



BoardAsia

WINTER 2007

A NEWSLETTER FOR MEMBERS OF THE CONFERENCE BOARD IN ASIA

Inside

- 2 Briefings and Surveys
- 5 Councils
- 10 Recent Research
- 12 Recent and Upcoming Events

Diversity and Work-Life Strategy Council Launches in Asia-Pacific

The new Asia-Pacific Diversity and Work-Life Strategy Council held its inaugural meeting in October at the offices of UBS in Hong Kong. The new group will be a network for executives with lead responsibility for diversity and work-life to identify emerging issues and best practices, both globally and regionally. Like all of the councils from The Conference



Andrew N. Bell Program Director of the Asia-Pacific Diversity and Work-Life Strategy Council

Board, this new group gives senior executives from respected global and large regional companies an invaluable forum for exchanging information, discussing current trends, and engaging in joint problem solving. Andrew N. Bell, author of *Leadership Development in Asia-Pacific: Identifying and Developing Leaders for Growth* and program director of the Asia-Pacific Human Resources Council, will be the new council's program director.

Ran de Silva, director, global diversity, UBS and Geoff Hayward, managing director, head of human resources, APAC, and global head of reward and human resources operations, UBS, opened the meeting. Bell then led a roundtable where members introduced themselves, shared their key objectives and expectations for the council, and gave their personal and corporate perspectives on diversity in the Asia-Pacific context. Next, Karen Harries, director, work-life balance specialist, UBS, presented the company's approach to work-life strategy development and policy implementation and led a discussion of best practices and likely new developments. The group also worked through the mission and purpose of the new council, including objectives, membership criteria, governance, the role and membership of an executive committee, and the format and location of meetings. For more information on this council, please turn to page 9.

Next Meeting May 2008

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 BRIEFINGS AND SURVEYS

Corporate Ethics Executive Briefings

Two new executive briefings covering hot topics in corporate ethics were held in Hong Kong and Singapore on October 31 and November 1, respectively. Both meetings were hosted by professor Ronald Berenbeim, principal researcher for global corporate citizenship at The Conference Board and a respected authority on ethics and governance.

The Hong Kong briefing tackled the subject of “Third-Party Compliance and Ethics Programs.” Participants discussed key issues for business leaders, including how to anticipate potential third-party legal and reputation risk by using due diligence to determine a third party’s “ethical fit,” as well as reliance on company ethics and compliance program elements in third-party relationships. Professor Berenbeim presented participants with findings from a recent survey by The Conference Board that explores how companies are extending compliance requirements to third parties and what their experiences have been.

In Singapore, where the briefing was entitled “The Key Elements in Ethical Leadership,” participants examined how to maximize the roles of the CEO and board of directors in driving ethical culture, establish links between ethical leadership and ethical behavior, and institute processes and systems to foster ethical leadership development. This briefing focused on how, in addition to knowledge of “soft law” and ethics and compliance issues, successful leadership demands fostering new approaches to decision making. In particular, tomorrow’s leaders will need to acknowledge three ethical components in their processes: open debate is essential, ethical leaders must actively engage in the give and take of the decision-making process, and institutional sustainability is an essential contribution to ethical leadership. The event was held in association with the Singapore Institute of Management.

To find out more about these or any other events, please contact Hanifah Yu, event coordinator, at hanifah.yu@conference-board.org or +852 2804 1026.

Save The Date!**Asia-Pacific HR Week 2008**

Talent Management Forum
April 22

Asia-Pacific Human Resources
Conference
April 23-24

Leadership Talent Strategies
Workshop
April 24

THE CONFERENCE BOARD BRIEFINGS AND SURVEYS

At the ethics briefing in Hong Kong (left to right): **C.K. Cho** CEO, Aida Consultancy Asia Pacific Ltd.; **Christopher Tsang** Head of Compliance, Greater China, DBS Bank (HK) Ltd.; **Tobias Fischer** Code of Conduct Manager, H&M; **Jaswant Matharu** Head of Conference Services, The Conference Board; **Marise Marquez** Legal Manager, Jardine Schindler; **Salome Woo** Director, Associate Service, The Conference Board (obscured); and **Brian Tang** Director & Counsel, Legal & Compliance, Credit Suisse First Boston (HK).



Ronald Berenbeim Principal Researcher for Global Corporate Citizenship, The Conference Board, hosted the executive briefings.

Abi Hashani Regional Director Asia-Pacific, The Conference Board, with **C.K. Cho** CEO, Aida Consultancy Asia Pacific Ltd. at the Hong Kong briefing.



THE CONFERENCE BOARD BRIEFINGS AND SURVEYS

Asia-Pacific CEOs Discuss Their Top Challenges

Business leaders and senior human resources professionals from the Asia-Pacific region met in September in Shanghai to define and explore global concerns faced by top-level executives. Attendees were briefed on findings from the annual CEO Challenge Survey by The Conference Board. Of the top challenges faced by CEOs, “excellence in execution” is cited as the number one concern for business leaders around the world. The presentation also focused on key similarities and differences between chief executives in Asia and their counterparts in Europe and the United States. A CEO panel discussion followed with Kenneth Lee, general manager, Bechtel China Inc.; Kuno Kohler, regional president, Ciba Specialty Chemicals (China) Ltd.; and Steve Mullinjer, partner in charge, China, Heidrick & Struggles. Rainer Schultheis, The Conference Board executive fellow and program director, hosted the meeting, which was held in association with Heidrick & Struggles.



At the CEO Challenge briefing in Shanghai (left to right): **Kuno Kohler** Regional President, Ciba Specialty Chemicals Ltd.; **Steve Mullinjer** Partner in Charge, China, Heidrick & Struggles; **Rainer Schultheis** Program Director, The Conference Board; and **Kenneth Lee** General Manager, Bechtel China Inc.

CEO Business Confidence Survey Update

In response to significant changes in the global economy and financial markets, The Conference Board invited CEOs from the Asia-Pacific-region who participated in the 2007 CEO Business Confidence Survey to refresh their opinions and outlooks on today's economy, and evaluate their business conditions over the next six months. The updated results will help ensure that the 2007 CEO Business Confidence Survey findings are as accurate and as reflective of the current business environment as possible.

THE CONFERENCE BOARD COUNCIL NEWS

China Human Resources Council

September's meeting was hosted by General Electric (GE) at its new China Technology Center in Shanghai. Guest speaker Andreas Lauffs, principal, Baker & McKenzie, reviewed the new China Employment Contract Law and the status of unions. He pointed out that the autonomy



Heather Wang Director, Human Resources, Asia Pacific/China, General Electric China, spoke at the China Human Resources Council meeting.

of management has been reduced, noting that the second most powerful person in a company after the CEO now is often the union head. Heather Wang from GE gave an overview of the company's business and human resources situation in China.

In the past three years, GE has accelerated the growth of local leaders and implemented a three-step criteria of performance, values, and unique skills for employee differentiation. This was followed by a lively discussion on "Performance-Led Culture" moderated by Stuart Dalgleish, vice president, HR, China, Conoco Phillips China, which examined the role of performance management. Members from Ford, Federal Express, BP, and GE also shared their practices. After a tour of the GE China Technology Center, the council reconvened to discuss "Employee Engagement," which was hosted by Corinne Schuchard from Federal Express and Yang Shuying

from Johnson & Johnson. They shared information on employee development and retention factors as well as models at work in their organizations. Another session covered hot topics, including fast-track local leadership development, retention, planning for growth in emerging markets, and finding talent in second-tier cities.

Next Meeting April 9-11, 2008, Wuhan

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 CFO Council

October's meeting, hosted by BASF at its Hong Kong offices, focused on "Profit Margin and Cash Improvement Projects." Dr. Jun Ma, chief economist, greater China, Deutsche Bank, spoke on the "China Economic Outlook and Implications of the Subprime Crisis" at the pre-meeting dinner. At the meeting the next morning, Tobias Dratt, director, finance, accounting, controlling Asia Pacific, BASF, shared the company's profile. "Holistic Margin Management" was the next topic on the agenda, presented by Denzil Paine, regional finance director Asia-Pacific, General Mills. After a morning break, Kurt Tjaden, vice president and CFO Asia, Whirlpool, spoke on "Price/Margin Realization Concepts and Tools." Rob Young, finance controller Asia, Agilent, then presented "Better Gross Margins through Improvements in Manufacturing and Supply Chain." Another sessions focused on "Cash Generation through Improvements in Working Capital." Kern Lim, CFO, ASIMCO Technologies Ltd. spoke about cash flow optimization and working capital improvements, followed by Ian Parish, vice president finance and controlling Asia Pacific, Henkel, who discussed the pre-signed blank check model. Colin Sampson, COO Asia Pacific, SAP, then gave his perspective on savings projects in the overheads area and offered examples of the company's real cases. The final session of the meeting focused on margin improvements. Kern Lim discussed projects to increase the effectiveness of advertising and promotion expenditure and Amit Banati, regional finance director Asia Pacific, Cadbury Schweppes, talked about elements of the company's margin improvement plan in the commercial, supply chain, and SG&A sides of its business.

Next Meeting April 2008, (Location to be decided)

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

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific CIO Council

“The People Dimension—Resourcing for Success” was the theme of the October meeting in Singapore. Ann Alrich, CIO, regional IT director, Du Pont, moderated a discussion on “The Current HR Scenario in Asia-Pacific,” which focused on recruitment challenges in India and China. Guest speaker Geoff Wright, principal, Mercer Human Resources Consulting, presented survey findings in Asia-Pacific under the topic “Trends in IT Compensation Packages,” followed by a discussion moderated by Goh Swee-Chen, vice president infrastructure, Shell Eastern Petroleum Ltd. Next, Jon Randall, director Human Capital Group, ASEAN, Watson Wyatt, shared his viewpoints on performance evaluation, career planning, leadership development, and coaching. A discussion moderated by Ann Alrich followed. The meeting ended with a presentation by guest speaker Tek-Yew Chia, managing partner, CIO practice, Asia, Heidrick & Struggles, on “Attracting Talent at Different Levels” and a discussion led by Markus Kraeuchi, regional IT head Asia, Swiss Reinsurance Company.

Next Meeting February 2008, Hong Kong

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

At the CIO Council Meeting in Singapore (counterclockwise from bottom left): **Goh Swee Chen** Vice President, Global IT Infrastructure and Services, Shell Eastern Petroleum (Pte) Ltd; **Paul Sebastian** Asia Pacific Region IT Director, Rohm and Haas China; **Martin Tsoi** Vice President, Information Systems, Henkel KGaA-Hong Kong Branch; **Lynette Saldanha** Program Director, The Conference Board; **Greg Jamieson**



Regional Manager, Asia Pacific, IT Services for Business, Cargill; **Jean-Daniel Renevey** Head, Information Services, Asia Pacific Region, Roche Diagnostics Asia Pacific Pte Ltd.; **Sean Cox** Managing Director, Bank of America; **Low Hoon Kee** SVP, Regional Human Resources Manager, South Asia, Bank of America; **Robert Washa** Service and Support Manager, Chevron Holdings Inc.; **Markus Kraeuchi** Regional IT Head Asia, Swiss Reinsurance Company; and **Lilian Chan** Council Administrator, The Conference Board.

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Communication and Marketing Council

The first meeting of this new council, which represents the merger of the Asia-Pacific Corporate Communication and Strategic Marketing councils, was hosted by General Motors Asia at its Shanghai office in October. The theme of the meeting was “Global Communication and Branding Strategies: Trends and Insights for the Short, Medium, and Long Term.” Program director Christine Hess opened with a talk on “Carbon Footprint: A Growing Management Concern.” This presentation was based on findings from the research project “Managing for a Carbon-Concerned Future: Obligation or Opportunity?” This was followed by a discussion on “The Corporate Challenge: Sustainability in Asia” led by Rob Leggat from General Motors Asia.

On day two, during a group discussion on “Branding and Corporate Transformation,” members shared their views on post-merger branding, emotional and rational branding in B2B versus B2C, and shifting from a regional to a global brand. Program director Christine Hess moderated the final session on results from The Conference Board survey of marketing and communication executives in the United States.

Next Meeting May 2008, Singapore

To find out more about this council, please contact Lilian Chan, council administrator, at lilian.chan@conference-board.org or +852 2804 1025.



At the Communication and Marketing Council meeting at the office of General Motors Asia (left to right): **Sajin Varghese** Regional Director, Brand Management and Corporate Communication, Philips Electronics Hong Kong Ltd.; **Jane Lau** Director, Group Public Affairs, CLP Holdings Ltd.; **Rob Leggat** Vice President, Corporate Communications, Asia Pacific, General Motors Asia; **Christine Hess** Program Director, The Conference Board; **Basskaran Nair** Senior Vice President, Communications, CapitaLand Ltd; **Alex Williams** Director, Tobacco Regulation and Policy, Asia, Philip Morris Asia Ltd.; and **Laura Crampton** Managing Director, Brand and Communications, Asia Pacific Division, FedEx Express.

THE CONFERENCE BOARD COUNCIL NEWS

Asia-Pacific Diversity and Work-Life Strategy Council: A Closer Look

The primary purpose of the Asia-Pacific Diversity and Work-Life Strategy Council is to provide a peer network for executives charged with advancing their organizations' diversity and work-life strategy initiatives in the Asia-Pacific region. The council will provide an opportunity for the confidential and candid exchange of information on current issues and trends in the Asia-Pacific context.

Council members set the agenda and lead discussions, with additional presentations and contributions from invited experts. Other benefits include:

- Interaction and sharing of best practices during meetings and through the council network
- Access to the knowledge bank at The Conference Board via presentations and online services
- Relationship building and peer benchmarking
- Identification and potential sponsorship of targeted research and publications

Topics to be discussed:

- Integrating diversity and inclusion initiatives with business strategy and results
- Developing and implementing your diversity strategy
- Implementing effective diversity training
- Identifying relevant competencies
- Understanding North American, European, Asian, and country-specific perspectives
- Linking with talent development
- Creating work-life balance, mobility, and diversity
- Anticipating future trends

Andrew N. Bell

Andrew Bell has lived in China and Singapore for the past 12 years. He has traveled and worked extensively in Asia, Australasia, the United States, Africa, and Europe for more than 25 years.

As program director of the new Diversity and Work-Life Strategy Council, Bell will work with members to identify key themes for discussion and produce council meetings that are both a forum for experience exchange and a source of new learning. Bell is also program director for the Asia Pacific Human Resources Council, which has experienced significant growth in recent years, and is author of *Leadership Development in Asia Pacific: Identifying and Developing Leaders for Growth*.

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THE CONFERENCE BOARD RECENT RESEARCH

NEW PUBLICATION

Mergers & Acquisitions: Historical Issues Facing Companies Operating in Asia-Pacific and the Region's Growth Potential

The Conference Board and Reuters jointly produced this new report, which draws on the knowledge, insights, and invaluable business experience that was presented and discussed by delegates and panelists at the M&A Asia Forum held in June in Hong Kong. It was compiled by Reuters's editorial team and features interviews with the senior executives who facilitated the four primary sessions at the forum. The report is designed to provide a practical guide to M&A activity for executives in Asia-Pacific.

EXECUTIVE ACTIONS

Meetings: The Biggest Money Pit of Them All

Executive Action 246, 2007

The cost of off-site meetings is often grossly underestimated by companies' management, and sometimes it's not even tracked at all. But in this age of Sarbanes-Oxley, boards and shareholders are demanding that unexamined expenditures—including meetings—be accounted for.



THE CONFERENCE BOARD RECENT RESEARCH

RECENT REPORTS

CEO Challenge 2007: Top 10 Challenges

Research Report 1406, 2007

According to the results of this year's CEO Challenge Survey, execution is taking precedence over profit and top-line growth as a focus for CEOs around the world. *Excellence in execution*—a new challenge in the survey—and *consistent execution of strategy by top management* rank first and third, respectively, as greatest concerns. This year's survey also has a special section focusing on challenges to innovation, and respondents rate *acquiring/developing the right talent* as their number one innovation challenge. *CEO Challenge 2007: Top 10 Challenges* features analysis of differences and similarities in responses by region, company size, and industry.



Risky Business: Is Enterprise Risk Management Losing Ground?

Research Report 1407, 2007

Enterprise risk management continues to be the approach most used by companies wanting a thorough, well-thought-out plan to understand and manage risks. But how far are these companies going to integrate risk management throughout their businesses? This report updates a 2004 study with new survey data collected in 2006 and early 2007. *Risky Business* includes an analysis of results that take the reader through the challenges businesses face and the types of decisions they must make when implementing risk management throughout the enterprise.



Research Reports and Executive Actions 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

- ☐ Human Resources – China
April 9–11, 2008, Wuhan
- ☐ Human Resources – Asia-Pacific
May 21–23, 2008, Manila
- ☐ Asia-Pacific Talent, Leadership Development, and
Operation Effectiveness
May 7–9, 2008, Hong Kong

Conferences

- ☐ China Human Resources Conference
November 20–21, Shanghai
- ☐ Asia-Pacific Talent Management Forum
April 22, 2008, Hong Kong
- ☐ Asia-Pacific Human Resources Conference
April 23–24, 2008, Hong Kong
- ☐ Leadership Talent Management Workshop
April 24, 2008, Hong Kong

Operations and Business Processes

Councils

- ☐ Asia-Pacific Shared Services
November 28–30, Shanghai
- ☐ Asia-Pacific Supply Chain
November 29–30, Shanghai
- ☐ Asia-Pacific CIO
February 2008, Hong Kong
- ☐ Asia-Pacific CFO
April 2008, (Location to be decided)

Communication and Marketing

Councils

- ☐ Asia-Pacific Communication and Marketing
May 2008, Singapore

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 _____

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Address _____

Country _____