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Pacific Basin Economic Council

Presents



The Eleventh Annual CEO Forum

Staying on the Fast Track
Leadership, Innovation, Performance

China World Hotel, Beijing ◆ 6-7 November 2007

DRAFT AGENDA

DNMstrategies

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KEYNOTE SPEAKERS

The Right Honorable Tony Blair

Special Envoy, Quartet on the Middle-East and
Former Prime Minister of Great Britain and Northern Ireland

The Right Honorable Jenny Shipley

Former Prime Minister of New Zealand

His Royal Highness Prince Turki Al Faisal

chairman of the board, King Faisal Center for Research and Islamic Studies
Saudi Arabia

Her Excellency Vasundhara Raje

Chief Minister of the Government of Rajasthan, India

Long Yongtu

Secretary-General, Boao Forum for Asia, People's Republic of China

Professor Robert A. Mundell

Professor of Economics, Columbia University and
1999 Nobel Laureate for Economics
United States

FORUM MODERATOR

John Defterios

group president, FactBased Communications and
host, CNN "Marketplace Middle East", United Kingdom

DIALOGUE MODERATORS

Bruce Einhorn

Asian regional editor
BusinessWeek, Hong Kong

Christopher Power

assistant managing editor, International
BusinessWeek, United States

Dexter Roberts

Asia news editor and China bureau chief
BusinessWeek, People's Republic of China

V. Shankar

group head,
Client Relationships and Corporate Finance
Standard Chartered Bank, Singapore

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FEATURED SPEAKERS

Tanri Abeng

chairman
PT Telkom, Indonesia

Khalid Rashid Al Zayani

chairman, Al Zayani Investments
Bahrain

Rami Alturki

president
Alturki Group, Saudi Arabia

Bernard Bourigeaud

member of the management board
Atos Origin, France

Dr. Stephanie Burns

chairman, president and chief executive officer
Dow Corning, United States

Barry Cheung, JP

chief executive
Titan Petrochemicals Group, Hong Kong

Victoria Chu Pao

president
Platts, United States

Bob Dowling

visiting professor, Tsinghua University and former
international managing editor, BusinessWeek
People's Republic of China

Fu Chengyu

President
China National Offshore Oil Corporation
People's Republic of China

Patrick Adiba

executive vice-president, Olympics and Major Events
Atos Origin, France

Yousuf Alireza

director
Xenel Industries, Saudi Arabia

Tom Bernardin

chairman and chief executive officer
Leo Burnett Worldwide, United States

Bruce Bowers

regional chief executive officer, Asia Pacific
Allianz Insurance Management
Singapore

Robert Bush Jr.

chief executive officer
Majlis Capital, United Arab Emirates

Dr. Cho Shin

chief executive officer, SK Communications and
executive vice-president, SK Telecom
Republic of Korea

Pierre Cohade

president
Goodyear Tire & Rubber Company, Asia Pacific
People's Republic of China

Andrew Ferrier

chief executive officer
Fonterra Co-operative Group
New Zealand

Joseph Fuller

chief executive officer
Monitor Group, United States

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Glenn Goldberg
president, Information & Media
The McGraw-Hill Companies, United States

David Jackson
chief executive officer
Istithmar, United Arab Emirates

Esam Yousif Janahi
chairman
Gulf Finance House
Bahrain

Jin Zhiguo
vice-chairman and president
Tsingtao Brewery
People's Republic of China

Robert Johnson
chief executive officer
Dubai Aerospace Enterprise
United Arab Emirates

Sheikh Mohammed Al Khalifa
chairman
Bahrain Economic Development Board
Bahrain

Professor Annie Koh
dean, Office of Executive and Professional Education
associate dean, Lee Kong Chian School of Business
Singapore Management University, Singapore

Peter Lau
chairman and chief executive
Giordano International, Hong Kong

Barry Libert
chief executive officer
Shared Insights, United States

Vivian Lines
president and chief operating officer
Hill & Knowlton Asia Pacific, Singapore

Martin Lovegrove
chief executive
Harrison Lovegrove & Co, United Kingdom

Ma Chengliang
managing director
Shanghai Industrial Investment (Holdings)
People's Republic of China

Harold McGraw III
chairman, president and chief executive officer
The McGraw-Hill Companies
United States

Dr. Helmut Panke
former chairman, BMW AG
and member of the Board, Microsoft, Germany

Gregory Novak
president and chief executive officer
Harris Interactive, United States

Dr. Preetha Reddy
managing director
Apollo Hospitals Group, India

Alan Rosling
executive director
Tata Sons, India

Dr. John Rutledge
president and chairman
Rutledge Capital, United States

Dr. Armin Sandhövel
chief executive officer
Allianz Climate Solutions, Germany

Nasser Al Shaali
chief executive officer
Dubai International Financial Centre Authority
United Arab Emirates

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Dr. Kiran Mazumdar Shaw
chairman and managing director
Biocon Group, India

M. S. Unnikrishnan
managing director
Thermax, India

Captain Wei Jiafu
president and chief executive officer
COSCO Group, People's Republic of China

Yang Yuanqing
chairman of the board, Lenovo Group
People's Republic of China

Zhang Xin
chief executive officer
SOHO China, People's Republic of China

Zhang Yue
chairman and chief executive officer
Broad Air Conditioning
People's Republic of China

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Staying on the Fast Track **Leadership, Innovation, Performance**

China World Hotel, Beijing ♦ 6-7 November 2007

EVENT OVERVIEW

High growth yet hyper-competitive markets are challenging the ability of any company to stay on the fast track. Many are falling by the wayside as unexpected changes in the business environment, customer preferences or new competitors affect their ability to sustain growth and high returns. Leadership, innovation and performance are all essential as you design the corporation of tomorrow. You need to redefine your business models to incorporate changing lifestyles and needs of consumers, leverage the new ways in which you can interact with your stakeholders, identify the right growth opportunities in emerging markets, build a socially responsible enterprise and above all create sustainable competitive advantage.

With an external operating environment on the fast track of change and transformation, it can be a struggle to keep pace. But while you cannot outrun change, you can outthink it. The **11th Annual CEO Forum** brings together leading CEOs and unique resources to share their experience and ideas. As you join our impressive line-up of speakers and your peers from around the world for two days of intense discussion, dialogue and debate, we will provide you with the tools to push your business to the next level.

This flagship event of BusinessWeek in Asia will provide you with extraordinary insights from uncommon perspectives. Join us in Beijing this November and let our thought leaders help you walk the difficult path from great strategy to great performance.

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Tuesday, 6 November 2007

- 8:45am **Welcome and Introduction**
Conference Hall, Level 1
Forum Moderator:
John Defterios, group president, FactBased Communications and host, CNN “Marketplace Middle East”, United Kingdom
- 9:00am **Opening Keynote Remarks**
Conference Hall, Level 1
Harold McGraw III, chairman, president and chief executive officer, The McGraw-Hill Companies, United States
Long Yongtu, Secretary-General, Boao Forum for Asia, People’s Republic of China
- 9:30am **Plenary 1**
Beating the Odds: Drivers for Growth, Sustaining Economic Expansion
Conference Hall, Level 1
There is an uneasy mixture of confidence and incredulity among experts as they view the current state of the global economy. While there is a slowdown in the U.S. economy partly as a result of the subprime crisis, and a continuing weakening of the dollar, global economic growth remains buoyant. Such resilience highlights the degree to which the structure of the world economy has been profoundly reshaped by globalization. Economic power has been dispersed and while reliance on the United States as a driver of prosperity is diminishing, can other countries make up the shortfall? Can China and India, two major reasons for the continuing global optimism, really sustain their growth trajectory? Both countries face a number of challenges including the widening income gap, environmental impact of breakneck growth, poor infrastructure, paucity of energy supplies and much more. Many forget that both are after all developing countries and they need to overcome diverse hurdles to truly move their entire populace into the 21st Century. Apart from these giants, the Middle East as a region has high pools of liquidity and growing markets that are attracting global attention. In concert with Asian dynamism can both regions fuel a continuing expansion of the world economy? Join this session as we examine whether a global slowdown is imminent and how growth can be sustained.
Dialogue Moderator:
Chris Power, assistant managing editor, International, BusinessWeek, United States
Dialogue Panel:
Professor Robert A. Mundell, Professor of Economics, Columbia University and 1999 Nobel Laureate for Economics, United States
Dr. John Rutledge, president and chairman, Rutledge Capital, United States
Captain Wei Jiafu, president and chief executive officer, COSCO Group, People’s Republic of China
- 10:45am **Conversation Break**
Conference Hall Foyer, Level 1
- 11:15am **Plenary 2**
Innovation Agility: Defining Successful Models, Cultivating Constraints
Conference Hall, Level 1
The need for innovation is well recognized and as a key determinant of global competitiveness it is fast becoming more of a science than an art. Successful companies create their own unique approach to innovation thereby ensuring they can defy conventional wisdom and continuously stay ahead of the curve. What are some of these singular models of innovation? In Asia, companies often develop their approach in response to the challenge of serving harder-to-reach and more cost-conscious consumers.

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These bottom-of-the pyramid customers are often the best friend of an innovative company, teaching it to cultivate constraints and continuously rethink their business. The changes they make to product and process design will allow them to compete better and even disrupt developed markets. Equally, there are lessons to be learned from western companies who have been doing this for much longer. It is important to look outside the boundaries of your company for ideas, knowledge and technology you may not possess. Risk and acceptance of failure are also central to innovation and creating a corporate culture that thrives on both, is a challenge. As centrally planned and driven innovation gives way to more democratic, open and even anarchic approaches, it is clear that both the developed and developing world can thrive on innovation. With human ingenuity and intellectual capital connecting with financial capital the future holds tremendous promise. Join this session and examine best practices and radical approaches to making change.

Dialogue Moderator:

Chris Power, assistant managing editor, International, BusinessWeek, United States

Dialogue Panel:

Joseph Fuller, chief executive officer, Monitor Group, United States

Dr. Stephanie Burns, chairman, president and chief executive officer, Dow Corning, United States

Andrew Ferrier, chief executive officer, Fonterra Co-operative Group, New Zealand

Dr. Kiran Mazumdar Shaw, chairman and managing director, Biocon Group, India

Yang Yuanqing, chairman of the board, Lenovo Group, People's Republic of China

12:30pm

Networking Lunch and Plenary 3

Keeping the Family in Business: Balancing Performance, Governance and Meritocracy

Conference Hall, Level 1

Whether in developed or emerging economies, most companies started life as family-owned businesses. And from humble beginnings, driven by entrepreneurial energy and vision, many have become dominant players within and outside their markets. While this sounds like an easy transition, the reality is that most such companies do not make it beyond the first few generations and it is not always due to competitive pressures or market changes. A lot has to do with issues specific only to family businesses. So how do you build and manage family businesses that last? One of the keys to survival is strong governance and commitment to values. You also need to recognize that ownership gives both the power to destroy and free rein to shape and enjoy returns. How should family members establish boundaries and practices for determining corporate and financial strategy? Are there some approaches that work better than others in minimizing potential conflict? How important is it to have a strong and independent board to oversee company operations and provide fresh strategic perspectives? This panel will examine how to keep the family in business in the long term.

Dialogue Moderator:

Bruce Einhorn, Asia regional editor, BusinessWeek, Hong Kong

Dialogue Panel:

Professor Annie Koh, dean, Office of Executive and Professional Education, associate dean, Lee Kong Chian School of Business, Singapore Management University, Singapore

Yousuf Alireza, director, Xenel Industries, Saudi Arabia

Dr. Preetha Reddy, managing director, Apollo Hospitals Group, India

Khalid Rashid Al Zayani, chairman, Al Zayani Investments, Bahrain

2:15pm

Plenary 4

Delivering on Mergers: Leveraging Strengths, Realizing Global Presence

Conference Hall, Level 1

With industries transforming rapidly and acquisition becoming a favored route for accessing new markets and building global scale and presence, the ability to manage mergers and create value for stakeholders is now critical. This is especially relevant when companies from emerging markets acquire multinationals as part of their effort to become world players. While there is no doubt that acquisition can deliver quick results, the role of the CEO and other senior business leaders in a post merger scenario is crucial and needs to be examined. Equally important is identifying the right partner and setting the deal up for post merger

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success, by ensuring crucial requirements are met. How can companies maximize the value and synergies from mergers? What are some of the variables that impact performance of the new entity and how can these be managed? Is a corporate DNA match a pre-requisite for a merger to succeed? There are numerous cultural differences that can get in the way of post merger integration, and these factors are often underestimated. A merger is the start of a journey and mapping the path it takes is crucial. This panel of experts will delve into the critical path for success as you start acquiring other businesses.

Dialogue Moderator:

Chris Power, assistant managing editor, International, BusinessWeek, United States

Dialogue Panel:

Tanri Abeng, chairman, PT Telkom, Indonesia

Bernard Bourigeaud, member of the management board, Atos Origin, France

David Jackson, chief executive officer, Istithmar, United Arab Emirates

Alan Rosling, executive director, Tata Sons, India

Jin Zhiguo, vice-chairman and president, Tsingtao Brewery, People's Republic of China

3:30pm

Conversation Break

Conference Hall Foyer, Level 1

4:00pm

Plenary 5

The Energy Roadmap: Managing Demand, Reshaping the Competitive Landscape

Conference Hall, Level 1

The world's providers and consumers of energy face a time of unprecedented change as a combination of macroeconomic, social and business trends reshape their competitive landscape. These include booming demand for energy especially in developing economies; the shift of supplies to increasingly remote and geopolitically unstable regions; greater scrutiny of the environmental impact of production and consumption of energy; uncertainty in prices and rising competition. With double digit growth in China and India and other Asian economies also growing at a fast pace, the need to secure future energy supplies is on the minds of Asia's energy importers. The rising demand coupled with increasing scarcity of energy supplies, is resulting in a negative impact on businesses and consumers. The question on everyone's mind is how high the prices of oil will rise and what will be its affect on global growth. Equally the need tmanage supplies and gain efficiency is paramount. Join this session and understand this dynamic interplay and how it affects your business.

Dialogue Moderator:

John Defterios, group president, FactBased Communications and host, CNN "Marketplace Middle East", United Kingdom

Dialogue Panel:

Barry Cheung, JP, chief executive, Titan Petrochemicals Group, Hong Kong

Victoria Chu Pao, president, Platts, United States

Fu Chengyu, President, China National Offshore Oil Corporation, People's Republic of China

Martin Lovegrove, chief executive, Harrison Lovegrove & Co, United Kingdom

M. S. Unnikrishnan, managing director, Thermax, India

5:15pm

Plenary 6

The Battle for Brainpower: Inspiring Passion, Nurturing the Talent Pool

Conference Hall, Level 1

These are heady days for most companies. Profits are up, capital is footloose and fancy-free, millions of cheap workers and new consumers are being added to the global economy, and stock markets keep going up and up. CEOs however have a gnawing worry. The savvier among them understand the competitive value of talent and the growing global shortage of this critical resource is the source of their concern. Most global companies spend considerable time and resources in identifying and recruiting high caliber individuals wherever they can be found. But most do not leverage the competitive advantage of such resources by developing them further or allocating them effectively. Companies need to maximize the

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visibility and mobility of such resources and create work experiences that help feed and develop their expertise. One of the ways to inspire passion in your employees is to develop a signature experience that sets your firm apart. By communicating what makes your firm unique as a workplace, you can develop employee engagement and performance. Unlike processes that can be copied by competitors, passion is very hard to duplicate. This discussion explores how you can create it in your company and win the battle for brainpower.

6:30pm **Close of Day**

6:45pm **Welcome Reception**
Hosted by Dubai Aerospace Enterprise
Conference Hall C, Level 1

Wednesday, 7 November 2007

8:45am **Welcome Remarks**
Conference Hall, Level 1

9:00am **Plenary 7**
Shifting the Boundaries: Challenges from New Media, Using the Power of Collaboration
Conference Hall, Level 1

The infrastructure of the internet has unleashed the collective force of one billion people online worldwide, allowing for mass cooperation across time and space in an economical manner. This profound shift in power from one-way traditional mass media to personal and participatory media is affecting not just the media and communications industry, but the corporate sector at large. This is the *power of us*. Whether it is the rise of blogs or wikis, podcasts or mobile devices, *YouTube* or *Joost*, this movement is about sharing content and ideas and about creating collective, open, large scale collaboration. Corporations with their inherent command-and-control structures are now experiencing true peer power, allowing customers to create what they want for themselves, employees to fully express what they need. Does this impact your business? You bet. How will it change your business model? Perhaps in more ways than you can imagine. As the emerging generation of web technologies or web 2.0 enables the creation of online communities, corporations can now connect with customers, partners and employees in ways never before imagined. Using multi-channel interactions companies can drive innovation, build deeper relationships and increase customer loyalty. Join this panel as we discuss how your company can harness the unprecedented power of collaborative networks.

Dialogue Moderator:

Bruce Einhorn, Asia regional editor, BusinessWeek, Hong Kong

Dialogue Panel:

Tom Bernardin, chairman and chief executive officer, Leo Burnett Worldwide, United States

Dr. Cho Shin, chief executive officer, SK Communications and executive vice-president, SK Telecom, Republic of Korea

Glenn Goldberg, president, Information and Media, The McGraw-Hill Companies, United States

Barry Libert, chief executive officer, Shared Insights, United States

10.15am **Opening Keynote Panel**
A Partnership of Equals: Forging a Common Future for the Middle-East and Asia
Conference Hall, Level 1

Asia with two of the highest growth economies in the world and the Middle-East with the highest pool of liquidity looking for cross-border investments are now bound by a common future. As the economic linkages between Asia and the Middle East have continued to intensify, both these strategically important regions have come closer together. Both sides have much to offer in terms of trade, capital, managerial know-how and technology. And as they recognize that ties need to go

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beyond supplies of energy and trade, there is a greater push to attain a new level of inter-regional trade and cooperation. How can both regions help each other reach common goals in education, health, development, environment protection, and more? What are the immediate market and production links that should be established? Among the factors that hinder this partnership are the lack of cultural understanding, insufficient knowledge of regulation and policies and inability to access key players in the two regions. As the Middle-East continues on its growth trajectory and companies from the region make their presence felt on the world stage, how can Asia work towards closer ties? This budding partnership is one of the most important trends of the 21st century and both government and the corporate sector have to collaborate to realize its potential.

Dialogue Moderator:

Chris Power, assistant managing editor, International, BusinessWeek, United States

Dialogue Panel:

His Royal Highness Prince Turki Al-Faisal, chairman of the board, King Faisal Center for Research and Islamic Studies, Saudi Arabia

Long Yongtu, Secretary-General, Boao Forum for Asia, People's Republic of China

Sheikh Mohammed Al Khalifa, chairman, Bahrain Economic Development Board, Bahrain

11:30am

Conversation Break

Conference Hall Foyer, Level 1

12:00pm

CEO Insights Sessions

Grand Ballroom B, C, D, Level 1

1:15pm

Networking Lunch and Plenary 8

From Great Strategy to Greater Performance: Rethinking Execution, Delivering on Potential

Conference Hall, Level 1

You can have superb strategies to achieve high performance but without the right execution they are meaningless. Execution is where companies fail yet there are simple ways to ensure effective rollout of strategies and to achieve the resultant benefits for performance. Despite a full set of tools for transforming strategy into action, including redrawing organization charts, redesigning business processes, and realigning employee incentives, critical initiatives stall and opportunities fall by the wayside or into the hands of a more agile competitor. Among the challenges is the lack of employee buy-in, functional silos hindering coordination essential to seizing opportunities and matrix structures obscuring accountability. To get projects off the drawing board companies need to do more than overcome such obstacles. They need to rethink their approaches to work and have to develop a system of promise-based management that ensures commitments are fulfilled and activities related to execution of a strategy occur seamlessly. Companies also need to manage the paradox of executing well in the present while adapting to future changes in business environment. Walking this tightrope successfully needs an adaptable corporation that stays focused on the immediate future and sticks with execution plans, while simultaneously thinking longer term.

Dialogue Moderator:

V. Shankar, group head, Client Relationships & Corporate Finance, Standard Chartered Bank, Singapore

Dialogue Panel:

Rami Alturki, president, Alturki Group, Saudi Arabia

Robert Johnson, chief executive officer, Dubai Aerospace Enterprise, United Arab Emirates

Dr. Helmut Panke, former chairman, BMW AG and member of the Board, Microsoft, Germany

Zhang Xin, chief executive officer, SOHO China, People's Republic of China

2:45pm

Plenary 9

Imagine a Transformed World: Sustainable Business Models, New Frontiers for Social Responsibility

Conference Hall, Level 1

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Awareness of social and political trends needs to be incorporated into the development of corporate strategy. More than just the financial or reputational impact from mishandling such issues, missed new market opportunities should concern companies when they deal with larger social issues. How can companies create value by aligning strategic decisions with a shifting social and political landscape? Is it possible that socially responsible and eco-friendly practices could actually boost a company's bottomline? With climate change and its accompanying fallout assuming greater importance what role can companies play in creating a different future?

Dialogue Moderator:

John Defterios, group president, FactBased Communications and host, CNN "Marketplace Middle East", United Kingdom

Dialogue Panel:

The Right Honorable Jenny Shipley, Former Prime Minister of New Zealand

Ma Chengliang, managing director, Shanghai Industrial Investment (Holdings), People's Republic of China

Dr. Armin Sandhövel, chief executive officer, Allianz Climate Solutions, Germany

4:00pm

Conversation Break

Conference Hall Foyer, Level 1

4:30pm

Closing Keynote Address and Dialogue

The Right Honorable Tony Blair, Special Envoy, Quartet on the Middle East and Former Prime Minister of Great Britain and Northern Ireland

Conference Hall, Level 1

6:00pm

Close of Forum

6:15pm

Closing Reception

Hosted by The Hina Group

Conference Hall C, Level 1