



ITD VIETNAM

November 2022 edition

A special issue from ITD World Vietnam

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LEADERSHIP DISCIPLINE

Employees are the company's most valuable assets

*“It doesn’t matter how much you know;
all that matters is how much you care.”*

— Anonymous

How much do you care about the people who work for you? This question is central to determining your success as a leader.

Here is a question for you: How much of people's thinking and decision-making are emotional, and how much is logical? The answer: people are 100% emotional. **They decide emotionally and then justify logically.** In other words, the critical element in their performance, productivity, and output is the way your people feel about you, the company, your product/ services, and themselves when they are at work. And this emotional factor is largely influenced by how the manager treats them daily.



LEADERSHIP DISCIPLINE

Your Greatest Resource

The greatest untapped resource in any organization is its people. According to Robert Half and Associates, the average person works at about 50% of capability. The other 50% is largely wasted in idle conversation with coworkers, surfing the Internet, coming in late, leaving early, extended coffee breaks and lunches, and personal business.

One of the reasons for this wastage is that people are not motivated enough - they don't feel that their boss cares about them as individuals. Your job as a manager is to tap into the unused 50% and channel it into better work.

LEADERSHIP DISCIPLINE

Remove the De-Motivators

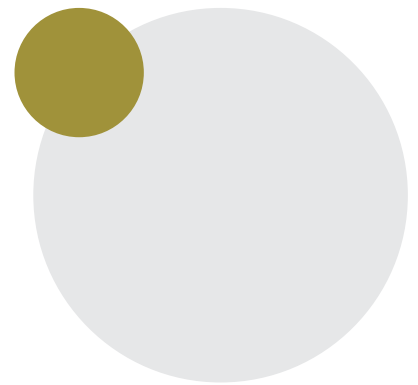
The 2 major de-motivators in life and work are both factors that begin in early childhood and carry forward into adult life.

1. *Fear of failure*

Because of destructive criticism in childhood, the adult grows up afraid of making a mistake or failing at his/her work. This fear holds them back from taking risks, volunteering for new responsibilities, or extending themselves in any way.

A quality of high-performance organizations is that people in them are willing to take risks to move ahead. They are concerned about failing - but not afraid. They know they can make mistakes and learn from them without fearing losing their jobs.

W. Edwards Deming, the father of **Total Quality Management**, said that one of the 14 keys to building a high-performance organization was to "drive out fear". In the absence of fear, people tend to perform and produce at a higher level than ever before.



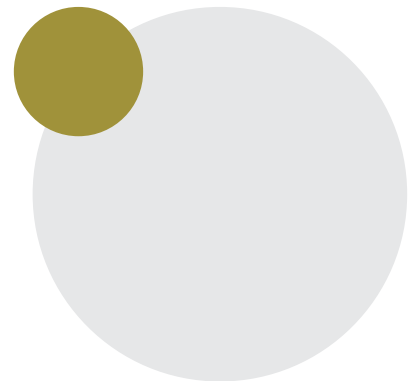
LEADERSHIP DISCIPLINE

Remove the De-Motivators

2. Fear of Rejection

This fear arises in early childhood when parents practice "conditional love" on their children. They make their love and support conditional upon the child performing to some undetermined high standard. The child then grows up ***hypersensitive*** to the opinions, comments, and feedback of others - especially his/her boss in the workplace.

Excellent managers are those who practice "unconditional acceptance" with each person, causing them to feel safe and secure in their work. They make it clear that nobody gets rejected, dumped on, or threatened with retaliation if they make a mistake.



LEADERSHIP DISCIPLINE

The 3 Rs of Motivation

Motivation can be discussed in terms of 3 Rs. A change in any area can lead to major improvements in people's feelings and their performance.



Rewards

Whether tangible or intangible, rewards must be based on performance. Doing a good job and making a valuable contribution is the only thing that should be rewarded.



Recognition

Whenever a person does something exceptional or even makes a good try, give them both private and public recognition.



Reinforcement

What gets reinforced gets repeated. Every time you give praise - privately or publicly, you are probably going to get more of it.

LEADERSHIP DISCIPLINE

Training and Motivation

Numerous studies have shown evidence of a direct relationship between continuous training and development, and the feeling of personal growth and self-esteem that people experience. Whenever a person takes in new information and feels that more of their potential is being released, their self-esteem goes up, and they feel happier about themselves.

As a manager, you need to develop a training plan for each staff member. Sit with them and determine the skills they will need - in addition to their existing skills - to make an increasingly valuable contribution to the business. In a large company, you can arrange for training internally. For smaller companies, thousands of training organizations are available to come in and conduct customized training for your people.

Listen to Your Staff

Leaders are listeners - they listen twice as much as they talk. They ask their staff a lot of questions and allow them to express themselves openly and honestly. By listening to people, you "pay value" to them and make them feel more important.

The more and the better you listen, the more aware you will be of what's going on - and the faster you will sense problems in the organization. The more you listen, the more relaxed and confident your people will be in your presence.

LEADERSHIP DISCIPLINE

Ask Questions

Asking questions is the key to leadership and good communication. When you ask questions, you get a chance to listen to the answers. Listening builds trust and character - which then provide the foundation for peak performance and personal development.

Practice listening patiently - as if you have all the time in the world. When people feel that they can speak openly and honestly to you, and you focus your entire attention on trying to understand them, you are conveying value to them, and saying that you consider them important.



LEADERSHIP DISCIPLINE

Practice the Golden Rule Management

You express courtesy toward your staff when you show personal regard and respect for each of them. When you maintain a courteous demeanor - especially under stress, you increase your people's feelings of security and levels of motivation.

The key is to treat people the way you would like to be treated by your superiors. Treat your staff like partners and clients and as essential, valued parts of the enterprise.

When Jack Welch was president of General Electric, he encouraged all managers to treat their staff as though they would become managers over them the following year. Because of the dynamic structure of General Electric and the rapid promotion of highly competent people, it was not uncommon for a person to find themselves working under a person who had been under them not long ago. This potential change of positions caused everyone in General Electric to treat each other exactly as they would want to be treated if the roles were reversed.



GOLDEN RULES

NOW IT'S TIME FOR SOME ACTION EXERCISES

1. Identify your most valuable people - those whom you depend on the most. What could you do right now to show them that you care about them?
2. Treat your staff each day as if you would be working under them one year from today. What would you do differently?
3. Practice the three Rs of motivation each day - rewards, recognition, and reinforcement. Tell people regularly how good they are.
4. Show your staff that you care about them by asking them questions about their personal and family lives, and by taking a genuine interest in them.
5. Practice active listening with your staff when they want to talk. Pay attention, don't interrupt, and ask questions for clarification.
6. Select 1-2 of your high-potential staff members and look for ways to mentor them to be more successful.
7. Identify key skills your staff members could learn that would make them more valuable to the company and themselves. Help and encourage them to acquire these skills.

(Credit: **12 disciplines of leadership**
– by *Dr. Peter Chee & Brian Tracy*)

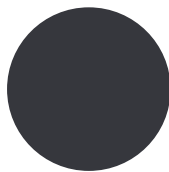
12 DISCIPLINES OF LEADERSHIP EXCELLENCE



EXPERT INSIGHTS

Coaching in the workplace

Coaching is about bringing people where they want to go in life and work. It is the process of drawing out solutions from the people being coached so their potential is unleashed. In a coaching conversation, the coach does not provide the solution or even, suggestions, unless expressed permission is obtained. Instead, a coach uses various coaching techniques to empower the person being a coach to come up with their answers.

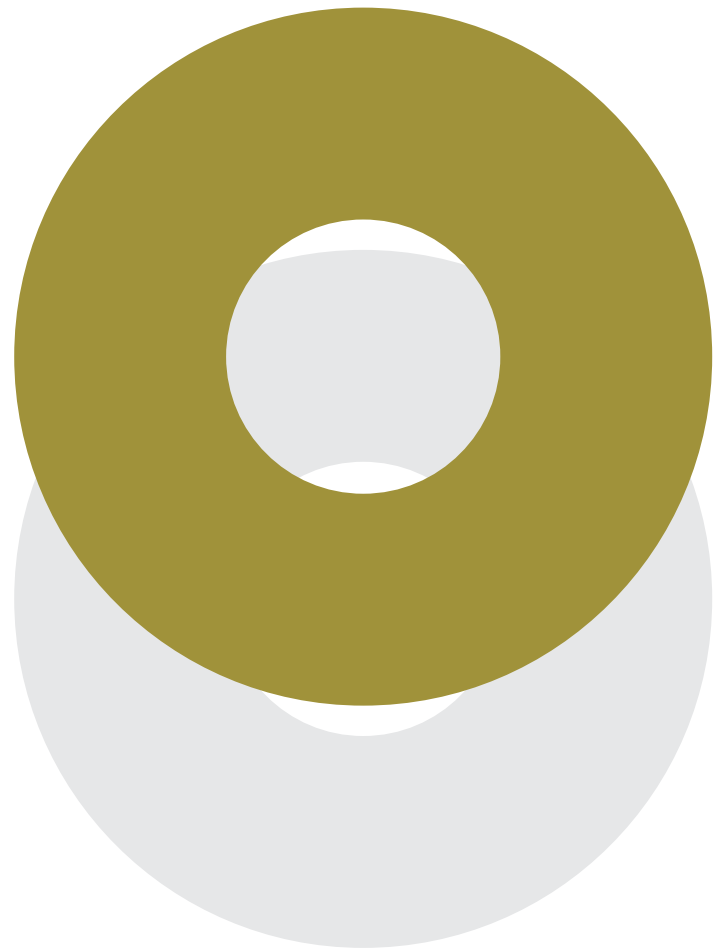


EXPERT INSIGHTS

What is coaching?

According to the **International Coach Federation (ICF)**, coaching is “as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, productivity, and leadership.”

At ITD World, our CEO and World #1 Strategic Innovation Coach Dr. Peter Chee, together with World #1 Success Coach Dr. Jack Canfield have defined coaching as “an empowering process of unleashing human potential by drawing out solutions from people through effective listening, asking great questions, using feedback,



appreciating and continuously supporting people to take ownership and be accountable for taking action to realize their goals.”

EXPERT INSIGHTS

- 01** ***Curriculum development*** – certifies the ability to build custom learning based on the training need analysis results.
- 02** ***Instructing & facilitating*** – certifies the mastery of classroom management and learner instruction.
- 03** ***HR certifications*** – certifies expertise in people management, talent acquisition, development, and retention.
- 04** ***Project management*** – certifies the ability to plan and monitor projects.
- 05** ***Virtual training*** – certifies the ability to utilize technology for training.

EXPERT INSIGHTS

What is the purpose of coaching?

Coaching has many benefits. One of them is transforming behaviors and habits positively and to make the impact the coachee wants in their life. This is done when the coach helps the person being coached leverage their strengths, talents, and passions to drive transformation. They do so by engaging in coaching conversations where asking great questions triggers creativity and an exploratory process. The coachee is prompted to discover and tap deeply into key motivators for attaining their desired outcomes.

The key action steps in the coaching conversation are then converted into a personalized action plan for massive action. This record is a key document in keeping the coachee accountable as it records their commitment to the change they are striving for.

People become highly motivated when they have a sense of deep accountability toward results and are supported by systems that drive them forwards. Moving for the desired outcomes generates a higher influence for a bigger impact on the organization and stakeholders.

EXPERT INSIGHTS

Coaching vs mentoring – What's the difference?

Organizations and corporations use coaching and mentoring to accelerate performance for sustainable success. The use of these two approaches to developing talent has grown tremendously as organizations and leaders seek ways to optimize talent.

Although people may use the terms interchangeably, the two approaches are different in their methods. Coaching empowers the coachee to establish their own goals and solutions. Mentoring meanwhile lets the mentee be systematically guided to enhance their competencies and capabilities.

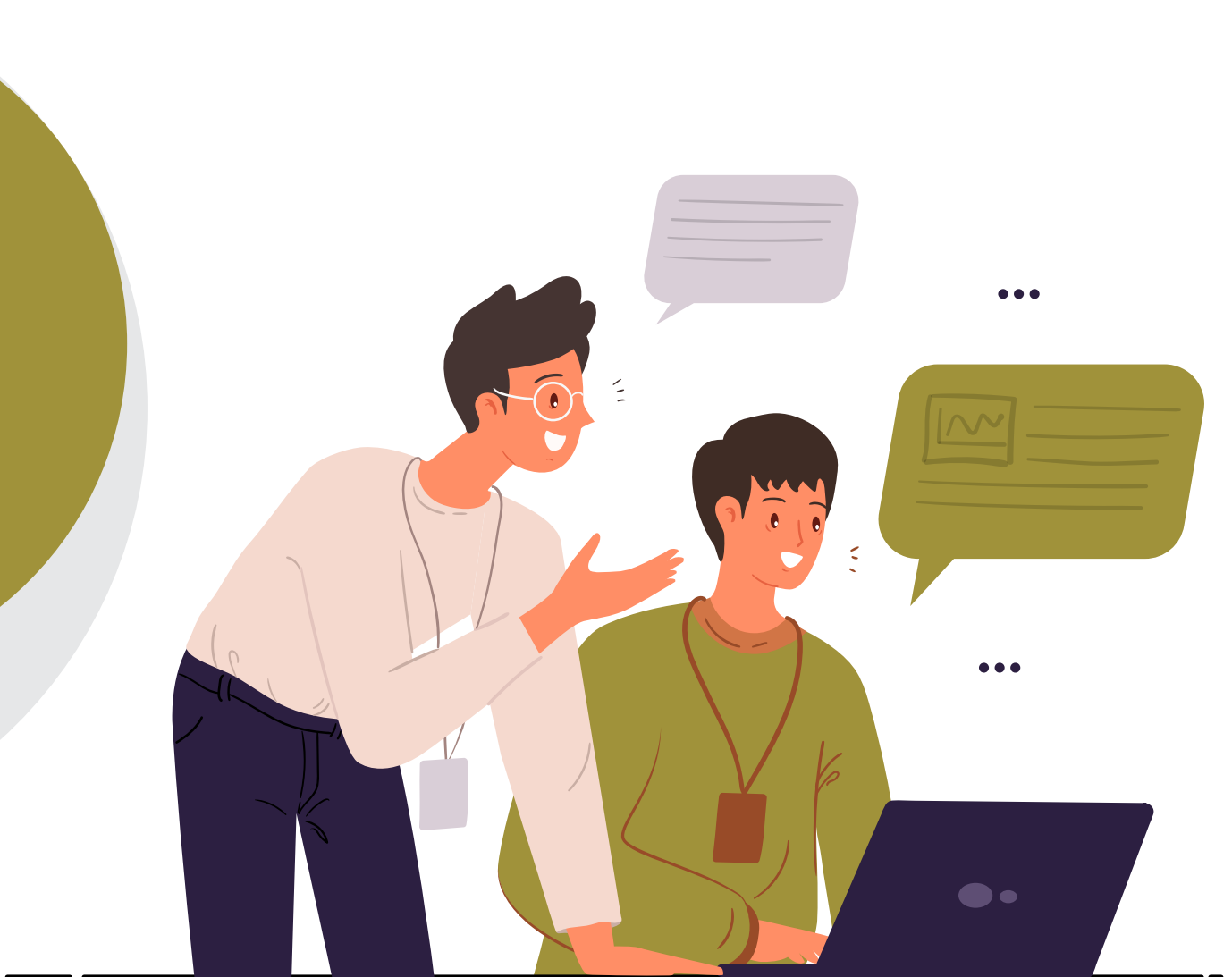
Coaching and mentoring let decision-makers maximize time in a VUCA (volatile, uncertain, complex, ambiguous) world. Leaders want high productivity while simultaneously engaging and developing their teams to resolve issues.



EXPERT INSIGHTS

Coaching gives people a tremendous sense of ownership, accountability, and commitment to empowering them. The process of drawing out solutions unleashes their potential to overcome challenges.

People experienced accelerated growth from being mentored by senior leaders or experts who share their wealth of experience, expertise, and connections. Mentors also teach, advise, guide, and support others on the journey for results.



COACHING PRINCIPLE

Believe in human potential for greatness

“Man was designed for accomplishment, engineered for success, and endowed with the seeds of greatness.”

— Zig Ziglar



COACHING PRINCIPLE

Believe in human potential for greatness

At the heart of a great coach is a firm belief that each person is a uniquely valuable individual with distinct giftedness and potential for greatness. A coach knows how to appreciate what is special in others and believes that every person is created to be magnificent in their way.

Leadership Guru John C. Maxwell asserts that talent is never enough.

***“Belief lifts your talent.
Your talent will not be lifted to the highest level
unless you also have belief.”***

There are four main perspectives of how believing in human potential for greatness can be a talent lifter.

01

LIFT YOUR TALENT to coach by believing in people's potential for greatness

02

LIFT THE TALENT of the people you coach by believing in their potential for greatness.

03

LIFT THE TALENT by believing in your potential as a great coach.

04

LIFT THE TALENT of the people you coach when they believe in your potential as a great coach.

COACHING PRINCIPLE

Believe in human potential for greatness

The positive effect of believing in human potential for greatness is multiplied when it permeates the relationship between the coach and the person being coached. Coaching is an unconditionally supportive relationship, and as you coach, you want to offer full acceptance and an unbiased belief in the person you are coaching regardless of their present performance.

It has been said that belief is more than a thought that a person possesses, it is a thought that possesses the person. A belief in the unlimited human potential for greatness is a habit of the mind in which confidence becomes a virtue that is embraced. To be a highly effective coach, you need to put believing in people, yourself, and your mission as one of your top priorities. If you want good results, you have to perform

good actions. If you want to perform good actions, you must have good expectations. To have good expectations you must first believe your goals are achievable.

The globally acclaimed author of *Fully Human Fully Alive* John Powell estimates that an average person taps only ten percent of his potential, sees only ten percent of the beauty that is all around him, hears only ten percent of its music and poetry, smells only ten percent of its fragrance, and tastes only ten percent of the deliciousness of being alive. Since most people neither see nor seize the untapped opportunity that constantly surrounds them, therein lies the potential waiting to be unleashed.

You know that people are always capable of much better results than what they are currently getting.

COACHING PRINCIPLE

Believe in human potential for greatness

This might include better physical fitness, higher job performance, more loving relationships, and so on. As a coach, you will encounter situations where people do not succeed or don't measure up to expectations in the face of huge commitments. During such times, your belief in their potential for greatness is even more important and needs to remain steadfast.

Even at a time when someone is going through great difficulties in work and life, as a coach, you are still able to see the goodness in them and bring it to the surface. This is easier said than done, but believing in people has to be a conscious choice, a decision made and a habit to inculcate with constant practice even when it's difficult. If a coach covertly believes that the person being coached is not able to succeed in achieving their goals, feeling

that they are not capable enough, this could very well undermine the entire coaching process.

If you are coaching someone to become an effective presenter and as a coach, you have seen the person performing very poorly and have formed a belief that this person is unlikely to become an effective speaker, then your ability to coach the person will be flawed. When you hold negative expectations of the outcome, this is likely to get in the way during your conversations. Your negative expectations could affect their confidence and lessen the likelihood of accomplishment. This does not mean that if someone sets an unrealistic goal the coach should not seek to find out if the person wants to make changes to the goal or work on a different goal.

COACHING PRINCIPLE

Believe in human potential for greatness

Sun Tzu wrote in The Art of War that when troops prepare for battle if they lose the battle within their mind, their chances of winning are diminished by up to fifty percent even before the battle begins. He emphasizes the profound effect that belief has on the ability to win. The awareness of the great potential that lies within people, coupled with a strong belief in people, releases the power that drives a successful coaching practice.

THE ART
OF WAR

孫子兵法



INSPIRATIONAL STORIES

David's transformation

David was a General Manager of a multinational shipping company based in Long Beach, California, and formerly a Captain in the armed forces. His father fought in World War Two and followed a strict military regime in raising his kids. David was well known in his company as a very tough no-nonsense boss. His employees feared him greatly as he was good at finding and fixing people's faults. His command and control style meant that employees were not expected to act proactively and creatively in the face of escalating environmental changes. Employee morale was depressing and business declining rapidly. David had to face it all on his own without the support of his employees. The prolonged high stress had affected David to the extent that he had to undergo heart surgery.

One of our professional coaches worked with David to support him. It was very difficult initially and his staff mostly believed that he could not and would not change. The coach stood in David's greatness and believed that he was capable of notable achievements. David spoke his heart out when he knew that the coach was fully present for him and would champion his cause without being judgmental. When David fully articulated the tremendous pain in his life and his coach listened empathically and cared for him, it was as if a ton of bricks was lifted off his shoulders. It was then that he became aware of how his leadership approach was not bearing fruit. The awareness and acceptance of how his approach was limiting his achievements became the eureka moment that fueled his transformation and gave David the motivation to invent his new approach to leading which he decided to call "*Participative-Appreciative Leadership*."

INSPIRATIONAL STORIES

David's transformation

Since old habits take time and discipline to change, so his coach encouraged him to create a way to remind himself to stay with his new approach until the new habit became locked in. One of the many self-created support structures that proved effective for David was instructing all his employees that every time he reverted to his old habit, they were to say to him, ***"Yes, Captain!"*** and he was to laugh out loud at himself to interrupt his old military pattern. As he constantly replaced his old pattern with the new one, he began to reap the rewards of what his coach believed he was capable of achieving. His belief in himself began to soar, and so did his performance.

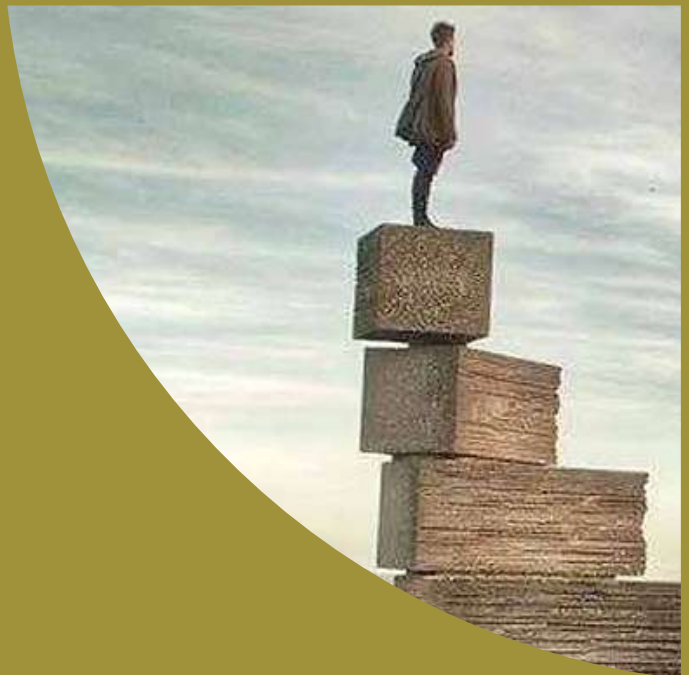
Nine months into the coaching relationship, David had created a new work culture that increased staff satisfaction and performance. The change was so profound that he received the **"Outstanding Leader of The Year"** award from his head office. His wife expressed deep gratitude when she mentioned to the coach that David was now a changed man. In his acceptance speech, David said, ***"I am eternally grateful to my coach for believing in me when no one else did. You are the wind beneath my wings. You lifted me and that changed my life."*** When he paused to wipe his tears, you could have heard a pin drop. When they played the song ***"Wind Beneath My Wings"*** by Bette Midler, David's coach and David's staff were all moved to tears.

INSPIRATIONAL STORIES

Key reflection points

The mindset of a coach includes the belief that people are inherently good, they want to contribute and they want to improve. The coach believes people make mistakes, but that most do not make mistakes intentionally. Remember to stand in people's greatness and always come from a belief that people want to succeed with their goals and commitments. Know that everyone has talents and strengths, and the role of a coach is to bring these out and to help people to use their core genius purposefully. When they do, they will shine magnificently beyond description.

The more you believe in people's potential, the more reason they will give you to believe in them. Eventually, you will wake up one morning realizing that you have also been transformed, and the way you look at people and life will never be the same again.



INSPIRATIONAL STORIES

Key reflection points

Imagine when you are searching for that rainbow and when mountains stand before you, there is a coach that truly supports you, wholeheartedly believes in you, and knows that you are capable of conquering the challenges that you face. You will be inspired to grow and become the best person you can be. Such an experience is tremendously uplifting and enriching. That is when you will encounter the true spirit of a coach that firmly believes in human potential for greatness.



“You must understand that seeing is believing, but also know that believing is seeing.”

– Denis Waitley

(Credit: *Coaching for Breakthrough Success* – by Dr. Peter Chee & Jack Canfield)

THE GOLD STANDARD IN COACHING

International Coaching Federation (ICF)

After 25 years, the International Coaching Federation (ICF) has evolved to become the hub for all things coaching. More than a membership organization for trained professional coaches – the organization brings together, in one place, several key aspects of the growing industry.



ICF Credentials are awarded to professional coaches who have met stringent education and experience requirements and have demonstrated a thorough understanding of the coaching competencies that set the standard in the profession. Achieving credentials through ICF signifies a coach's commitment to integrity, understanding, mastery of coaching skills, and dedication to clients.

THE GOLD STANDARD IN COACHING

International Coaching Federation (ICF)

ICF is consistently recognized among coaching professionals worldwide for:

- 01 Developing coaching core competencies
- 02 Establishing a professional code of ethics and standards
- 03 Creating an internationally recognized credentialing program
- 04 Setting guidelines through accreditation for coach-specific training programs
- 05 Providing continuous education through world-class events, Communities of Practice (CPs), and archived learning
- 06 Leading and informing conversations about the future of coaching.

GLOBAL CENTER OF COACHING EXCELLENCE (GCCE)

Empowering the world through coaching

ITD World's vision is to be Your Global Coaching and Leadership Development Partner. In line with the vision, we have developed a full suite of coaching and leadership development solutions to equip people with the cutting-edge skills that enable them for coaching success.

We have created a clear pathway for professional certification in the coaching industry. The foundational-level programs are designed to establish a strong grounding for professional coaching and mentoring practice in the industry. Advanced programs are also available. These enable professional mentors, coaches, and leaders to take their coaching practices further by going in-depth into the various coaching domains.

Many of the coaching programs offered by ITD World are recognized by the International Coach Federation (ICF). For example, the Certified Chief Master Coach (CCMC) program is approved by the ICF for 160 Approved Coach Specific Training Hours (ACSTH). These hours allow holders to apply for ICF credentials if they so choose.

Certified Coaching & Mentoring Professional – CCMP.

Certified Training Professional – CTP.

Certificate in Performance Coaching – CPC.

Certified High Performance Team Coach – CHPTC.

Certified Talent Development & Learning Professional – CTLP.

Certificate in Talent, Competency & Succession Management – CTCSM.

1, 2, 3 & 7-8
NOV

**CERTIFIED HUMAN RESOURCE BUSINESS PARTNER
(e-CHRBP)**

Duration **5 days**
Fee **USD 1500/pax**
By **KC Yan**

9-11, 14-15
NOV

**CERTIFICATE IN TALENT, COMPETENCY & SUCCESS
MANAGEMENT (e-CTCS)**

Duration **5 days**
Fee **USD 950/pax**
By **Dr. Rothwell**

14, 21, 28
OCT,
4, 11, 18
NOV

CERTIFIED TRAINING PROFESSIONAL (e-CTP)
Friday 2-4pm (Vietnam time)

Duration **5 days**
Fee **USD 2830/pax**
By **Dr. Mario/Anna Yap**

1, 3, 8, 10, 15,
17, 22 and 24
NOV

**e-CERTIFICATION IN INSTRUCTIONAL DESIGN AND
DEVELOPMENT (e-CIDD)**

Duration **8 days**
Fee **USD 2000/pax**
By **Dr. Mario**

Kick off
11 JAN

8-9 FEB, 6-7,
29-30 MAR,
10-12 APR

**CERTIFIED COACHING & MENTORING PROFESSIONAL
(e-CCMP#37)**

Duration **9 days**
Fee **USD 3690/pax**
By **Safura Atan**
KC Lee
Serely Alcaraz
Dr. Peter Chee

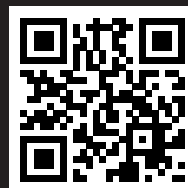
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SAVE TIME



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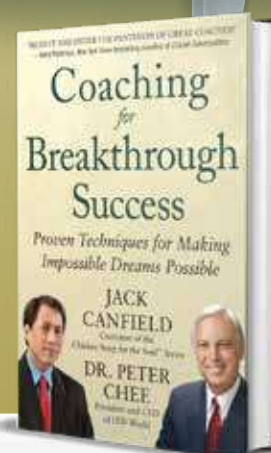
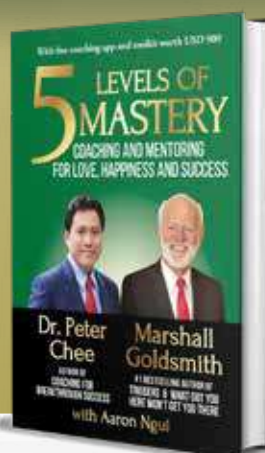
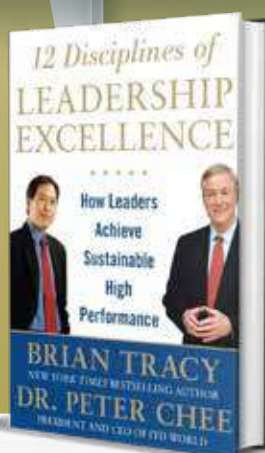
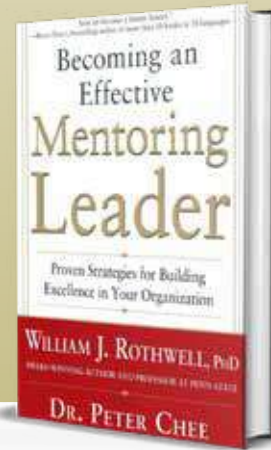
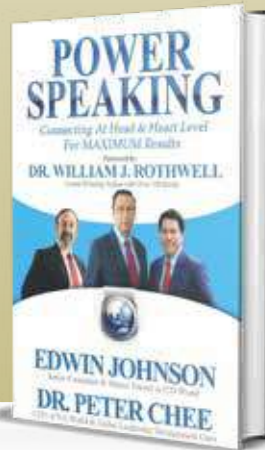


STAY AHEAD

ITD BOOK SHELF

ITD World has published books on coaching and mentoring, human resource management, and leadership development over the years. The best speakers and instructors in the world have penned these books.

Find out more here.



ITD GLOBAL CENTRES OF EXCELLENCE:

U.S.A.
ITD U.S.A.
Tel: +480 545 2878
E-mail: itdusa@itdworld.com

SINGAPORE
ITD INTERNATIONAL PTE LTD
Tel: +65 9737 5109 | Fax: +65 6223 6521
E-mail: itdsg@itdworld.com

MALAYSIA
ITD PENANG (Head Office)
Tel: +604 228 3869 | Fax: +604 228 6869
E-mail: itdpg@itdworld.com

ITD KUALA LUMPUR
Tel: +603 6203 3880 | Fax: +603 6203 3830
E-mail: itdkl@itdworld.com

THAILAND
INTERNATIONAL ITD LTD
Tel: +662 116 9336 to 7
E-mail: itdbkk@itdworld.com

VIETNAM
ITD VIETNAM
Tel: +84 28 38 258 487 | Fax: +84 28 3825 8483
E-mail: itdhcmm@itdworld.com

PHILIPPINES
ITD CONSULTING GROUP INC
Tel: +632 887 7428 | Fax: +632 844 8874
E-mail: itdmanila@itdworld.com

CAMBODIA
ITD-LDC (LEADERSHIP DEVELOPMENT CENTRE)
Tel: +855-23 555 0505 | Fax: +855-23 224 598
E-mail: itdcambodia@itdworld.com

INDONESIA
ITD-GLC (GLOBAL LEADERSHIP CENTER)
Tel: +6221 2930 8710 | Fax: +6221 2930 8747
E-mail: itdjakarta@itdworld.com

MYANMAR
ITD - BCTC (BREAKTHROUGH COACHING, TRAINING AND CONSULTING)
Tel: +959 765 222 103
E-mail: itdmyanmar@itdworld.com

BANGLADESH
ITD BANGLADESH (DREAMVALLEY)
Tel: +880 1730 704 688
E-mail: itdbangladesh@itdworld.com

INTERNATIONAL AWARD & RECOGNITION



Mission

Transforming leaders and changing the world for the better.

Vision

The #1 global leadership development expert.

Core Values (LISTEN):

Love, Innovation, Synergy, Trust, Excellence and Nurture.

Competitive Advantage Statement:

ITD World is an award winning Multinational Corporation that provides the world's best leadership development solutions to leading global organizations. We offer comprehensive & innovative solutions that produce superior results.

Core Activities & Resources:

Talent and Leadership Development; Corporate Training and Consulting; Professional Competency Certification; Mega Events and Seminars; Coaches, Mentors and Speakers Bureau; Community Services and Campaigns. Over 238 world-class programs and more than 100 dedicated mega gurus, top international resource persons, trainers, speakers, coaches and consultants from around the world.

Exclusive Mega Gurus:

Dr. Marshall Goldsmith, Dr. Jack Phillips, Dr. John C. Maxwell, Dr. William Rothwell, Dr. Jack Canfield, Dr. Peter Chee, Brian Tracy, Robert Tucker, Thomas G. Crane.

Quality Certification, Awards & Publications:

- Winner of the **ARTDO International HRD Excellence Award** in recognition for outstanding contribution to international Human Resource Development
- Bestowed the **Brand Laureate International Award** for the Best Brand in Training.
- Cutting edge books co-authored with the **world's Top Mega Gurus**- "Coaching for Breakthrough Success," "12 Disciplines of Leadership Excellence," "Becoming an Effective Mentoring Leader" and "The Leader's Daily Role in Talent Management".

Clients:

Intel, IBM, United Nations Missions, American Embassy, Agilent, Dell, Motorola, Nike, First Solar, Accenture, Citibank, Central Bank of Malaysia & Philippines, DHL, Ericsson, OSRAM, Infineon, Siemens, B Braun, Bosch, Beiersdorf, Schneider, TOTAL SA, Saint Gobain, Toyota, Ajinomoto, Samsung Vina, Singapore Press Holdings, Capitaland, PT Telkom, Siam Cement Group, Thaibev Group, CP Group, BaoViet, Sacombank, PetroVietnam, Petron, SM Supermalls, Thai Airways, Philippine Airlines, Shangri-La Hotels, Six Senses Resort, Sheraton, Prudential, AIA, GSK, MSD, Bayer, Johnson & Johnson, Unilever, Nestle, Pepsico, Flex.

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