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Bing XIANG
Founding Dean of Cheung Kong
Graduate School of Business

From the Dean of Cheung Kong Graduate School of Business

Cheung Kong Graduate School of Business (CKGSB) is delighted to partner with Pembangunan Sumber Manusia Berhad and SRW&Co. for the ASEAN Global Leadership Programme 2012.

The relationship between China and Southeast Asia has never been as important as it is today. Strengthening interregional economic ties are evidenced by rising trade and landmark achievements such as the launch of the ASEAN-China Free Trade Area in 2010.

But we still have a lot to learn about each other and how we do business. Furthermore, today's interconnected world dictates that we see the ASEAN-China relationship from a global perspective.

The ASEAN Global Leadership Programme—China delivers this global perspective on China to senior managers from companies and government agencies in Malaysia, Indonesia and other ASEAN countries. Leveraging CKGSB's world-class faculty, this programme will enable participants to integrate China into their global business strategy. They will further deepen their understanding of doing business in China and cooperating with Chinese companies operating in Southeast Asia through networking opportunities with members of CKGSB's influential Chinese alumni community.

I hope this specially designed program will be a thought-provoking and fruitful experience.

Bing XIANG



Dr. Jin LIU
Professor of Finance,
Associate Dean of Cheung Kong
Graduate School of Business

From the Programme Director

This specially designed program offers critical insights for ASEAN business leaders seeking to remake their strategies to reflect China's rising importance in global business. It consists of China-oriented classes and company visits that provide a close-up view of China's business landscape, as well as networking and learning opportunities with peer Chinese executives. It is a globally oriented international experience focused on global strategy, marketing, business innovation and co-opetition with Chinese companies.

This program puts the developments in Chinese business into a global perspective and helps the participants to understand:

- How to leverage China opportunities in their company's global strategy
- How changes in Chinese economic policies are creating new business opportunities
- How the globalization of Chinese companies is affecting the ASEAN bloc and various industries therein
- How China's economic growth is influencing key markets in Southeast Asia and around the world
- How China is changing the rules of global business

Dr. Jin LIU

From the Chief Executive of Pembangunan Sumber Manusia berhad (PSMB), Human Resources Development Fund (HRDF) (Ministry of Human Resources, Malaysia)

Pembangunan Sumber Manusia Berhad, an agency under the Ministry of Human Resources, Malaysia in collaboration with Cheung Kong Graduate School of Business (CKGSB) and SRW&Co. is proud to bring the ASEAN Global Leadership Programme to employers in Malaysia and organizations within the South East Asian countries. Pembangunan Sumber Manusia Berhad is responsible for retraining and skills upgrading of the workforce in the private sector. Delegates from ASEAN countries are welcome to participate in this programme as abundant networking opportunities await them.

Thorough planning and effort have been made for this exclusive programme to be delivered by renowned world-class CKGSB faculty and prominent guest speakers. Senior executives have the opportunity to step outside the confines of their professional and personal life and look at issues and opportunities they face from different perspectives. Delegates will be engaged in lively presentations and enjoyable learning experience for what promises to be beneficial, inspiring and enriching.

The programme will be delivered at the majestic campus of CKGSB, which is located in the commercial center in the heart of Beijing. We look forward to your participation in this unique and insightful programme in Autumn 2012.

Amirnuddin Mazlan



Amirnuddin Mazlan Chief Executive Pembangunan Sumber Manusia Berhad (PSMR)

From the Chairman and Partner of SRW&Co.

In 2012 and beyond, the world economy will continue to be volatile and fast changing. Whether it's a boom or doom scenario, nations and corporations across the globe will face the same challenges of coping and managing the volatility of the economy. The rules of brutal competition and survival of the fittest will apply. In response, nations, governments and corporations will have to adapt, innovate and collaborate so as to survive and prosper. One of the critical survival /success factors for nations and corporations is Leadership. The leaders of nations and corporations will have to join forces and collectively strive to build and shape a better world for the future of mankind .

The pioneer ASEAN Global Leadership Programme – China is premised on this noble mission to help develop a breed of authentic leaders who can contribute to the betterment of our world. It's a timely programme , reflecting the strategic importance of ASEAN as a regional bloc and the emergence of China as the world's second largest economy. There are many lessons to be learned and shared between China and ASEAN, and it's our aim to use this programme in contributing to the learning and sharing process . In addition, we'll also leverage fully on the obvious benefit of business networking for the ASEAN participants by tapping into the huge alumni network of CKGSB.

In identifying the right partner to develop this programme, we sought out CKGSB as among the most forward thinking and most globalised business school in China. We are convinced of their commitment to build a new generation business school. Their value orientation are uniquely down to earth and being a non-profit and independent business school, this augurs well with their mission to help develop a cadre of forward thinking leaders who will help to shape and transform the future of our world. On this note, we're very privileged indeed to collaborate with CKGSB and HRDF in launching this custom programme for the leaders of the ASEAN region. We are confident that the AGLP-China Programme will deliver its value as expected with the full commitment of CKGSB and the co-sponsors of this pioneer programme. We look forward to receiving the positive response of the ASEAN leaders in joining this programme.

Daniel Wong



Daniel Wong Chairman and Partner SRW&Co.





Cheung Kong Graduate School of Business

Know What's Next

Established in 2002, Cheung Kong Graduate School of Business (CKGSB) is China's first not-for-profit, independent, faculty-governed business school. CKGSB generates and disseminates global business and economic insight with an emphasis on China and emerging markets. Based in Beijing the school has satellite campuses in Shanghai and Shenzhen, and a network of overseas offices in London, New York and Hong Kong. CKGSB offers MBA, EMBA and finance MBA degrees, as well as extensive executive education programs.

CKGSB's unique strengths include: World-class faculty with a global perspective

CKGSB faculty members are authorities in their fields and regularly publish in leading peer-reviewed journals. They have trained and taught at the top business schools in the U.S. and Europe—with many arriving at CKGSB after tenured positions at institutions such as Columbia, INSEAD, NYU, Stanford, UCLA, Wharton and Yale. Their research concentrates on explaining how China's economic growth is influencing not only developed markets, but also emerging economies such as those of the BRIC nations and ASEAN bloc.

Unrivalled insights on China's role in global business

CKGSB offers thought leadership on the theory and the practice of business in China. As a leading Chinese research-driven institution, CKGSB generates important insights on topics that will define coming decades and into areas that are not fully understood outside of China—such as the globalization strategies of Chinese companies and competition and collaboration among state-owned, private and multinational corporations.

China's most influential alumni network

CKGSB alumni are some of the most entrepreneurial and influential business people in China. Among CKGSB's more than 5,000 alumni are leaders of China's largest private and state-owned enterprises, top managers at multinational companies and senior government officials. They are changing the face of business in China and beyond.

China's most exclusive management education programs

CKGSB's management education programs offer platforms for the biggest names in Chinese business to improve themselves both professionally and personally. The CKGSB China CEO program, the most elite program in China, was called a "who's who of Chinese business" by BusinessWeek and is open to only 50 elite CEOs each year. The EMBA program, 80% of whose participants are VP-level or above, was rated, "Most valuable in China" by Forbes in 2010

A global executive education platform

As an Asia-based global business school, CKGSB is distinguished by its unique and innovative insights on global business in an era of growing Chinese economic influence. Regardless of where students are in the world, in emerging or established markets, in the East or West, CKGSB's global knowledge platform is guiding them in a rapidly transforming world.

Pembangunan Sumber Manusia Berhad (HRDF)

Pembangunan Sumber Manusia Berhad is an agency under the Ministry of Human Resources Malaysia that has been entrusted to manage the Human Resources Development Fund (HRDF). PSMB's objective is to assist in the development of quality human capital and a world-class workforce in achieving a high-income economy based on knowledge and innovation. PSMB is involved in creating a highly competent, well-trained, knowledgeable and skilled workforce by equipping the current and future workforce with the latest and specific skills through retraining, up-skilling, re-skilling and multi-skilling programmes; and also to increase the human resources capabilities of Small and Medium Enterprises and Malaysia's productivity and efficiency in strengthening Malaysia's competitiveness in the global market.

SRW&Co.

SRW&Co. is a regional management consulting firm providing specialist services in designing and implementing a full range of integrated people management and development solutions. Our focus and goal is clear- to help our clients to improve their organizational performance through innovative and effective people management and development practices, which are customized to meet their specific needs and requirements.

Our consulting teams have extensive hands-on experiences working for many leading corporations ranging from global consulting firms, multinational companies, to large local conglomerates. Combining global best practices with local experiences and cultural understanding, we help many leading global and local companies in the Asia-Pacific region to develop and implement a full spectrum of integrated people management and development solutions. We bring with us best practices and research in the field of people management and development to support our custom designed work with clients in the region.

Our technical advisors are industry and business experts who have specialized knowledge and expertise in specific business functions and industries. We also collaborate with our strategic partners comprising leading consulting firms, world class universities and business schools and reputed local boutique consulting firms on project basis. In fact, even some of our clients become our strategic partners which speak volume of our partnership approach in working with our clients.

We believe ultimately it is the people who will make or break the company. Hence, we adopt a balanced and holistic approach in our consulting framework and methodology by combining our technical strength in the custom design of the systems, methodologies and tools, and working on change management and communication to win over the hearts and minds of our clients in the effective implementation of the systems to deliver tangible results and value as expected. We believe the acid-test of our deliverables in any consulting assignment lies in the effective implementation of the systems we designed. Hence, our design has the built-in implementation module as an integral part of the solution we offer to our clients which is a hallmark of our bench-strength.

Finally, we measure our success as a consulting firm in alignment with the successes of our clients and strategic partners, and the successes of our own people in becoming dedicated professionals who passionately live our values and walk the talk.









Programme Synopsis

Modern China's Growth: Comparison with Other Major Economies

Asian economies have been reoriented by China's fast growth, which has created an enormous consumer market and strong investment opportunities for foreign companies. This seminar will look at the cultural, historical, political and economic drivers of China's growth, highlighting contrasts with Western and major emerging economies, especially the other BRICs. It will consider China's prospects in the face of global turmoil, its outward investment policies and its likely impact on global resources and the environment.

Trade Between China and ASEAN

East Asian countries have played a significant role in the world economy development ever since the Southeast Asian Financial Crisis burst out in 1997. The increases of population, gross GDP and the trading volume within Asian countries have made great contributions to the development of global trade industry. This seminar looks at the development of social and economic integration between ASEAN countries include China, Japan and Korea, the development of free trade zone in East Asia and the cooperation among ASEAN countries to develop the social infrastructure and economy. It will also shed some light on the competitive advantages of ASEAN countries and how these advantages can be utilized in the process of social and economic development.

Strategies for Entering the Chinese Market

Following China's accession to the World Trade Organization, foreign companies have gained the opportunity to enter the Chinese business community and compete on equal footing with domestic companies.

These sessions will study how to successfully seize business prospects provided by the Chinese marketplace. One of the main tools is through mergers and acquisitions. Such acquisitions have been increasing significantly in the last few years. Who are the main players? What are the motives and underlying logic of such acquisitions? What main form do these acquisitions take? What are the obstacles along the way and how do firms overcome them? What are the consequences of these acquisitions for China and the rest of the world? Additional topics covered will include an overview of foreign firms in China and the strategic issues facing them (e.g., joint venture management, entry timing and adaptation to local environment).

Strategic Marketing in China

After 30 years of growth China faces many challenges and opportunities regarding to its large, complex and dynamic social-economic development. The uneven distribution of population and regional differences resulted in a hierarchical city differentiation, ranked from well-developed 1st tier cities to rural areas. Since the implementation of one child policy, birth rate reduced, as a result available labor force decreased. The new generation of teenager consumers has created a huge market in terms of family purchase and self-spending, as well as online shopping.

This session will exam various markets in China and the differences among Chinese consumers. It will explore key factors that will affect the effectiveness of marketing strategy- media and advertising, distribution and retailing, as well as opportunities and challenges facing MNCs operating in China.

China's Financial Market

Chinese companies and financial institutions are increasingly expanding their presence into the global marketplace, while foreign firms and investors also continue to seek access to ever-expanding Chinese markets. This session will provide a brief introduction and analysis of China's financial markets. Participants will review recent developments in China's banking industry, stock, bond, derivative, and private equity markets. The challenges and opportunities for foreign companies in these financial markets will also be approached.

Business Innovation - Unlocking the Secrets of Sustainability Growth

The module will focus on the various issues of how companies from the developing countries such as China innovate and emerge to become global competitors within a relatively short period of time. Anchoring on the theory of disruptive innovation, we will discuss about the context under which disruptive innovators will emerge, the various type of disruption which they undertake, the process through which they will develop and the likely responses from the dominant industry incumbents. The module is aimed to provide business leaders from developing countries a framework to search for new growth opportunities as well as disrupt the industry incumbents under the constrains of resources and technology.

The Transformation of Chinese Enterprises and its Global Implications

Compared with other major powers, Chinese entrepreneurs have been exploring their own way of development for three generations since 1978. This session will study the new models and strategies that Chinese companies have adopted in the context of globalization. There will also be in-depth analysis of the Chinese models' challenges and limitations, myths and realities, implications for leadership and recent trends, as well as the relevant cultural dimension.

Lenovo - Innovation and Globalization

Lenovo Group is an innovative international technology company. It has 66 branch companies and affiliated organizations worldwide and is operating business in 166 countries. With over 25,000 employees worldwide, Lenovo Group has extended its sales network across the world. Its sales revenue reached USD 14.6 billion in 2010 and its PC business has the fourth largest market share in the world. Bruce Huang will share the challenges the Chinese companies including Lenovo Group have encountered during the process of innovation and globalization and how enterprises can adjust to the global trend of innovation and benefit from the process of globalization.

Who should attend?

This programme is aimed at those senior executives who have responsibilities for strategic leadership and for improving their company's performance. Particularly, this programme is very relevant to CEOs, members of Board of Directors, members of Boards of Commissioners or senior executives who are about to assume top management positions. The programme is applicable to public or private companies that are aiming to do business in China because the programme gives the insight for competing and collaborating in China.

ASEAN Global Leadership Program-China 21st – 26th October 2012

Morning	Afternoon	Night
Sunday, 21 st October		
Arrival		Welcome Drinks
	Monday, 22 nd October	
	 Trade between China & Asean 	
Modern China's Growth: Comparison with	Mr. Wentao LIANG, Mofcom	
Major Economies	 Rules of the Game- doing business 	Dinner
By Prof. Leslie YOUNG	in China	
	Chief Rep, Asean-China Centre	
	Tuesday, 23 rd October	
	Multinational Company Visit	
Strategies for Entering the Chinese Market	Parkson China	Networking dinner with CKGSB alumni
By Prof. Bingsheng TENG	Opportunities and challenges of doing	
	business in China	
Wednesday, 24 th October		
Strategic Marketing in China	Visit to Chinese Company	Free Night
By Prof. Baohong SUN	Tbc and depending on participants profile	g
Thursday, 25th October		
China's Financial Market	Business Innovation-Unlocking the Secrets	
By Prof. Jin LIU	of Sustainability Growth	Dinner
	Prof. Jianwen LIAO	
	Friday, 26 th October	
The transformation of Chinese Enterprises	 Lenovo- Innovation and Globalization 	
and its Global Implications	Bruce HUANG, Chairman, Lenovo Institute	Farewell Dinner
Dean Bing XIANG	 Program Evaluation 	

The detailed 5-day programme schedule will be firmed up in due course and those who have registered will be notified accordingly. This illustrative agenda may be subject to minor change.

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Programme & Faculty Speakers



Professor Bing XIANG
Dean, Cheung Kong Graduate School of Business

Dr. Bing XIANG is Professor and the founding dean of Cheung Kong Graduate School of Business (CKGSB), China's first not-for-profit, independent and private business school, which was established in November 2002. Prior to becoming the dean of CKGSB, Dr. Xiang was a professor at Peking University and pioneered the Executive MBA program at the university's Guanghua School of Management. He also served on the faculty at Hong Kong University of Science and Technology.

Dr. Xiang is the leading authority on globalization of Chinese companies and one of the foremost experts on China business in general. His writings and publications have significantly impacted the managerial practice of companies in China. A highly sought-after authority and consultant on management issues, he serves as an independent board member for a number of companies listed in the U.S., Hong Kong, and mainland China. He is also a global board member of trustees for the United Way Worldwide (the US) and for Asia House (UK). Dr. Xiang speaks at major business and academic conferences around the globe and writes frequently on the challenges of globalization for Chinese firms and on broader trends in Chinese business and the economy.

Dr. Xiang is also a noted scholar and public intellectual whose research has appeared in both peer-reviewed academic journals such as Contemporary Accounting Research and mass-media publications. He is also a frequent commentator on the future of Chinese companies and the economy for both Chinese and non-Chinese media.

Dr. Xiang's research interests include the globalization of Chinese companies, comparative corporate systems, corporate governance, the restructuring and management of state-owned enterprises, private enterprise business models, and corporate competitiveness in emerging markets. Dr. Xiang received his Ph.D. in business administration from the University of Alberta, Canada, and his bachelor's degree in engineering from Xi'an Jiaotong University, China.



Baohong SUN
Dean's Distinguished Chair, Professor of Marketing, Associate Dean of Global Programs,
Director of the CIM Center, Cheung Kong Graduate School of Business,
Ph.D., University of Southern California

Professor Baohong SUN is the Dean's Distinguished Chair Professor of Marketing and the Associate Dean of Global Programs. She also directs CKGSB's Customer Information Management Center. Prior to joining CKGSB in 2008, Professor Sun was Carnegie Bosch Professor of Marketing at the Tepper School of Business at Carnegie Mellon University. Professor Sun received her Ph.D. from the University of Southern California in 1997 and B.A. from Renmin University of China.

Her research focuses on rational and strategic consumer choices and dynamic structural models; dynamic and interactive marketing mix and customer information management; and, most recently, on modeling dynamic and inter-dependent consumer decisions on e-commerce and social media platforms.

Professor Sun is the recipient of numerous awards for research and teaching, including the 2009 Finalist for John D.C. Little Best Paper Award at INFORMS, the 2006 MBA George Leland Bach Teaching Award, and the 2005 CART Research Frontier Award for Innovative Research at Carnegie Mellon University.

She also serves on the editorial boards of Journal of Marketing Research, Marketing Science, and Journal of Marketing. Her extensive consulting experience includes work with major corporations including Bosch, Boy Scouts of America, Highmark Insurance, John Deer and IBM. An active contributor to media discussions on current business issues, Professor Sun's research has been cited in The Economist, The New York Times, The Wall Street Journal, Time Magazine, and Bloomberg, among others.

Prof. Jianwen (Jon) LIAO

Professor of Managerial Practice of Strategy, Innovation and Entrepreneurship Associate Dean, Cheung Kong Graduate School of Business

Dr. Jianwen (Jon) Liao currently is the Associate Dean and professor of managerial practice of strategy, innovation and entrepreneurship at Cheung Kong Graduate School of Business (CKGSB). Previously, he was a tenured associate professor of Strategy and Entrepreneurship in the Stuart School of Business at Illinois Institute of Technology. His professional experience spans across North America and Asia. His other academy appointments include PeKing University, Hong Kong University of Science and Technology and China European International Business School (CEIBS).

Professor Liao is well known for his cross disciplinary research in strategy, innovation and entrepreneurship. He is one of the founding members of in the Panel Study of Entrepreneurial Dynamics (PSED) – the first large scale, longitudinal research of nascent entrepreneurs and venture creation in the United States. The project has been supported by National Science Foundation, Kauffman Foundation as well as the US-SBA. He is the author of more than 30 scholarly articles published in journals including Strategic Entrepreneurship Journal, Journal of Business Venturing, Entrepreneurship Theory and Practice, Journal of Small Business Management, Small Business Economics, and Journal of High Tech Management Research. His research paper was featured in The Small Business Economy: A Report to the President, 2007. He has won several awards for his research and teaching, including the research grant award from the US Small Business Administration (2007, 2008) and the Excellence in Teaching Award in 2009 at Stuart.

Professor Liao advises and speaks about strategy and innovation to major companies in China as well as MNCs China operation. His speaking and consulting clients include TUV Ford, Agilent, NokiaSiemens Network, Alcatel-Lucent, Visteon, YiLi, CITIC, HuaYi Brothers, Longfor Real Estate, among others. Professor Liao is often featured in noted popular media including CNBC China, CCTV 9 and also frequently writes columns for 21th Century Business Review and PeKing University Business Review. An advisor to the U.S. Small Business Administration Office of Advocacy, he also serves on the boards and advisory boards of several Chinese companies.



Associate Professor of Strategy, Associate Dean, Cheung Kong Graduate School of Business Ph.D., City University of New York

Professor Teng is Associate Dean responsible for the CKGSB MBA program. He is also associate professor of strategic management at CKGSB and a tenured professor of strategic management at George Washington University (GWU). He serves as a doctoral advisor and lead professor of the departmental doctoral program at GWU.

Professor Teng has published over 20 articles in academic journals including Academy of Management Review and Organization Science. His research is included in most textbooks on strategic management.

An authority on strategic alliances, he has been interviewed by media such as The Wall Street Journal and The Washington Post.

Professor Teng is a member of the Academy of Management and serves on the editorial board of International Entrepreneurship and Management Journal. He has received many rewards for his research, including the Wendell and Louis Crain Research Scholar at the GWU School of Business. His biography appears in Who's Who in America and Who's Who in American Higher Education.

Wentao LIANG Deputy Director, General Asian Department, Ministry of Commerce,

People's Republic of China

Wentao LIANG was born in West China's Chongqing city in 1966. LIANG graduates with a bachelor degree on English language literature from Shanghai International Studies University in 1986. He has been acted as the counselor of the Embassy of the People's Republic of China in many countries including Turkey and the Republic of Philippines.









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Bruce HUANG
General Manager and Director, Lenovo Research and Technology

Bruce G. Huang is currently the General Manager and Executive Director of Lenovo Research and Technology. Under his leadership, Lenovo has successfully transitioned from a pure PC hardware manufacture to an innovative internet technology service company. In 2008, Bruce invited the technology of Lenovo's Magic TV, which for the first time merged the TV and internet cloud based service into one terminal, the TV.

Prior to joining Lenovo, Bruce served as General Manager of the IPTV business unit at UTStarcom, one of China's the fastest growing high-tech companies. Under his management, UTStarcom developed the world's first commercialized IPTV system for Softbank BB – Yahoo TV in Japan. In collaboration with Shanghai Media Group, Bruce helped to create the IPTV JV of BesTV, which later became the most successful IPTV Company in China and had over 5 million subscribers by May 2010.

Before returning to China, Bruce worked in the US for more than 10 years. After graduating from the State University of California and Stanford University, he worked as an ASIC engineer for IBM and established a few start-ups, including Omnion Video Networks and Redback Networks.



Professor Jin LIU
Professor of Accounting and Finance, Associate Dean, Cheung Kong Graduate School of Business, Ph.D., Columbia University

Dr. Liu is Associate Dean and Professor of Accounting and Finance at Cheung Kong Graduate School of Business (CKGSB). Dr. Liu formerly served as a tenured faculty member at the Anderson School of Management at the University of California at Los Angeles. He is an authority on capital markets, equity valuation, and securities analysis.

Dr. Liu's research has been widely published in leading academic journals such as the Journal of Accounting Research, Accounting Review and the Review of Accounting Studies. His work has received the Outstanding Research Award from CKGSB, the Eric E. Juline Research Award from the UCLA Anderson School and the Barclays Global Investors (BGI) Best Paper Award from the Review of Accounting Studies.

A member of the editorial board for the Review of Accounting Studies and the Journal of International Accounting Research, Dr. Liu is also a director at several Chinese companies and an advisor for numerous financial institutions in China and on Wall Street.

Dr. Liu earned his Ph. D. from Columbia University.



Professor Leslie YOUNG

Visiting professor of Cheung Kong Graduate School of Business, D.Phil. (Oxon) Professor of Finance Executive Director, The Asia-Pacific Institute of Business, The Chinese University of Hong Kong

Professor Leslie Young holds a Bachelor and a Master of Science from Victoria University of Wellington and a Doctor of Philosophy in Mathematics from University of Oxford. He completed his doctorate at age 20 and won the Senior Mathematics Prize for the best dissertation of his year. He was conferred an Honorary Doctor of Commerce by Victoria University of Wellington in 2004 and an Honorary Doctorate by Estonian School of Business in 2009.

Professor Young's current research interests include international financial economics, the economic foundations of law and international corporate governance. His book Black Hole Tariffs and Endogenous Redistribution Theory was published by the Cambridge University Press with commendations by two Nobel Prize winners and by the Chairman of the Nobel Committee. He has also authored over forty academic articles in leading international professional journals. Prof. Young also served an unprecedented four terms on the editorial board of the American Economic Review, the leading scholarly journal in economics.























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