Welcome to HPAIR.

The Harvard Project for Asian and International Relations is Harvard University’s student outpost in Asia, a dynamic and internationally visible forum in which future leaders engage the most pressing issues facing the Asia-Pacific region.
Join us in shaping the leaders of tomorrow.
**HPAIR** is a collaboration between the students and faculty of Harvard University to promote discourse on critical issues affecting Asia and its relations with the world.

As Harvard’s student outpost in Asia, HPAIR offers a sustained academic program and a forum of exchange to facilitate discussion of the most important economic, political, and social issues relevant to the Asia-Pacific region.
**HPAIR** pursues a diverse set of programs, both in Asia and at Harvard.

Our major activities and events include:

### The HPAIR Conferences
Since 1991, the annual HPAIR conferences have brought together students from the world’s foremost universities, with leaders in the fields of government, business, culture, and academia, emerging as the two largest annual Harvard events in Asia, and the largest annual student conference in the Asia-Pacific region.

### The HPAIR Business Conference
The HPAIR Business Conference is an annual event in which hundreds of international undergraduate and MBA students and young professionals worldwide come together to interact and learn about most dynamic areas of Asian business from the most prominent industry leaders. Our conference seeks to provide a comprehensive analysis of the current economic trends in Asia and create a forum for discussion of new developments in the region.

Drawing from an international pool of students, professionals, academics, and captains of industry from all over the world, our conference is intended to achieve three goals: help our delegates understand the trends shaping global business; foster long-term relationships between young leaders from around the globe; and connect talented delegates with some of today’s leaders in academia, business and government.

### Emerging Into Focus: Asia Incorporated
This year’s theme characterizes the many challenges and opportunities Asia faces today. Through the structure of plenary sessions and panels, the Conference will evaluate the challenges facing Asian economies as they reinvent themselves to generate sustainable growth and discuss the strategies that Asian business leaders are adopting to capture opportunities in the new Asian business landscape. Our workshops critically analyze case studies and gain a nuanced practical understanding of Asia’s business opportunities. Providing an opportunity for discussion, debate, and reflection, the HPAIR Business Conference is a forum for building global understanding where current and future leaders meet and exchange ideas.
In 1991, three intrepid Harvard undergraduates crafted a vision of an organization that would bring together university students from across Asia and the world to exchange ideas on important international issues and build educational links among the world’s future leaders. Just a year later, the first annual HPAIR conference came together in Taipei, at a time when the Cold War was just drawing to a close. The inaugural HPAIR conference sought to address the issues of an uncertain but exciting world, and was such a success that there was strong support to continue to the project. Between 1993 and 1995, HPAIR solidified its signature international pattern, holding its conference in a different Asian metropolis each year.

By 1996, changes in the geopolitical landscape, combined with rapid technological and economic advance, had ushered in a new era of greater cooperation among countries, and allowed modern financial and political ties to transcend national borders as never before. Held in Korea, HPAIR 1996 was one of the first scholarly platforms to provide students and academics with the opportunity to explore the new phenomenon of globalization. In the wake of the Asian financial crisis, HPAIR 1998, held in Malaysia, sought to look beyond Asia’s economic growth and to address the myriad challenges that accompany the “Asian Miracle.” By 1999, after eighteen months that had fundamentally undermined many assumptions about Asian affairs, a once thriving and stable region faced a future clouded with uncertainty. Delegates at the conference also had to consider whether multilateral cooperative institutions were equipped to manage challenges of interdependence, economic friction, and conflict.

Following the 2001 conference, HPAIR substantially expanded the pool of conference applicants, and began an on-campus program of events on the Harvard campus. The success of this program led to its significant expansion in 2002. By 2004, HPAIR emerged as the largest annual Harvard event in Asia and the largest student conference in the Asia-Pacific region. In 2004, we selected delegates from the largest application pool in HPAIR history, and also inaugurated the very successful HPAIR Business Conference.

Today, HPAIR has gained a reputation as one of the most visible university forums in the region, with regular attendance of some of the world’s most distinguished leaders.
2008  KUALA LUMPUR

2007  BEIJING  
      HONG KONG
2006  SINGAPORE  
      MUMBAI
2005  TOKYO
2004  SHANGHAI
2003  SEOUL
2002  SYDNEY
2001  SINGAPORE
2000  BEIJING

1999  HONG KONG
1998  KUALA LUMPUR
1997  BANGKOK
1996  SEOUL
1995  JAKARTA
1994  MANILA
1993  HONG KONG
1992  TAIPEI
Since HPAIR’s inception in 1991, our events have brought together students from the world’s foremost universities, and leaders in government, business, culture, and academia. Through the past decade, our flagship conference has emerged as the

LARGEST HARVARD-AFFILIATED EVENT IN ASIA, and the
LARGEST ANNUAL STUDENT CONFERENCE IN THE REGION,

attracting distinguished speakers such as:

- Kim Dae Jung
  President of South Korea
- Tun Dr. Mahathir Mohamad
  Former Prime Minister of Malaysia
- S.R. Nathan
  President of Singapore
- Prince Norodom Ranariddh
  Former Prime Minister of Cambodia
- Kim Young Sam
  President of South Korea
- Rudolfo Severino
  Secretary-General, ASEAN
- Dr. Peter Hollingworth
  Governor General of Australia
Ban Ki-moon
Secretary General, United Nations

Long Yong-tu
Secretary General, The BOAO Forum

Sasaki Takeshi
President, University of Tokyo

Wm. Theodore De Bary
John Mitchell Mason Professor and Provost Emeritus, Columbia University

Ezra F. Vogel
Henry Ford II Professor of the Social Sciences, Harvard University

Jeffrey Sachs
Director of the Earth Institute, Columbia University

Alexander Downer
Foreign Minister, Australia

Zhang Weiying
Professor, Beida School of Management

Frank Jürgen Richter
Director, World Economic Forum

Bill Emmott
Editor, The Economist

Philip Murphy
President, Goldman Sachs Asia

Victor Fung
Chairman, Li & Fung Group

Jaime Zobel de Ayala
CEO, Ayala Corporation
Why Speak?

The HPAIR Business Conference annually brings together the world’s experts to bring Asia’s intricate business issues to the global front. In 2007 the HPAIR Business Conference brought together over 40 prominent leaders from the world of business, government and law, and 365 business students and young professionals to discuss their understanding of Asia and its business environment.

We invite you to:

- Share your insight and expertise and draw upon the enthusiasm and raw energy of hundreds of motivated students and other conference attendees.

- Inspire the next generation of business leaders that seek to break into and understand Asia’s market and its role in the global economy.

- Meet business professionals, policy makers and academic scholars who have a firsthand understanding of the intricacies of doing business in Asia and set the agenda for future business opportunities.

- Recruit from our highly selective and diverse pool of delegates from the world’s top universities who are interested in working in Asia.

- Enhance company exposure and market to a global audience.
The HPAIR Business Conference 2007 will feature a three-day program featuring concrete analyses of the most current and relevant topics to Asian business. There will be 2 plenary sessions, 8 panels and 4 workshops.

Among the various panels and workshops, the consistent themes of the Conference have been:

(i) to evaluate the challenges facing specific industries as Asian economies reinvent themselves to generate sustainable growth;

(ii) to discuss the strategies that Asian government officials and business leaders are adopting to capture the opportunities and overcome the challenges of globalization; and

(iii) to explore business opportunities in the Asian economic landscape.

Conference workshops are designed to be as concrete as possible; our goal is to provide focused and topical sessions through which business students can learn cutting-edge industry specifics that will engage them in the most dynamic areas of Asian business.
Plenary Sessions

Ties that Bind: How Corporate Governance Affects the Business Climate in Asia
East Meets West: Global Integration of the Business World

Panel Topics

Financial Services
Family-owned Conglomerates
Venture Capital, Private Equity, and Hedge Funds
Energy and Natural Resources
Foreign Direct Investment
Media and Entertainment
Luxury Goods
Real Estate

Workshop Topics

Enhancing Board Leadership and Value
Consumer Branding and Marketing
Law and Regulations
Managing and Recruiting Talent
Our plenary sessions span a wide spectrum of fundamental and current issues:

**TIES THAT BIND: HOW CORPORATE GOVERNANCE AFFECTS THE BUSINESS CLIMATE IN ASIA**

Corporate governance reform has progressed rapidly in Asia in recent years, leading to changes in laws and regulations, more rigorous enforcement, and new board structures. These changes have been the subject of much scrutiny since the 1990s. To what extent have attitudes towards corporate governance changed and has reform contributed to the revitalization of the economies across Asia? What benefits can investors in Asian companies expect to see from further adoption of best practices in corporate governance? What challenges lie ahead for further reform? Should individual countries first focus on improving national standards of regulation and corporate practice rather than attempting to reach a common set of matrices from the start?

The direction of reform is also open to debate. Does the board’s role include corporate social and environmental responsibilities? If so, how can boards of directors most effectively guide their companies to produce a strategic and sustained response to these challenges? As Asian companies develop an ever more established presence in many markets around the world, the questions explored in this panel will grow increasingly pertinent to the international economy.

**EAST MEETS WEST: GLOBAL INTEGRATION OF THE BUSINESS WORLD**

Competition is fierce as companies seek constantly to grow and expand into new markets. Today, this entails more than targeting different age groups communities; it all but requires participation on a global scale. An increasing number of companies are investing in their foreign counterparts as the border between countries begins to blur.

What mechanisms are corporations using as entry points into the Asian market, and how is this integration affecting the business climate? What role does the government play in facilitating or hindering the synthesis of global firms? Who are the beneficiaries of the globalization process, and is it actually spurring the developing economies in Asia?
The HPAIR Business Conference 2008 will be framed around eight specific panel topics, focusing on specific areas and offering a uniquely concrete perspective:

**Financial Services** Having weathered the sub-prime mortgage crisis with relatively few losses, Asian financial institutions have regained their footing and are en route to expansion once again. Growth in traditional markets are strong, as well as that in the Chinese mainland. But challenges still abound, such as the need for further market reforms, increasing efficiency, focus on smaller nations, and so on. This panel will examine the challenges to and possibilities for further growth in the financial sector.

**Venture Capital, Private Equity, and Hedge Funds** Asia has become an increasingly attractive destination for capital—both foreign and domestic. As people capitalize on the influx of foreign investments and relaxed governmental regulations, entrepreneurial ventures in Asia have spawned a number of notable companies setting trends in manufacturing, branding, and technology. Yet fierce competition and the risks of the market pose challenges to all investors. This panel will examine the unique market opportunities giving rise to successful entrepreneurship ventures and analyze the numerous challenges stemming from competition and risk faced by firms and individuals today.

**Energy and Natural Resources** In today’s world of scarce energy resources, Asia is faced with a major challenge to its continuing economic expansion. How its governments and businesses react to this challenge is crucial to the region—and the world’s—further growth. This panel will focus on the government policies necessary to increase energy efficiency, encourage innovation in technology, and other methods to promote a sustainable society, as well as the reorganizations businesses need to undergo in order to compete successfully facing the new energy situation.

**Real Estate** In Asia, the buzz word on everybody’s lips is real estate. With so much undeveloped land and so much potential for expansive malls and commercial skyscrapers, every entrepreneur is looking to snatch a piece of the profit. How overrated is this craze for space, and how many actual opportunities are there for investors and real estate developers in Asia? This panel will explore the possibilities for real estate development, as well as discuss the governmental and financial challenges to operating in such a volatile environment.
**Panel Topics**

**Foreign Direct Investment**  
Foreign direct investment (FDI) has traditionally been the most important source of capital for Asia’s developing nations. Yet this development strategy has also exposed many countries to potential risks outside of their control. How to attract foreign capital sustainably and safely is, therefore, of utmost importance to Asian economies. This panel will discuss the benefits of FDI for both foreign businesses and local economies, as well as the continuing challenges and risks they pose.

**Media and Entertainment**  
The increasingly pervasive presence of media and entertainment in Asia cannot be underestimated. Accompanying the recent economic development is not only a larger audience for existing mediums but also a brand-new audience for the cutting-edge technologies developing across Asia. Economic progress in addition to technological changes have forced existing companies to revisit their business models, while at the same time created opportunities for new business models to emerge. This panel will explore the growth of the media and entertainment industry in Asia, the strategies employed by Asian media firms moving more aggressively into the international arena, and the potential Asia holds for Western investors in the industry.

**Family-Owned Conglomerates**  
Business in Asia is marked by the dominance of family-owned conglomerates. The unique position of these family-owned conglomerates stems from competitive market positioning, advantageous local production costs, and centralized administration. This panel will explore how the structure of family businesses influence their corporate strategies and success in the region and what the future holds for these conglomerates in an era of globalization and economic expansion.

**Luxury Goods**  
As the prevalence of entrepreneurship and the volatility of the Asian financial markets create more money-making opportunities for the middle class, the ranks of the rich rise, thus widening the market for luxury goods. This panel explores how luxury good companies can penetrate and capture this market in light of challenges created by piracy, cultural values, and government regulations.
Four workshops will analyze the realities of complex business issues, providing the opportunity to synthesize conflicting data and points of view and make tough decisions with uncertain information:

**Enhancing Board Leadership and Value**  Board reform remains a relatively new issue in Asia. Many companies are still grappling with how to best utilize their new independent directors, board committees and other governance structures, while many directors do not fully understand their duties and responsibilities. This session will focus on the strategic and governance benefits a well-structured board can bring, how directors can make a difference, and what lessons have been learned from implementing best practices in Asia over the past 10 years.

**Consumer Branding and Marketing**  Branding and marketing are one of the most important tools to grow and develop a business. Their effectiveness is closely related to consumer preferences, culture, history and customs. How should multinationals market their brands to Asian consumers? How could Asian companies mold their brands as they expand into the regional and international arena?

**Law and Regulations**  While businesses in Asia have experienced accelerated growths in the past decades, regulatory and legal infrastructures in the financial and business worlds are still trying to catch up to market activities. What legal issues are businesses facing? How could governments provide regulatory support to foreign and local businesses?

**Managing and Recruiting Talent**  At the core of any business is human capital. From operations to marketing, personnel are the fuel for the sustainable growth of a business venture. How should businesses select a responsible and dynamic team of business leaders in Asia? How should they strike a balance between foreign expertise and local talent?
OPENING CEREMONY  The opening ceremony usually features important government officials of the local country to welcome the HPAIR Business Conference.

VIP DINNER  This exclusive VIP dinner brings together guests from government, business, and academia for a relaxed night of mingling.

GALA DINNER  The Gala Dinner is a black-tie celebration for all conference participants and features important speakers delivering thoughtful speeches to summarize the conference.

SMALL GROUP LUNCHES  This series of group lunches is an opportunity to meet a select group of conference delegates in a more intimate setting.

MEDIA COVERAGE  Leading magazines and news services will cover the conference. Prior media outlets covering our conference include CNBC Asia, Bloomberg Asia, the Business Times, The Straits Times and the Times of India.
To support our diverse and exciting programming, the HPAIR Business Conference’s annual budget runs in excess of US $200,000. Funding comes from corporate sponsorship, institutional grants, and event registration fees.

Sponsoring HPAIR has been rewarding for many companies and institutions, benefitting from:

- Involvement in the largest annual Harvard event in Asia and the largest student event in the Asia-Pacific Region.
- A chance to participate in a dynamic program bringing together the world’s most influential leaders, renowned academics, and captains of industry.
- The opportunity to promote products and services in a highly visible and widely respected forum.
- An advantage in targeted recruitment: given the program’s regional focus, sponsors obtain direct access to students interested in working in Asia.

Past sponsors include:

- The Asian Wall Street Journal
- The Reischauer Institute for Japanese Studies
- The Fairbank Center for East Asian Research
- The Korea Institute
- The Harvard Asia Pacific Review
- The Korea Foundation
- The Korea Society
- The Lee Foundation
- The Harvard University Asia Center
- The SIFE Foundation
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