



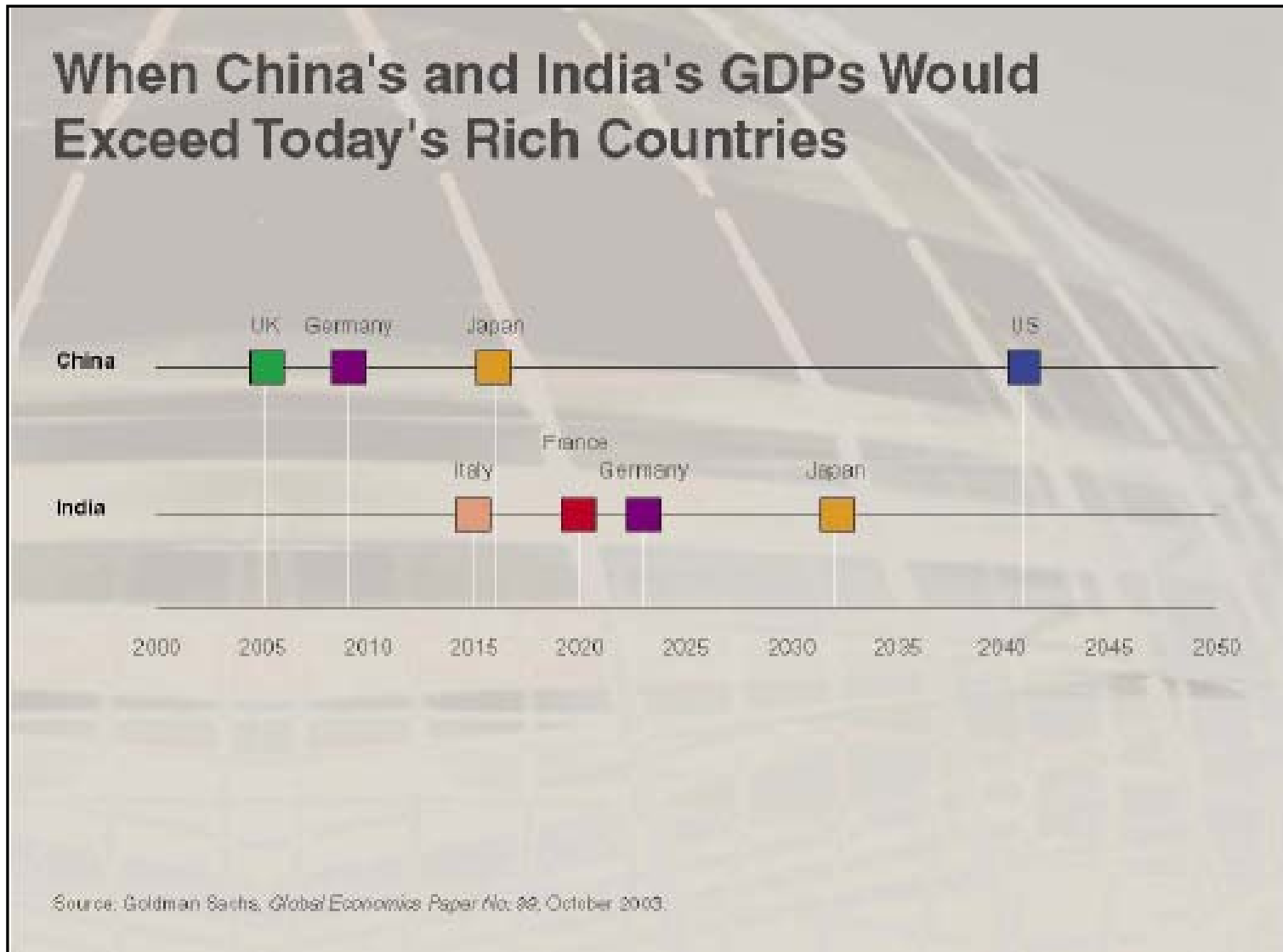
2006 Asian Leadership Conference

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Corporate Communications
IBM
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Why an Asian Leadership Conference

- **High growth opportunities in Asian markets and its increasing importance to our business and to our clients**
- **Address leadership gap to drive and sustain growth in Asian markets**
- **Opportunity to connect career success for Asian employees to strategic interests in Asian markets**

Changing Face of Global Economy



Changing Face of Global Economy

“More firms will become global, and those operating in the global arena will be more diverse, both in size and origin, more Asian and less Western in orientation. Rising Asia will continue to reshape globalization, giving it less of a “Made in the USA” character and more of an Asian look and feel. At the same time, Asia will alter the rules of the globalizing process. By having the fastest-growing consumer markets, more firms becoming world-class multinationals, and greater S&T stature, Asia looks set to displace Western countries as the focus for international economic dynamism—provided Asia’s rapid economic growth continues. ... An expanded Asian-centric cultural identity may be the most profound effect of a rising Asia.”

-- National Intelligence Council’s 2020 Project, Dec 2004

Asian Leadership Conference

- **Sponsors**

- IBM; Asia Society; Committee of 100; Japan Society; Leadership Education for Asia Pacific (LEAP)

- **Attendance is by invitation from our Chairman and CEO, Sam Palmisano**

- **IBM Executive Leads:**

- Jon Iwata, Senior VP, Communications, IBM
- Steve Mills, Senior VP, Group Executive, Software Group, IBM

- **Date: May 9, 10, 2006**

- **Location: Asia Society, New York, NY, USA**

- **Audience:**

- 50 global companies from America, Europe and Asia
- Academic and business thought leaders
- Venture capitalists

“Growing in the Asian Markets & Leveraging Asia Talent”

Workgroups

I. Market Opportunities (IBM Leads: Wes Hom, Lucy Chan)

- Enhance our ability to capture the tremendous growth in Asia utilizing innovative, break through business approaches.
- Maximize on our Asian Community to better realize the opportunity in the Asian Marketplace in the US.
- Theme: “*Growing in Asian Markets*”

II. Leadership Opportunity (IBM Leads: Karen Fukuma, Vijay Lund)

- Identify and report on leadership opportunity with case studies / best practices
- E.g. IBM and LEAP
- Success stories from other companies
- Theme: *Develop more Asians for leadership positions*

III. Culture (IBM Leads: Anil Menon)

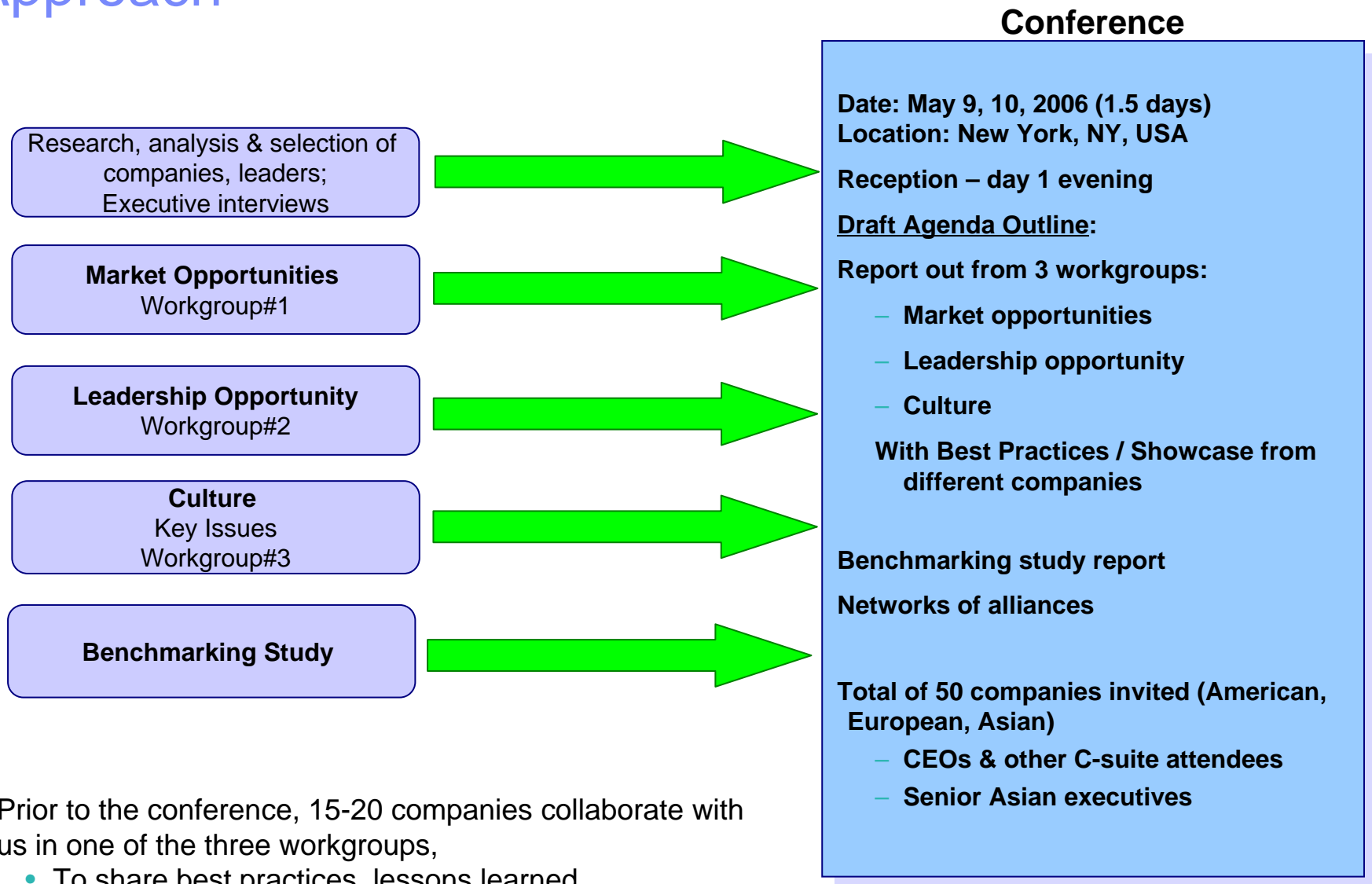
- Implications of corporate culture: how do companies adapt their corporate culture to capitalize on the Asian talent pool and to successfully do business in local Asian markets?
- Key learnings (success and failure stories) from IBM & other companies
- Theme: *Adaptation of corporate culture for the Asian talent pool and markets*

Benchmarking Study

▪ Focus on the Asian constituent & how companies, including IBM, compare, with Fortune 500 / Global 1000 companies (IBM Lead: Margaret Ashida)

- %Asian employees, % Asian executives, etc.
- Asian intellectual power (university graduates, etc.)
- %business in Asian markets

Approach



Prior to the conference, 15-20 companies collaborate with us in one of the three workgroups,

- To share best practices, lessons learned
- To develop conference content

Workgroup: Market Opportunities

Scope

- **Work with corporations that have successfully entered the Asian marketplaces in USA and Asia. Identify and share best practices and lessons learned on:**
 - Market entry
 - Building organizational structure
 - Expansion & growth

Key Questions

- **What **innovative and break through strategies** were employed by companies to penetrate the Asian marketplaces (focus on China, India), to expand, and to sustain growth?**
- **What emerging, and different, business models have been developed, for targeting the Asian marketplace in Asia?**
- **How do we penetrate and influence Asian purchasing power in USA?**
- **What are the key challenges and lessons learned?**
- **How have companies **leveraged the Asian talent within their companies** to participate in and grow with Asia?**

Workgroup: Leadership Opportunity

Scope

- **Identify Asian leaders and identify factors which contributed to their success.**
- **Investigate leadership differences between leaders in Asia vs. US.**
- **Identify best practices for leadership development:**
 - Collect data from Asian leaders to understand which factors / attributes have contributed to their success.
 - Analyze the data to define best practices for Asian leadership development. Identify any unique leadership gaps that Asians may have and actions to address gaps.
 - Identify the business experiences that enable leadership growth and provide actions/recommendations to address attaining these opportunities e.g. cross functional experiences.

Key Questions

- **What *factors / attributes* are critical in making Asian business leaders successful? How do you develop these factors / attributes in leadership development?**
- **What *best practices* have been developed to enhance the leadership capabilities of Asians?**

Workgroup: Culture

Scope

- **Explore and discuss the implications for corporate cultures as companies mine Asian talent pools and expand into and target the Asian marketplace. Identify best practices and lessons learned, focusing on two areas of corporate culture impact or influence:**
 - Talent acquisition and retention
 - Targeting Asian markets

Key Questions

- **What impact does corporate culture have on a company's ability to attract and retain Asian talent and to compete in Asian markets (specifically India and China)?**
 - How and to what extent are companies integrating / adopting / sharing Asian work ethics and cultural norms?
 - What is the right balance between worldwide corporate culture versus local culture?
 - Are there inherent differences between western and eastern corporate cultures, and if so, what are they?
 - Are stereotypes (positive/negative/neutral) limiting the development of Asian talent?
 - Does this impact a company's ability to compete in Asian markets?

Benchmarking Study

- **Objective:** To get an aggregate view of the Asian talent pool and Asian business within the companies invited to the conference; and provide a confidential scorecard for each company, in the following areas:
 - Demographic data
 - Top issues and barriers to advancement
 - Employee development & leadership programs for Asians
 - Percentage of company's business in Asian markets

- **Terms of study:**
 - Any participating company, including IBM, will not have access to another company's data, except in aggregate report.
 - Participating companies get an aggregate report and their own detailed confidential scorecard.
 - Conducted by third party, Working Mother Media

- **Format of study:**
 - Electronic survey to be completed by company's HR / management
 - Interviews of Asian executives/executives responsible for Asian business (one per company)



Thank You!

Domo Arigato Gozaimasu

Mahalo Nui Loa

Maraming Salamat Po

Dhanyavaad

Gamsa Hamnida

Shukriya

Cám Ơn

Xie Xie

Doh Je

Terima Kasih

Khraap Khun Khraap/Kaah