

A Blueprint for Hiring and Developing Asian Leadership Talent for the Life Sciences Industry



How To Find, Develop And Keep The Best

Asia is fast developing a globally competitive advantage across many areas of business. In the pharmaceutical industry alone, 55 percent of multinational companies (MNCs) and 62 percent of local companies believe their centre of growth will soon be in Asia.

By 2030, 43 percent of all global consumption will be here, largely driven by the rapidly growing middle class. This growth will shape both the size and scale of investments in Asia.

Our experience in providing Leadership Advisory services to global corporations in the region has taught us that success is fueled by ideas and the people who turn these ideas into reality. Winning enterprises, be they profit-making juggernauts or agile, fast-moving start-ups, are reliant on the ideas, drive and dedication of the people who execute on the vision.

But on the cusp of this huge opportunity, the question must be asked: “Are there enough leaders to help capitalize fully on the Asian success story?”

The quality is certainly there, due to a unique Asian capability. As Deb Henretta, Procter & Gamble’s Asia group president says: “Asian leaders can establish themselves as global leaders because they have this ability to style-switch between Eastern and Western, and embrace diversity.”

The quantity is also available – if companies are able to hire, assess and develop leaders who possess that unique regional and global viewpoint. Once that is achieved, chief executives and boards then need to focus on how to retain their best people.

It’s a matter of knowing “what makes them tick, and what makes them stick.”

We agree with Gyan Nagpal, the former Regional Head of Talent and Development, Asia Pacific, at Deutsche Bank who says: “There is enough Asian Leadership talent available. The challenge is that MNCs struggle to find them because they are going after the 10 percent that closely resemble their perspective, values and leadership behaviours based on overseas education and a western view of the world.”

We believe it is important to understand that East Asia consists of three culturally diverse regions in China, Japan and the Koreas and that the Indian subcontinent’s linguistic, cultural and religious diversity offers huge challenges in complexity.

Even in Southeast Asia, a plethora of languages and cultural contexts can be a huge challenge. Asian leaders, picked, trained and exposed to global markets will give multinational firms the competitive advantage to thrive today, and more importantly, thrive in the future. Seeing that Asia isn’t homogenous is the first step to understanding how to better groom tomorrow’s leaders now.

Organizations need to start building up their leadership capabilities in Asia in order to reap the benefits in the medium to long term. They need to do this to such an extent that they become naturally and fully integrated into the local business environments.

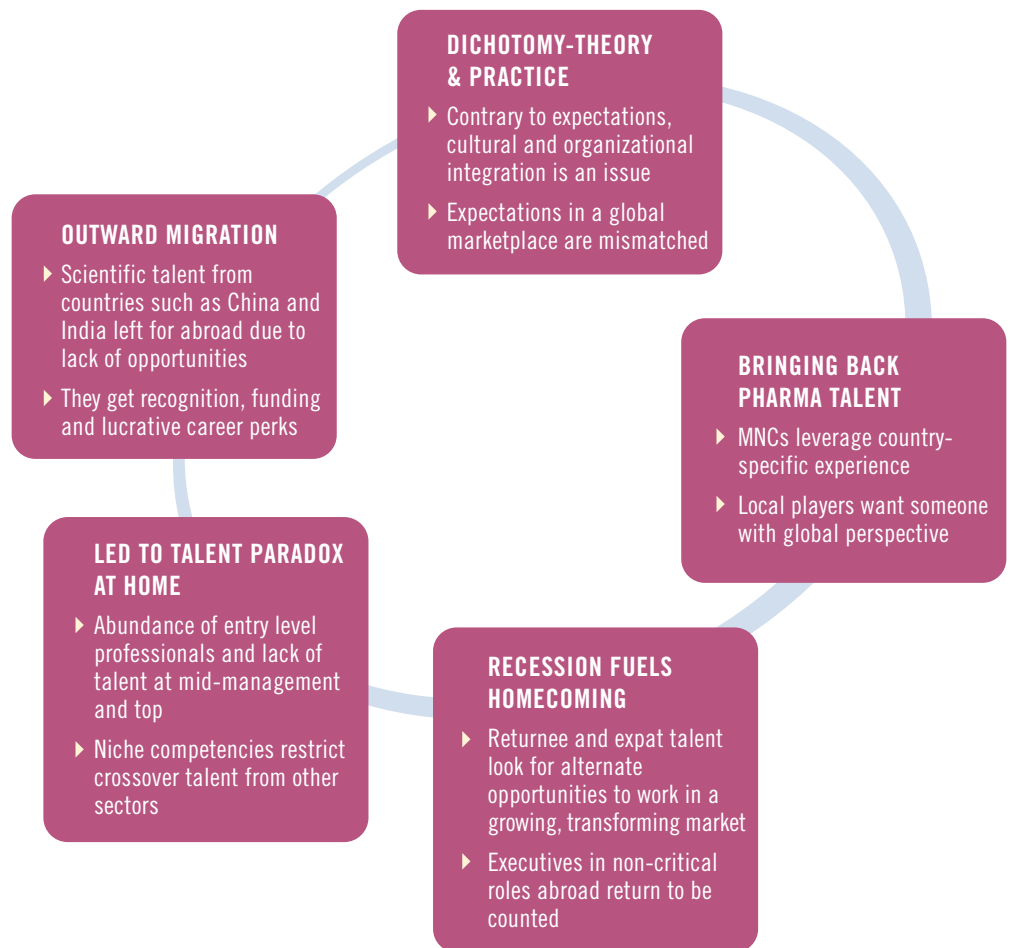
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Our conversations with CEOs and heads of HR of global and regional organizations helped us identify five imperatives (we discuss these in greater detail under the “Best Practices” section) which are:

- ▶ Investment strategy drives talent strategy
- ▶ Globalize before you localize
- ▶ Reassess the way You identify talent
- ▶ Create an Asian Talent Council
- ▶ The employee value proposition is “engage ALL employees”

We have also mapped the talent cycle in Asia and outlined the various trade-offs that tend to govern the landscape.

Talent Cycle In Asia



Talent Tradeoffs In Asian Markets

	POSITIVE PERCEPTION	NEGATIVE PERCEPTION
HOME-GROWN TALENT	<ul style="list-style-type: none"> ▲ Abundance at entry-level offset by huge gap at middle and top management ▲ Entrepreneurial approach suited for new ventures ▲ Understanding of the 'Local Way' ▲ Flexibility to role, location changes 	<ul style="list-style-type: none"> ▼ Qualified is not same as employable ▼ May lack MNC background & exposure to matrix structure ▼ Corporate governance ▼ Attrition to emerging sectors such as Insurance, Health and Lifestyle, Corporate hospitals ▼ Lack of cross-over talent from other sectors leads to poaching
RETURNEE TALENT	<ul style="list-style-type: none"> ▲ Understanding of 'both worlds' Cultural familiarity ▲ Educated overseas, relevant MNC experience ▲ Higher designations and greater responsibilities 	<ul style="list-style-type: none"> ▼ Potential problems with fitting in/ acceptance from local team ▼ Less easily 'forgiven' for cultural faux pas than 'expat' ▼ Can be expensive ▼ Managing expectations
FOREIGN EXPATRIATES	<ul style="list-style-type: none"> ▲ Understanding of typical MNC norms & standards ▲ Global perspective ▲ Leverage global relationships and organizational buy-in 	<ul style="list-style-type: none"> ▼ Language/cultural barriers ▼ Tend to require the use of '3rd parties' when dealing with authorities ▼ Full expat package = costly ▼ Hiring a person on expatriate terms is far more complex

Critical Questions

The questions that need to be asked are:

- ▶ **What is my strategy, going forward?**
- ▶ **What leadership competencies would I need to succeed with the implementation of these strategies?**
- ▶ **What is the current state of the leadership competencies of my company, based on independent assessment?**
- ▶ **What are the gaps?**
- ▶ **How do I close those gaps?**

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- ▶ What combination of build strategy and a buy strategy do I need to consider?
- ▶ Do I have the abilities to build on existing structures and practices, and what do I need to go out and buy to drive my overall growth strategy?
- ▶ Who are my internal and external strategy consultants and leadership advisors?

“If you plan for a year, plant a seed. If for ten years plant a tree. If for a hundred years, teach the people. When you sow a seed once you will reap a single harvest. When you teach the people, you will reap a hundred harvests.”

Kuan Chung, 645BC

An Organic Process

What we propose is an organic solution to a very organic process; the growth and development of leaders to meet the challenges of today and the future and the development and implementation of processes that will help drive your firm forward. This is all the more relevant today as a confluence of factors is making it very clear to us that developing Asian leadership would be one of the best investments to make at this point. Some of these factors are globalization making the world a smaller place, the pace of change fuelled by advancements and convergence in various sectors like the pharmaceutical, communications and media, and technology industries. What is at stake is your medium to long term future.

Based on our experience, firms with a steady stream of potential leaders in the pipeline have the advantage. Leaders with in-depth knowledge of your processes, leaders who are intimate with your core values and leaders who have a firm grasp of the firm's strengths have the distinct ability to take your company to the next level.

Why Asia?

Connectedness

It is a given that our world is so much more connected than it was even five years' ago. The speed at which ideas travel via social media like Twitter and Facebook merely reflect the swiftness with which ideas traverse the globe. All of us readily accept and expect a network-centric existence. Email and Internet on the go are needs, not just wants anymore. Information and misinformation bounce across global networks in the twinkling of an eye.

Asia is on the way to being the most connected continents. According to the China Internet Network Information Centre, at the end of 2010, China expects to have 420 million active users of the Internet, 400 million more than in 2000.

In contrast, the USA will have 239 million users at the end of 2010, in 2000, this figure was 124 million.

Asian Century

The 21st century is oft quoted as the “Asian Century” and for very good reason. Population trends, rapid growth and emerging markets have moved the economic attention of the world to Asia. There are ample opportunities for established brands and startups to explore opportunities. However, the ample prospects have deeper implications that require rigorous and honest investigation and review of the core beliefs, structures and processes of enterprises; the ample prospects will reveal the underlying strengths and short-comings of current and future leadership. Business leaders in the 21st century must have a globalized outlook and need to have the right skills and experience to match their ambitions and the ambitions of their employers. It is also important to consider what profile of leadership you are looking for, as MNCs in the process of implementing strategies struggle to find the best leadership talent.

“There is enough Asian Leadership talent available. The challenge is that MNCs that truly struggle finding them are going after the 10% that closely resembles their perspective, values and leadership behaviours based on overseas education and a western view of the world.”

Gyan Nagpal, Director, former Regional Head of Talent and Development, Asia Pacific (Deutsche Bank AG)

Demographic Reasons

According to the United Nations, Asia accounts for about 60 percent of the world’s population of which 66 percent are between the ages of 15 and 64. In simple terms, this shows that Asia is both a source of employees and a market for goods and services. However, Asia also has the dichotomy of an aging population with Japan.

In 2010, universities in the U.S. graduated about 300,000 students. Indian Universities graduated 3,000,000 and China supplied 4,000,000. Clearly there is a great opportunity for these youngsters to develop their capabilities and become more employable in the next decade.

Strategic Reasons

Any forward-thinking enterprise’s normal strategic intent is to broaden and deepen its Asian footprint via increased penetration of emerging markets and through mergers and acquisitions, in-country expansion and penetration of new markets. As these markets mature, there is a dire need for leaders with a global outlook as strategically, the focus of operations and business development will inevitably broaden beyond the region. It is generally understood that top leadership talent in emerging markets do not experience an environment as competitive and cut-throat as in mature markets. Managerial exposure needs to be globalized as business

units and processes across the world inevitably converge because of the globalized nature of business today.

From our experience in Leadership Advisory, we've observed that leaders in emerging markets are markedly different from leaders from mature markets. They tend to not do as well in mature markets perhaps due to less competitive pressures. This is important. In emerging markets, mature leaders need to have the right experience and training to adapt and thrive. Managers and future leaders who have been given a globalized perspective in terms of training and job scope will inevitably perform at higher levels than their less exposed peers.

It should be noted that the workforce in emerging markets is four times larger than the rest of the world and is expected to grow significantly, up to 300 percent by 2020. Furthermore, the GDP growth of emerging markets will contribute 50 percent of the world's total GDP growth. Brazil and Russia are important emerging markets, but a closer look would show that Asia has a significant chunk of that GDP growth. Rising growth rates all but guarantee that this story will continue for the next 20 years.

Why Is Asian Talent So Important?

Understanding how much leverage Asian leadership can bring to multinational firms is the key to appreciating Asian leadership. For example, for a firm making an acquisition in Korea, the entire process was driven by the head of Korean operations who happened to be Korean. It was a very difficult process as the acquisition was of a large family-run business run by a patriarch. This acquisition required deep cultural understanding and sensitivity and nuance only achievable by a Korean national. More and more companies are beginning to realize that a local face with the right competencies and exposure to global practices can be a competitive advantage.

“We would never have been able to complete the acquisition without the presence and involvement of our Korean leader.”

Regional CEO, Asia Pacific

Critical for Business Development

From a pure business perspective, it makes sense for a Malaysian to run Malaysian operations. Being aware of the intricacies of the domestic situation, they would have greater impact as they better leverage existing contacts and networks. The locally sourced and placed individuals would be able to use their understanding of the local business culture and conditions for effective leadership to ensure that they produce results faster than someone who is transplanted from a different business context.

All things being equal, Asian leaders will have a greater ability to manage this process better. And, competitive advantage will come from the ability of our leaders to develop the deep insights needed to grow the business locally.

Access To Local Government Is Important To Influence Policies

Working closely with regulators and policy makers can help create a more conducive environment to operate within. Though considerations like good governance and transparency cannot be left out of the equation, contacts with government can and do help businesses shape the regulatory framework they operate in. Healthcare is an excellent example of working with governments, communicating with regulators and influencing policy positively but always in an ethical and transparent manner.

Short-term Assignments Make Expatriate Costs Higher And Less Effective

For many expatriate executives their overseas postings are just a stepping stone and are another rung on their career ladders. Many feel that their long term prospects are elsewhere. This has both positive and negative effects as, for example, they might be much focused on meeting and exceeding assigned key performance indicators yet might not be so motivated to grow their staff to meet longer-term goals. There is always a pressure to fulfill the requirements of the current job with a bare minimum of resource expenditure all while keeping an eye out for the next step in one's career. There is a tension between getting the job done now and building sustainable structures for growth. Our experience with clients leads us to believe that it would be best to have local hires who would have a longer time horizon and are developing competencies that are better aligned to the long term strategic goals.

Sustainability Of Long Term Growth

Locals have a deeper understanding of the domestic market and have the insights which can derive competitive advantage. There is a clear competitive advantage from being culturally conversant, and global leaders of tomorrow need to be inducted into a multicultural way of thinking and they need to also adopt an organic and systematic approach to developing their businesses and people. High performance companies tend to build on market insights that give them differential advantage which comes from a far deeper appreciation of local tastes and preferences that only a local leader can tap into.

Corporate Social Responsibility

Corporate Social Responsibility and sustainability are fast becoming critical agenda items for Boards and CEOs. Enterprises, especially those who have done well, need to consider how their very presence in emerging markets can have a huge positive impact. Developing local leaders through cooperation with universities and training institutes creates a win-win situation where leaders are groomed through investments in scholarships, faculty, research grants, and through opportunities for internships. MNCs gain direct access to emerging leaders and have an opportunity to “test-drive” them through low-risk internships. As we will later discuss, CSR and sustainability are important factors that Generation X and Y employees consider when choosing their career inflection points which can significantly impact the process of attracting top talent.

Market Perception Of Asian Leaders

Maturation Of Asian Markets

Asian markets are not as mature as global markets. There is a stark contrast in terms of scale of operations leaders run, as relative to global markets, they are smaller. This has an impact on their learning ability as there is relatively less complexity and competitive pressures than global jobs. Companies, even in the same industry, differ. The CEO in Indonesia has a very different job scope than the CEO in Italy though they belong to the same organization. The learning experiences are very different. To a large extent they are defined by scale, size potential, and maturity of market.

Unfortunately, our experience with clients leads us to believe that Asian leaders find it hard to keep pace. They are not accustomed to mature markets. This is in stark contrast with emerging markets and the comparisons with a developed context indicate that many Asian leaders are under prepared to succeed in mature markets that require a different skill set, experience and disposition. As Asian markets mature, there is a dire need to build a ready pool of leaders with the right skill sets and more importantly, the right experience. It is critical that this pool of potential leaders have exposure to and have an appreciation for a global perspective.

Non-Asian Talent Pool

External hires or internal expatriates fill ranks of senior appointments. The perceived competency of Asian leaders' abilities still lags behind their western counterparts. This is perhaps the result of the need to take a "plug-and-play" approach to running overseas units where the best person for the job is placed instead of considering a method where talent is developed from the local pool of managers. A longer term perspective should address this trend better if local talent is to be developed for future needs.

Non-Competitiveness

Asian leaders don't stand toe-to-toe with European/US talent, this coming from a glance at boardrooms and top leadership across major brands. This is a result of the way markets have developed. But as we see Asia grow in the next several years along with the larger Asian companies, it is imperative that more of these must be global. If not, you will not find enough Asian leaders sitting on boards, and there won't be enough leaders embedded in global companies.

Expatriate's Selective Relevance

Expatriates are still part of the equation in certain segments and circumstances especially with specific expertise and relevant past job experience. Companies need to consider their strategy and begin to develop Asian leaders with the appropriate mentoring programs, training and selective exposure so that in time, they too can assume more global responsibilities.

Best Practices

It is imperative that enterprises begin building Asian leaders with global appreciation and/or global leaders with a deep Asian understanding. The moment a CEO takes office he or she has a time horizon of about five to ten years and it is essential to reflect and decide “what does winning mean to me?”.

Investment Strategy Drives Talent Strategy

Speed to talent. The speed with which a candidate is identified, given training and opportunity for growth is critical; there is a tension between the ability to develop and grow your own talent compared to hiring from the open market. All organizations possess the flexibility to engender a customised approach to meet their needs; this is of course dependent on the stage of life of the company, context and industry. But at the heart of the Asian leadership conundrum is that the development of future CEOs and executives requires the adoption of a long-term view and the setting and achieving of strategic goals; in essence, investment for the future. This must occur even if it means enterprises have to invest in systemic transformation. There is a dire need to invest in developing an Asian pipeline of leaders and central to this process is taking an organic approach which is sustainable.

“Internal and external strategy consultants need to do more in the area of linking people issues to investment strategies. It is essential that we identify appropriate talent (sustainability plans) for today’s business (as well as) what we want it to become in the next few years.”

Anurag Kumar, VP HR/CPO (PepsiCo International MEA Region)

The questions that beg to be asked are: what is my strategy, going forward? What leadership competencies would I need to succeed with the implementation of these strategies? What is the current state of the leadership competencies of my company, based on independent assessment? What are the gaps? How do I close those gaps? What combination of build strategy and a buy strategy do I need to consider? Do I have the abilities to build on existing structures and practices, and what do I need to go out and buy to drive my overall growth strategy? Who are my internal and external strategy consultants and leadership advisors?

Globalize Before You Localize

It is essential to integrate a global ethos and to “understand the world” before you manage it. Start early and hire the very best from a mix from the top of US/European and Asian institutes. Companies need to build Asian leaders with a global appreciation. An excellent example would be Proctor & Gamble (P&G); everyone is hired to be a global leader, and at the earliest convenience is given global exposure. Companies can also think about how to accelerate experience-based learning. This has to be a two way process, not only for Asians going overseas,

but for bringing overseas leaders into Asia. For example, Unilever and Citibank have hundreds of Asian leaders who, at any given time, are living and working outside of Asia. They also have a significant presence in Asia as well, which is a part of a well-planned strategy to provide exposure to high-potential Asian leaders.

“At Citi we have very robust processes to identify high potential talent year after year. However the process is only part of the equation; what you do with the outcome is just as critical. We can claim success only when there is implementation of individual developmental plans in a disciplined and comprehensive manner.”

Mark Morgan, Managing Director, Director of Human Resources, International-APAC, Europe, Latin America & Middle East (Citi Global Wealth Management)

Reassess the Way You Identify Talent

There is a strong need to avoid looking at Asian leadership via a Western lens. It is often believed that Asian leaders tend to be less aggressive, assertive and courageous; they perhaps lack Western communication skills. Yet, their strengths would be their sheer determination, relentless industry and keen intellect. Training and exposure can overcome these perceived shortcomings. Global exposure will help developing leaders see a bigger picture and adapt to operating in mature markets.

Organizations that tend to have a larger percentage of global revenues coming from outside their home base tend to do better in terms of the way they identify and assess talent.

“Companies who have not had enough success in Asia look at talent through a western lens. When you get success outside the West your entire paradigm changes in terms of the way you identify and develop Asian Leadership talent.”

CK Mohan, Senior Director, Human Resources, Asia Franchise (Yum! Restaurants International)

Another angle would be talent mapping. There is a stark contrast between building your own talent development processes and systems and harvesting from a sustainable stream of talent and going out to market to hunt your talent. It is essential to customize the approach to meet the companies' particular needs within the context of the market you operate in, incorporating the real objective strengths your firm possesses, consistent with your goals.

Create An Asian Talent Council

Another need is to help enterprises look at succession planning while considering global mobility. Create an internal job marketplace. Firms need to have transparent and open talent calls and increase representation of Asian talent at all levels of their organizations without compromising on achieving corporate goals. There

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must be a conscious effort to manage and maintain and ensure that Asian talent is developed and given global exposure. From a brand-building and relational perspective organizations need to understand that it is critical that the face of the corporate leader in Asia be an Asian face.

“Start with the outcome you need. Don’t ask where a person is born but where will he or she do business. What do they want to become, what is the level of professional curiosity and how can it be tapped.”

Tan Chong Meng, former Executive Vice President, B2B & Lubricants, Shell Eastern Petroleum (Pte) Ltd

Some ideas that firms can take a closer look at would be talent management and mobility practices, creating an active internal job marketplace, setting up measures for density of high potential Asians relative to global leaders, taking a close look at how jobs are being distributed in Asia. Invest specifically in coaching and mentoring which need to come on the back of leadership assessments. Leadership candidates should come from an independent leadership assessment program; backed up by ongoing coaching and mentoring processes.

There are some best practices in terms of talent management and mobility practices that firms need to consider. It would be ideal for companies to create an active internal job marketplace as this would create opportunities to hire from within and from a ready pool of employees already familiar with the firm’s processes and systems. Another consideration would be setting up measures to increase the opportunities for high potential Asian leaders, relative to global leaders. Specifically looking at how jobs are being distributed in Asia and in global markets. Investment in coaching and mentoring must come on the back of accurate and meaningful leadership assessment. High potential candidates should come from an independent leadership assessment program supported by ongoing coaching and mentoring processes that are directed towards building candidates for specific roles and responsibilities.

Employee Value Proposition: Engaging All Employees

Employees have wants and needs that are consistent across the world. They seek security, fair compensation for their commitment and effort, and they also seek meaning and satisfaction. Many firms have a habit of hiring from outside its organizational structures but promoting from within makes sense as employees are already familiar with the corporate culture and should be aware of the expectations. A good example to look at would be P&G. There is a distinct culture of promoting from within which has worked for them. Firms should link their talent strategy to their business strategy and understand and eliminate the gap between strategy and execution.

At the end of the day, failure comes from not having the right people driving projects, employees need to be empowered to make full use of their initiative, and their ideas. Employees will give so much more when they have a sense of ownership;

“Our company’s “Build from Within” policy mandates that we develop and retain talent from the moment we hire them through to their inclusion in our leadership ranks. To do this, we place an enormous emphasis on what we call our Employee Value Proposition or EVP. The EVP is our way of keeping ahead of employee needs and aspirations so we are able to provide a fulfilling work experience at all stages of their careers.”

Deb Henretta, Procter & Gamble (P&G) Asia Pte Ltd Group President for Asia

it is important that they feel their ideas are valued. This is a sustainability game with pulls between managing human resources, and talent development and meeting the needs of your employees.

Generational Differences

Another important factor is the impact of what many would label as “Generation Y” or Gen Y. In today’s labour market one out of two employees is from Gen Y. It is very important to understand the mindset of Gen Y talent, as they tend to be more collaborative and want more exposure faster. Their needs are different than those of Baby Boomers and Generation X. Those from Gen Y are well connected and are fully immersed and well versed in new media and how to get the most value out of social media networks.



A Global Agenda

Leadership development is a given, yet many organizations have failed to invest appropriately and consistently in this mission critical domain. We would like to invite you to see how necessary it is to take the bold step in making big investments in terms of time and resources. Executives embarking on this rewarding journey need to have deep reserves of patience as these initiatives require CEO sponsorship and global buy-in. The CEO must decide that his priority is indeed to develop and retain the talent of the company for the benefit of shareholders and for the long-term.

The average outlay of firm’s resources spent on sales and marketing across most MNCs is 3-8 percent, of which 20-25 percent is spent on gaining insights into its customer base. Given that payroll typically comprises 15-25 percent of revenues, the amount spent on people based research is almost negligible.

If 25 percent of MNCs represent global enterprises across Asia, then it should follow that 25 percent of top leaders should be in Asia, but this is not the case. Clearly there is no pipeline of Asian leaders being built, though it is possible to identify and develop them for the long term.

Building Asian talent is more than just an Asian issue and it is almost difficult to achieve success if the ownership is not global. There needs to be a global response with the total commitment of senior leadership. Global firms ought to consider

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coordination across Europe and US with a sustained long term plan to developing Asian leaders as it is clear that the centre of gravity is moving to Asia.

Firms can, with great confidence, make the necessary investments in Asian leaders as the impact will be clear and measurable.

Making the investments necessary would not be a lost cause as the business impact is clear and measurable and if well strategised, it could be almost immediate.

We would like leaders to consider how the first mover advantage can be significant especially in terms of developing talent across divisions and functions. It is weighing between short term goals and long term successes. We feel that the best way is through various stages, building up processes and people by short bursts. It is important to ease the assimilation process. For example, exposing potential leaders to regional jobs and responsibilities and then taking them level by level, step by step to where you would like them to be. Companies can also consider a phased deployment and have a planned and clearly communicated route-of-advancement. Top executives need to plan, be proactive, and most importantly, avoid knee jerk reactions.



Winning

Our experience leads us to believe that genuine success comes from the symbiotic relationships that exist between committing to inculcating a global perspective, measuring performance, and, structuring and integrating processes to include a talent develop system that will enable the organization to meet and overcome present and future challenges.

Measurement

If you do not know what your strengths are and where there are shortcomings, no amount of investment will help your organization excel. Understanding the core of your enterprise and hence knowing where to measure its pulse is critical to achieving success. Many successful firms don't get distracted; they remain true to what their business is all about. Hence the importance of measuring success. Not simply profit and loss, but perhaps employee metrics like attrition, professional growth, achievements and shortcomings, to set strategies to overcome them. Actionable intelligence, meaningful information which you can act on is essentially what firms need to gather. With the caveat that firms don't gather data for the sake of gathering data – they must commit to action. This is where integration with information systems or enterprise wide resource software and hardware can help.

Global Commitment

Leadership sets the tone and to embark on taking your enterprise to the global stage means committing to exposing up-and-coming leaders to the right mix of international exposure, training and mentoring. Companies must embrace succession planning and marry structures and processes to mentoring and talent spotting and development ideals.

Structured and Integrated Process

This idea of developing Asian leaders for future and present success requires an urgent look at current processes and structures in order for current leaders and executives to begin the process of integrating talent development strategies into current and future processes. Do consider the importance of conceptualising and scaffolding processes and structures to maximize resources.

“P&G invests significant resources in developing employees and growing top talent into future company leaders. We focus on building their skill and capabilities, providing them with challenging experiences and assignments, and then hot housing high potential talents for accelerated development.”

Deb Henretta, Procter & Gamble (P&G) Asia Pte Ltd Group President for Asia

Conclusion

Long-term competitive advantage can be derived from identifying and developing Asian leadership to match global standards. This process will drive success in the middle to long term but needs constant investment and maintenance. The first step is the realization, which will shape the necessary attitudes and beliefs to drive the behaviors that will produce the desired outcomes.

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