CHALLENGE STATEMENT #01

1. Challenge Owner Index and Pseudonym

#01 – EQI

2. Challenge Statement

We are looking for a Solution Partner who is willing to understand our learner's profile, technically well-versed especially in mobile learning systems and technology-based training solution.

3. About the Challenge Owner Organisation

We are an Approved Training Organisation (ATO) provide training programmes under Singapore Workforce Skills Qualifications (WSQ) in *Food & Service, Pastry & Baking, Culinary, Food Hygiene, Retail, Employability, and Safety & Health* training for companies especially in the F&B Industry.

4. Define the Challenge

Current Situation

With COVID, learning and training has become a huge challenge for a lot of organization in Singapore. The need to adhere to Safety Management Measures (SMM) and social distancing is causing a lot of disruptions.

The three main problems are;

Physical Training Limitations

- Reduction in training options. Training providers have reduced capacity due to SMM requirements and although there are trainings that has moved to fully online, that is not able to cater to all levels of trainees especially blue collared workers.

Available Online Training Platforms

- Lack of adaptive online training programs. Although online learning has a long history, prior to COVID, the adoption rate has not been widespread across all levels and industries. With COVID, it has been evident many programs face challenges when adopted directly online from face to face sessions. Although there has been more training and education platforms available, most of the platforms and focus is still not able to cover training needs with is more skills-based needs or "hands on" abilities.

- Platforms that had been explored does not provide "coaching" platforms with emphasis usually placed on asynchronous learning.

- For assessment, the solutions that are usually provided also do not provide "live" assessment with emphasis mainly placed on self-assessment. Having said this, self-assessment is also an important component.

Changing Work Culture and Environment

- The work culture and environment has changed for all jobs due to COVID. Technology is playing a bigger part to all forms of work. With this, skills previously that was sufficient has to be enhanced now. Companies are looking for training solutions that can adapt to changes in work requirements.

- Work has now become less certain in terms of fixed working hours and fixed working locations.

- For F&B, the industry is facing a bigger than normal attrition rate due to Covid with foreign workers reducing at very huge numbers due to the reduction of Foreign workers allowed in Singapore.

  With the bigger than normal attrition rate, companies are facing challenges to onboard and train staff especially when the traditional way of training through classroom is not able to handle the requirements of SMM.

  Companies are also facing issues with sending staff to training providers like us as organizing a class of sufficient numbers is a huge logistical issue with attrition rates being high.

Past & Current Solutioning Efforts

1. Lessons have been migrated online but normal platforms are catered towards "traditional" lesson formats which usually lacks an integrated solution that can cover assessment needs.

2. More classes have been rolled out for smaller class sizes to meet adhere to SMM. However, smaller class size also means a much higher per student costs especially when class sizes are at least halved. Economically viability becomes a key challenge.

3. As a training provider, we have brought down the minimum number however, companies are still having problems sending staff for training due to the huge attrition which results a constant need to train only one or two staff on a regularly basis. Delaying the training to ensure a sufficient number of trainees is impractical and causes disruption and even losses.

Challenge / Gap / Unrealised Potential

1. The is a need to train the workforce with more flexibility and accessibility due to COVID. This is especially evident for jobs which requires shift work. Training providers are not able to provide training for too small a group of trainees but companies are not able to release a sizable amount of staff at the same time to attend trainee.

2. As this trend continues unchecked, companies who are facing higher attrition rates are finding it hard to train their staff systematically. Without a systematic and proper training, attrition rates remain high and may get higher as older staff finds the work more unmanageable due to lower productivity from new staff.

3. With the sudden change of environment, there is a need to train in "bite size" programs. This when coupled with "micro-credentialing" creates a more organized way of training staff. With more acceptance of training online, this can provide a flexible and accessible solution to huge groups of staff across different companies with different needs.

4. Even at bite-sized, the programs will need to be benchmarked against WSQ requirements. This is to ensure the robustness of the program and its recognition once the course is completed.

5. Targeted Learners / Users

Primary targeted will be our clients which are mainly F&B companies with each having a need of up to 200 trainees. In our data base, we are actively working with over 25 F&B companies.

Secondary targeted is around 150,000 across different industries. In just Food Services and Accommodation industry, 128,000 people are employed. Retail and Workplace Safety needs covers at least another 21,000.

For the F&B industry that we are targeting, staff in this industry are usually working in shifts. Due to the current uncertainty in operation mode and timing, all F&B companies are facing a drop in revenue, many are going into losses. Need to do more with lesser has become more important. Sending staff out for training has become a challenge not only in terms of budget but also loss of production.

6. Deliverables

1. Able to produce a multi-source platform for learning and assessment.
2. Able to provide stable learning solution platform for at least 20,000 pax with at least 500 users at a specific point of time.
3. Solution is accessible and used on any mobile phone. (Not everyone can afford a computer or laptop but everyone owns a mobile phone).
4. Easy "installation" of platform on any mobile or computer. (minimal need of additional equipment)
5. Enables subscription model as a billing method.

7. Expectations of Solution

1. The solution must be mobile and easy to use with learner's profile considered.
2. The solution must be easily deployed at work place to link more closely to work place.
3. The solution must be able to provide a platform for multi-source learning (documents, games, videos, coaching, etc as sources of learning).
4. The solution must be able to provide a platform for multi-source assessment (Live - Oral Questioning, Practical Performance or Uploaded assessment - Video uploading, Written Assessment).
5. The solution must be able to handle bite-sized or mini learning programs.
6. The solution will be able to handle different languages (mainly English, Mandarin, Malay and Tamil) for the wide base of trainees.
7. The solution must be able to track and trace progress of trainees. Features that will allow auto remind trainees for programs that needs renewal or refreshing of knowledge.
8. Solution must have components that is "plug and play" allowing each model to have a certain amount of customisation. For example, I can always put coaching as a feature for a particular program and change it when necessary especially with changes from industry requirements.

8. Measures of Success

1. Better retention rates for staff due to better productivity and sense of accomplishment.
2. Faster onboarding time for companies.
3. Easier job placements for job seekers with more "bite-sized" training achieved.