

HRD HORIZON

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*The Latest News, Tips, and Trends of
the Training and HR Communities
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ATN News and Updates

Welcome to the premier issue of HRD Horizon—a newsletter dedicated to bringing you the latest news, tips, and trends of the training and HR communities in the ten ASEAN countries of Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam.

Ten of ATN Board Members will meet in Kuala Lumpur, Malaysia during the first week of June to plan for the operation strategies for ATN and to prepare for the launch of our e-learning and Web conferencing platform. More information will be sent to you later.

The ten participants represent the countries of Brunei Darussalam, Indonesia, Malaysia, Philippines, Singapore, Thailand, Vietnam, and USA. They will expedite the work of ATN in ASEAN communities.

One of the Board meeting agenda is to discuss the creation of ATN Chapters. If you are interested in working with us to set up a local ATN Chapter in your community, please email to chapters@aseantraining.net for

more information. We will be able to send you guidelines and meeting materials later in the year.

ATN serves to establish a well-connected network to support the implementation of the e-ASEAN Framework Agreement, to foster economic development in the various ASEAN communities, to enable lifelong learning online, to develop socially-responsible citizens, and to raise standards of living for all ASEAN people.

As a result of our efforts, ASEAN communities will gain the competencies to enable and participate in a borderless market of 500 million consumers, and ATN will become a highly respected model of collaboration and cooperation in the region.

e-ASEAN e-Commerce Industry Dialogue in Singapore

The inaugural meeting of the e-ASEAN e-Commerce Industry Dialogue was organized by the e-ASEAN Task Force (EATF) on 5th April 2001 in Singapore. 50+

participants representing the industry, government agencies and academia attended this dialogue meeting. Two Managing Officers of ATN, Thomas Wong and Colin Ong participated in the Dialogue. See the picture on Page 2 (from left to right: Mr. Roberto Romulo, Chairman of e-ASEAN Task Force, Dr. Emmanuel Lallana, Executive Director of e-ASEAN Task Force, Mr. Colin Ong, and Mr. Thomas Wong).

A very lively and informal discussion covering a variety of issues took place over the course of the discussions. Several of the topics were important to ATN, namely funding support, legal framework, e-payment gateway, and bridging the digital divide. ATN aims to play a key role in supporting e-ASEAN initiatives.

The EATF Secretariat summed up the four main outcomes of the discussions as follows:

- A need to sustain dialogue to allow e-ASEAN and private sectors to embrace the development of e-Commerce.
- The possibility of an e-ASEAN Fund. It will be targeted towards society and private sectors for

promoting social development.

- Technology issues – to follow international norms for meeting standardization requirements.
- ASEAN Governments to take the proposals from the private sector seriously.

Future Dialogue meetings will be arranged by the EATF.

1st e-ASEAN Road Show in Manila, Philippines

The Road Show was held on 18th April 2001 in Manila with about 100 participants (i.e. invited guests consisting of company representatives, members of the e-ASEAN Task Force and working group, proponents of the e-ASEAN pilot projects and other participants).

The Show kicked off with welcoming remarks by Mr Manuel. V. Panglilinan, the main organizer and sponsor of the Road Show (President of Philippines Long Distance Telephony PLDT); followed by a speech by Dr. M. Ghazie Ismail from the e-ASEAN Task Force and Vice-President of Malaysia's MDC) and by Mr. Roberto Romula, the Chairman of EATF.

Mr. Romula raised several issues on how to effectively market and promote our e-ASEAN vision, objectives and the endorsed pilot projects to the public and private sectors with the ASEAN member nations. He was concerned about the conventional road show being a mere project presentation; and urged to explore the possibility of widening the scope of the conventional road show to close intra-ASEAN networking and smart partnership building through initiatives. He asserted that the opportunity to utilizing each other's strength with ready-made and proven technologies shall cut away years of research and development of similar efforts, which undeniably will also reduce one's developmental financial concern.

The Agenda for Pilot Project presentation was divided into two sessions. The first session was moderated by Mr. Bojie Lorenzo from the PLDT; whilst the second was by Mr Sheikh Abas Mohomed of Brunei Darussalam.

The following nine Projects were presented by the respective proponents.

1. ASEAN Regional Internet Exchange (ARIX)
2. Knowledge Workers Exchange (KWX) - www.kwxasean.com
3. Real Estate in Cyberspace
4. ASEAN eTourism Portal (www.eASEANtravel.com)
5. SESAMI.com
6. WeASEAN.com
7. StreetMarket (www.streetmarket.com)
8. MSC Trustgate
9. ASEAN Training Network (www.aseantraining.net)



ATN was represented by Dr. Kim Phaik Lah from Malaysia and Conrad Mendoza, Jr. from the Philippines. Our presentation can be viewed at [1st e-ASEAN Road Show](#).

The 2d e-ASEAN Road Show is scheduled for Cambodia on 5th July 2001. We invite all those who are interested in working with us to attend the Road Show. Please email admin@aseantraining.net for more information.

How 3G Technology Affects HR & Commercial Practices

Imagine a situation where you are about to make an important Sales Presentation. You realize that you have brought the wrong presentation slides and you call up your colleague. She immediately emails the file to your 3G terminal and you transfer it to your laptop. Another scenario is having video-conferencing and sending character-based messages simultaneously with your clients.

These scenarios are possible with the availability of 3G technology. But what is 3G technology and how will it revolutionise current HR and commercial practices?

3G stands for the third generation of wireless communication technology and the industry direction are to raise speeds from 9.5K to 2M bit/sec. According to [3gnewsroom.com](#), devices will fall into four categories. The first category includes the basic 3G phones will be used mainly for talking and will store all their information on the network. The second category will support video-streaming, and will provide the user with news and web content. More sophisticated models will be information centres which let users download information from the

Internet and store data on the device.

A re-look at Workplace Dynamics The WearTel (TM) phone, for example, uses EyeTap technology to allow individuals to see each other's point of view. Therefore, the miniature laser light source inside the WearTel eyeglass-based phone scans across the retinas of both parties and swaps the image information, so that each person sees what the other person is looking at.

This technology will enable the HR manager to have a better understanding of how to motivate and reward their employees as personal documentaries of their work-life will be shot from a first-person perspective. HR managers can provide better advice about handling difficult customers or closing sales. However, the immediate benefit is that this technology can be used as a training tool. The reason is that privacy laws have to be reviewed and updated so that customers are adequately informed of this technology.

Mobile Job Interview

With an attached camera in a mobile device, job interviews can be conducted as video-conferencing between the HR manager and the potential job applicant. Initially, the job candidate can answer basic questions like his highest qualification and salary expectation by pressing the key-pad of the mobile device. If successful, he can proceed to have a face-to-face interview.

Mobile Advertising

3G technology will enable advertisers to send more sophisticated and customized permission-based advertisements to their target audience's mobile devices. This will be an improvement from the current SMS. There will be a convergence between the internet and wireless

technology as the target audience can request that more product information be sent as email. It is unlikely that these services will provide a sustainable advantage over the long run but they will shape the brand perception of an operator at the initial stage of the introduction of wireless Internet services. However, with the rise of m-commerce, 'business-webs' will become even more powerful as every customer will become linked into the web.

Potential of M-Commerce

Don Tapscott has been quoted "Mobile commerce is the next stage of e-commerce, where we have the integration of the physical world with the digital world...What we're talking here is the beginning of pervasive and ubiquitous computing where billions and billions of inert objects become Internet appliances - enabling the sharing of knowledge and the delivery of a vast new array of services."

According to the findings in *Wireless Portals: the Information Gateway to the Wireless User*, by the end of 2006 there will be close to 1 billion wireless portal users worldwide. The bulk of these users will be wireless voice users, WAP users, 2.5G and 3G subscribers, and other wireless device users such as those using PDAs. Multi-modal users worldwide will stand close to 282 million in 2006.

A survey by industry analysts ARC Group reveals the applications felt to have the greatest mobile commerce revenue earning potential and the market sectors expected to pay for services.

- 1) Ticketing & Music Expected to Generate Most Revenues.
- 2) Security Issues Can Be Resolved.
- 3) Youth Sector Predicted to be Critical to the Growth of a Mass Consumer Market.

4) Personalized, Easy to Use Applications for Palm & Pocket PC Expected.

Challenges Ahead - Privacy Issue Privacy is a huge question as in the case of m-commerce: each of us will leave a trail of "digital crumbs". With the increasing likelihood of a convergence between the net and wireless technology in many facets of social and business interactions, each of us will leave a mirror image of ourselves as we travel around.

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RoadMap to a Service Culture

It's the talk of the country now!

The good news is Singapore is reaching the dazzling 10% growth. In addition, unemployment is down to 2.5%, the lowest in two years, as growing external demands for our computer and electronic-related business push us even ahead of many developed countries. The bad news is Singapore lacks service quality compared to many places, which the Prime Minister Goh Chok Tong has recently visited. This poses a challenge.

It is now the hottest open issue to discuss after years of much quiet complaints and concern. It is also very timely to resolve the problem now as the new economy demands not only world-class technological advancement, but also uncompromising human performance. One of the most valuable human performances is quality **Customer Relations Management** (CRM). The rapid transformation of the CRM (from customer service > customer satisfaction > customer delight > customer loyalty) is now moving towards **Customer Care** (CC). Service people are also becoming more important than ever before in

driving the world-class CRM with not just their IQ and aptitude, but EQ and attitude as well. There should be a balance between our technological strength and our service quality. Only the quality tandem performances of the two will ensure our continuous leadership in our region as well as in the world-class market.

Thus we are confronted with our S.W.O.T. (**S**trength in technology, **W**eakness in service business, **O**pportunity to improve the latter, not forgetting **T**hreat our internal weakness).

Our internal weakness on substandard CRM here negates other fine things we have to offer and, worse yet, it is reflecting the flaws in our cultural **V**alues, **A**ttitude and **M**indset (VAM) which form the roots of the problem. Implementing more skills and training for people in the service industry alone will not be sufficient unless the underlying cultural VAM are transformed. Since it is a systemic problem, we must dig deep to transform the root system while aiming for quality **Customer Care** in Singapore.

Related to this issue are business people who are constantly puzzled by the question: **WHY DON'T OUR CUSTOMERS COME BACK?** This is not a single-faceted question as the solution can only be provided with inter-disciplinary, multi-faceted psycho-socio-economical approaches. Let's start with the cold statistical facts below:

WHY DON'T OUR CUSTOMERS COME BACK? The answers are:

- 1% died
- 2% moved away
- 5% changed needs
- 9% found better product
- 14% dissatisfied with product
- 68% unhappy with the customer service and relations.

The QLQ survey results indicate the following six 'disservice attitudes'

(in order of importance) that are related to the 68% defect.

1. Arrogant attitude
2. Preferential servicing
3. Rudeness
4. Poor training & inadequate product knowledge
5. Too busy to serve

If we are to solve these problems, we must face two realities so that we may truly follow the roadmap to the quality service culture.

The first reality is on how to differentiate the service culture from the disservice culture. The second reality is on how to implement the five P's transformation roadmap to a service culture.

PART ONE: HOW TO DIFFERENTIATE THE SERVICE CULTURE FROM THE DISSERVICE CULTURE.

The concern here is whether the above disservice attitudes are the reflections of our VAM. Let's examine the following four questions:

1. Is there such a thing as *service culture*? Are some cultures more service-oriented than others?
2. Are good or poor services related to the cultural and economic factors of the people and country?
3. Are there good or poor *service people*? Do they have personality differences?
4. Is it possible to create a *service culture*? And how can a service company transform the poor *service people* into *service-driven* ones?

Our answer is 'YES' to each of the four questions above. (This is based on our QLQ International Survey done for the last four years on thousands of both private and

civil service staff in Singapore). We share the above statistics and we have now developed training on *Roadmap to Quality Service Culture* based on our survey findings and customer feedback to meet this challenge.

I. Is there such a thing as ‘service culture’? Are some cultures more service-oriented than others?

Yes, there is definitely ‘service culture’ and its counterpart is ‘disservice culture’. Service culture is often found in some more-affluent Eastern and Western countries. In this service culture the customer service is part of the business excellence. The service career is considered professional; and the service people hold it with high professional regards.

The ‘disservice culture’, on the other hand, is often found in an ‘arrogant culture’ in which the service career is considered dishonourable since service people are looked down upon. As a result, they bear a negative stigma for doing the dishonourable job. The service people also suffer from social biases and economical deprivation. Because they are the victims of such arrogant culture, some will compensate for their inferior career stigma with arrogant attitude and behaviour. However, others may succumb to humble and lowly dispositions. In the ‘arrogant culture’ people tend to have strong social hierarchical biases and they are fearful of ‘losing face’ while being obsessed with ‘saving face’. The service career people do not receive the respect they deserve. They, in turn, serve with a disrespectful and arrogant attitude.

LEARNING POINTS

- a. Arrogant culture breeds arrogant people who have low self-esteem but inflated egos to compensate for their inferiority complex.

- b. To eliminate cultural arrogance, we must be more aware of our family upbringing on attitude formation. Avoid materialistic pride but maximise social, moral and spiritual qualities. Children must learn the virtues of giving and serving in the process of character building.
- c. School education should stress the practice of EQ (Emotional Intelligence) by showing more empathy in their social relations.
- d. Young people, besides joining the national service, should be involved in social voluntary works for the less fortunate people.
- e. Downplay the grade system in schools and materialistic gains as success factors in life while emphasising their potential for character building and personal satisfaction.
- f. Humility should not just be a traditional formality, but a sincere social courtesy.
- g. Customer services and customer relations are honourable services. When they serve with their heart and pride, they must receive recognition.

II. Are good or poor customer services related to the economic factors of the people and country?

Yes! History witnesses the facts that whenever a previously deprived country begins to prosper, in the transition, they tend to swing the pendulum from true humility to arrogance, and from a ‘live-and-let-live’ to a ‘dog-eat-dog’ attitude. Conversely, when they suffer economic downturns, they tend to provide more courteous and humble services. For example, Hong Kong was known for their rude social attitude and poor customer services in the past. However, they have lately transformed to the better

customer service due to the recent economic slow down. Australia used to be quite indifferent towards the Asian economy, but now we are partners in economical survival and prosperity. Even in the recent APEC, many Eastern and Western countries are negotiating for FTA (Free Trade Agreement) for obvious reasons.

These global transformations are not only for better political relations but also more importantly for our mutual economic prosperity. For instance, Mr Clinton in his visit to Viet Nam, a former enemy country, received such a warm welcome that exceeded expectations. Based on their mutual needs for the economical partnership, they are exchanging mutual forgiving, healing and friendship renewal (regardless of their different political systems). As Singapore was spared the last Asian economic disaster; there has not been much need to transform our economy as in many other Asian countries. However, that does not mean that we can overlook our internal weakness – customer service.

LEARNING POINTS

- a. Offering customer service and relations should not be based on the economic needs of the company or country as it was in the old economy. The new economy promotes a consistent excellent CRM that stabilises the economy.
- b. Human values and integrity are more important than economic prosperity.
- c. Quality CRM should become the cultural icon rather than an economic correction.
- d. To train the service people to internalise quality service as their personal values and their professional

attitude to be consistent with that of the service business.

III. Are there personality differences between the good and the poor service people?

YES! The psychological aspect of personality makeup may make a big difference between them. Various personality analysis and tests show that the most successful service people are people who are 'people-oriented' persons. They find people as their greatest challenge. They also aim at fulfilling their aspiration and personal satisfaction beyond what is required to make a living. They also have a high sense of empathy, social responsibility and interpersonal skills. Their attitudes are characterised by positive anticipation and often, they gravitate towards the positive side of people and the brighter side of life. They also exercise high EQ social skills for best CRM – the ultimate customer care.

Conversely, the poor service people have the opposite personality profile. Their career aims at making a prosperous living for a materialistic lifestyle while neglecting the importance of servicing the customer's needs. They may have high IQ, but very low EQ with a strong drive for fulfilment of their ego, though not of society and people. Even if they are socially affluent, they are chronically dissatisfied with their lives. Hence, if they have to serve customers, they do it with an arrogant attitude and rude behaviour because they are fearful of losing face.

LEARNING POINTS

- a. Personality variances and their career choices should be well correlated. Putting a round peg into a square hole is impossible. Selecting the right personality for the right job function will avoid many problems and possible business failure.

- b. Not everyone is a 'people's person', nor every 'people's person' wants to serve.
- c. Job competency is not depending on good skills training only, but also on personality and attitude developments.
- d. Good work attitude is a manifestation of one's inner passion for the chosen work.
- e. Balancing one's high IQ and high EQ is a prerequisite for optimal performance.

(END OF PART I, TO BE CONTINUED)

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From the Industrial Age to the Internet Age

What is e-commerce, anyway? Is it the same thing as e-business, or any other term with an "e-" prefix in front of it (or "m-" for mobile or "c-" for contextual or "d-" for dynamic or "g-" for global or "xyz-" for the next great idea)? E-Commerce and e-business are synonymous. When the term "e-commerce" was first used, it implied secure financial transactions over a public or private network. But it's more than that, just like commerce is more than conducting financial transactions. It encompasses all the interactions that businesses engage in: between a company and its customers, between a company and its partners, between a company and its employees, and between any participants in the company's value chain. Not all of these interactions involve the exchange of money. That's why e-commerce means e-

business, which really means business--it encompasses all aspects and functions of a company. With this expanded degree of interaction, we now have more complexity to manage. That's the downside (and if you're not scared yet, you should be). There's also a tremendous upside: in terms of the future of e-commerce, there are no limits. If creative thinking is employed, there will be an endless supply of new business opportunities. It is a new frontier--the beginning of the Internet age. But are we there yet, or are we still stuck in the Industrial Age?

At the start of the 21st century, we are at the beginning of a tremendous new social and economic phase. The Internet has created a completely new way of interacting with people in both our professional and personal lives. To try to understand the magnitude of the transition we're in, picture a farmer tilling crops with a team of oxen at the turn of the 20th century. How could that 19th-century farmer possibly imagine the industrial revolution that would transform the world in the 20th century? We are at a similar point today, facing forward to the Internet Age. However, with the exception of a very few companies who are experimenting, we are not there yet. We can only see the path. In order to move down this path, we need to adjust our thinking.

E-Commerce and the Internet have enabled huge amounts of information never before assembled to be transmitted and distributed universally, with tremendous economic value to everyone concerned. This phenomenon has brought economic pressure as well as opportunities. Internet-related technology spending (to develop infrastructure) cuts across just about every industry sector today: manufacturing, financial services, government, communications, retail, health care, utilities, education, and construction. No sector of the economy is left untouched by the

influence of the Internet. Any industry mired in paperwork and inefficient processes that skew the natural order of supply and demand is open to change.

But most companies who have embraced the Internet so far see the Internet as a technology or a productivity improvement tool, not as a model for transforming business and the way we think about it. The Internet should be thought of as an invisible engine for our business and processes -- integrated so that it becomes second nature to what we do. The Internet has created the path. Although a few early adopters have started, the rest of us must choose when we will start the journey, how far we will go, and what we will do when we're on the path.

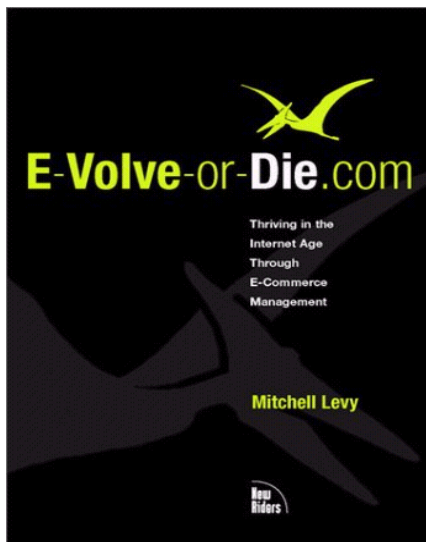
E-Revolutionary Tactics

- E-Commerce encompasses all the business interactions of a company.
- We are just setting out on the path of the Internet Age.
- The Internet Age will spawn a new, more powerful customer.
- The goal for your company should be to create a holistic Internet-enabled entity.
- The Internet must be integrated across the entire company and all partners in your value web.
- Failure and experimentation will be a necessary part of strategy.
- Thinking outside the box will be essential for survival, growth, and evolution in the Internet Age.

Mitchell Levy, is President and CEO of ECnow.com (<http://ecnow.com>), a training business service provider helping companies transition its employees, partners and customers to the Internet age through off-the-shelf and customized on-line and on-ground

training. He is the author of E-Volve-or-Die.com, Executive Producer of ECMgt.com, an on-line E-Commerce Management (ECM) e-zine, Chair of comdex.biz at Comdex Fall and Chicago and the Founder and Program Coordinator of the premier [San Jose State E-Commerce Management Certificate Program](#) in California.

Book Review: E-Volve-or-Die.com



This new book by Mitchell Levy marks a departure from the multitude of e-commerce titles on the shelves today. It truly weathered the dot.com disaster. The book educates a much wider audience than those involved in e-commerce, rather it serves as a resource for any one in the world wanting to thrive in this digital age.

E-Volve-or-Die.com will help you focus on the issues and decisions that you need to make that are part of successful e-commerce management. The four parts of the book address the stages of e-commerce management. Part One sets the stage for transformation, including e-commerce thinking and identifying new and creative business models. Part Two is the deployment phase; here you will find practical guidelines on planning, identifying customer expectations,

importance of content, global presence and outsourcing options. Part Three is focused on how to maintain momentum, with chapters on managing customer service, organizational issues, Internet marketing and legal issues for the New E-economy. Part Four is about the future, and addresses the shifting markets going into the future as well as managing change. You will also hear from more than 45 executives and their predictions about what the future of e-commerce will be like. Appendix A includes three complete case studies of companies who have experimented and learned from the principles in the book as they have transformed their companies for the Internet Age.

Visit [Amazon.com](#) for ordering information.

Institution Highlight: MITD in Malaysia

Since its inception in 1984, Malaysian Institute of Training and Development (MITD) has built a solid reputation for achieving outstanding results in Malaysia. Having emerged as a premier human resources institution, the organization has come to the forefront in offering superior quality training and development programs. As a leading national human resources training provider which has bettered the lives of thousands through its six centres across the nation, MITD is actively involved in a wide range of training programs and activities for organizations and individuals.

Its mission is simple – to continuously excel as the leading provider of superior quality human resource development programs and activities in Malaysia and the Asia Pacific for national and regional building. Through time, MITD has earned an outstanding track record for efficient administration, high

quality educational services and excellent customer care.

The confidence placed upon MITD by its graduates and associates is testimony to the high esteem, regard and honor the Institute commands. MITD's relentless commitment to its participants and goals has ensured long-term success in running training and educational courses for thousands across the region. Some of today's top industrial and social leaders were groomed at MITD.

In a time where "change is the only constant," the organization's dynamic character has ensured continuous adaptation and improvement. Not surprisingly, MITD's up-to-date training and learning methods are attuned to the industry's latest trends and practices. Its regular activities and well-established network also offer participants vast opportunities in career advancement, social and business development.

ATN visited MITD in April 2001 to learn more about their programs and offerings. See the group picture below. In addition to existing Masters programs, they are in the process of offering Ph.D. degree programs. For more information, visit www.mitd.org.my.

HRD Collaboration and Cooperation

ATN is pioneering a regional HRD collaboration and cooperation model for ASEAN communities. A number of people have asked us what the model is all about. Simply put, it's a relationship-based and technology-enabled system for HRD professionals to work with each other as well as with businesses and individuals who can benefit from the work.

We have already made available several tools on ATN Web site, including a HRD Resources Directory, a classified Marketplace, and several Forums for your use.

As we set up Chapters and launch such programs as e-learning and Web conferencing, ATN will further provide opportunities for participation and partnership. We look forward to share our resources with you to expand the overall HRD competencies in the region.

ASEAN economics are going through a tough period of globalization challenges where low-cost labor is no longer an advantage. More skilled workers are needed. The messages from ASEAN leaders are consistent:

higher productivity and more ICT skills to take part in the knowledge-based economy.

The current Internet usage in ASEAN countries is still very low (2% of 500 million people). With the exception of Singapore, learning how to use the Internet is a key priority. e-Commerce will not happen if there is few or little Internet literacy.

ATN invites all those who are interested in addressing this important issue to participate in our Internet Literacy Campaign. We would like to hear your ideas and suggestions of how to develop and deliver the campaign. Email us at admin@aseantraining.net.

Article Submission and Feedback

If you have an article that matches the interest of ATN, please submit it to hrdhorizon@aseantraining.net. The topic can be any of the followings:

- Creativity
- Compensation and benefits
- Facilitation
- e-Commerce
- Leadership
- Management
- New Economy
- Public Speaking
- Recruitment / HR topics
- Sales and Marketing
- Technology Training
- Etc.

You can also submit HRD news and events related to your organization and community. Photos are especially good.

Please keep your submission under 500 words and use plain text or MS Word format. There is no guarantee of usage and no compensation. However, ATN will credit your work with a full author acknowledgement.

