Learning & Development Training Report for GreenTech Solutions Pte Ltd

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Executive Summary

GreenTech Solutions Pte Ltd, a Singapore-based environmental technology SME with 60 employees, specialises in LED lighting, solar water heating, and eco-friendly building products (GreenTech Solutions Group, LLC., 2021). The company is facing significant threats to its market position and core mission. Analysis reveals that lost sales opportunities, frequent project delays and high employee turnover are not isolated incidents but symptoms of a core problem: critical skill and capability gaps within our workforce. This weakness directly undermines the company's reputation for innovation and service.

The primary drivers of these issues are deficiencies in key skills, including persuasive communication, in-depth product knowledge, and a lack of focused career development. These challenges result in operational inefficiencies, poor client engagement, and an inability for staff to effectively articulate the unique value of our products. In addition, exit interviews and staff surveys indicate that turnover is driven by a lack of skill development and limited opportunities for career advancement. These issues echo broader national trends.

To address this, a strategic, data-driven Learning and Development (L&D) training plan is proposed. Training will focus on our Customer Support Team with targeted training in both persuasive communication and product knowledge. This is a direct investment in our people, designed to close these critical skill gaps and empower the team.

This strategic L&D training plan is the blueprint for action and a clear path to tangible results. By equipping employees with the tools needed to succeed, **overall client satisfaction** will be enhanced, **sales outcomes improved,** and **project timelines met**. Training staff is a critical investment that will not only restore operational efficiency but also reaffirm GreenTech Solutions' position as a trusted and sustained leader in the environmental technology market.

1.0 Introduction

1.1 Purpose and Scope of Report

The primary goal of this report is to present a targeted Learning and Development (L&D) strategy aimed at closing critical skill gaps within the company's Customer Support Team (CST). By directly addressing deficiencies in communication and technical product knowledge, the report seeks to enhance customer satisfaction, reduce employee turnover, and restore the company's reputation for innovation and service excellence.

This comprehensive analysis first examines the company's core challenges, such as operational inefficiencies, low client engagement, and high staff turnover, and then details a data-driven L&D training plan designed to resolve them. The report includes actionable recommendations, an implementation framework, and measures to evaluate training outcomes and return on investment (ROI).

1.2 Overview of Challenges and Performance Strategies

GreenTech Solutions faces mounting threats to its market leadership due to high employee turnover, project delays, and lost sales opportunities. Customer satisfaction has fallen below 75%, with surveys indicating staff feel unprepared for digital transformation and inter-departmental miscommunication leading to a 15% rise in project delays. These issues have compromised the company's mission to deliver unrivalled service and creative solutions.

To realign with its mission, the company will implement a focused L&D training plan targeting the Customer Support Team (CST), shifting its role from a reactive helpdesk to a proactive, revenue-generating unit. Consultative sales coaching and advanced product training will directly address gaps identified in recent customer and staff feedback. These programmes are expected to increase client satisfaction, drive sales growth, and improve employee retention.

The initiative will be supported by government funding, such as the SkillsFuture Enterprise Credit, to ensure cost-effectiveness and long-term competitiveness (Powell, 2024) (Basu, 2024) (Institute for Adult Learning Singapore, 2025). Swift approval is recommended to enable prompt implementation and restore the company's leadership in the environmental technology sector.

2.0 Strategic Analysis and Performance Gaps

2.1 Business Goals and Strategies

GreenTech Solutions based its business strategies on three key principles:

1. **Leading the market through innovation** and high-quality product delivery, relying on a skilled and adaptable workforce for success (GreenTech Solutions Group, LLC., 2021).
2. Building **strong client partnerships** by offering exceptional value and serving as a single point of contact for all project needs. This approach relies on a team with excellent communication, relationship management, and technical skills (GreenTech Solutions Group, LLC., 2021).
3. Maintaining its reputation for excellence by consistently **delivering high-quality products** and ensuring precise project execution and data management.

2.2 Identifying Under-Performing Areas and Impact on Business

Analysing the company's current situations, several urgent underperforming areas are identified that compromised the business goals:

- **Communication and Sales Gaps:** Recent customer feedback underscores major communication and sales shortcomings within the company. In over 60% of customer surveys conducted in past year, respondents cited unclear explanations from GreenTech Solutions' customers support as a major concern. One common feedback is, "We often struggle to understand exactly how the products address our needs," a sentiment echoed across multiple surveys. Customers also reported that instructions from customers support are frequently unclear, confusing, and at times contain factual errors. These issues have resulted in missed sales opportunities and diminished customer trust. Internally, ineffective communication and weak teamwork have led to conflicts and misunderstandings among functional teams, making it difficult to deliver the seamless service promised by the company's "single point of contact" model.
- **High staff turnover and attrition rates:** Among younger employees who resigned, "unmet expectations for career growth" is cited as their primary reason for leaving, according to recent exit interviews. In Singapore, many leave due to limited L&D opportunities, with replacement costs averaging 33% of annual salary. High turnover disrupts operations and hinders long-term talent retention (Patnaik, 2024) (Powell, 2024) (Basu, 2024).
- **Operational inefficiency and project delays**: Issues with new systems and inadequate planning have repeatedly led to project setbacks. For instance, during

the recent HDB BTO project, software glitches caused a two-week delay and required extensive manual data corrections before results could be submitted. These incidents directly undermine customers' confidence and satisfaction.

Table 2-1: Table showing business goals and functions affecting performance gaps, supported with evidence (performance gaps due to training are highlighted in bold).

Strategic Pillar	Under-Performing Area	Business Impact / Performance Gap	Evidence
Unrivalled Service and Client Partnership	Communication and Sales Gaps (Internal and External)	• Undermines "*single point of contact*'" strategy. • **Inability to clearly articulate solution benefits** results in communication gaps with clients, leading to lost sales and weakened trust. • Internal communication and teamwork break down, resulting in poor cross-department collaboration, causes misunderstandings, delays, and client dissatisfaction.	Client feedback cites "communication gap", unable to understand advice and instructions, lost interest; Internal conflicts from poor teamwork.
	Operational and Technical Inefficiencies (Project Delays)	• Violates promise of exceptional value and seamless experience. • Damages client trust and satisfaction.	Project delays and data inaccuracies; Teams unable to leverage new tools.
Sustainable, High-Quality Product Delivery	Communication and Sales Gaps (External)	• **Fail to convey product value effectively**, resulting in missed opportunities despite product quality. • **Poor project planning and software struggles** lead to missed deadlines and data inaccuracies, causing operational inefficiency and project delays. • Inconsistent project execution causes **weak inter-departmental coordination,** affecting delivery standards.	Employees struggle to articulate solution benefits; Lost sales opportunities.

Strategic Pillar	Under-Performing Area	Business Impact / Performance Gap	Evidence
	Operational and Technical Inefficiencies (Data Inaccuracies)	• Reputation for high-quality delivery damaged, and project integrity compromised. • Low morale and unclear purpose amongst employees, and workload stress reduce quality and attention to detail.	Data inaccuracies and delays linked to software issues and poor planning.
Market Leadership and Innovation	High Staff Turnover and Attrition	• Disrupt operations. • Loss of young, adaptable talent limits innovation capacity and talent pipeline stability • Erodes talent pipeline and institutional knowledge. • Prevents building a stable, long-term talent base for future growth. • High staff turnover in client-facing roles disrupts relationship continuity and affects long-term partnerships. • Due to inadequate training, **employees lack continuous upskilling** to keep pace with rapid technological change	Replacing an employee cost ~33% of annual salary; Younger employees leave due to lack of L&D opportunities.
	Operational and Technical Inefficiencies (Resistance to Technology)	• Existing employees are resistance to new technologies, hinders adoption, limiting pacesetting and future-readiness.	Struggles with new systems; Poor morale from increased workloads reduces change receptiveness.

According to Table 2-1, performance gaps (highlighted in bold) are deeply interlinked, creating a cycle where one area of weakness amplifies others. High employee turnover due to limited training opportunities, leads to low morale and bad company culture, which in turn leads to loss of talent and institutional knowledge. This increases workloads for those who remain, further lowering morale and fostering resistance to new initiatives and technologies, hindering innovation and progress.

Poor communication and teamwork cause conflicts, inefficiencies, and project delays within teams. Externally, misalignment between technical teams and sales and marketing team weakens client messaging, leading to lost business and diminished customer trust.

The cycle of poor training, resistance to change, and weak teamwork creates ongoing challenges for the company, but these issues can be addressed with targeted training programmes.

2.3 Affected Departments / Teams

Many departments are impacted due to interconnected issues. Problems in customer support or administration can negatively affect technical teams, while management decisions influence culture and morale across the company. Sales and marketing strategies may also create misalignments with customer support and technical teams, leading to internal conflicts and inefficient crisis management.

The roles of the Customer Support Team (CST) are:

- Provide technical support for environmental monitoring systems.
- Troubleshoot software and hardware issues.
- Communicate product benefits to clients.
- Resolve customer complaints and queries.
- Collaborate with engineering and sales teams.

The CST handles direct customer support, technical troubleshooting and communicates product benefits to customers. In their line of work, they must work closely with other teams. Addressing performance gaps through targeted training is essential due to their frontline role.

3.0 Learning Needs Analysis

3.1 CST's Performance Issues

The CST's role in communicating technical information directly impacts customer satisfaction and revenue, making their role essential for successful product adoption and business growth. Investing in CST training directly drives business growth by shifting the team's role from supporting customers to generating measurable revenue impact.

However, CST was unable to effectively articulate the value and benefits of company's products. This led to instances where their replies to customers were confusing:

- **Consolidated Customers' Feedback**: Most of the 500 customers surveyed last quarter reported that CST staff struggled to listen actively, explain products clearly, and connect features to their needs. CST staff failure to translate complex technical features into simple, client-friendly language often resulting in confusion and missed opportunities. Some were too focused on technical jargon without checking with customers if they understood the explanations. Please refer to Table A-1 on customer's feedback on CST communication standards and external audit findings.
- **External Audit Results:** An external audit of CST's service a year ago, involving 300 mystery callers at different times of the day and over a period of three months, confirmed issues similar with those found in customer feedback, using the same assessment criteria. Please refer to Table A-1 on customer's feedback on CST communication standards and external audit findings.
- **Performance Reviews:** CST members' previous year performance appraisals were revisited. According to company's benchmarks, staff members should not receive an average of more than one complains per month. Those receiving an average of more than one to two complains will be monitored while those receiving more than two complains will be counselled with their year-end bonuses forfeited. There are eight CST members and only one of them managed to achieve the company's benchmark. Please refer to Graph A-2 on CST's average complaints rate per month for the previous month.

On staff preparedness and interactions between teams, the previous year's climate survey was revisited.

- **Preparedness With New Tools:** According to last year's climate survey, 60% of company's employees felt that they were either unprepared or very unprepared with new tools and products introduced. They found it hard to keep up with the changes. Please refer to Graph A-3 for CST staff response during previous year's climate survey.
- **Interactions With Other Teams:** Technical, Sales and Marketing and Administrative teams cited the CST as the team they least interested to work. Given a choice, they would not want to work with the CST team. The CST also indicated that they seldom or never interacted with members of the other teams, especially those from the Technical team. They also found new products difficult to understand and use, and find reading the instruction manuals pushed to them by the Technical Team as "boring" and "useless". Previous year's climate survey attributed the 15% increase in the number of projects delays to little or no interaction between CST and other functional teams.

3.2 Training Needs Analysis

The CST is a strategic business unit that serves as a crucial link between the company and its clients, playing a pivotal role in client relations and business growth. Current observations highlight that the team faces communication and skills gaps impacting the entire company. Addressing these gaps through targeted training and knowledge transfer will enhance their overall performance and drive revenue growth. Prioritising CST training and closing these gaps is of the highest urgency.

To excel, CST staff need targeted training that addresses current gaps in both soft and technical skills. Analysis reveals significant discrepancies between required and actual competencies. The proposed training will address key skill gaps, particularly in communication and technical expertise, to align their performance with company's expectations.

Table 3-1: Table highlighting the actual performance of CST as compared to their expected performance.

Category	Actual Performance	Performance Gap	Required Knowledge (K), Skills (S) and Behaviours (B)
Communication Skills	• Client feedback cites "communication gap" • Clients unable to understand advice and instructions, losing interest	• Lack the skill to clearly articulate solution use and benefits • Lacks the skills to translate technical features into tangible client value, losing sales and revenue.	Ability to articulate product benefits and professional writing (S), active listening (S), (Seshadri, 2025) (SkillSoft, 2005), (lparsons, 2004)
Technical Skills	• Employees "struggling to adapt to new software tools" • "Project delays and data inaccuracies"	• The inability to operate new tools directly undermines project execution and data integrity.	In-depth product knowledge (K), hands-on proficiency with products (S / B) (Seshadri, 2025) (SkillSoft, 2005), (lparsons, 2004).
Behavioural Skills	• Observed poor communication and weak teamwork • Conflicts within team • Resistance to new technologies	• Team not operating cohesively and resists change • Internal friction and slowing progress.	Problem-solving (S), customer-focused mindset (B), adaptability (B), teamwork (B) (Seshadri, 2025).

Table 3-2: Table highlighting the priorities for addressing CST performance gaps

Category	Required Proficiency	Current Proficiency	Performance Gap	Priority
Communication Skills	High	Moderate	Significant	High
Technical & Software Proficiency	High	Low	Significant	High
Customer Orientation	High	High	Minimal	Low
Problem Solving	High	Moderate	Moderate	Medium

Based on analysis of the learning needs, communication skills and technical product proficiency are lacking in CST. Staff face difficulty in articulating product value and resolving client issues, and lack the familiarity of the products, existing and new.

3.3 Validating Performance Gaps

CST's ability to assist customers with connecting temperature sensors to Wi-Fi was evaluated through simulated scenarios and call log analysis to validate skill deficiencies.

Please refer to Table B-1 for the task analysis of responding to customer queries (connecting the temperature sensor to a home Wi-Fi router), as well as the key outcomes, measurable criteria, and benchmarks for both acceptable and excellent staff performance.

An experiment involving 50 calls to customer support, in which customers requested assistance with connecting the company's temperature sensors to Wi-Fi, was conducted and documented. In more than 70% of these calls (36 in total), CST staff failed to explain the setup requirements, were unaware that the sensors needed to be turned on, or provided vague instructions on connecting to Wi-Fi through the app. Their tone was often monotonous, unenthusiastic, and at times sounded insincere.

The task analysis corroborated last quarter's consolidated customer feedback, external mystery caller audits, and performance review findings. This triangulated data highlights the urgent need and utmost importance of upskilling the CST in communication skills and product knowledge.

4.0 CST Training Development Plan

4.1 Proposed Training Plan Overview

The training plan targets the CST's main weakness: their struggle to clearly communicate product value and resolve customer issues accurately. Addressing this gap is essential to improving sales and client satisfaction (Seshadri, 2025) (Highspot, 2025).

For the company's customer-facing department, this training plan is designed to bridge the gap between knowledge and effective communication. It is divided into two programmes, each targeting a key performance gap faced by the CST: communication excellence for client engagement and technical upskilling for product mastery. All members of the CST are required to complete both programmes, alongside selected members of the Technical and Sales and Marketing teams. The Technical Team, as subject matter experts, will lead the programme on product mastery, with attendance from the CST and selected participants from the Sales and Marketing Team.

Beyond achieving excellence in customer engagement and product knowledge, the overarching goal of this training plan is to foster dialogue and teamwork among the CST, Sales and Marketing, and Technical Teams. By strengthening interdepartmental communication and collaboration, all staff will gain a deeper understanding of the challenges each group faces and be better equipped to resolve or minimise work-related issues. Ultimately, this alignment will help the company achieve its broader goals.

To ensure business continuity, the CST will be divided into two groups: one group will attend training while the other manages ongoing operations. Selected members from the Sales and Marketing Team and Technical Team will be nominated by their Department Heads to participate in either session of Programme One. For Programme Two, the Technical Team will appoint a core group to lead and conduct the training. Heads of Department and Team Leads are strongly encouraged to attend both programmes, allowing them to fully understand their team's challenges and learning needs. Their support and cooperation will also be sought to provide participants with a distraction-free training environment.

The training plan is designed based on learning theories appropriate for adult learners. It incorporates a variety of activities that cater to different learning styles, ensuring inclusive learning and maximising engagement across the diverse training audience.

To enhance knowledge transfer and maximise the benefits of training, members of the Sales and Marketing and Technical Teams who attend the programmes will share their learnings with colleagues who were unable to participate. In addition to conveying what they have learned, programme participants should also share insights about the challenges other teams face and suggest ways to improve interdepartmental relationships.

4.2 Logistics and Administrative Plan

For the training plan to succeed, support from Management, Heads of Department, and line managers is essential. Their backing will help minimise disruptions during both in-house and external staff training. Additionally, their agreement to send staff for training demonstrates a commitment to conducting follow-up sessions afterwards. Clearly communicating the cost benefits for the company and aligning training outcomes with business goals are important steps to securing their support.

Below is a table outlining the logistics and administrative considerations required for the training plan. Please refer to Annex D for a checklist of tasks to be completed.

Table 4-1: Logistics and Administrative Considerations to Conduct Training Programme

Item	Details
Administration	• Pre-course admin (course registration, grant application, particulars collection, notification of participants and supervisors, confirmation and submission of details) • Contract preparations • Post-course admin (survey results collation and analysis, report submission, thank you notes, feedback to supervisors, expenditure submission, disbursements and payments)
Venue	• On-site training room, size, availability, suitability, equipment • Off-site training venue, room size, availability, suitability, equipment • Accessibility by public transport, parking, food establishments
Trainers	• External facilitators' and communication coaches' availability • In-house subject matter experts' availability • Alignment and contextualisation of training standards, objectives and materials
Materials	• Training manuals and guides, demo products, videos, laptops • Props, flipcharts, writing materials, electrical cables
Schedule	• Pre-arrange / Shuffle duty roster to avoid clashes and allow operation continuity • De-conflict schedule clashes • Notify participants and supervisors early of training dates and timing

Item	Details
Budget	• Estimated budget submission, approval, allocation (with buffer) for programmes
Monitoring	• Pre- and post-training assessments, feedback surveys
Follow-up	• Monthly refresher sessions and coaching

4.3 Programme One: Communication Excellence for Client Engagement

Programme One will be an off-site training that every member of the Customer Support Team must attend. It will be conducted by a carefully selected, accredited vendor. The facilitator(s) will be provided with the training context, requirements, objectives, and learning outcomes. The vendor will be responsible for contextualising and delivering the training according to the company's needs.

Training Audience: Customer Support Team, selected Sales and Marketing Team members, selected Technical Team members.

Training Duration: Two full-day sessions

Delivery Mode: In-person, off-site, vendor training

Learning Objective: Participants will be able to deliver a persuasive product presentation by explaining complex technical concepts in simple terms, handling customer objections professionally, and building rapport and trust with customers to effectively close sales and improve customer satisfaction.

Learning Outcomes: By the end of the training, participants must be able to: (a) explain complex technical concepts in simple terms; (b) handle customer objections and concerns in a professional manner; (c) deliver persuasive product presentations; (d) build rapport and trust with clients to effectively close sales and improve customer satisfaction.

Content: Foundations of effective client communication, adapting to client personas, product knowledge and value messaging, and client engagement and consultative techniques.

Method: Role-play scenarios, listening drills, peer feedback, persona mapping, case study analysis, product pitch simulation, live client simulation, feedback and coaching.

Assessment and Evaluation: Pre-training survey (baseline confidence and skill levels), post-training assessment (role-play evaluations, quizzes), follow-up (30-day check-in with managers).

Please refer to Annex E for more details.

4.4 Programme Two: Technical Upskilling – Product Mastery

Programme Two will be conducted on-site and in-house by the Technical Team for all members of the Customer Support Team. The Technical Team will designate subject matter experts (SMEs) to provide hands-on training with the company's products. Participants will observe product demonstrations, engage in practical exercises, and gain first-hand experience to better empathise with customers' frustrations and challenges. Conversely, the Technical Team will gain insight into the difficulties faced by other teams who may lack technical expertise.

Training Audience: Customer Support Team, selected Sales and Marketing Team members, supported by selected Technical Team members who will be facilitating the training.

Training Duration: Two days, split into four half-day sessions.

Delivery Mode: In-house, on-site, facilitated by SMEs from Technical Team

Learning Objectives: Participants will be able to communicate the value and benefits of the company's products to clients clearly and persuasively by operating and navigating the products confidently, troubleshooting common issues, and explaining the products' role in supporting environmental sustainability and compliance to effectively close sales and build long-term client relationships.

Learning Outcomes: By the end of the training, participants must be able to: (a) operate and navigate company's products with confidence; (b) troubleshoot common product issues and perform basic maintenance tasks; (c) explain the company's products' roles in supporting environmental sustainability and compliance; (d) communicate the value and benefits of company's products to clients clearly and persuasively.

Content: Introduction to products, troubleshooting and maintenance, communicating product benefits

Method: Demonstration, guided practice, hands-on practice, scenario-based learning, role-play, peer feedback.

Assessment and Evaluation: Pre-training survey (baseline confidence and skill levels), post-training quiz (evaluate technical proficiency), role-play evaluation (assess communication effectiveness), feedback survey (collect participant insights for improvement).

Please refer to Annex F for more details.

4.5 Estimated Costs

The tables below provide estimated costs required to conduct Programme One and Programme Two.

Table 4-2: Estimated costs required to conduct Programme One

Category	Item	Description	Cost (SGD)
Training Vendor	Facilitator Fee	2-day professional trainer (Based on quotes from Matthew James International)	3500
Training Vendor	Training Materials	Workbooks, handouts, tools	450
Training Vendor	Admin & Coordination	Registration, scheduling, support	300
Venue Rental	Training Room	Full-day rental x 2 days (2 days at Singapore Shopping Centre)	600
Venue Rental	AV Equipment	Included in venue package (projector, mic, whiteboard)	0
Catering	Lunch	Bento sets @ $17 × 15 × 2 days	510
Catering	Coffee/Tea Breaks	Snacks and drinks @ $9 × 15 × 2 days	270
Transport	Group Shuttle	2-way charter bus × 2 days	480
Transport	Parking & Logistics	For trainer and materials	100
Opportunity Cost	Lost Earnings	Average daily rate $250 × 15 × 2 days	7500
Miscellaneous	Insurance & Contingency	5% buffer for unexpected costs	700
		Total Estimated Cost	**14410**

Notes and Assumptions
Training vendor selected from top providers like NTUC Learning Hub, ILS, PD Training, or StrengthsAsia.
Venue rental based on centrally located training rooms with full-day rates.
Catering based on mid-range seminar packages with Halal-certified options.
Transport via charter bus for convenience and group coordination.
Opportunity cost calculated using average daily salary benchmarks.

SkillsFuture Enterprise Credit (SFEC) Notes
Eligible companies receive a one-off $10,000 credit. Covers up to 90% of out-of-pocket expenses for approved training programmes. Training vendor and materials are SFEC-claimable. Claims are reimbursed post-training via PayNow Corporate.

Table 4-3: Estimated costs required to conduct Programme Two

Category	Item	Description	Cost (SGD)
Training	Facilitator Fee	Nil (in-house SME)	0
Training	Training Materials	Workbooks, handouts, tools (@ $15/person)	225
Training	Admin & Coordination	Registration, scheduling, support	200
Venue Rental	Training Room	Nil (on-site)	0
Venue Rental	AV Equipment	Projector, sound system, whiteboard, cables	200
Catering	Lunch	Bento sets @ $17 × 15 × 2 days	510
Catering	Coffee/Tea Breaks	Snacks and drinks @ $9 × 15 × 2 days	270
Transport	Group Shuttle	Nil (on-site)	0
Transport	Parking & Logistics	Nil (on-site)	0
Opportunity Cost	Lost Earnings	Average daily rate $250 × 15 × 2 days (15 participants) Average daily rate $300 x 3 x 2 days (3 SMEs)	7500 1800
Miscellaneous	Insurance & Contingency	5% buffer for unexpected costs	200
		Total Estimated Cost	**10905**

4.6 Measurement of Success and ROI

Using Kirkpatrick's framework for evaluating training, effectiveness of this training plan will be assessed through a structured, multi-level approach, utilising clear data collection methods, assigned responsibilities, and defined success criteria at each stage to ensure comprehensive and accountable measurement (Kirkpatrick, 2015).

Level 2 (Learning): Participants will complete pre- and post-training assessments, which will be administered and scored by the L&D team. A benchmark of 80% or higher on the final assessment will serve as the standard for mastery. The Training Coordinator will analyse assessment results, as well as monitor participation and completion rates, and report these findings accordingly.

Level 3 (Behaviour): Within one month of completing the training, a random sample comprising 20% of support calls from each CST member will be selected for review. These reviews will be conducted using a standardised rubric that focuses on independent problem-solving skills, effective communication of product benefits, and adherence to established protocols. Success will be defined as at least 85% of the reviewed interactions demonstrating competent, independent resolution and clear communication. The findings will be compiled into a summary report for presentation to department management.

Level 4 (Results): Relevant business metrics (including project delays, issue escalations to the Technical Team, and new sales opportunities identified by the CST) will be tracked using data from CRM and project management systems. Monthly data will be extracted and analysed. Targets include a 20% reduction in project delays caused by technical issues, a 25% decrease in escalated cases, and a 10% increase in qualified sales leads within three months after training. Results will be reviewed jointly with departmental leadership to ensure alignment with organisational goals.

Level 5 (ROI) (Gupta, 2025)**:** The financial return will be measured by comparing the total costs of delivering the training, including time and resource investments, against quantifiable benefits such as cost savings from reduced turnover and increased revenue from new sales leads. The Finance department will calculate ROI, with a target of at least a 150% return within six months of implementing the training. Stakeholders from HR, Finance, and Operations will collaborate to review these outcomes and inform future training investments.

Throughout the evaluation process, representatives from key business units will participate in defining success metrics and reviewing results. This approach ensures the training programme remains relevant, aligned with strategic objectives, and continues to have the support of stakeholders.

5.0 Government Grants and Subsidies

5.1 Benefits of Government Grants and Subsidies

Applying for government training grants significantly enhances the cost-effectiveness and return on investment (ROI) of Learning & Development (L&D) initiatives. By utilising grants and subsidies, such as the SkillsFuture Enterprise Credit (SFEC) and Workforce Skills Qualifications (WSQ) course subsidies, the company can reduce training costs by up to 50%. For example, a S$354,000 plan is lowered to S$177,000. This reduction in expenses increases the projected ROI to 283% within the first year.

By leveraging the SkillsFuture Enterprise Credit and Workforce Training Grant, the proposed training plan's cost is reduced by half, from S$354,000 to S$177,000. These substantial savings enhance feasibility and allow the company to invest in other strategic priorities, thereby increasing overall value and efficiency.

Enhanced ROI: By reducing training costs by half, these grants significantly increase the first-year ROI to 283%, making the training plan substantially more financially attractive.

Access to Quality Training: These grants are specifically linked to approved providers and courses, ensuring that employees receive industry-recognised training tailored to current market needs.

Alignment with National Strategy: By utilising these grants, GreenTech Solutions aligns itself with Singapore's national workforce development strategy and reinforces its reputation as an innovative employer committed to nurturing talent.

In summary, grants are essential to ensuring the financial viability of the proposed training plan. Securing these grants is a crucial step toward achieving the targeted ROI and establishing sustainable, high-quality training programmes.

5.2 Types of Grants and Subsidies Available For Training

As a local SME with 60 employees, the company is eligible for several grants and subsidies to support the proposed training plan. Annex I lists the grants and subsidies that can help offset the costs of training and other related expenses.

5.3 Identified Grants and Subsidies

Based on the cost breakdown in the report, the training plan relies on two key types of grants:

1. **SkillsFuture Enterprise Credit (SFEC):** SFEC offers employers a one-time credit of S$10,000 to cover up to 90% of out-of-pocket expenses on a range of business transformation and job redesign initiatives, including eligible training courses. The report's proposed 50% subsidy rate represents a conservative yet realistic estimate of the support available through this grant.

2. **Workforce Skills Qualifications (WSQ) Course Subsidies:** WSQ courses are pre-approved and generously subsidised by the government, often covering a significant portion of course fees for both Singaporean Citizens and Permanent Residents.

Please refer to **Table I-2** for the advantages and disadvantages of the SFEC and WSQ Course Subsidies

By utilising these grants, the company not only aligns itself with Singapore's national strategy for skills development but also enhances its reputation and ensures high-quality training is accessible and sustainable. However, both grants require careful planning and thorough documentation in order to optimise their benefits.

In summary, these grants are a crucial element in ensuring the financial viability of the proposed learning and development plan. Applying for them is an essential step toward achieving the projected ROI and establishing a sustainable, high-quality training programme.

6.0 Conclusion

This report makes clear that the performance gaps within the Customer Success Team (CST) are not isolated operational concerns but are critical risk factors that directly threaten the company's ability to achieve market leadership and sustainable growth. Left unaddressed, these gaps increase the likelihood of client dissatisfaction, revenue loss, and turnover, and these are risks that no forward-looking organisation can afford.

The proposed two-part training plan, focusing on "Communication Excellence" and "Technical Upskilling", offers stakeholders a prudent, high-impact pathway to mitigate these risks. By systematically strengthening CST's capabilities, we proactively reduce the chance of costly errors, miscommunications, and client attrition. Ultimately, this protects both brand reputation and bottom line.

Crucially, the training plan is expected to unlock significant revenue gains. Enhanced customer engagement and product mastery will position our CST to not only resolve client issues more effectively, but also to identify upsell and cross-sell opportunities, directly contributing to business growth. Improved team expertise will translate into higher customer satisfaction and retention, both of which are proven drivers of recurring revenue and long-term profitability.

Moreover, investing in our people sends a powerful signal that we are committed to their development and success. This approach is proven to strengthen employee loyalty and reduce costly turnover – a benefit that extends well beyond the CST. As employees gain new skills and confidence, the company cultivates a culture of engagement and high performance, further mitigating the risk of talent loss to competitors.

Financially, the estimated cost of S$16,500 is highly strategic when viewed through the lens of risk mitigation and growth. With substantial funding available through SkillsFuture Enterprise Credit and Workforce Skills Qualifications (WSQ) Course Subsidies, the company can offer world-class training at a fraction of the market cost, maximising return on investment.

In summary, this training plan directly supports the company's strategic priorities by reducing operational risks, enabling revenue expansion, and retaining top talent. Securing stakeholder support for this initiative is not just prudent; it is essential for safeguarding the company's future and strengthening its position in an increasingly competitive market.

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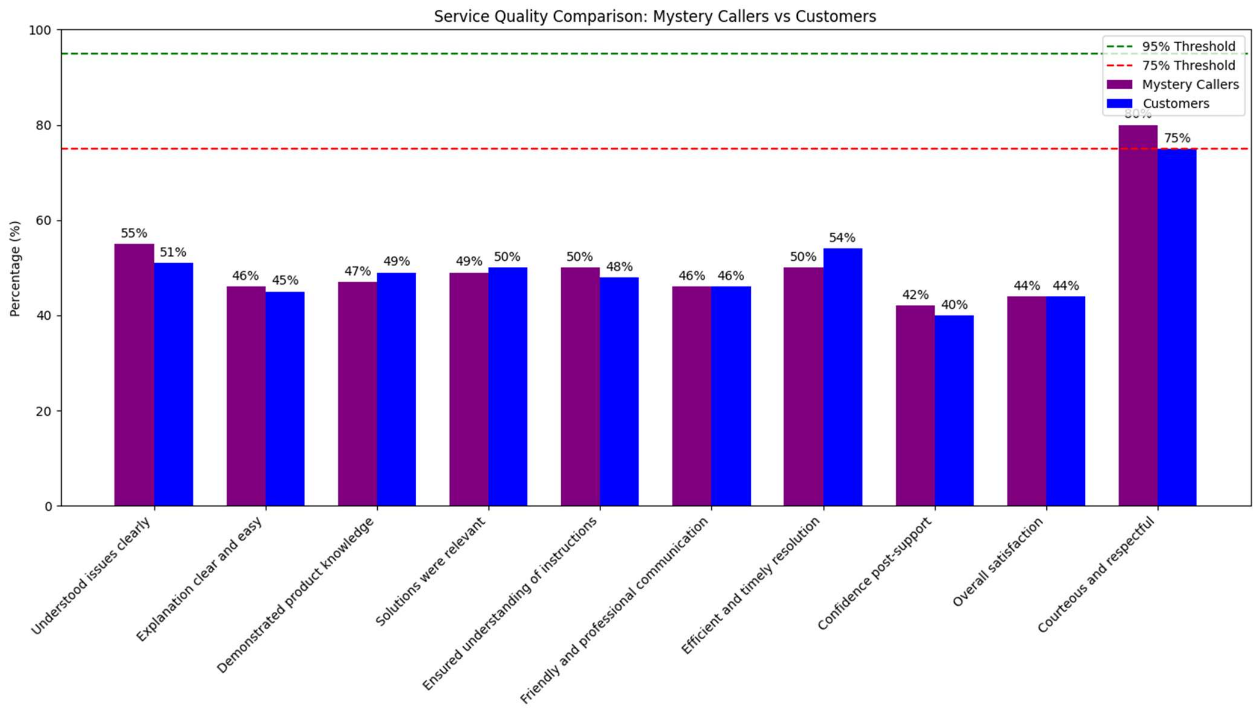
Annexes

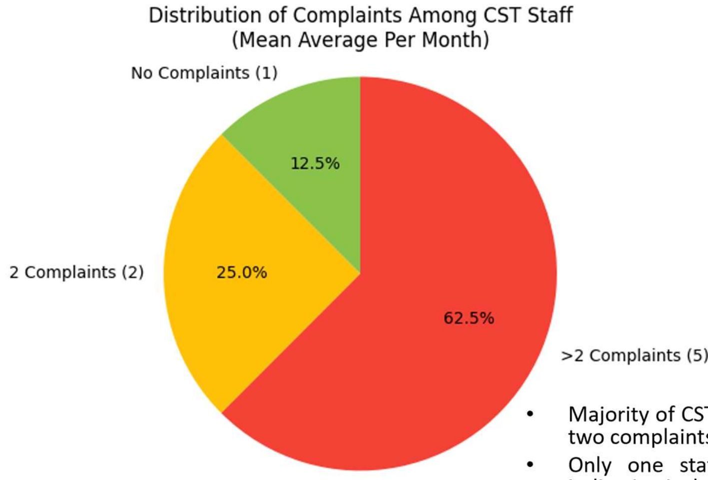
Annex A: Learning Needs Analysis



Significance of Results	Recommendations For Improvements
Mystery callers and customers reported similar service quality levels, mostly below the 75% threshold.	Focus on communication clarity to ensure customers understand instructions and solutions.
Only one metric (courteous and respectful staff) reached the 75–95% range, indicating a strength in staff demeanour.	Enhance staff training to improve product knowledge and issue resolution.
Key areas such as explanation clarity, product knowledge and post-support confidence are below expectations.	Implement follow-up support to boost customer confidence post-interaction.
These results highlight the need for targeted training and improved communication strategies to enhance customer experience.	Monitor performance metrics regularly and address areas falling below the 75% threshold.

Table A-1: Survey Results on Customer Support Team's Communication and Understanding of Customers' Issues vs External Audit on Customer Support Standards

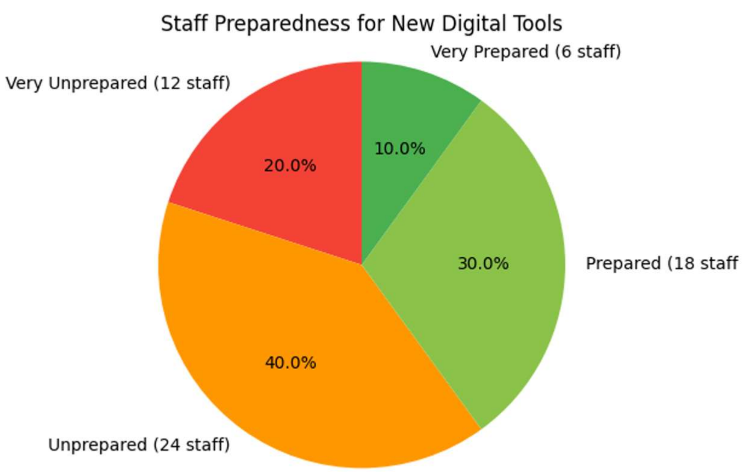
Distribution of Complaints Among CST Staff (Mean Average Per Month)



- Majority of CST staff (62.5%) received more than two complaints in a month.
- Only one staff member had no complaints, indicating isolated excellence.
- Results suggest a need for performance reviews and targeted training.
- Focused support and coaching could help reduce complaint rates and improve service quality.

Graph A-2: Pie Chart Indicating the Average Number of Complains Received by CST Per Month As Reported During Latest Performance Appraisals

Staff Preparedness for New Digital Tools



- A significant portion of staff (60%) feel unprepared or very unprepared for new digital tools.
- Only 30% feel prepared and just 10% feel very prepared, indicating a gap in digital readiness.
- These results suggest an urgent need for targeted digital training and support initiatives.
- Addressing this gap can improve staff confidence and efficiency in using new technologies.

Graph A-3: Pie Chart Indicating CST Staff Preparedness for New Digital Tools

Annex B: A Sample of Task Analysis Conducted

The most common task the Customer Support Team faces every day is answering customers' queries on the company's products. The table below is the analysis of this task, measurable criteria, and acceptable and excellent performance.

Step	Task	Key Outcomes	Measurable Criteria	Acceptable Performance	Excellent Performance
1	**Greet & Understand**	Customer feels welcomed and confident you can help	Warm greeting, confirmation of device model	Confirms model before starting	Confirms model, reassures customer, and sets expectation for support
2	**Explain Setup Requirements**	Customer knows what they need before starting	Lists Wi-Fi name, password, charged sensor, and app	Mentions all items needed	Mentions all items, plus tips (e.g., keep phone near router)
3	**Guide to Install the App**	Customer installs the correct control app	Guides to app store and correct app name	Customer downloads correct app	Customer downloads correct app and registers account without confusion
4	**Power On Sensor**	Sensor is turned on and ready for pairing	Customer confirms power light/status	Guides to switch on sensor	Guides with clear description of indicators (e.g., blinking light means ready)
5	**Connect Through App**	Sensor is connected to Wi-Fi via the app	Walks customer through menu: "Add Device" → "Temperature Sensor" → "Wi-Fi Details"	Guides through steps without major confusion	Guides smoothly, offers tips for common issues (e.g., 2.4GHz requirement)

Step	Task	Key Outcomes	Measurable Criteria	Acceptable Performance	Excellent Performance
6	**Confirm Connection**	Customer verifies sensor is online in the app	Checks device list in app	Confirms device appears online	Confirms device online and walks customer through testing live temperature reading
7	**Explain Benefit**	Customer understands value of connection	States benefit in plain language	Explains basic benefit	Explains benefit tied to customer's needs (e.g., energy savings, comfort)
8	**Close & Invite Questions**	Customer feels confident to use sensor	Asks for questions and confirms satisfaction	Asks if they have questions	Anticipates possible next questions and offers extra tips

Table B-1: Table showing the analysis of a common task customer support team faces, the measurable criteria, and acceptable and excellent performance behaviours

While waiting for training, CST members can use the guided script below to assist them in their day-to-day task of answering customers' questions.

Step	Task	Key Outcomes	Measurable Criteria	Script Sentence
1	**Greet & Understand**	Customer feels welcomed and confident you can help	Warm greeting, confirmation of device model	"Hi, thank you for calling! My name is [Your Name]. How can I assist you today?" "I understand you would like to help [repeat the issue]. No problem. This will take about 5 to 10 minutes, and I'll walk you through each step." "Can I confirm the model of the [product] you are enquiring about?"
2	**Explain Setup Requirements**	Customer knows what they need before starting	Lists Wi-Fi name, password, charged sensor, and app	"Can I confirm if you have the following information on hand? [List the necessary information required]" "It will be good if you are near to the router."
3	**Guide to Install the App**	Customer installs the correct control app	Guides to app store and correct app name	"You will need to use an app to connect the product to the router. Can I check if you have downloaded the app?" "No worries, allow me to guide you to download and install the app." [Provide a list of step-by-step to direct customer to the correct app store to download and install the app.]
4	**Power On Sensor**	Sensor is turned on and ready for pairing	Customer confirms power light/status	"To start, you will need to turn on the sensor. Do you know where to locate the on/off switch?" "The switch is a very small button located behind the sensor. It has a small red logo printed on it. Press and hold on the button for five seconds. You will know the sensor is on if you the light on the front display panel is blinking."

Step	Task	Key Outcomes	Measurable Criteria	Script Sentence
5	**Connect Through App**	Sensor is connected to Wi-Fi via the app	Walks customer through menu	“To connect, ‘Add Device’ → ‘Temperature Sensor’ → ‘Wi-Fi Details’. A common issue is connected to the wrong Wi-Fi. Make sure you connect to your house’s Wi-Fi at 2.4GHz.”
6	**Confirm Connection**	Customer verifies sensor is online in the app	Checks device list in app	“To check if you are connected, you can look at the Home page of the app. The word ‘online’ should be indicated besides the name of the sensor connected.” “Let’s check if the sensor is reading correctly and everything is working fine. Can you tell me the temperature reading shown by the sensor?”
7	**Explain Benefit**	Customer understands value of connection	States benefit in plain language	“Great! The sensor has been connected and working fine. It will lower your monthly electrical bills, at the same time providing comfort to the entire household.”
8	**Close & Invite Questions**	Customer feels confident to use sensor	Asks for questions and confirms satisfaction	“Is there anything else I can help you with today?” [Anticipates possible further questions] “Thank you for calling. It is my pleasure to serve you. Have a nice day! Good bye!”

Table B-2: Generic Script for Customer Support Team To Use To Answer Customers’ Queries

Annex C: Customer Satisfaction Survey vs Self-Reflection Questions

Below is the set of questions included in the customer satisfaction survey that customers are asked to complete after making a call, and the corresponding questions for self-reflection to be filled up by the CST after ending the call.

#	Customer Survey Question	Staff Self-Assessment Question
1	The customer support staff was courteous and respectful throughout our interaction.	I was courteous and respectful throughout my interaction with the customer.
2	The staff understood my issue clearly before providing assistance.	I understood the customer's issue clearly before providing assistance.
3	The explanation provided about the product issue was clear and easy to understand.	I provided a clear and easy-to-understand explanation of the product issue.
4	The support staff demonstrated good product knowledge when answering my questions.	I demonstrated good product knowledge when answering the customer's questions.
5	The solutions offered were relevant and addressed my specific problem.	The solutions I offered were relevant and addressed the customer's specific problem.
6	The staff took the time to ensure I understood the instructions provided.	I took the time to ensure the customer understood the instructions I provided.
7	The support staff communicated in a friendly and professional manner.	I communicated with the customer in a friendly and professional manner.
8	The resolution process was efficient and timely.	I resolved the customer's issue efficiently and in a timely manner.
9	I felt confident using the product after the support session.	I helped the customer feel confident using the product after our interaction.
10	Overall, I am satisfied with the service provided by the customer support staff.	Overall, I believe I delivered a high standard of service to the customer.

Open-ended Comparison Questions:

Customer: What could we do to improve your customer support experience?

Staff: What could I have done better to improve the customer's support experience?

Annex D: Checklist For Conducting Training

Phase 1: Pre-Course (3-4 weeks before)

A. Planning & Buy-in

- **Define Objectives & Scope:**

  ☐ Clarify the specific product knowledge and skills staff need to acquire.

  ☐ Establish measurable learning outcomes (e.g., "Trainees will be able to resolve 80% of Tier 1 product-related queries without escalation").

  ☐ Finalize the course content and hands-on activities with the Technical Team.

- **Seek Management & HOD Buy-in:**

  ☐ **L&D Executive:** Prepare a proposal outlining the training's purpose, expected outcomes, target audience, and required resources.

  ☐ **L&D Executive:** Present the proposal to the Head of Department (Customer Support) and the Head of the Technical Team.

  ☐ **L&D Executive:** Secure approval and budget for training materials, software, and any other costs.

- **Communicate with Stakeholders:**

  ☐ **L&D Executive:** Draft a communication plan for all stakeholders (trainees, line managers, supervisors, etc.).

  ☐ **L&D Executive:** Inform Line Managers and Supervisors about the training schedule and the importance of their team's participation. Emphasise the long-term benefits for their team and the company.

B. Administrative & Logistical

- **Participant Management:**

  ☐ **L&D Executive:** Identify and confirm the list of trainees with Line Managers and Supervisors.

  ☐ **L&D Executive:** Send out official training invitations with a clear agenda, learning outcomes, and pre-work (if any).

  ☐ **L&D Executive:** Request trainees to complete a pre-training survey to assess their current knowledge and tailor the training content.

- **Venue & Equipment:**

  ☐ **L&D Executive:** Book a suitable training room. Ensure it can accommodate the number of trainees and has space for hands-on activities.

  ☐ **L&D Executive:** Coordinate with the IT department to set up computers / laptops with the necessary software or product access for each trainee.

  ☐ **L&D Executive:** Test all equipment: projectors, screens, audio, and internet connection.

☐ **L&D Executive:** Arrange for flip charts, whiteboards, markers, and other stationery.

- **Materials & Resources:**

  ☐ **L&D Executive:** Work with the Technical Team to prepare and print training manuals, handouts, and any job aids.

  ☐ **L&D Executive:** Create a participant folder containing the agenda, training materials, and contact information.

  ☐ **Technical Team:** Prepare hands-on exercises and case studies. Ensure the environment for hands-on practice is ready (e.g., test accounts, sandbox environment).

- **Catering:**

  ☐ **L&D Executive:** Arrange for refreshments, lunch, and coffee breaks, if applicable.

Phase 2: During-Course (Day of Training)

A. On-the-Day Execution

- **Set-up & Welcoming:**

  ☐ **L&D Executive:** Arrive early to set up the room. Place materials, nametags, and any pre-training survey results on each desk.

  ☐ **L&D Executive:** Greet participants as they arrive.

  ☐ **L&D Executive:** Conduct a final tech check.

- **Introduction:**

  ☐ **L&D Executive:** Start the session by welcoming everyone and introducing the trainer(s).

  ☐ **L&D Executive:** State the learning objectives and the day's agenda.

  ☐ **L&D Executive:** Remind trainees about the importance of active participation, especially during hands-on sessions.

- **Facilitation & Support:**

  ☐ **Technical Team Trainers:** Deliver the training content, incorporating interactive and hands-on activities.

  ☐ **L&D Executive:** Act as a co-facilitator. Manage time, logistics (breaks, lunch), and address any administrative issues that arise.

  ☐ **L&D Executive:** Observe the training to ensure it is running smoothly and that participants are engaged.

- **Check for Understanding:**

  ☐ **Technical Team Trainers:** Conduct periodic checks for understanding to ensure trainees are grasping the concepts before moving to the next topic.

Phase 3: Post-Course (1-2 weeks after)

A. Evaluation & Feedback

- **Immediate Feedback:**

  ☐ **L&D Executive:** Distribute a post-training survey at the end of the session to gather immediate feedback on the content, trainer, and logistics.

- **Long-term Assessment:**

  ☐ **L&D Executive:** Schedule a follow-up session or survey 2-4 weeks after the training to assess the application of learned knowledge.

  ☐ **L&D Executive:** Work with Line Managers and Supervisors to observe and provide feedback on trainees' performance and use of the new product knowledge. This is a key step to demonstrate ROI and secure future buy-in.

  ☐ **Line Managers/Supervisors:** Provide feedback to L&D on the observed performance improvements of their team members.

B. Follow-up & Communication

- **Acknowledge & Thank:**

  ☐ **L&D Executive:** Send a thank-you note to the Technical Team trainers, acknowledging their effort and expertise.

  ☐ **L&D Executive:** Send a thank-you email to all trainees.

- **Reporting:**

  ☐ **L&D Executive:** Compile a training report that includes:

  - Training objectives and attendance list.
  - Summary of feedback from trainees and managers.
  - Recommendations for future training or improvements.

  ☐ **L&D Executive:** Share the report with the Head of Customer Support and the Technical Team, and other relevant management. This closes the loop and shows accountability.

- **Continuous Improvement:**

  ☐ **L&D Executive:** Identify any gaps or needs for further training. Discuss with the Technical Team and department heads to plan for the next training cycle or ongoing support.

Annex E: Facilitator Guide for "Client-Facing Communication and Product Articulation"

🧑‍🏫 FACILITATOR GUIDE

Training Program: Client-Facing Communication & Product Articulation
Company Context: Small environmental technology firm based in Singapore
Workforce Size: 15 employees (including eight CST members)
Training Audience: Customer Support, Sales & Marketing, Technical.
Training Duration: Two Days (Full-day sessions)
Delivery Mode: In-person, off-site
Facilitator: Vendor-based

🎯 Training Objective

To equip participants with the skills to confidently and clearly communicate product benefits to customers, improving customer satisfaction and trust.

📍 Day 1: Communication Mastery

Session 1: Foundations of Client Communication

- **Time:** 9:00 AM – 10:30 AM
- **Learning Outcomes:**
  - Understand the principles of active listening
  - Use clear, professional language in client interactions
- **Activities:**
  - Icebreaker: "Client Communication Bingo"
  - Mini-lecture with examples of good vs. poor communication
  - Pair practice: Listening and paraphrasing drills
- **Materials Needed:** Slides, bingo cards, handouts on communication styles

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Session 2: Adapting to Client Personas

- **Time:** 10:45 AM – 12:15 PM
- **Learning Outcomes:**
  - Identify different client types and tailor communication accordingly
- **Activities:**
  - Persona mapping exercise (e.g., government agency vs. private developer)
  - Role-play: Matching tone and style to persona
- **Materials Needed:** Persona cards, role-play scripts

Session 3: Communication in Context

- **Time:** 1:15 PM – 3:00 PM
- **Learning Outcomes:**
    - Apply communication skills in real client scenarios
- **Activities:**
    - Case study: Miscommunication with a sustainability consultant
    - Group discussion: What went wrong and how to fix it
- **Materials Needed:** Case study handouts, flipcharts

Session 4: Reflection & Feedback

- **Time:** 3:15 PM – 4:30 PM
- **Activities:**
    - Self-assessment checklist
    - Peer feedback circle
- **Materials Needed:** Reflection journals, feedback forms

🌱 **Day 2: Product Articulation & Engagement**

Session 5: Translating Features into Benefits

- **Time:** 9:00 AM – 10:30 AM
- **Learning Outcomes:**
    - Confidently explain how products solve client problems
- **Activities:**
    - Product breakdown: Feature vs. Benefit mapping
    - Group challenge: "Pitch the Product"
- **Materials Needed:** Product sheets, pitch templates

Session 6: Storytelling with Impact

- **Time:** 10:45 AM – 12:15 PM
- **Learning Outcomes:**
    - Use storytelling to make product value relatable
- **Activities:**
    - Story crafting workshop: "From Tech to Tale"
    - Share-out: Best story wins a prize
- **Materials Needed:** Storyboard templates, sample client success stories

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Session 7: Handling Objections & Questions

- **Time:** 1:15 PM – 3:00 PM
- **Learning Outcomes:**
    - Respond to client concerns with confidence and clarity
- **Activities:**
    - Objection handling role-play
    - "Ask Me Anything" panel with senior staff
- **Materials Needed:** Objection cards, Q&A board

Session 8: Wrap-Up & Action Planning

- **Time:** 3:15 PM – 4:30 PM
- **Activities:**
  - Personal action plan creation
  - Group commitment wall: “What I’ll Do Differently”
- **Materials Needed:** Action plan templates, sticky notes, markers

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📊 Evaluation & Follow-Up

- **Pre-Training Survey:** Confidence in communication and product articulation
- **Post-Training Assessment:** Role-play evaluations, peer feedback
- **30-Day Follow-Up:** Manager check-in and refresher microlearning module

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📁 Facilitator Resources

- Slide deck (customised with company branding)
- Participant workbook
- Role-play scripts and persona cards
- Feedback and evaluation forms
- Product cheat sheets (customised to company offerings)

🔍 Learning Needs Identified

These are based on the company’s context and client feedback:

1. Need for Clear Product Articulation

- **Gap:** Employees struggle to explain how products solve client problems.
- **Need:** Training in translating technical features into client-relevant benefits.

2. Need for Confident Client Communication

- **Gap:** Inconsistent professionalism and clarity in client interactions.
- **Need:** Development of verbal and non-verbal communication skills, tone, and presence.

3. Need for Engagement Strategies

- **Gap:** Limited ability to build rapport or adapt to different client personas.
- **Need:** Training in empathy, storytelling, and consultative techniques.

4. Need for Handling Objections

- **Gap:** Employees feel unprepared when clients challenge product value.
- **Need:** Practice in objection handling and confident responses.

5. Need for Continuous Improvement

- **Gap:** Lack of structured feedback and self-reflection.
- **Need:** Tools for self-assessment, peer feedback, and follow-up coaching.

🧠 **Learning Theories Behind the Programme**

This training design draws from several foundational learning theories:

1. Constructivism

- **Application:** Learners build understanding through active engagement (e.g., role-plays, case studies).
- **Why it fits:** Employees learn best when they connect new communication strategies to real client interactions and past experiences.

2. Experiential Learning (Kolb's Model)

- **Application:** Learning through doing, reflecting, and applying.
- **Why it fits:** The training includes simulations, storytelling, and feedback loops, allowing learners to experience, reflect, conceptualize, and experiment.

3. Social Learning Theory (Bandura)

- **Application:** Learning through observation, imitation, and modeling.
- **Why it fits:** Peer feedback, group discussions, and live demonstrations help employees learn from each other's successes and mistakes.

4. Adult Learning Theory (Andragogy – Knowles)

- **Application:** Adults are self-directed, goal-oriented, and bring prior knowledge.
- **Why it fits:** The training is practical, problem-centred, and respects the learners' existing experience with clients and products.

🎓 **Learning Styles Behind the Training Programme**

1. Visual Learners

- **Characteristics:** Prefer diagrams, charts, and visual aids.
- **Training Alignment:**
    - Use of slides, product sheets, and storyboards.
    - Visual mapping of features vs. benefits.
    - Persona cards and case study visuals.

2. Auditory Learners

- **Characteristics:** Learn best through listening and speaking.
- **Training Alignment:**
    - Group discussions and peer feedback sessions.
    - Role-play scenarios with verbal interaction.
    - "Ask Me Anything" panel with senior staff.

3. Reading/Writing Learners

- **Characteristics:** Prefer text-based input and output.
- **Training Alignment:**
    - Participant workbook and handouts.
    - Reflection journals and action plans.
    - Written case studies and product documentation.

4. Kinesthetics Learners

- **Characteristics:** Learn through hands-on experience and movement.
- **Training Alignment:**
    - Interactive role-plays and simulations.

- Pitch challenges and storytelling workshops.
- Group activities like commitment walls and mapping exercises.

🧭 **Kolb's Learning Styles (Experiential Learning)**

Your programme also supports Kolb's four learning styles:

Kolb Style	Training Element
Diverging (Feel & Watch)	Reflection sessions, peer feedback, persona mapping
Assimilating (Think & Watch)	Case studies, product breakdowns, story crafting
Converging (Think & Do)	Objection handling, pitch simulations
Accommodating (Feel & Do)	Role-plays, live client simulations, action planning

Annex F: Facilitator Guide for "Technical Upskilling: Product Mastery"

🌱 **Facilitator Guide: Technical Upskilling – Product Mastery**

Company Context: Small environmental tech firm based in Singapore

Workforce Size: 15 employees (including eight CST members)

Training Audience: Customer Support, Sales & Marketing

Training Duration: Two days (split into four half-day sessions)

Delivery Mode: In-person, on-site, in-house

Facilitator: SMEs from Technical Team

🎯 Training Objective

To equip employees with hands-on skills in using GreenTech Solutions Pte Ltd products and improve their ability to articulate the benefits of the company's products to clients.

✅ Learning Outcomes

By the end of the training, participants will be able to:

1. Navigate and operate the environmental monitoring software confidently.
2. Interpret and analyze environmental data collected through the software.
3. Troubleshoot common issues and perform basic maintenance tasks.
4. Explain how the software supports environmental sustainability and compliance.
5. Communicate the value and benefits of the software to customers clearly and persuasively.
6. Communicate technical issues and solutions to customers clearly and persuasively.

📅 Training Plan Overview

Day	Session	Focus Area	Format
Day 1 AM	Session 1	Introduction to Products (1)	Demo + Guided Practice
Day 1 PM	Session 2	Introduction to Products (2)	Hands-on Exercises
Day 2 AM	Session 3	Troubleshooting & Maintenance	Scenario-Based Learning
Day 2 PM	Session 4	Communicating Product Benefits	Role Play + Peer Feedback

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📘 Detailed Session Breakdown

Session 1: Introduction to Software & Interface

- **Duration**: 3 hours
- **Activities**:
  - Icebreaker: “What do you know about our software?”
  - Live demonstration of products
  - Guided navigation practice
- **Materials**: User manuals, company current and retired products, demo accounts
- **Facilitator Tips**:
  - Encourage questions during demonstrations
  - Pair less experienced staff with mentors

Session 2: Data Collection & Analysis

- **Duration**: 3 hours
- **Activities**:
  - Live demonstration of products
  - Live demonstration on data sampling
  - Hands-on exercises
  - Mini quiz on products and uses
- **Materials**: User manuals, company current and retired products, demo accounts
- **Facilitator Tips**:
  - Use real-world examples from Singapore’s environmental context
  - Highlight how data supports client decision-making

Session 3: Troubleshooting & Maintenance

- **Duration**: 3 hours
- **Activities**:
  - Common issues walkthrough
  - Hands-on troubleshooting stations
  - Group challenge: “Fix the system!”
- **Materials**: Troubleshooting guide, company current and retired products, mock error logs
- **Facilitator Tips**:
  - Reinforce the importance of proactive maintenance
  - Celebrate successful fixes to build confidence

Session 4: Communicating Product Benefits

- **Duration**: 3 hours
- **Activities**:
    - Presentation: "What clients care about"
    - Role-play: Client conversations
    - Peer feedback and improvement tips
- **Materials**: Product benefit cheat sheet, client personas
- **Facilitator Tips**:
    - Focus on clarity, relevance, and confidence
    - Use feedback from actual client interactions

📊 Assessment & Feedback

- **Pre-training survey**: Gauge baseline confidence and skills
- **Post-training quiz**: Evaluate technical proficiency
- **Role-play evaluation**: Assess communication effectiveness
- **Feedback form**: Collect participant insights for improvement

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🧰 Resources Needed

- Laptops with software installed
- Projector and whiteboard
- Printed guides and worksheets
- Company current and retired products
- Access to sample data and mock client scenarios

👥 Grouping Strategy

- Mix technical and client-facing staff
- Encourage cross-functional collaboration
- Rotate roles during exercises to build empathy and understanding

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🧠 Learning Theories Behind the Programme

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2. Experiential Learning (Kolb's Model)

- **Application:** Learning through doing, reflecting, and applying.
- **Why it fits:** The training includes simulations, storytelling, and feedback loops, allowing learners to experience, reflect, conceptualize, and experiment.

🎓 **Learning Styles Behind the Training Programme**

1. Visual Learners

- **Characteristics:** Prefer diagrams, charts, and visual aids.
- **Training Alignment:**
  - Use of slides, product sheets, and storyboards.
  - Visual mapping of features vs. benefits.
  - Persona cards and case study visuals.

2. Auditory Learners

- **Characteristics:** Learn best through listening and speaking.
- **Training Alignment:**
  - Group discussions and peer feedback sessions.
  - Role-play scenarios with verbal interaction.
  - "Ask Me Anything" panel with senior staff.

4. Kinesthetics Learners

- **Characteristics:** Learn through hands-on experience and movement.
- **Training Alignment:**
  - Group discussions.
  - Peer teaching or tutoring.
  - Role-playing and simulations.
  - Team projects
  - Workshops and breakout sessions

3. Interpersonal (or social / interpersonal intelligence)

- **Characteristics:** Prefer learning through interaction with others.
- **Training Alignment:**
  - Participant workbook and handouts.
  - Reflection journals and action plans.
  - Written case studies and product documentation.

Annex G: Kirkpatrick Framework For Assessing Training Effectiveness

<u>Graphic G-1: Infographics showing Kirkpatrick Framework For Assessing Training Effectiveness</u>

(Generated by Google Gemini)

Annex H: Cost of Selected External Private Training Vendors and NTUC LearningHub

Table G-1: Table of Comparison Between Various Private Training Vendors and NTUC LearningHub On Their Training Courses, Duration and Pricing

Provider	Specialisation	Strengths	Relevant Programmes	Duration	Pricing (SGD)	Unique Features	Website
NTUC LearningHub	ICT, Business, Healthcare, Sustainability, Safety, HR	• 3.2M+ learners • 1,000+ courses • SkillsFuture & UTAP funding • Strong industry partnerships	• Product, Content & Experience Performance • Effective Customer Communication	7 hours	\$60–\$218 (after subsidies)	SkillsFuture Credit, UTAP, VLC via Zoom, Statement of Attainment	https://www.ntuclearninghub.com
Edstellar	Technical, Behavioral, Leadership, Compliance	• 2,000+ courses • 5,000+ global trainers • Training management platform	• Environmental Software Mastery • Data Analytics for Environmental Monitoring	Custom (4–8 hrs / session)	From \$2,000+ for 10 sessions	Dedicated Learning Services Manager, Paid Trials, Global reach	https://www.edstellar.com/sg
Matthew James Intl. (MJI)	Communication, Leadership, Presentation	• Customised workshops • MBTI & DISC profiling • 6-step training process	• Presentation Skills for Client Engagement • Team Communication & Conflict Resolution	Custom (typically 1–2 days)	Quote-based	Personality profiling, post-training support, tailored team goals	https://www.mji.com.sg
Urban Wisdom Learning	Blended Learning, Online Corporate Training	• Blended formats • Gamification & social learning • ROI-focused	• Influencing Skills for Client Communication • Online Troubleshooting	1 day (approx. 6–8 hrs)	Quote-based	Zoom/Webex delivery, small group focus, interactive digital guides	https://www.urbanwisdomlearning.com

Provider	Specialisation	Strengths	Relevant Programmes	Duration	Pricing (SGD)	Unique Features	Website
Aventis Learning	Communication, Business Writing	• 100+ successful runs, IBF funding • Corporate packages	• Business Writing & Email Etiquette • Verbal Communication Skills	1 day (9am–5pm)	$680 (excl. GST)	Hotel venue or Zoom, ACTA-certified trainers, group rebates	https://aventislearning.com
Avanta Global	Workplace Communication, Engagement	• Scenario-based training • Diversity & negotiation focus	• Communicate & Relate Effectively at Workplace	24 hours (incl. assessment)	$272.50 (incl. GST)	WSQ certification, suitable for frontline & supervisory staff	https://avanta.com.sg

Sources	
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Matthew James International | MJI | Corporate Training Singapore mji.com.sg	Online Influencing Skills Training Singapore - Urban Wisdom Learning urbanwisdomlearning.com
Effective Business Writing Course in Singapore aventislearning.com	WSQ Communicate and Relate effectively at the Workplace - Avanta avanta.com.sg
Other Sources	
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Edstellar Software Reviews, Demo & Pricing - 2025 softwareadvice.com	GK2810 | Communication Negotiation Skills | Training Course ... globalknowledge.com
Communicate and relate effectively at the Workplace coursematesg.com	Facilitate Effective Communication and Engagement at the Workplace trainingvision.edu.sg
Presentation Skills Training - Business Training Works businesstrainingworks.com	Public Speaking and Presentation Skills Training Course oxford-management.com

Annex I: WSQ Courses

Table H-1 lists all WSQ-certified courses relevant to client-centric tech communications for customer support officers — from Level 2 frontline courses to Level 4–5 advanced communications, service leadership, and innovation modules.

Level of Training:

- Frontline officers: Level 2 omni-channel communication skillsets (SQC, SNEF).
- Supervisors / CX leads: Level 4 courses on innovation, experience design, leadership.
- Strategic leaders: Level 5 programs like Customer Service Innovation or Service Challenges.

Funding Notes

- All fees are before government grants / subsidies.
- Baseline nett fee assumes ~50% SSG funding for eligible Singapore Citizens / PRs.
- SME / MCES nett fee assumes 70% (Enhanced Training Support for SMEs or Mid-Career Enhanced Subsidy for SC ⩾40).
- All fees may be subject to GST; confirm with provider for exact payable amount.

Table H-1: WSQ-Certified Client-Centric Tech Communications Courses (with Focus Area)

Delivery Mode	Provider	WSQ Course (Level)	Course Focus Area	Next Available Schedule	Duration	Location / Platform	Full Fee (before grants)	Nett Fee – Baseline*	Nett Fee – SME / MCES*
Online	Service Quality Centre (SQC)	PWM-Retail: Contribute to Customer Service Over Various Platforms (L2), RET-CEX-2002-1.1	Omni-channel communications: phone, email, social	26 Sep 2025; 9 Oct 2025; 5 Dec 2025	1 day (8h)	Zoom	S$490	S$261.60	S$130.80
Online	The Leadership Institute	Customer Service Innovation (L5), TGS-2020505891	Framing service innovation, CX leadership using digital tools	Rolling (enquire)	17h (6 sessions)	Synchronous + Asynchronous online	S$1,000	S$500	S$300
Face-to-Face	SNEF Training Institute	Contribute to Customer Service Over Various Platforms (L2), TGS-2019504189	Omni-channel communications: professional etiquette	7 Feb; 21 Mar; 7 Apr; 22 May; 13 Jun; 22 Aug; 19 Sep; 19 Dec 2025	1 day (8h)	SNEF @ Paya Lebar Square	S$300	S$177	S$117
Hybrid	The Leadership Institute	Customer Service Innovation (L5), TGS-2020503133	Service innovation with online prep + classroom	Rolling (enquire)	17h	MacPherson + e-learning	S$1,000	S$500	S$300
Hybrid	The Leadership Institute	Service Brand (L4), TGS-2021005359 / TGS-2020503137	Building a consistent customer-centric	Rolling (enquire)	2 days (+ e-learning)	MacPherson + e-learning	S$1,000	S$500	S$300

Delivery Mode	Provider	WSQ Course (Level)	Course Focus Area	Next Available Schedule	Duration	Location / Platform	Full Fee (before grants)	Nett Fee – Baseline*	Nett Fee – SME / MCES*
			service brand digitally						
Hybrid	The Leadership Institute	Promote Service Innovation Culture (L4), TGS-2020503136	Leading culture change for innovation in service	Rolling (enquire)	2 days (+ e-learning)	MacPherson + e-learning	S$1,000	S$500	S$300
Hybrid	The Leadership Institute	Innovate the Customer Experience (L4), TGS-2020503754	Designing omnichannel journeys, CX mapping	Rolling (enquire)	2 days (+ e-learning)	MacPherson + e-learning	S$1,000	S$500	S$300
Hybrid	The Leadership Institute	Service Leadership in Action (L4), TGS-2020503752	Supervisory communication leadership in CX	Rolling (enquire)	2 days (+ e-learning)	MacPherson + e-learning	S$750	S$375	S$225
Hybrid	The Leadership Institute	Service Challenges (L5)	Advanced CX challenges, problem-solving in tech comms	Rolling (enquire)	2 days (+ e-learning)	MacPherson + e-learning	—	—	—

Annex J: Grants and Subsidies Available For Training

Table I-1: Table listing the grants and subsidies available in Singapore, the grant quantum and application procedures

Grant/Subsidy	Grant Quantum	Summary of Application Procedures
SkillsFuture Enterprise Credit (SFEC)	One-off S$10,000 credit to offset up to 90% of out-of-pocket expenses. The grant amount is over and above the support levels of existing schemes.	No application is necessary as eligible employers are automatically notified by Enterprise Singapore. The credit can be viewed by logging into the Business Grants Portal with a CorpPass account. Claims are typically reimbursed via the company's PayNow Corporate account or GIRO after the training is completed, and claims are submitted. The deadline to use the credit has been extended to the second half of 2026.
Enhanced Training Support for SMEs (ETSS)	Up to 90% course fee funding for SSG-supported courses.	SMEs can enrol employees directly with SSG-appointed training providers. The company only needs to pay the nett course fee after the grant has been applied.
Absentee Payroll (AP) Funding	A grant to help defray manpower costs incurred when employees are sent for training.	AP funding is generally provided in addition to course fee subsidies for SSG-supported courses. Companies submit a claim for absentee payroll via the SkillsFuture for Business portal.
Enterprise Development Grant (EDG)	Up to 50% of eligible costs for SMEs. This grant is for a broader range of initiatives beyond training.	Applications are submitted through the Business Grants Portal (BGP). The application process can take 4 to 10 weeks. The EDG replaced the Capability Development Grant (CDG) and Global Company Partnership (GCP) in 2018.

Table I-2: Advantages and disadvantages of SkillsFuture Enterprise Credit and Workforce Skills Qualifications Course Subsidies

Scheme	Advantages	Disadvantages
SkillsFuture Enterprise Credit (SFEC)	**High Subsidy Rate:** Substantial financial support, covering a large percentage of training costs. **Broad Coverage:** Can be used for a wide range of eligible training programs, including the ones proposed in the report. **Flexibility:** Can be used for various business-related initiatives, not just training.	**One-off Credit:** S$10,000 credit is a one-time grant for a company, must be used strategically, cannot be renewed once fully claimed. **Application Process:** Application and approval process can be time-consuming and requires careful documentation.
Workforce Skills Qualifications (WSQ) Course Subsidies	**Significant Cost Reduction:** Subsidies directly applied to WSQ course fees, making them highly affordable. **Quality Assurance:** All WSQ courses developed and approved by SkillsFuture Singapore (SSG), curriculum meets high standard and is relevant to industry needs. **Nationally Recognized:** Qualifications earned from WSQ courses are nationally recognised, boosting employee morale and career progression.	**Fixed Curriculum:** Course content is standardised, may offer less flexibility than custom-built, in-house program for specific needs. **Administrative Burden:** Administrative process of applying for courses and managing employee attendance for grant claims can be demanding on HR and L&D team.