

VOL. 152, NO. 7

10 Letters

12 Index 108 Bing!

FIRST

17 Three Cheers for Bankruptcy Today Chapter 11 is just another management tool. That's a good thing. BY JUSTIN FOX

18 By the Numbers Beijing may be China's political capital, but for the overall business climate, Shanghai wins hands down. BY KONG DEJUN

19 Strange Bedfellows

Saudi Prince Alwaleed goes on a hotel shopping spree that leads him to take a big stake in the Four Seasons. BY ERIK HEINRICH

20 Ford: The Hamlet of Dearborn CEO Bill Ford is questioning his own ability to rescue the automaker. BY ALEX TAYLOR III

21 Puzzling Developments A logic game adds up. BY JIA LYNN YANG

21 Can Video Save the Narrowband Star? AOL hopes to reinvent itself as a free Net portal with ads. Its big bet: video. BY STEPHANIE N. MEHTA

22 A Painter Is Flat-Out Flimflammed

24 Question Authority CEO Sir Howard Stringer on what it will take to turn Sony around. BY MARC GUNTHER

26 Picture This

28 This Just In It's the end of an era, as Courvoisier passes into American hands. BY CHRISTOPHER REDMAN

31 Brainstorm

How shantytowns become real cities. BY ROBERT NEUWIRTH

36 Street Life Do Branson's profits equal his joie de vivre? BY ANDY SERWER

38 Value Driven Hurricane Katrina could save America from a fiscal fiasco. *By Geoffrey Colvin*

COVER PHOTOGRAPH BY SARAH A. FRIEDMAN

41 The Power Play Issue A gambler. A hotel magnate. A teen sports sensation. They have power, talent, money ... and they're just getting warmed up. A special issue devoted to the business of leisure.

42 Wie Will Rock You

Golf's 16-year-old phenom is on the verge of womanhood, of a pro career, and of a marketing whirlwind that will change her life. BY KATRINA BROOKER

56 Asia's 25 Most Powerful

Our second annual ranking of the smartest, most successful, most influential business leaders from South Korea to Saudi Arabia.

68 The Man With the Golden Gut

Sheldon Adelson, the shrewdest investor in Las Vegas, has a new bet: turning Macau into the biggest, glitziest gambling mecca the world has ever seen.

BY RIK KIRKLAND

- **79 Conquer and Divide** Suddenly Hyatt is growing like mad. Why? Heirs to the \$15 billion empire that owns it want out. BY BARNEY GIMBEL
- **87 Power Tools** State-of-the-art gear that transcends the ordinary, bearing elegant witness to the fact that "good enough" is never good enough.
- **94** Shanda's Got a New Game Chen Tianqiao is betting he can turn China's hottest online-gaming company into the next Disney. BY STEPHAN FARIS
- **104** Island Shopping You don't need to be a billionaire recluse to live like one. Islands may be one of the last bastions of affordable real estate. BY DAVID FEIGE

INVESTING

101 Can the Profit Boom Last? Businesses have been churning out earnings. But with energy prices and interest rates rising and consumer confidence sinking, tougher times are ahead. BY DAVID STIRES

103 Fannie Mae Takes Another Fall BY JON BIRGER

FORTUNE Asia (ISSN 0738-5587) is published 23 issues a year by Time Inc. Principal of-fice: Time & Life Building, Rockefeller Center, New York, N.Y. 10020-1393. Ann S. Moore, Chairman and CEO; John S. Redpath Jr., Secretary, FORTUNE Asia may also publish occasional extra issues. Customer Service and Subscriptions: For 24/7 service, please use our website: www.fortune.com/customerservice. You may also contact Customer Services Center at 852-3128-5688, or e-mail to enquiries@timeinc.com or write to 30/F, Oxford House, Talkoo Place, 979 King's Road, Quarry Bay, Hong Kong, Subscribers: if the postal authorities alert us that your magazine is undeliverable, we have no further obligation unless we receive a corrected address within two years. Mailing List: We make a portion of our mailing lease contact available to reputable firms. If you would prefer that we not include your name, please contact Customer Services Center. Member, Audit Bureau of Circulations. ©2005 Time Inc. All rights reserved. FORTUNE is a registered mark of Time Inc. FORTUNE Asia is printed in Singapore. Singapore MICA (P)312/06/2005. Malaysia KKDN permit PPS 1162/04/2006. Publisher: Michael Federie.