Contents





PAGE 31

COVER FEATURES

Australia's Howard

China's Zhao

ADM's Andreas

Intelligence's Negroponte

NEW YORK CITY

How to Make the City Work

The Honorable Michael R. Bloomberg, Mayor, New York City

Big Business in the Big Apple

13 of New York's most prominent corporate figures describe the significance of the famed city to their businesses



INTERVIEWS

Directing National Intelligence

The Honorable John D. Negroponte,
Director of National Intelligence,
United States of America

- 10

The Splinter 7

Michael R. Splinter, President and Chief Executive Officer, Applied Materials, Inc., Santa Clara, California

The Evolution of Real Estate

Stephen B. Siegel, Chairman, Global Brokerage, CB Richard Ellis, Inc., New York

Architect of Democracy

His Excellency Kay Rala Xanana Gusmão, President, Democratic Republic of Timor-Leste (East Timor)

81

A European Heritage in Asia Pacific

Rory Tapner, Chairman and Chief Executive Officer, Asia Pacific, UBS AG, Hong Kong 85

Even Good Guys Get Sued

John W. Keogh, President and Chief Executive Officer, National Union Fire Insurance Company of Pittsburgh, Pennsylvania, New York

New England's Economic Engine

The Honorable Thomas M. Menino, Mayor of Boston

92

Truly Global DNA

Seth H. Waugh, Chief Executive Officer, Deutsche Bank Americas, New York 98

Connecting with Customers

Roland R. Thornton, Executive Vice President, Wholesale Markets, Qwest Communications International Inc., Denver, Colorado

101

Cadillac's Renaissance

James R. Vurpillat, Director of International Marketing and Brand Development, Cadillac Division, General Motors Corporation, Detroit

105

Where Hospital Meets Hotel

Dr. Herbert Pardes, President and Chief Executive Officer, NewYork-Presbyterian Hospital and NewYork-Presbyterian Healthcare System, New York

Security for a Volatile World

Charles Cox, Vice President and Leader, Global Government Industry, EDS, London

Trusting the Dealer

Ken Zangara, Owner, Zangara Automotive Group, Albuquerque, New Mexico 141

AGRICULTURE IN THE 21ST CENTURY

Limitless Growth Potential

G. Allen Andreas, Chairman and Chief Executive Officer, Archer Daniels Midland Company (ADM), Decatur, Illinois

Agriculture and the Evolving Economy of China

Frank G. Ning, Chairman, China National Cereals, Oils & Foodstuffs Corporation, Beijing 70



China's Growth

The Honorable Niu Dun, Vice Minister of Agriculture, China 72

Renewable Energy from Agriculture Products

The Honorable James M. Talent, Senator, United States Senate 73

The Global Agricultural Evolution

Jacques Diouf, Director-General, Food and Agriculture Organization of the United Nations (FAO), Rome 74

Agriculture and the EU

Mariann Fischer Boel, European Commissioner for Agriculture and Rural Development, European Commission (EC), Brussels

76

A Forum for Solutions

The Honorable Donald J. Johnston, Secretary General, Organisation for Economic Co-operation and Development (OECD), Paris 77

The Interdependency of Transportation, Energy, and Agriculture in Brazil

The Honorable Roberto Rodrigues, Minister of Agriculture, Livestock, and Food Supply, Brazil

78

The Future of Farming

Gerald C. Nelson, Ph.D., Professor, Department of Agricultural and Consumer Economics, University of Illinois at Urbana-Champaign, Urbana, Illinois

79

COCA-COLA

Citizen Coke Dyan Machan

94

LEADERS

IN PROFESSIONAL SERVICES

Special Report

II ERNST & YOUNG

122

JBAIDIBIKS

IN CORPORATE GLOBAL TRADING

Special Report



160

SPECIAL REPORT



TOWERS PERRIN

Meeting the Global Workforce Challenge

Mark V. Mactas, Chairman and Chief Executive Officer, Towers Perrin, Stamford, Connecticut

106

AUSTRALIA

Our New Sense of Confidence

The Honorable John Howard, Prime Minister, Australia

109

Pfizer Australia's Focus

John Young, Regional Director, Australia & New Zealand, Chairman and Managing Director, Pfizer Australia Pty Ltd, West Ryde, New South Wales

112

Woodside's Double-Double Strategy

Donald R. Voelte, Managing Director and Chief Executive Officer, Woodside Energy Ltd., Perth

116



Saving Lives Down Under

George Hateley, Australia Representative, TASER International, Inc., Melbourne 117

An Easier Way to Get to **Know the Tigers and the Dragons**

Garry Draffin, Chief Executive Officer, Invest Australia, Canberra

118

Leaders Advisory

The Observatory Hotel Langham Hotel InterContinental Burswood Resort Perth

120

EMCOR

Built Upon Faithfulness

Frank T. MacInnis, Chairman and Chief Executive Officer, EMCOR Group, Inc., Norwalk, Connecticut 142

LATVIA

Europe's Best-Kept Secret

Her Excellency Vaira Vike-Freiberga, President, Republic of Latvia 147

Astonishing Progress

Sally Painter, Managing Director, Dutko Global Advisors, Dutko Worldwide, Washington, DC

148

Could Riga Be the Next Dublin?

Michael J. Bourke, President and Chief Executive Officer, Rietumu Banka, Riga

151



The Best Connections

Nils Melngailis, Chief Executive Officer, Lattelekom, Riga 152

Cosmetics and Real Estate: Beautiful Together

Ieva Plaude, Chairwoman of the Board, Baltic Cosmetic Holdings (BCH), and Founder, Kolonna Ltd, Riga

153

Supply Will Mean Demand

Gregory Krupnikov, Chairman of the Board, RIKA Ltd., Riga

154

Leaders Advisory

The Grand Palace Hotel

154

Baltic Development Model: Lessons for Transforming Countries

Hamid Ladjevardi, Cochairman,

U.S.-Baltic Foundation (USBF), and Managing Director, American Baltic Investments, Riga

155

Banking on Latvia

Valery Kargin, President and Chairman of the Board, Parex banka, Riga

157

CZECH REPUBLIC



A Head Start for Czech Children

A Conversation with His Excellency Václav Klaus, President, Czech Republic, and Livia Klaus, First Lady, Czech Republic

182

Accenture's Central and **Eastern European Hub**

Radomír Sabela, Director, Europe BPO Delivery Center, Accenture Ltd, Prague

183

Leaders Advisory

Four Seasons Hotel Prague Hotel Savoy, Prague Aria Hotel Prague 181

DEPARTMENTS

Editors' Choice Cartier

222

Leaders Advisory

Eli Wilner & Co. Georgescu - The Source of Success

230

Things No One **Ever Tells You**

DEFINING LUXURY 185

