



BoardAsia

SUMMER 2008

A NEWSLETTER FOR MEMBERS OF THE CONFERENCE BOARD IN ASIA

Inside

- 2 Conferences and Events
- 4 Council News
- 8 Webcasts
- 8 Surveys
- 10 Briefings
- 11 Recent Research
- 12 Recent and Upcoming Events

Chief Legal Officer Council Launches in Asia-Pacific

The new Asia-Pacific Chief Legal Officer Council held its inaugural meeting in April at the Grand Hyatt in Hong Kong. The new group will be a network for corporate general counsels from leading corporations to seeking identify emerging issues and best practices globally and regionally. David Leng, previously a corporate counsel and legal consultant, is the new council's program director. The meeting opened under the theme of "Doing business from a legal perspective in emerging markets—with a focus on China and India."

Following a welcome from Leng and introductions from the members and invited guests, Sally Harpole, solicitor, attorney at law, Sally Harpole & Co., led a presentation entitled "The general legal environment in China for foreign investors." The presentation touched on the evolving nature of China's legal environment for investors, historical perspectives, current regulatory developments, and her own experiences as an arbitrator in China. After lunch, Linda Wong, general counsel Asia AMET, Unilever, spoke on the key legal aspects of doing business in India. Shivpriya Nanda, partner, J. Sagar Associates, then gave an overview of FDI policies, types of legal entity, funding, management and shareholder issues, and required due diligence for the purchase of assets and shares.

The council then moved to a roundtable discussion facilitated by Leng, and wrapped up with a discussion of themes, topics, and dates for future meetings.



Duncall Bell Head of Legal Asia, UBS AG (left); and Shivpriya Nanda Partner, J. Sagar Associates.



Left to right: David Leng Program Director for the Asia-Pacific CLO Council, The Conference Board; Linda Wong General Counsel – Asia AMET, Corporate Legal, Unilever Asia Pte Ltd; and Kenneth Tung Director Legal Affairs, Asia Pacific Region, Goodyear Tire Management Company (Shanghai) Ltd.

Save The Date!

The China Government Affairs Forum 2008

July 1, 2008
The Chang An Club
Beijing

Speakers at Asia-Pacific
HR Week:
Linking People, Strategy,
and Performance



Alfonso G. Zulueta President of Asian Operations, Eli Lilly and Company



Jean-Luc Butel SVP and President, Medtronic, Inc. Asia-Pacific



Richard Ayling Senior Executive Consultant, DDI

THE CONFERENCE BOARD CONFERENCES AND EVENTS

Asia-Pacific HR Week Attracts Practitioners, Industry Experts from around the Region

The Conference Board held Asia-Pacific Human Resources Week 2008 in Hong Kong from April 22-24, holding a forum, conference, and workshop around the key theme of “Linking People, Strategy, and Performance.” HR Week 2008 was sponsored by DDI.

Tuesday April 22: Talent Management Forum

Keynote speaker Alfonso G. Zulueta, president of Asian operations, Eli Lilly and Company

Panelists Elaine Wang, vice president human resources, BP China
Robert Whittaker, director-ST University Asia-Pacific, STMicroelectronics
John Philip S. Orbeta, MD and group head for corporate resources, Ayala Corporation
Alaka Skinner, Asian talent manager, Shell Hong Kong
Richard Ayling, senior executive consultant, DDI
Kwan Chee Wei, chief human resources officer, IMC Corp. Limited
Kenneth DiPietro, SVP human resources, Lenovo

Wednesday April 23 and Thursday April 24: Asia-Pacific HR Conference

Keynote speaker Jean-Luc Butel, SVP and president, Medtronic, Inc. Asia-Pacific

Speakers Richard Ayling, senior executive consultant, DDI
Vivek Bhargava, HR director, DuPont APIS, and project manager, Asia-Pacific, HR Transformation Project—DuPont
Kevin Lane, principal, McKinsey Centre for Asian Leadership
William H. Mobley, CEO and managing director, Mobley Group Pacific Limited
Bianca Wong, managing director, human resources services, North Pacific, FedEx Express
Eshan Joshi, associate vice president HR, Infosys Technologies Limited
Jean Zhang, vice president human relations greater China, Lenovo Group

Panelists Yvonne Moore, vice president, HR, Medtronic, Inc. Asia-Pacific
Bianca Wong, managing director, human resources services, North Pacific, FedEx Express
Florian Pollner, associate principal, McKinsey Centre for Asian Leadership

Thursday April 24: Half-day Workshop

Panelists Edward Stephenson, head of HR, APAC, Coca-Cola
Tom W. Vines, vice president, human resources, IBM Asia-Pacific
John Nesheim, director, human resources, AP, 3M Asia-Pacific

THE CONFERENCE BOARD CONFERENCES AND EVENTS

Plenary and Concurrent Sessions: Making Talent Management Work

Left to right: **Maura Fallon** Program and Council Director, The Conference Board; **Elaine Wang** Vice President Human Resources, BP China; **Alaka Skinner** Asian Talent Manager, Shell Hong Kong; **John Philip S. Orbeta** MD and Group Head for Corporate Resources, Ayala Corporation; and **Robert Whittaker** Director-ST University Asia-Pacific, STMicroelectronics.



Panel Discussion on HR As a Strategic Partner

Left to right: **Bianca Wong** Managing Director, Human Resources Services, North Pacific, FedEx Express; **Florian Pollner** Associate Principal, McKinsey Centre for Asian Leadership; **Yvonne Moore** Vice President, HR, Medtronic, Inc. Asia Pacific; and **Lynette Saldanha** Program Director, The Conference Board.



Edward Stephenson Head of HR, APAC, Coca-Cola



Tom W. Vines Vice President, Human Resources, IBM Asia-Pacific



Jean Zhang Vice President Human Relations Greater China, Lenovo Group



John Nesheim Director, Human Resources, AP, 3M Asia-Pacific

THE CONFERENCE BOARD COUNCIL NEWS

China Human Resources Council

Manulife-Sinochem hosted the April meeting at their offices in Chengdu. Program director Maura Fallon opened the meeting with a member update roundtable. Janet Fu, vice president, HR and OS for Manulife-Sinochem Life Insurance Co. Ltd., then gave an overview of her company's business in China and HR-related practices. A session entitled "Talent drivers in second and third tier cities in China" was led by Alice Lee, human resources director, organization transformation, PepsiCo International. The motivations of local talent and the challenges to that including talent quality at middle levels, retention, and salary equity were discussed. Some other questions that were posed were: How should companies handle the challenges to relocation? What are the motivations and challenges for people who relocate from first tier to second and third tier? Gary Wang, vice president human resources for Johnson & Johnson then moderated a discussion on organization design in second and third tier cities, and how to enter and sustain a presence. More specifically, the discussion touched on what level of commitment should be made and how to effectively manage the business, whether by direct management, by channel/distribution, or other cooperations. Wang shared J&J's strategies and practices.

The second day opened with a robust discussion led by Lillian Liu, director human resources China, Nokia on new labor contract law compliance, covering experiences in third party staff, unions, employee congress impact, termination, and handling disputes. The council wrapped up with a discussion of hot topics, including best practices with new hires and developing local leaders.

Next Meeting September 17-19, Shanghai

Left to right – Back:
Goh Thee Woon Vice President, Human Resources, TSMC (Shanghai) Company Limited; **Lillian Liu** Director Human Resources China, Nokia (China) Investment Co. Ltd.; **Alice Lee** Human Resources Director, Organization Transformation, PepsiCo International; **Sean Kuan Thye** Managing Director, HR China and Asia Pacific HR Services Center, FedEx Express (China) Co Ltd; **Sherry Li** Senior Director, HR, China/Hong Kong, Wyeth Pharmaceutical Co., Ltd.; **Jing Wang** HR Director, Shell (China) Ltd.; **Elaine Wang** Vice President, Human Resources, BP China Ltd.; and **Victor Cheung** General Manager, Human Resources, Shui On Development Ltd.



Left to right – Front:
Jacqueline He Organization and Staffing Manager, China, General Electric China; **Maura Fallon** Program Director, The Conference Board; **Janet Fu** Vice President, HR and OS, Manulife-Sinochem Life Insurance Co. Ltd.; **Philip Tam** Vice President, HR Shared Services, ExxonMobil Hong Kong Limited; and **Gary Wang** Vice President, Human Resources, Johnson & Johnson Medical China.

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Diversity & Work-Life Strategy Council

The first full meeting of the Asia-Pacific Diversity & Work-Life Strategy Council was hosted by PepsiCo in Bangkok in April. The meeting kicked off with confirmation of the members of the initial executive committee—Andrew McGregor, talent development director, PepsiCo and Ran de Silva, executive director, global diversity, UBS, and new initiatives from The Conference Board. Program director Andrew N. Bell hosted a roundtable which invited members to introduce themselves in the context of their personal drivers for becoming involved in diversity and work-life responsibilities.

McGregor then presented an overview of PepsiCo's policies and initiatives, focusing on training and awareness programs, an internal "diversity council," and getting buy-in to internal sponsorship. Dianne Mason, talent and resourcing manager exploration and production Asia-Pacific, Shell, shared insights on a number of Shell initiatives with special reference to challenges in strongly technical environments, traditional career environments for western men, and womens' career development programs. The group then heard from Rhodora Palomar-Fresnedi, global head of diversity, Unilever Asia, who provided information on Unilever's global initiatives, their link to corporate missions and branding, and roll-out and impact in Asia.

Finally, the council group was honored to meet with and hear from four representatives of the United Nations Economic & Social Commission Asia-Pacific (UNESCAP) who shared the nature of the commission's work, with particular insights into demographic trends, gender policies, the disabled, and initiatives such as the Global Compact. The representatives were Thelma Kay, director; Aiko Akiyama, social affairs officer, population and social integration section; Lisa Ainbinder, associate social affairs officer, gender and development section, all of UNESCAP's emerging social issues division; and James Bradley, chief of human resources, administrative services division.

Next Meeting November 19-21, Hong Kong / Singapore

Left to right – Back:

Lisa Ainbinder Associate Social Affairs Officer, Gender and Development Section, Emerging Social Issues Division, UNESCAP; **Vipa Pachtrachai** Manager, Accenture; **Tomás Leal** Director, Global Inclusion and Diversity, ITT Corporation; **Andrew McGregor** Talent Development Director, PepsiCo International - Asia Pacific; and **Andrew Bell** Program Director, The Conference Board.



Left to right – Front:

Niki Kesoglou Regional Head, Diversity and Inclusion, Asia Pacific, Credit Suisse; **Aiko Akiyama** Social Affairs Officer, Population and Social Integration Section, Emerging Social Issues Division, UNESCAP; **Thelma Kay** Director, Emerging Social Issues Division, UNESCAP; **Angie Tsai** Regional Director, Organization Effectiveness and Development, APJ, EMC International S.a.r.l.; **Dianne Mason** Talent and Resourcing Manager EP Asia Pacific, Shell (Exploration and Production); and **Alifah Tembon**, HR Manager, South East Asia, BP Asia Pacific (M) Sdn Bhd.

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

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific CIO Council

The February meeting was hosted by Markus Kraeuchi at the Swiss Re office at Cyberport, Hong Kong, with a theme of business drivers of emerging economies and how IT can support them. Three sessions on the first day addressed the possibilities that IT presented as an enabler in the Asia-Pacific region, the different global structures under which the members operate, and the challenges involved in balancing the needs of the Asia-Pacific region with global IT policy. The presentations were moderated by guest speakers from McKinsey: Jessica Tan, Robin Loh, and Andrea Cheung.

Some key aspects of the discussion included the cost-effectiveness of exporting models from developed to developing countries, assessment of emerging economies, and what innovation requires for success: leadership, commitment, repeated formal training, and performance metrics.

Eight technology-supported business trends identified by McKinsey provided a framework for the discussion on how members can implement new emerging strategies. These trends can be grouped into three categories: managing relationships, managing capital and assets, and managing interaction. Participants shared the areas where they had implemented some of the emerging strategies, including internal face-books and wikis, and the challenges they faced in the process. The consensus was that maybe it is time to look more at “protecting the applications” rather than protecting the entire network, and when to let co-creators in. Some suggested topics for the next meeting—managing risk: protection vs accessibility, greater ease of use by end-users, mobile technology, and internal open source environment.

Next Meeting October 21-23, Singapore

Peter Grover Senior Vice President and Senior Technology Manager, Asia Technology Group, Bank of America (left), and **David Chung** Senior Information Technology Manager, Asia Pacific Region, Du Pont China Limited, at the February meeting.



THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Council of Chief Financial Officers

"Post-Merger Integration Strategies" was the theme of the April meeting in Singapore, which was hosted by Agilent Technologies. A pre-meeting dinner was accompanied with a presentation from David Carbon, economist at DBS Singapore on "Growth and Inflation in Asia-Pacific," followed by a Q&A. The council meeting itself opened the next morning, moderated by The Conference Board program director Rainer Schultheis. Following a general business roundtable, Rob Young, Singapore general manager for Agilent Technologies, gave an overview of Agilent's business. Schultheis then presented the top-line results from the council's recent CFO survey on post-merger integration, which investigated underlying motivations and key aspects of successful integration strategies, and the specific role finance should play in the process. The group then moved onto a discussion of the "Strategic Intent of M&A Integration Approaches," and shared experiences with recent acquisitions. "Delivering Synergies—Revenues and Costs" was the next discussion topic. The group shared integration experiences with a view on synergies and their delivery. The final session of the day focused on "Project Organizations, The Role of Finance and Post-Closing Financial Reporting." Schultheis then wrapped up the council meeting with a group discussion of themes and topics for the next meeting.

Next Meeting October 16-17, Hong Kong

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

THE CONFERENCE BOARD WEBCASTS

Employee Value Proposition – What is Effective in Asia?

The Employee Value Proposition (EVP) is a key differentiator for organizations competing to recruit, engage, and retain talent in the fast-growing Asia-Pacific region. At this March webcast participants learned how to design and market EVPs for rapidly developing and unpredictable Asia markets. The panelists were John Nesheim, director, human resources, Asia-Pacific, 3M Hong Kong Ltd. and Keith Westberg, director, human resources, Qualcomm Wireless Technology. The webcast was moderated by Andrew N. Bell, program director, The Conference Board, Asia-Pacific.

India and China: Employee Value Propositions

Both China and India present significant possibilities for multinational companies. This April webcast discussed how to look beyond compensation and benefits-related factors, and what the particular business and cultural issues are to consider when examining talent programs in India and China. Tom W. Vines, vice president, human resources, IBM Asia-Pacific and Bob Charles, Asia-Pacific regional managing consultant, Watson Wyatt Worldwide, Inc. were the panelists and the webcast was moderated by Maura Fallon, program director, Asia-Pacific Talent Management Forum and China HR Council, The Conference Board.

Fit for Purpose: Are China's Graduates Ready to Work?

Can your business in China today find and hire qualified employees with recent university undergraduate, graduate, and business degrees? This April 17 webcast focused on the quality of Chinese graduates and some key skills organizations should be looking for during the recruitment phase to ensure they get the best candidates. It explored the talent issues companies will face if they are considering relocating to China or expanding their China-based operations. Leslie Raymond, human resources director, Schindler China was the panelist and the webcast was moderated by Judith Banister, director, global demographics, The Conference Board.

For more information on webcasts from The Conference Board, visit www.conference-board.org

THE CONFERENCE BOARD SURVEYS

The Conference Board Spring 2008 CEO Survey

A great deal has changed in the global economy and financial markets since we last asked for the views of CEOs throughout the Asia-Pacific region. Therefore, The Conference Board has invited to CEOs and senior members of the Asia business community to revisit their opinions on the current state of the economy and short-term outlook through the Spring 2008 CEO Business Conditions Survey. Participants will receive a complimentary report of the full survey results for personal use.



THE CONFERENCE BOARD SURVEYS

New Functional Executive Surveys

The Conference Board Asia-Pacific has launched a series of new surveys seeking the views of senior functional heads and executives across the human resources, operations, and marketing/communications fields. Participation in these surveys has been by invitation only and the participants will receive the full findings to help benchmark their companies and gain valuable insight into peer thinking.

Women's Leadership Development

The past decade has seen increasing numbers of women entering the workforce. More women than ever are climbing the ladder to leadership positions. But what are the realities for women workers and women leaders? What specific practices, policies, and processes do companies have in place to resource, motivate, and develop their female talent?

HR Shared Services

The growth of human resources shared services has been a key development in the Asia-Pacific region in recent years. Strategic drivers, benefits, and location choices are among key concerns for executives tasked with implementing shared services strategies. But what are the regional and global roles of shared services centers, and what are the likely future trends?

Challenges in Supply Chain Talent Management

The Asia-Pacific region, China and India in particular, is playing an increasingly important role in the global supply chain strategies of major manufacturers. However, the region's scarcity of qualified management talent means that supply chain heads have to carefully manage corporate expectations. What are the underlying people-related issues, including finding and hiring, developing, and retaining supply chain talent?

Shared Services Health Check

The goal of most shared services centers is to add value to their parent organization, and to achieve recognition and appreciation for that value. But to reach that goal it is necessary to evaluate the center's impact in relevant operational areas, and to set measurable internal targets to describe its success. This Health Check survey from The Conference Board is a self assessment against key service delivery principles and critical management practices.

Finance in M&A Integration

M&A related transactions in the Asia-Pacific region have increased significantly over the last three years. But what are the prime motivators and the key aspects of successful integration strategies, and what is the specific role of finance?

The IT Talent Crunch

Strong economic growth in the Asia-Pacific region is tightening the supply of quality IT workers. Turnover of valued staff is on the rise. But which countries and what types of jobs have been most affected? And what solutions have been found to address the challenges?

Branding and Thought Leadership

Executives responsible for their organization's brand management today are faced with many ways to manage, communicate, and measure the impact of their brand. Growing numbers of companies are also striving to strengthen their brand through thought leadership, demonstrating domain expertise, corporate social responsibility initiatives, and competitive advantages. What is the current state of branding and thought leadership efforts in the region?

THE CONFERENCE BOARD BRIEFINGS

Building the Leadership Pipeline in Asia: The Conference Board Research Findings at The UBS Diversity Conference 2008

Diversity strategies are climbing the agenda at forward-thinking companies. These organizations seek knowledge and innovation to help them respond to new and difficult challenges. In Asia, The Conference Board helps to meet those challenges through the Asia-Pacific Diversity & Work-Life Strategy Council. UBS has been an active member of the council from its inception. Through this association, The Conference Board was pleased to invite selected senior executives to the UBS Diversity Conference 2008, held on April 18 in Singapore. The program agenda included a keynote address entitled “Building The Women's Leadership Pipeline in Asia” from Singapore’s Senior Minister of State for Finance and Transport Mrs. Lim Hwee Hua; a panel discussion entitled “Generations Speak: Generational Issues in the Workplace”; and research findings from a new study by The Conference Board on women’s leadership development presented by Maura Fallon, program director, Asia-Pacific Talent Management Forum and China Human Resources Council, The Conference Board.

The Conference Board Asia-Pacific
22/F, Shun Ho Tower
24-30 Ice House Street, Central
Hong Kong, SAR
Tel + 852 2804 1000
Fax + 852 2869 1403
conference-board.org/ap.htm

The Conference Board China
7-2-72 Qijiyuan, 9 Jianwai Street
Beijing 100600 P.R. China
Tel +86 10 8532 4688
Fax +86 10 8532 5332
www.conference-board.cn

The Conference Board, Inc.
845 Third Avenue
New York, NY 10022-6679
United States
Tel + 212 759 0900
Fax + 212 980 7014
conference-board.org

The Conference Board Europe
Chaussée de La Hulpe 130, box 11
B-1000 Brussels
Belgium
Tel + 32 2 675 5405
Fax + 32 2 675 0395
conference-board.org/europe.htm

The Conference Board of Canada
255 Smyth Road
Ottawa, Ontario K1H 8M7
Canada
Tel + 613 526 3280
Fax + 613 526 4857
conferenceboard.ca

BoardASIA is published by The Conference Board, Inc. Opinions published in BoardASIA do not necessarily represent those of The Conference Board's Associate Members. Reproduction in whole or in part permitted subject to written consent and due acknowledgement. All rights reserved. The Conference Board and the torch logo are registered trademarks of The Conference Board, Inc.



Source: UBS

Lim Hwee Hua Senior Minister of State,
Ministry of Finance and Ministry of Transport,
Singapore



Maura Fallon Program Director, Asia-Pacific
Talent Management Forum and China
Human Resources Council, The Conference Board

THE CONFERENCE BOARD RECENT RESEARCH

RESEARCH REPORTS

Performance 2008: Productivity, Employment, and Growth in the World's Economies Research Report 1421, 2008

This report is the first comprehensive overview of new data on productivity, growth, and employment trends through 2007 based on The Conference Board and the Groningen Growth and Development Centre's Total Economy Database. The seven statistical tables provide an overview of productivity, GDP, hours worked, and growth rates for 38 advanced economies as well as estimates for major emerging economies in Central and Eastern Europe, Brazil, Russia, India, China, and Mexico. The report also includes estimates of productivity, GDP, and employment for more than 100 countries, including all major economies, covering 98 percent of total world output.



CEO Challenge: Perspectives and Analysis: 2007 Edition Research Report 1418, 2008

Respondents to the 2007 edition of The Conference Board CEO Challenge Survey rated matters of execution very highly, naming excellence in execution (a new challenge) their number one concern and consistent execution of strategy by top management their third-greatest concern. The top five challenges also included sustained and steady top-line growth, profit growth, and the problem of finding qualified managerial talent. In an effort to gain a deeper perspective on these and other findings from the survey, The Conference Board interviewed seven CEOs from a variety of sectors and regions. *CEO Challenge: Perspectives and Analysis: 2007 Edition* offers these leaders' insights and opinions on a wide variety of issues, including seizing opportunities in China and India, current barriers to continuing innovation, and intellectual property issues.



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

To inquire about Associate Services, please contact Abi Hashani, regional director, Asia-Pacific (abi.hashani@conference-board.org) or Salome Woo, associate services director, Asia-Pacific (salome.woo@conference-board.org) or call (852) 2804 1000.



Recent and Upcoming Events

Human Resources

Councils

- China Human Resources
September 17-19, Shanghai
- Asia-Pacific Talent, Leadership Development & OE
May 14-15, Hong Kong
November 5-6, Shanghai
- Asia Pacific Human Resources Council
May 21-23, Manila
November 12-14, Hong Kong
- Asia-Pacific Diversity & Work-Life Strategy
November 19-21, Hong Kong / Singapore

Webcasts

- Human Resources Shared Services - Experiences in Asia Pacific
June 10

Operations and Business Processes

Councils

- Asia-Pacific Supply Chain
May 15-16, Singapore
October 16-17, Hong Kong
- Asia-Pacific Shared Services
May 20-22, Bangalore
August 27-29, TBC

- Asia-Pacific CFO
October 16-17, Hong Kong

- Asia-Pacific CIO
October 21-23, Singapore

Briefings

- Innovation and Supply Chain
May 15, Singapore
- Challenges and Opportunities in Implementing HR Shared Services
May 21, Manila

Communication and Marketing

Councils

- Asia-Pacific Communication and Marketing
May 14-16, Singapore
October 15-17, TBC

Briefings

- Corporate Reputation and Branding
May 14, Singapore

Governance

Conferences

- China Government Affairs Forum
July 1, Beijing

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 _____