC

John Driscoll

Regional human resources director,
Deloitte – Asia-Pacific regional office

Ellis Ku

Vice president,
LMI Academy Limited

**Senior HR Executive Panel: Building HR as a Strategic Capability**

Left to right: **Michael Norman**, Senior Vice President, Sibson; **Peter Poulsen**, Head of Human Resources, Maersk Line, North Asia Region; **Akiko Takahashi**, Executive Vice President, Chief Human Resources/Corporate Social Responsibility Officer, Melco Crown Entertainment; and **David Min**, Director, Human Resources, Van Shung Chong Holdings.

**Angela Lai**

Regional Human Resources Director,
Axa Asia-Pacific Holdings Ltd.

Asia-Pacific Human Resources Week 2009 was sponsored by:

- Towers Perrin
- Patersons Asia Pte Ltd.
- International SOS

For more information on this or other events please contact our event coordinator at service.ap@conference-board.org or (852) 2804 1026.

THE CONFERENCE BOARD COUNCIL NEWS

China Human Resources Council

“China HR in Turbulent Times” was the theme of the March meeting, hosted by Shui On Development Ltd. in Hangzhou. Ines Ho, assistant general manager, hospitality sales and marketing, and Victor Cheung, general manager, human resources, gave an overview of Shui On’s business strategy and its links to key HR initiatives.

The group then explored how the economic crisis is impacting business operations and HR policies in China as well as the HR risks posed by the HR team’s own abilities, mindset, and strategies. “Keeping Costs in Line” was the next key topic, and members discussed: how to constrain costs; balancing cost-control without compromising people quality, safety, and performance; cost control task forces; and inducing staff departures via resignation benefits. The third key discussion area, “Effective Talent Management in the Downturn,” covered talent development, motivation, engagement, retention, and leadership selection.

Next Meeting November 18-20, 2009, Shanghai



Left to right: **Michael Wang**, Head of Human Resources, China – CITS Amex Business Travel, American Express; **Victor Cheung**, General Manager, Human Resources, Shui On Development Ltd.; **Gary Wang**, Vice President, Human Resources, Johnson & Johnson Medical China; **Philip Tam**, Vice President, HR Shared Services, ExxonMobil China Investment Company Ltd; **Lake Wang**, Vice President, Human Resources, BP (China) Holdings Limited; **Maura Fallon**, Program Director, The Conference Board; **Elaine Lin**, Human Resources Director, China, Baxter (China) Investment Co., Ltd.; and **Daryl Mahon**, Human Resources Manager, Ford Motor Company.



Left to right: **Caroline Sy**, Council Coordinator, The Conference Board; **Lake Wang**, Vice President, Human Resources, BP (China) Holdings Limited; **Gary Wang**, Vice President, Human Resources, Johnson & Johnson Medical China; **Daryl Mahon**, Human Resources Manager, Ford Motor Company; **Philip Tam**, Vice President, HR Shared Services, ExxonMobil China Investment Company Ltd; **Michael Wang**, Head of Human Resources, China – CITS Amex Business Travel, American Express; **Elaine Lin**, Human Resources Director, China, Baxter (China) Investment Co., Ltd.; **Shirley Shao**, Head of Human Resources – China, Rolls-Royce International Ltd. China; and **Maura Fallon**, Program Director, The Conference Board, at the March meeting.

To find out more about this council, please contact Caroline Sy, council coordinator, at caroline.sy@conference-board.org or (852) 2804 1020.

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Human Resources Management Council

The theme for the March 2009 council meeting in Hong Kong was the role and contribution of HR in the current downturn. Lynette Saldanha, program director, welcomed the members to the meeting, and Abi Hashani, regional director, The Conference Board, gave an overview of The Conference Board's activities in Asia.

Guest speaker Brenda Wilson, business leader, human capital Hong Kong, Mercer, presented the various opportunities available for managing workforce costs in the economic slowdown. The group then discussed the different options open to a company to achieve rightsizing. Benchmarking against others in the industry, reengineering processes, re-scoping jobs, and moving shared services and back office functions to lower cost locations were some of the practical suggestions.

Saldanha updated the participants with the results of The Conference Board *CEO Challenges Top 10: Financial Crisis Edition* survey and report, which reflected CEOs' changing priorities as a result of the economic downturn. Members shared their varied experiences during the next session on succession planning, including the findings that succession planning works best when it is built into the business planning process, key talent must be in the succession plan, and making visible movement of the key talent a key performance indicator (KPI) for his/her manager works well.



Left to right: **Timothy Lynch**, Regional HR Director-Asia/Pacific, The Boeing Company; **Christian Schwarz**, Director, Finance & Administration, SGL Carbon Asia Pacific Sdn Bhd; **Lynette Saldanha**, Program Director, The Conference Board; **Thomas Stassen**, Chief Officer, Human Resources Asia, Prudential Corporation Asia; **Joydeep Bose**, President & Global Head, Human Resources, Olam International Limited; **Sunny Fong**, Director, Total Compensation, Asia Pacific/Middle East/Africa, McDonald's Asia Pacific; and **Monica Chia**, Vice President Human Resources, Asia Pacific, Allergan Singapore Pte Ltd.

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THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Diversity and Work-Life Strategy Council

The April meeting, hosted by Microsoft in Singapore, had two main themes: “Challenges and Opportunities for Diversity & Inclusion Initiatives in the Current Economic Climate,” and “Cultural Intelligence Profiling to Improve Leadership and Organizational Capability.” A pre-meeting dinner included a presentation by program director Andrew N. Bell and a discussion on the economic crisis’s impact on diversity initiatives.

The first session, a roundtable discussion, covered topics like opportunities for creative and collaborative diversity promotion and training initiatives and economy-related work stress. In the next session, the effects of the economic crisis on work stress and the extent to which flexible working and work-life initiatives can positively impact an organization were explored in depth. Rose Clements, HR director of Australia, Microsoft, introduced council members to the particular models that Microsoft adopted to advance diversity. Dr. Tan Joo Seng, associate professor, Nanyang Business School, Nanyang Technological University, provided members with insights from ten years of research findings through the development and use of the *Cultural Intelligence Survey*, and practical advice resulting from training and development programs he has conducted for organizations.

A panel composed of Rhodora Palomar-Fresnedi, global head of diversity, Unilever; Derrick Barton, chief talent leader and CEO, Center for Talent Solutions; Jean Hau, leadership development leader Asia-Pacific, GE; and Lim Shoon Yin, senior consultant, global diversity and inclusion practice, Shell, provided input on maintaining the relevance and impact of diversity initiatives in challenging economic circumstances. Before the meeting ended, members reviewed the *Survey on Women’s Development and Advancement in Asia – a 2009 Perspective*, produced by Andrew N. Bell.

Next Meeting October 14-16, 2009, Hong Kong

To find out more about this council, please contact Caroline Sy, council coordinator, at caroline.sy@conference-board.org or (852) 2804 1020.

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Human Resources Council

Chevron hosted the April 2009 meeting at its offices in Singapore. The meeting explored themes such as HR's role during the economic crisis and future developments in remuneration. The pre-meeting dinner featured a presentation from program director Andrew N. Bell on people challenges in the financial crisis.

At the opening roundtable session, members identified some of their most pressing issues, such as: organizational development initiatives to weather the crisis, sustaining employee engagement in difficult times, and cost-effective engagement.

Todd Shaw, senior vice president and regional human resources executive – Asia, Bank of America, facilitated a session on structural changes in compensation. A discussion led by Ker Kian Kong, regional vice president, human resources, Asia Pacific / Middle East, Shell; and Lek Siok King, regional human resources leader, ASEAN, GE, followed, on sustaining a highly engaged workforce in the current climate. Charles Lim, director, human resources, Asia, Procter & Gamble Asia Pte Ltd, then shared insights on how HR can add value to business strategy through both strategy and culture. Stewart Stemple, general manager, human resources and organization development, John Swire & Sons (Hong Kong) Limited then led a session explaining how Swire is taking initiatives to build a pipeline for Asian leaders.

Ataman Ozyildirim, associate director, economic research, The Conference Board, gave an economic briefing, and a session on broad developments in compensation and benefits strategies led by Paul O'Malley, regional business leader, Asia Pacific information product solutions, Mercer (Singapore) Pte Ltd, concluded the meeting.

Next Meeting November 4-6, 2009, Shanghai



Left to right: **Monica Sun**, Regional Vice President, Human Resources, Henkel (China) Co., Ltd; **Jack Jones**, Human Resource Manager, Asia Pacific, Chevron International Pte Ltd; **Ashwani Dahiya**, Vice President, Compensation & Benefits, J/APA; **Robert Chong**, Managing Director, Human Resources, Temasek Holdings (Pte) Ltd; **Andrew Bell**, Program Director, The Conference Board; **Charles Lim**, Director, Human Resources, Asia, Procter & Gamble Asia Pte Ltd; **Lek Siok King**, Regional Human Resources Leader, ASEAN, GE; **Anand Sud**, Human Resources Director, Asia Pacific and Middle East, Dow Corning Corporation; **Jenny Chia**, Director, Human Resources – North Asia Pacific Area, Otis Elevator International Inc.; **Rohana Weiler**, Vice President, Human Resource Asia Pacific, Agilent Technologies Microwave Products (M) Sdn. Bhd.; **Sharon Davis**, Director, People and Change, AMP Capital Investors Limited; **Todd Shaw**, Senior Vice President, Regional Head, Human Resources – Asia, Bank of America; and **Gang Zheng**, Assistant Vice President HR & Group HR Director, Asia Pacific, Cargill Asia Pacific Ltd.

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THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Talent, Leadership Development & Organization Effectiveness Council

The May meeting of the Asia-Pacific Talent, Leadership Development & Organization Effectiveness Council, held at Swire Pacific's offices in Hong Kong, was hosted by David Learmond, executive fellow and program director of the council. The meeting concentrated on engaging employees in Asia in a global downturn. Attendees discussed current issues and the internal effects of the current downturn in the roundtable session, followed by a discussion on confronting "survivor syndrome." John Gibbons, senior research associate, The Conference Board, provided a review of the latest research on employee engagement.

A presentation entitled, "The CEO Challenge – Implications for Talent in Asia" was given by Linda Barrington, managing director, human capital, The Conference Board, based on conclusions from the most recent surveys of business leaders in the region. The council adjourned after hearing updates of The Conference Board's upcoming research on human resources.

Next Meeting November 11 – 12, 2009, Singapore



Linda Barrington, Managing Director, Human Capital, The Conference Board discussed the findings from the most recent surveys of business leaders in "The CEO Challenge – Implications for Talent in Asia" session.



Left to right: **David Learmond**, Executive Fellow and Program Director, The Conference Board; **Stephen Pennicott**, General Manager, Leadership Development, Swire Pacific; **Libby Lam**, Regional Learning & Development Manager, The Walt Disney Company (Asia Pacific) Limited; **Michael Fraccaro**, Head of Learning, Talent, Resourcing and Organisation Development, Asia Pacific, HSBC; **Betty Wan**, SVP, Head of Learning and Leadership Development, Asia, Bank of America; and **Terri Addington-Smith**, Head of Learning and Development for APAC, UBS.



Left to right: **Jenny Lim**, Regional Learning & Development Manager, Asia Pacific & Middle East Regions, Rolls-Royce Singapore Pte. Ltd; **Alvin Miyasato**, Director Asia Pacific – Intel University, Intel Semiconductor Limited; and **David Learmond**, Executive Fellow and Program Director, The Conference Board, in conversation at the May meeting.

To find out more about this council, please contact Caroline Sy, council coordinator, at caroline.sy@conference-board.org or (852) 2804 1020.

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Shared Services Council

The May council meeting took place in Sydney. Teek Hong Kee, general manager, Manila Shared Services Centre, Chevron, and Vipin Suri, program director, The Conference Board, made the opening remarks and introductions. Suri then led a discussion entitled “Non-traditional Approaches for Further Leveraging Work and Reducing Costs,” followed by a discussion led by Kee on cost reduction initiatives within Chevron.

Damian O'Reilly, executive director, Asia-Pacific financial shared services, Bristol-Myers Squibb, introduced a case study of key performance indicators (KPIs) which concluded that the objective of KPIs is to ensure improvement in overall standards. After lunch, a session on the use of errors as a core KPI was moderated by the guest speaker, Hugh Graham, manager, Adelaide shared services centre (former), BHP Billiton. The session provided participants with characteristics that apply to “good” KPIs. Graham also showed that the key opportunities afforded by adopting a shared services structure is that the visibility of certain key factors is improved, and that errors can be used as a core KPI to drive improvements.

The next session, “Developments in Outsourcing and Shared Services” was moderated by Chris Walsh, head of shared services practice, TPI. Walsh covered recent study findings and developments and emerging trends in the United States and Europe. The first day concluded with a tour of the Unisys Shared Services Centre. The group met again in the evening for a dinner briefing on the state of outsourcing and shared services in Asia-Pacific, which Walsh presented.

The second day commenced with a session entitled, “A Road Map to Developing Service Strategies,” moderated by Suri; followed by discussion on strategic and operational cost reduction opportunities, led by Walsh. The final session was presented by guest speaker, Stephen Dowling, client partner, HR Optimization; who talked about the importance of continuous improvement for reducing costs.

Next Meeting November 2009, Manila



Left to right: **Hugh Graham**, Manager, Adelaide Shared Services Centre (Former), BHP Billiton; **Kee Teek Hong**, General Manager, Shared Services Center, Chevron Holdings Inc.; **Vipin Suri**, Program Director, The Conference Board; **Damian O'Reilly**, Executive Director, APFSS, Bristol-Myers Squibb Australia Pty. Ltd; **Neville Hansen**, IT Infrastructure Manager, CEMEX Australia Pty Limited; **James Zhan**, General Manager - Asia Pacific Shared Services Centre, Unisys Corporation; **Charles Reis**, Deputy Secretary, Department of Treasury & Finance, Melbourne; and **Dionne Higgins**, COO, Pearson Australia Group.



Left to right: **Hugh Graham**, Manager, Adelaide Shared Services Centre (Former), BHP Billiton; **Jo Brennan**, Programme Director – Human Resources, Macquarie Bank Limited; **Kydie Rex**, ANZ Finance and Operations Manager, Hudson Global Resources; **Craig Allen**, Chief Financial Officer, Ausenco Limited; **Kee Teek Hong**, General Manager, Shared Services Center, Chevron Holdings Inc.; and **Vipin Suri**, Program Director, The Conference Board.

To find out more about this council, contact Alice Lee, council manager, at alice.lee@conference-board.org or (852) 2804 1029.

THE CONFERENCE BOARD **WEBCASTS****Complimentary Members' Webcasts**

The Conference Board's webcasts have been designed specifically to bring in-demand topics to executives operating in Asia-Pacific. Participants can markedly increase experience and knowledge in just 90 minutes, with no need to travel. All that is required to attend is an internet-enabled PC and a telephone. The webcasts listed below have been held as a complimentary service to Asia-Pacific Associate Members of The Conference Board.

Compensation and Benefits during the Financial Crisis

The findings of a recent survey on the impact of the financial crisis on short-term remuneration decisions and longer-term compensation and benefits strategies were presented in this webcast. Conducted by The Conference Board Asia-Pacific Compensation and Benefits Council, the survey sought the opinions and perspectives of compensation and benefits heads and senior HR executives in the region. More than 45 percent of respondents reported that the financial crisis from Q4 2008 to Q1 2009 had impacted their organization significantly or very significantly, and nearly 58 percent expect the continuing crisis to lead to substantive changes in their compensation and benefits strategies and policies over the next 12 months.

Bridging the Logistical Divide: Integration of Poor Countries in Global Supply Chains

This May webcast showed how global buyers and sellers in the world's poorest countries are striving to achieve sustainable business models, and that finding ways to help local businesses add value may be critical to long-term success for all. Key topics included: the causes of failed states; trends in supply chain structure; the impact of oil and commodity prices; and how products, technology, people, and the environment are affected by failed states.

Supply Chain Talent Management during the Financial Crisis

What talent management practices are being deployed by supply chain heads in the region? A webcast held in late May discussed the findings of The Conference Board Asia-Pacific Supply Chain Council's latest survey of senior supply chain executives on the topic. The survey results gave valuable insights into underlying people-related issues including seeking, hiring, developing, and retaining mission-critical management talent in the supply chain field.

The Shared Services Value Potential

Challenges remain for shared services facilities to achieve their full potential. Full realization of benefits often requires a fresh approach to governance, charging practices, and sourcing strategies, as well as adequate change management and adoption of a service culture. Management practices must also be shaped and strengthened to lead finite resources and competing priorities towards bottom line results. In this June webcast, participants heard findings from a recent survey, conducted by The Conference Board's Asia-Pacific Shared Services Council, investigating the state of shared services' value potential in Asia-Pacific today.

Unions in China

This June webcast examined how the new labor law and growing unionizing initiatives are presenting further challenges for companies operating in mainland China. In this dynamic environment organizations are deploying a broad range of strategies and tactics, and there appears to be no one best practice. The discussion centered on emerging trends and successful measures being taken by managers on the ground, as captured by The Conference Board China Human Resources Council's recent survey.

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To find out more about members' webcasts, please contact Abi Hashani, regional director, Asia-Pacific at abi.hashani@conference-board.org or (852) 2511 1630.

THE CONFERENCE BOARD **NEW SERVICES****The Conference Board KnowlEdge™ Series***Easy access to leading thinking for executives in Asia-Pacific*

The Conference Board KnowlEdge Series is a new web-based program available to members that brings together experts from The Conference Board, industry leaders, and peers in high-level conversation. Each KnowlEdge Series consists of programs that explore aspects of a key business question, background information that identifies current perspectives, benchmarking surveys, a dedicated online site for continuing discussion, and a summary report.

Each KnowlEdge Series program examines challenges within The Conference Board's master topic areas: Corporate Leadership; Economy, Markets & Value Creation; Human Capital; and High-Performing Organizations. KnowlEdge Series programs within the Economy, Markets & Value Creation area hosted by Bart van Ark, vice president and chief economist; and Utsav Kumar, economist, The Conference Board will be held in July 2009. The program that pertains to Human Capital will take place in October 2009. Both programs are designed with convenient timing for executives in the Asia-Pacific region.

Existing KnowlEdge Series programs are also available as archive recordings to executives of pre-registered member companies.

For more information on The Conference Board KnowlEdge™ Series service, please contact Salome Woo, associate services director, Asia-Pacific at salome.woo@conference-board.org or call (852) 2537 3212.

THE CONFERENCE BOARD **RECENT RESEARCH**

RESEARCH REPORTS

Assessing Offshoring Risks

Research Report 1431, 2009

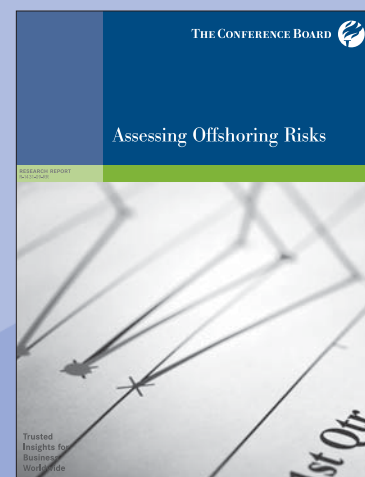
Only a few years ago, the question at many companies was whether to outsource or offshore portions of IT or human resources business processes. These initial debates are now over, and most companies are wrestling instead with how they should approach sending operations offsite. As new terms “multisourcing” and “rightsourcing” imply, business organizations are now considering all of their options—onshore, offshore, nearshore, or even in-house—when looking for the best, most efficient location for a product or service. This report offers an overview of several of the critical issues associated with offshoring, ranging from what to consider during initial planning to oversight of ongoing relationships with vendors, and features case studies from several companies that have pursued the offshoring option.

Managing Reputation Risk and Reward

Research Report 1442, 2009

Managing risk is essential to the success of every company, and most major firms have risk management functions to confront risks. But after witnessing several companies take well-publicized hits to their reputations in the past few years, senior managers have started to pay greater attention to reputation risks. *Managing Reputation Risk and Reward*, based on the work of the Managing Reputation Risk Research Working Group, examines the challenges companies face as they work to safeguard and enhance their reputations among customers, investors, employees, and other stakeholders. In addition to the results of a survey of executives involved in risk oversight, the report offers case studies detailing how some companies have worked to protect and, in some cases, even burnish their reputations.

Research reports can be downloaded from www.conference-board.org





Recent and Upcoming Events

High-Performing Organizations

Councils

- ☐ **Asia-Pacific Supply Chain Council**
October 8-9, 2009, Penang
- ☐ **Asia-Pacific CFO Council**
October 15-16, 2009, Hong Kong
- ☐ **Asia-Pacific CIO Council**
November 2009, Manila
- ☐ **Asia-Pacific Shared Services Council**
November 2009, Manila

Human Capital

Councils

- ☐ **Asia-Pacific Diversity & Work-Life Strategy Council**
October 14-16, 2009, Hong Kong
- ☐ **Asia-Pacific Human Resources Council**
November 4-6, 2009, Shanghai
- ☐ **Asia-Pacific Talent, Leadership Development & Operation Effectiveness Council**
November 11-12, 2009, Singapore
- ☐ **China Human Resources Council**
November 18-20, 2009, Shanghai
- ☐ **Asia-Pacific Compensation & Benefits Council**
November 2009, Hong Kong/Singapore

Corporate Leadership

Councils

- ☐ **Asia-Pacific Chief Legal Officers' Council**
October 21-22, 2009, Singapore
- ☐ **Asia-Pacific Corporate Citizenship and Sustainability Council**
October 27, 2009, Singapore
- ☐ **Asia-Pacific Communication and Marketing Council**
October 28-29, 2009, Singapore

Webcast

- ☐ **The Corporate Sustainability Agenda: Challenges and Opportunities for Corporate Citizenship and Sustainability in Asia-Pacific**
July 29, 2009, 10am (Hong Kong time)

Economy, Markets & Value Creation

Webcast

- ☐ **The Conference Board KnowlEdge™ Series Asia Perspective – Emerging Economies and the Evolving Economic Landscape: Will They Still Be the Engines of Growth?**
July 23 & 30, 2009, 11:30am (Hong Kong time)

To Find Out More ...

For more information on any of these events, please check the appropriate box, type or attach your business card, and fax this form to +852 2869 1403

Name

Position

Functional Area

Company

E-mail

Tel Fax

Address

Country