

# DALE CARNEGIE ASEAN QUARTERLY

## The Digital Disruption

The digital age has brought with it many conveniences. Online shopping, on demand ride-sharing, virtual payment systems, Internet banking, cloud computing... The list goes on. Such conveniences come at a price, though. Brick and mortar shops risk irrelevance with consumers going for online options, for instance. Even the disrupter itself can be disrupted, like how ride-sharing firms have been nudging each other out of markets and territories in the race to increase revenue and reduce costs in an ever-increasingly competitive and crowded marketplace.

In this inaugural issue, captains of various industries will share their perspectives on the latest developments and coping mechanisms in this age of digital disruption.



# Coping with Disruption

Paul Siregar explains how disruption can be a double-edged sword.

## THE NEW WAVE

About two years ago at the dentist office, as soon as the dentist saw me, he said: “So sorry, I knew we have an appointment today, but I left the tools at home.” He excused himself and said: “Let me have Go-Jek get it.” After a few minutes he came back and reported: “Don’t worry, in less than half an hour, Go-Jek will be here with the tools.” Honestly, that was the first time ever I knew that Go-Jek could bring you something other than taking people from point A to point B.

For readers who don’t know what Go-Jek is, it is the Indonesian online hailing version of what many in other countries call “bike taxi”. This mode of transportation has been in Indonesia – called Ojek – for as long as people have motorcycles. But when Go-Jek was introduced, it changed the bike taxi landscape dramatically. Previously, for a distance of about 5km, the Ojek driver would charge you 50,000 rupiahs (US\$3.64). With Go-Jek, it became only US\$1. Because it is so cheap, people in Jakarta who usually use Ojeks quickly switched to Go-Jek.

Initially, most of the Go-jek drivers were working people who shared their rides to and from work while the full-time Ojek drivers persisted and refused to join the bike hailing service. They not only refused, but also went on strike against it. The strikes took place even as recent as September 2017. Over time, they saw that it will be futile to work against it as they realized that as Go-Jek drivers they could actually earn more money in a day than driving Ojeks because they get to make more trips. According to a study done by the University of Indonesia, 87 per cent of Go-Jek drivers work full-time and 33 per cent of Go-Jek drivers used to work as Ojek drivers.

## DISRUPTIVE INNOVATION

Not long after it appeared, people started to use Go-Jek not only to transport commuters but also to transport things. The led to a service called “Go-Send” to send documents and non-food items and “Go-Food” that collaborates with restaurants or food outlets to let customers order food via Go-Jek’s app. In no time I found myself sending documents and ordering food using Go-Jek. In less than five years since it started in 2010, Go-Jek has transformed lives and businesses in many ways. At the same time, it disrupted and effectively killed a prevailing business model in at least 50 Indonesian cities.

Go-Jek is a perfect example of disruptive innovation using digital technology. Professor Clayton Christensen from Harvard Business School, who coined the term “disruptive innovation”, defines it as “a process by which a product or service takes root initially in simple applications at the bottom of a market and then relentlessly moves up market, eventually displacing established competitors.” The magnitude of this disruption in Indonesia is more like a tsunami than a mere disruption. According to Internet World Stats, by 31 December 2017, Indonesia is ranked fifth among 20 countries with the largest number of Internet users. Only China, India, the USA and Brazil have more. By the end of 2018, it is expected that more than half of those users will be using mobile devices. It is so pervasive that when workers in major Indonesian cities think of what to eat, they would just “google it” or search foodie websites such as Zomato.

**“Leadership makes a difference between staying on top, barely surviving or becoming irrelevant in today’s disrupted business landscape.”**

## RISKS AND REWARD

The disruption has affected two groups of people in the market. The first group are the consumers. They benefit from the convenience of online shopping and more often than not, cheaper options compared to the brick-and-mortar stores. Go-Jek now has an e-payment platform and hence it has become a competitor to banks.

Such convenience drastically changes users’ behaviour. The second group are the merchants. For them, the disruption is a double-edged sword. On the one hand, the disruption brings convenience in selling (receiving orders, payments, deliveries). On the other hand, it upsets

their business models, sometimes severely. Matahari Department Store, which runs the largest department store chain in Indonesia, closed down two of their largest outlets in Jakarta and Lombok, citing decline in

shoppers as the reason. Consumers are visiting physical stores to window shop and then they make their purchases online. Traditional business models are now in need of serious review and change in order to compete and survive. Matahari Department Store also modified its business model and have since established its online shop.

Merchants are both rewarded and punished by online communities. Tripadvisor.com, for instance, is my go-to resource to decide which hotel to choose. Such online rating systems at once advertises good services and keeps businesses on their toes.

## LOOKING AHEAD

What can we do to better manage our businesses in this era of disruption? In its Indonesia country report published in February 2018, the Oxford Business Group mentioned that 76 per cent of the CEOs in Indonesia said they were positive or very positive about local business conditions for the year ahead. While it looked good, the number was lower than previous findings in its May 2017 survey where 92 per cent of respondents said so. Furthermore, 43 per cent of CEOs viewed a lack of skilled human resources as their top concern. When asked what skills they considered to be the most in need in the labour pool, leadership came out tops (37 per cent). Obviously, this underlines the urgent need for people with leadership skills to help organizations and businesses in Indonesia to navigate the current condition.

Leadership makes a difference between staying on top, barely surviving or becoming irrelevant in today’s disrupted business landscape. At the micro level, a 2015 Gallup survey showed that half of the employees who quit their jobs do so because they wanted to leave their managers. An on-going study on leadership by Dale Carnegie in 15 countries and four continents also show that 66 per cent of employees who are very satisfied with their immediate bosses also say they are fully engaged at work. This goes to show that there is a strong link between employee engagement and positive employee-employer relationship.

No matter what businesses we’re in and where we operate, the ability to be agile in the midst of disrupted economies and business landscape revolution is vital for success. That ability is created, developed and harnessed by competent leaders at all levels.

**“Traditional business models are now in need of serious review and change in order to compete and survive.”**



## ABOUT PAUL

Paul is the managing director of Dale Carnegie Indonesia. He has been with Dale Carnegie for 26 years and has been involved in sales, instructional and management roles.



#### ABOUT ALEX

A German national with an IN-SEAD MBA, Alex has 18 years of work experience across external consulting (McKinsey Singapore office), in-house consulting/corporate development and executive search. He has been living in Asia since 2005, mostly in Singapore and Hong Kong and also in Shanghai and the Philippines. Alex is a Singapore and Hong Kong Permanent Resident with a very strong network in the consulting community in Southeast Asia, Greater China and beyond. Since 2010, Alex has interviewed more than 2,000 consulting candidates and has seen over 10,000 CVs of consulting candidates.



#### HELEX ASIA

Helex Asia was Asia's first and remains Asia's only executive search firm focused exclusively on top tier management consulting talent. Eight out of 10 of our candidates are current or former consultants from McKinsey, Boston Consulting Group or Bain. More than eight out of 10 of candidates hired through Helex Asia remain working with our clients 18 months after placement.

# Helex Asia

Alex Berghofen is the founder and managing partner of Helex Asia, Asia's first and only executive search firm that focuses exclusively on top tier management consulting talent. He gives advice on hiring in the new digital age.

#### COMPETITION FOR TALENT

Taking the advice from management consulting firms, many 'traditional companies' have started digital transformation projects. But to fully transform themselves, they need to either upskill existing staff or hire external talent. Helex Asia is seeing demand especially in big data, fintech, innovation, blockchain and predictive analytics. The talent can also come from consulting firms. Candidates who also have generalist consulting skills, for instance, in strategy or sales and marketing, are highly sought after.

However, the competition for talent is strong. 'Native digital' companies like the FAANGs (Facebook, Amazon, Apple, Netflix, Google), BAT (Baidu, Ailbaba, Tencent) in China and Grab and Lazada in Southeast Asia are hiring aggressively in the ASEAN region. They are often going after the same talent pool. This impacts also the 'traditional', non-digital companies as the war for talent is heating up.

#### IMPACT ON RECRUITMENT AND MANAGEMENT

Online platforms make it easy to apply for jobs but people are still required to manage the process and could get overwhelmed by the volume of applications. In addition, candidates expect a process speed that usually cannot be provided by corporations. Candidates also do research on social media before or during the application process. They will form opinions about an employer based on the quality of available information.

'Native digital' companies often offer more competitive packages and 'bigger' titles; traditional companies should adapt accordingly to stay competitive in recruiting top talent. Talent needs to be wooed during the recruitment process because it is not just the employer selecting who to hire – both parties are assessing each other in this process. Top management must make recruiting of top talent a priority. This means making the time for interviews in a timely manner.

*“The competition for talent is strong. 'Native digital' companies like the FAANGs (Facebook, Amazon, Apple, Netflix, Google), BAT (Baidu, Ailbaba, Tencent) in China and Grab and Lazada in Southeast Asia are hiring aggressively in the ASEAN region. They are often going after the same talent pool.”*

#### STRATEGIES ADOPTED

Some clients have already improved their social media presence. Companies try to better promote their employer brand but in many cases, direct applications go into a 'black hole' in Asia – even highly qualified candidates never hear back after applying for a position. These organizations might be overwhelmed by the sheer volume of candidates. A good headhunter can help as she will only present three to five candidates per position.

In Southeast Asia, we have not seen a strong uptake of more innovative online recruitment solutions such as online scheduling of interviews or gamification (as compared to the US). This is true at least in the experienced hire market. However, some companies are finally warming up to conducting interviews via video. The solutions are working quite flawlessly nowadays and can be used without additional hardware, except of course a webcam. Skype for Business, Zoom, Bluejeans are utilized by many of our clients.

*“'Native Digital' companies often offer more competitive packages, 'bigger' titles and/or modern benefits like flexible hours or innovative leave policies (e.g., paternity, unpaid or even unlimited leave). Traditional companies should adapt accordingly to stay competitive in recruiting top talent.”*

#### TALENT SOURCING

Since the digital economy is in its early stages of development, it may be difficult to look for executives with in-depth digital experience. A source of such talent can be consulting firms. This is because knowledge transfer is a key function of the consulting industry. Consultants will have seen what works in multiple companies and industries. But companies need to be clear about their requirements and budget. Top talent from McKinsey, Bain or Boston Consulting Group can demand compensation packages that some companies might not be able to match. So, either expectations or compensation budgets might need to be adjusted.

#### TIPS ON ATTRACTING DIGITAL EXECUTIVES

- Move fast and streamline the interview process—Get a candidate to meet multiple interviewers back-to-back.
- Sell your company to the candidate and don't just assess him.
- Use video platforms for interviews. A 'brand halo' effect can be created if a company uses apps like Bluejeans or Zoom to interview potential hires.
- Digitize the hiring process. Candidates are turned off when asked to fill out a paper application form. This can make the company look backward and hurts its credibility.
- Encourage all interviewers to have a LinkedIn profile.
- Have a company (or department) page on LinkedIn and fill it with content.

#### ADVICE TO ASPIRING DIGITAL EXECUTIVES

- Stay in your function but move to a 'digital native' company, like Facebook.
- Stay in your current company but get involved in relevant digital projects like blockchain, for instance. Position yourself as the go-to person for the digital topic that interests you.
- Learn: do your own online research, get involved with external networking events, volunteer to organize events and maybe even speak publicly. Get hands-on – if you want to learn about blockchain, mine cryptocurrencies, for example.
- Market yourself: Promote yourself online. On LinkedIn, you can mention your interests on your profile, start posting relevant articles and in groups. Don't forget other social networks like Twitter or Facebook.

# Dole Thailand

Simon Denye is the managing director of Dole Thailand Limited and the president of five Dole legal entities and all operations in Thailand. He shares the latest developments in the food industry.



## SEARCH FOR BREAKTHROUGH

Technology is changing very fast now but eating is still something that is physical. More resources are available than ever before to help people choose healthier and more affordable food options. In the next few years, farmers will be using a variety of new software and hardware to regulate the use of water, fertilizer and chemicals on their fields.

Dole Thailand has been studying the new technology adoption to increase efficiency in agriculture. While many sectors of the business world are embracing digital transformation, much of the agricultural sector in many areas are still in the very early stages of using next-generation technology. Adoption of new technology may be crucial to increase the food supply and efficiency in agriculture. Agriculture needs technology that increases productivity and reduces labour. The new technology provides decision support systems, effective farm monitoring, greater output, and improved efficiency in the system. Dole production shows there may be limited introduction of new technology in the production sphere. In marketing, new technology is introduced in marketing products to help the company better reach out to its customers.

The current trend is that people are becoming much more conscious about health. They want to live longer, be more physically active, be more attractive and be free from cancer and diseases. To achieve these aims, Dole Thailand needs to help consumers increase their daily fruit intake. This takes on more importance in an ageing society.

## TRENDS

In this rapidly changing global market, it is important to stay relevant to maintain consumer appeal. For example, young people are coming into the market and so we have to think about their wants. Young people want more convenience, quick service and good health. In addition, corporate social responsibility is very important to them. They want to buy products from companies that they feel are socially responsible. Companies should re-think their visions and strategies to position their products to attract consumers. For instance, climate change is a key issue right now. As a result, more people consider environmental issues and they tend to buy less non-recyclable materials than before. They want other types of packaging in their food products. Therefore, Dole Thailand is now constantly adapting our product packaging to keep up with this trend.

The latest research show that consumers want more affordable organic and healthy food. As a food company, we commit to supply consumers and customers with the finest, high-quality products and to lead the industry in nutritional research and education. These days, Dole is a global company that produces much more than pineapples. The company imports a wide range of fresh fruit and vegetables from both our own farms and thousands of independent growers located all over the world who attend the grower programme and receive new technology and knowledge. The company packs a variety of fruit products like pineapples, pineapple juice, mandarin oranges, peaches and fruit salad.

## OPPORTUNITIES

People are purchasing products online more. It is important to take advantage of this trend. Besides generating more sales in the digital economy, we have to continue to use automation to enhance our processes. Enhanced adoption of automation will cut down on labour costs, streamline processes and reduce capital input.

We do talk about Dole's digital presence in the sense that we have to appeal to consumers because we sell our products to companies (B2B) and then they sell to consumers (B2C). It is an interesting aspect of the digital economy that all brands have a digital presence and that digital presence is important. So, we have to invest in the brand online. Recently, we started a project in Asia to harmonize the image and the digital presence of Dole Asia. For instance, in South Korea, e-commerce is taking Dole faster than any where else in Asia. For South Korean consumers, they will order food online and then the food will be delivered to their homes. Consumers want to spend less time shopping and waiting for deliveries. All our digital presence should align together in order to easily communicate our brand to consumers. As a result, companies have to make it as easy as possible for consumers to access their brand communication platforms.

## CHALLENGES

Every company faces some limitations. It could be having a very limited corporate capital budget. Mechanization can be an option to reduce labour cost. For example, we invest in cameras that take photographs of products to look for flaws and then automatically reject them if there are defects after a computer analysis of the images.

Dole is a food company, we focus mainly on growing and processing fruits of the finest quality. So, we are not dealing with digitalization and new technology yet. But we are looking at how we could best utilize new technology. At this moment, our processes are very manual. We don't have automated equipment to process fruits. The reason is because it is very difficult to do so. We still need people to do this. However, the rest of the process should be more automated than now.

We are constantly looking for opportunities to automate our current fruit processing machines. We are studying new equipment designs that require less manpower because labour is expensive and not always available.



## LATEST INITIATIVES

The most interesting thing we have done recently is the artificial intelligence marketing programme which promotes our products. It helps us to reach our target audience more effectively. It tells us how many hits our online advertising efforts are getting and then markets even more to the consumer groups that are responding to them.

It can be said that Dole is quite slow to embrace the opportunities presented by disruptive technology. We do keep a constant lookout for ways to better ourselves. We are considering a smartphone application that would be useful for our local farmers. This helps to create a strong relationship with the farmers. Using the app, the company can conduct checks on the farmers. Has the fertilizer been applied? Has the different treatments been done to protect the pineapples from the environment? This helps a company of our size to better manage so many farmers effectively.

It is a challenge to find a balance between introducing disruptive technology in our industry and ensuring the highest quality of our food products and services.

## ABOUT DOLE THAILAND

With 5,500 staff, Dole Thailand works with 1,200 growers to enable the company to process more than 300,000 tonnes of fruits every year.

**“ALL OUR DIGITAL PRESENCE SHOULD ALIGN TOGETHER IN ORDER TO EASILY COMMUNICATE OUR BRAND TO CONSUMERS. AS A RESULT, COMPANIES HAVE TO MAKE IT AS EASY AS POSSIBLE FOR CONSUMERS TO ACCESS THEIR BRAND COMMUNICATION PLATFORMS.”**



# The Dining Butler, Singapore

Lui Chuain Fong, the founder and chairman of Dining Butler, talks about the impact of technology on the F&B scene.



**Q: How has the new wave of technology impacted the food and beverage (F&B) industry?**

**A:** Years ago, companies in the F&B industry used to invest thousands and millions into technology. Over the last five to eight years, market reception to technology has improved greatly, thanks to food delivery companies. These companies have proven that customers and restaurants are accepting the lifestyle changes and dining experiences brought about by technological advances. As a result of the increasing market adoption, technology is also becoming a lot more affordable.

The F&B industry is in an era of change. This is similar to how the mode of transportation changed from horses to cars in the early 20<sup>th</sup> century. Similarly, the F&B market is evolving. In the near future, we will see the use of robots in the industry. While the technological advances have helped to increase productivity and reduce the reliance on labour, it has also created other types of jobs.

However, regardless of how technology evolves, the human touch will always be needed in the service sector.

**“WE SEE A LOT MORE TRANSACTIONS IN OTHER CITIES IN THE REGION COMPARED TO SINGAPORE.”**

**Q: In what ways have the digital economy affected your customers and your company?**

**A:** In the traditional F&B dine-in model, the customer would have to place orders through the waiter. Some years ago in Japan, restaurants started using self-service terminals, much like what we see now in the self-service terminals in fast food outlets (the investment on infrastructure can be relatively high for some F&B outlets). Ordering is also done using tablets now.

The customer experience has evolved even further. They can now place orders and pay through a mobile phone application like Dining Butler. This allows customers to have more control over their dining experiences by making reservations, placing orders in advance, dining in and paying via mobile phones.

The digital economy also has implications on new F&B entrepreneurs. A mobile application like Dining Butler will give F&B operators the ability

to do data analytics and adapt the service offerings based on customers' preferences. For example, they will receive feedback on customers' food and price preferences. They can then adjust their menu accordingly. Intelligence of this nature was not available in the past.

**Q: What sort of opportunities do you see for your company?**

**A:** Food delivery companies have helped customers accept technological advances and lifestyle changes like ordering food through their phones. They have established themselves in Southeast Asia and paved the way for other F&B technology companies like us. The opportunity for us lies in the dine-in space as there is no dominant player in this segment so far.

We help to enhance the dine-in customer experience at very low cost to the restaurant operator. Our business model allows us to scale rapidly. The cost of using our solution is low as our customers

do not have to invest continuously in software and hardware upgrades. When there is an upgrade, the latest version gets updated automatically onto their tablets and phones.

Technology leaders of our generation are also in the privileged position of bridging the gap between Baby Boomers, Generation-Xers and Millennials on the use of technology in traditional industries like F&B.

**Q: How has F&B technology solutions like Dining Butler helped your customers?**

**A:** Our solutions help our clients (F&B operators) improve their productivity and the customer experience. For example, one of our clients operate a 300-seat bistro restaurant. Their staff were older and frequently placed wrong orders that led to wastage and unhappy customers. When it started to use our system, the waiters were told to encourage customers to place their orders through the mobile app on their phones. This

greatly reduced errors. Manpower during peak hours was halved. Also, their revenue increased by about five per cent every month since they came on board last year.

**Q: Dining Butler has gone regional in Southeast Asia. Do you see similar rates of adoption across all country markets?**

**A:** We have launched Dining Butler in Malaysia, Brunei and Thailand. We see that customers in the different markets are ready to adopt the new technology to improve the F&B experience. In fact, some markets outside of Singapore, like Sarawak, are more receptive towards adopting the new technology. We see a lot more transactions in other cities in the region compared to Singapore. The number of transactions in Singapore was surpassed by Malaysia due to the larger population.

**“F&B IS A TRADITIONAL INDUSTRY. THE MINDSET OF F&B STAFF MUST CHANGE. WE SHOULD EMBRACE TECHNOLOGY AS IT IS HERE TO MAKE OUR LIVES EASIER.”**

## ABOUT CHUIAN FONG

As the founder and chairman of Dining Butler Limited, Chuian Feng is responsible for setting the overall direction and product development strategy for the company. He leads the design of Dining Butler's product segment research, development and deployment.

Prior to Dining Butler, he spent 16 years working on Internet strategic planning and deploying customized web IT solutions for public listed companies and small medium enterprises.

He graduated from the Dale Carnegie Course in 2016 and was voted the highest achievement award winner by his classmates.

## DINING BUTLER

Founded in 2015, Dining Butler was established to champion local F&B outlets. It has developed a simple-to-use mobile ordering system. Its new F&B system streamlines F&B operations and enhances the dining experience by allowing diners to order conveniently from any F&B outlet via their mobile phones.

The Dining Butler app is available on both Apple iOS and Google Android platforms.





# eCEOs Group, Southeast Asia



Even the IT industry is affected by the latest wave of disruption. Jailani Mustafa, founder and managing director of eCEOs Group, offers his insights.

**Q: More than seven out of 10 of the Fortune 500 CEOs said in 2017 that the rapid changes in technology poses the biggest challenge to them. What are your views on this?**

**A:** We manage transformations projects for our clients and we can see how they have been affected. Such projects take a long time to be implemented. But everything happens very quickly in today's digital world. By the time we are ready to complete the project (like introduce a new system and process), we may have to re-think the entire plan. Even though they have already spent a lot of money, they would start asking if it is still relevant. It is like fixing a moving car!

**Q: What is the impact of customers' expectations on your industry?**

**A:** Almost every company is going for digital transformation to think about how to align themselves and their strategy to be prepared for the disruption. Speaking from the business point of view, this helps create more opportunities for us as we are offering transformation management. It brings to us a lot of potential clients. Given the new surge in demand, the question is how we can best serve them. We need to think about how we can change our processes, how can we digitize more of the things we do so we can serve more clients.

**Q: How do you deal with these challenges?**

**A:** We change our processes to be able to do more with less. We need to be more efficient. So, we are trying to think of how we can innovate and we have to fund a R&D project to improve how we do certain things.

**Q: Are there any area in your business process that you have already improved?**

**A:** I think that for us here, collaboration is key because a lot of people are involved in transformation processes. So, we try to come up with how we can collaborate more effectively. Today, when it comes to communication, peo-

**"WE TELL POTENTIAL HIRES THAT WE ARE GOING TO BE THE NEXT FACEBOOK."**

**"COLLABORATION IS KEY BECAUSE A LOT OF PEOPLE ARE INVOLVED IN TRANSFORMATION."**

ple usually use Whatsapp. But Whatsapp is more suitable for informal matters. So, we are now trying to find a better way to communicate more professionally but still retain the simplicity and ease of use that Whatsapp has. So, our clients can conduct both internal and external communications effectively and professionally. This will help to improve communication among team members.

**Q: In a survey of 1,000 executives by DDI, six in 10 pointed out that talent recruitment, retention and grooming future leaders are their top challenges. What are your views?**

**A:** Every day, I ask myself: "Who's going to replace me? Who can take over our jobs here and take care of the company?" Good leaders are hard to find, they don't grow on trees. I suppose we need a new set of leaders who understand the new way of thinking and how things can be done.

## ABOUT JAILANI

Jailani has several years of experience in technology consulting. He has managed many large IT and enterprise projects around the world in several countries in Asia and Europe. He has been appointed as a consultant to many large companies in the region which includes Petronas, Shell, Murphy Energy Corporations, Exxonmobil, BP, SINOPEC, China National Oversea Oil Company, among many others.

**Q: What are some leadership qualities that you believe are critical in order to effectively manage people and companies in the digital age?**

**A:** One of the key values a leader should have is the ability to inspire people. To inspire them and make them believe in your vision and allow them to feel like they are a part of your vision for them to be successful. Many times, we see companies having issues with their people simply because the leaders have failed to inspire. We need leaders that people can look up to. We are looking at three major traits. The first trait is the ability to get things done: operatorship. It is about task completion. You are given something to do and you get it done. The second trait is the ability to develop people. It is not solo sailing. It is not about individual success but more of the group and the people around the leader as well. The third trait is value creation. You need to be able to

create value for the company. So, those are the key qualities that we look for in our leaders.

**Q: Do you evaluate your employees annually using these traits? Are they part of their KPIs?**

**A:** Yes, we are looking for these attributes. Although some people may be very good in getting things done, they may not be skilled in creating value for the company and nurturing the people around them. Some can create value but are not good in executing tasks. So, we adopt a holistic approach in identifying leaders using these traits.

**Q: What does your company do to retain and attract talent?**

**A:** We tell potential hires that we are going to be the next Facebook. We offer them the opportunity to be a pioneer in our industry and work together to achieve a common vision.

## eCEOs Group

eCEOs is a rapidly growing, multi-faceted information technology company based in Southeast Asia. eCEOs have swiftly risen through the ranks of Deloitte's Technology Fast 500. It was 52<sup>nd</sup> in 2013 after being ranked 146<sup>th</sup> a year earlier. Deloitte also ranked eCEOs as the second fastest growing technology company in Southeast Asia.



# Events and Happenings

## Dale Carnegie Myanmar

After 18 months of preparation, Dale Carnegie was successfully launched in Myanmar on 2 February 2018. To celebrate the inauguration of the long awaited franchise in the country, the Myanmar team organized four events to introduce Dale Carnegie to the business community.

We had the pleasure of hosting chief franchise advocate Jean Louis Van Doorne from New York to deliver a business briefing that focused on the results of a global leadership study. The study looked at employee motivation, job satisfaction and retention across countries and regions around the globe including Myanmar.

The development of the franchise is well supported by the American community in Myanmar. Both John Fleming, the senior commercial officer at the U.S. Embassy in Myanmar, and HE Scot Marciel, the U.S. Ambassador to Myanmar, gave introductory statements during the opening.

We were very pleased to receive the support of other franchises in Southeast Asia as well. Paul Siregar, managing director of Dale Carnegie Indonesia, delivered a global business briefing to the human resources leaders in Myanmar. He focused on uncovering leadership blind spots and discovering the different ways to motivate employees. Wilson Lee from Dale Carnegie Singapore was also present for the official launch.



Above: Luc de Waegh, managing partner of Dale Carnegie Myanmar.



Above: Graduates of the first ever Dale Carnegie class by the new franchise in Myanmar. Darrell Pickering from Dubai delivered the Dale Carnegie Course from 2 to 4 March.

## Dale Carnegie Malaysia

Directors, CEOs, talent development executives and Dale Carnegie trainers in South-east Asia gathered in Petaling Jaya, Malaysia, for a leadership forum on 27 January 2018. The Thought Leadership Forum: Empowering Dynamic Leadership was organized by Dale Carnegie Malaysia. The purpose of the forum was to present, share and discuss the key findings of a Dale Carnegie Global Research on leadership blind spots and employee motivation.

To achieve a more in-depth understanding about leadership blind spots in Malaysia, Dale Carnegie Malaysia announced during the event that the Malaysian franchise will kickstart a nationwide research on leadership blind spots in Malaysia. It will involve 500 respondents from various industries. Companies of different sizes will be picked and participants will come from a cross section of positions in their organizations, from individual contributors to CEOs.

Dale Carnegie Malaysia also used the occasion to officiate the Dale Carnegie rebranding and transformation effort in Malaysia to align itself with the worldwide Dale Carnegie rebranding campaign. The entire Malaysian office was renovated and the franchise changed all its communication materials as well.

In addition, the Malaysian franchise revealed its plans to launch the Malay Division and Dale Carnegie Program in Bahasa Malaysia.



Above: Panel speakers at the event included Mark Cosgrove (director of training quality, Dale Carnegie APAC), Paul Siregar (managing director, Dale Carnegie Indonesia) and Atchareeya Bansit (director of training, Dale Carnegie Thailand).