

## TRANSFORMING HOSPITALITY LEARNING THROUGH APPLIED AND COLLABORATIVE INSIGHT

### CHALLENGE OWNER

This challenge is part of the **innovPlus Challenge 2025 Run 1 – Pathway 1**, organised by the Institute for Adult Learning's inlab. As part of the iN.LEARN 2.0 initiative, innovPlus facilitates the rapid development and pilot deployment of prototypes that can address learning challenges and exploit opportunities for better Learning and Development (L&D) and Continuing Education and Training (CET) outcomes, including design, delivery and assessment.

innovPlus is organised as a competition for training providers, organisations with L&D departments, learning experts, solutionists and technology partners to collaborate and present a holistic solution to real learning challenges faced by the training provider, organisation and/or groups of learners. Please refer to [Annex A](#) for more background on innovPlus.

The Challenge Owner is the Asia Pacific campus of a prestigious Swiss hospitality business school established in 1893, globally recognised for its excellence in hospitality education, service management and innovation. Located in Singapore, the institution offers a dynamic and international learning environment that reflects Asia's vibrant hospitality landscape. Through a comprehensive suite of programs including internships, bachelor's degrees, and executive education, it equips future leaders with the skills, mindset, and global perspective needed to thrive in the rapidly evolving hospitality and service sectors. With a strong emphasis on bridging theory and practice, the Challenge Owner is committed to empowering learners and professionals to thrive in a sector undergoing rapid transformation, digitisation, and rising customer expectations.

### CONTEXT

#### CURRENT SITUATION

While academic research continues to yield valuable insights in areas such as service design, customer behaviour, and operational excellence, there remains a persistent disconnect between knowledge generation and frontline application. As a global leader in hospitality education, the Challenge Owner recognises the importance of bridging theory and practice. However, despite ongoing efforts in applied research, alumni engagement, and industry partnerships, there is currently no structured or scalable mechanism to facilitate continuous, cross-sector knowledge exchange within the hospitality ecosystem. As a result, insights from academic research that could enhance decision-making, service innovation, and workforce development are often underutilised.

#### PAST AND CURRENT SOLUTIONING EFFORTS

Efforts to bridge the gap between academic research and industry practice in the hospitality sector have been largely fragmented, isolated, or short-term. The Challenge Owner, alongside other educational institutions, has organised applied research seminars, published case studies, and engaged industry through student projects and executive education. However, these initiatives are often limited in scope, time-bound, geographically constrained, or lack the consistent structures needed for mutual knowledge exchange and practical implementation.

While journals and hospitality think tanks continue to produce high-quality insights, access to these resources is frequently restricted by paywalls or presented in academic formats that are not easily digestible by time-strapped professionals. Businesses that work with researchers, like creating case studies or trying out pilot projects, often stop short of long-term impact because there's no central platform to follow up, share feedback, or keep the discussions going.

Alternative channels such as webinars, professional networking groups, and alumni forums offer some level of idea exchange. However, these are typically informal and lack a focused, structured environment for stakeholders to co-develop, test, and scale up practical knowledge. In the absence of a central, interactive ecosystem designed for the hospitality sector and its adjacent fields (e.g., tourism, MICE, F&B, luxury, guest experience), current efforts remain disjointed. This limits industry responsiveness to new trends, reduces the real-world application of academic insights, and slows innovation and professional growth.

### CHALLENGE / GAP / UNREALISED POTENTIAL

The key challenges faced in translating academic research into practical innovation within the hospitality industry are as follows:

- Siloed operations across stakeholders. Academia, industry practitioners, entrepreneurs, and young professionals often work in parallel, missing opportunities to exchange insights, co-create solutions, and align on innovation goals.
- Limited access and usability of knowledge. Academic research remains inaccessible to many due to paywalls or overly technical language. Busy industry professionals struggle to interpret or apply insights, limiting evidence-based decision-making.
- Lack of a centralised ecosystem for applied learning. There is a lack of a centralised, purpose-built platform that unites the ecosystem where researchers, industry players, start-ups, and students can collaborate meaningfully. Without a shared platform to contextualise knowledge, test learning prototypes, and receive continuous feedback, opportunities for experiential and work-integrated learning are lost. This absence hinders the translation of learning into practice, weakening the sustainability and real-world impact of innovation.
- Missed opportunities for professional development. Junior executives and middle managers lack access to mentorship, peer-learning networks, and innovation-driven career pathways. Without support, they struggle to evolve to meet emerging trends such as digital transformation and sustainability.
- Entrepreneurial isolation. Start-ups face difficulty in accessing real-time feedback, navigating product-market fit, and leveraging institutional knowledge, leading to higher costs, slower growth, and early-stage burnout, weakening entrepreneurial outcomes.
- Underleveraged academic contributions. Academics are constrained by limited access to field data and long publishing cycles, making their work less relevant or timely. Their contributions are underappreciated, and their potential impact is often lost.

### CHALLENGE STATEMENT

How might we turn academic research into actionable learning through a collaborative platform that connects hospitality professionals, researchers, and entrepreneurs?

### WHAT ARE WE LOOKING FOR?

The Challenge Owner is seeking a solution partner who is deeply attuned to the evolving needs of the hospitality education and service sector to co-create a solution that bridges the gaps between academic research, hospitality professionals, and entrepreneurship to transform untapped knowledge into practical solutions. The solution partner should bring a strong track record in designing and implementing innovative learning experiences, particularly those that address complex challenges involving multiple stakeholder groups (academia, industry, entrepreneurs, and young professionals).

The solution should be grounded in the following key principles:

- Microlearning-friendly. Designed for time-starved professionals with flexible, bite-sized content.
- Collaborative. Encourages cross-pollination of ideas across roles, sectors, and regions.

- Recognition-based. Motivates continued engagement through visible achievement and peer acknowledgement.
- Outcome-driven. Tied closely to real-world application and long-term career development.

To deliver on these principles, the solution should meet the following criteria:

#### **Modular and contextualised learning**

- Microlearning modules. The solution should convert academic research into bite-sized, practical modules for industry professionals. Each module should distil complex insights into digestible formats tailored for working professionals, enabling both deep and flexible learning experiences.
- “Apply Now” reinforcement. Every module should include ready-to-use tools or checklists that professionals can apply directly in their work contexts, thereby bridging theory with day-to-day operations.
- Personalised learning. The solution should allow users to customise their learning journey based on their role (operations, F&B, marketing), experience level, and interests, provide adaptive learning recommendations and track individual progress through different modules and competency areas.

#### **AI-enhanced learning ecosystem**

- Learning gap identification. The solution should analyse user interactions and community activity to identify conceptual blind spots and recommend targeted learning content, such as webinars, articles, or modules.
- Audio summaries. Ability to transform key insights from webinars and learning sessions into concise, accessible text and audio summaries, ideal for time-strapped users to learn on the go.

#### **Knowledge exchange and quality assurance**

- Dynamic research updates. The solution should enable researchers to convert traditional academic papers into “living documents” that can be iteratively updated with practitioner feedback and evolving industry needs.
- Moderated forums and dialogues. The solution should create a dynamic knowledge-sharing ecosystem through moderated online forums focused on key hospitality themes such as sustainability, guest experience, or digital transformation. It should enable structured interactions between researchers, students, industry professionals, and entrepreneurs, while maintaining content quality through active moderation and peer review mechanisms. All shared content including research, case studies, and professional insights should undergo appropriate validation to ensure credibility and industry relevance.

#### **Recognition and engagement**

- Micro-badges and proficiency badges. The platform should award micro-badges for module completion, forum contributions, or other engagements. Proficiency badges may also be awarded by subject matter experts, encouraging peer recognition and mentorship.
- User progress and impact tracking. Users should be able to monitor their learning journey, track growth over time, and see how their contributions benefit the community (e.g. through peer endorsements or impact metrics).

#### **OVERALL PERFORMANCE REQUIREMENTS**

- Inclusive and user-friendly. The solution should cater to users with diverse professional backgrounds, levels of digital literacy, and language proficiencies. It should feature intuitive

navigation and support multilingual content to maximise accessibility. The solution should cater to all users by offering text-to-speech, font resizing, and colour contrasting options.

- Multimedia support on different platforms. The solution should handle diverse content types such as text, video, and audio, while offering a seamless experience across desktop, tablet, and mobile devices. The initial focus is on the Chrome, Firefox, Edge, and Safari web browsers and iOS and Android applications designed for both tablet and mobile devices.
- On-demand and accessible learning. The solution must offer on-demand, self-paced learning that is accessible anytime, across various time zones. It must include features such as in-app article saving and micro-learning modules that function offline or in low-bandwidth environments. At launch, it should support up to 50 concurrent users, with the ability to scale seamlessly to 250 users within three years. This ensures hospitality professionals can upskill without affecting their day-to-day operational duties.
- Scalable and future-ready architecture. The architecture should support expansion in user base, content volume, and features. It should accommodate regional and global scaling while maintaining a consistent, high-quality user experience. It should be API-ready for future third-party integrations.
- Data protection compliance. All user data must be managed in accordance with the PDPA and GDPR regulations, utilising appropriate anonymisation protocols and security safeguards.
- Educational integrity over promotion. The platform must be free from commercial advertising and maintain a strict focus on learning, research applications, and professional development.
- Personalisation and adaptive learning. The solution should incorporate AI-driven automated personalisation, offering adaptive learning pathways, targeted content recommendations, and progress tracking tailored to individual user profiles and goals.
- Collaboration and peer interaction features. The platform should support peer-to-peer interaction through features like mentorship, co-creation through discussion forums, commenting, user tagging, and feedback on case studies to promote social and collaborative learning.
- Analytics and impact tracking. The solution should include analytics dashboards for users, educators, and administrators to track engagement, learning progress, and application outcomes. Customisable reports should support performance reviews and programme impact assessments.
- Content curation and governance. The solution must include moderation tools, content approval workflows, and tagging mechanisms to ensure high-quality, relevant, and up-to-date learning resources are available to users.
- Secure and individualised access. The solution must ensure secure login with multi-factor authentication (MFA) and encrypted data transmission and provides personalised user accounts with access control, restricting unauthorised content sharing. Additionally, there should be role-based access control (RBAC) to differentiate permissions for learners, researchers, and administrators.

## TARGETED LEARNERS /USERS

**Primary and Secondary targeted learners / users of the envisaged solution (including estimated numerical figures)**

- Estimated 100 primary users, include junior to mid-level hospitality professionals from the Challenge Owner’s alumni working in hotels and tourism across Singapore and Southeast Asia.
- Estimated 500 to 700 monthly active users over the next three years, including hospitality students and young professionals from local educational institutions; academics and applied researchers from relevant hospitality and research networks; as well as entrepreneurs and start-ups focused on guest experience, sustainability, and digital hospitality.

Prospective Solution Partners who choose to apply for this challenge must be registered and operating in Singapore. The prototype needs to be demonstrated in Singapore.

## MEASURES OF SUCCESS

- Increased platform adoption and engagement. The platform should demonstrate progressive growth in adoption, starting with at least 100 unique users during the pilot phase and progressively growing to at least 350 unique users within the first year of the pilot phase. Active monthly users should maintain at least a 60% retention rate, with an average learning session duration of 30 minutes for each member, with meaningful participation across academia, industry professionals, and entrepreneurs. Success will be measured through platform analytics tracking user participation, frequency of usage, and cross-stakeholder interactions.
- Enhanced content quality and diversity. The platform's knowledge repository should contain at least 20 validated content pieces across various hospitality domains (e.g., tourism, luxury service, F&B, guest experience) during the pilot phase and grow to include at least 1,000 validated content pieces within the first year from the pilot phase. At least 75% of content should receive positive peer reviews for quality and relevance.
- Higher learning retention and application. At least 75% of active users should report increased confidence in applying newly acquired knowledge to their roles, with 60% demonstrating successful implementation of learned concepts within six months from the pilot phase. This will be assessed through pre- and post-engagement assessments, "Apply Now" checklist completion rates, and post-engagement surveys.
- Improved learning outcomes. Users should demonstrate measurable gains in domain knowledge and operational competency in the pilot phase, evaluated through assessment scores and module completion rates, with a target course completion rate of 75%.
- Accelerated knowledge application. At least 60% of industry professionals using the platform should report successful application of learned concepts in their day-to-day work within six months of active platform usage, supported by user surveys and case study submissions.
- Demonstrated career development outcomes. At least 50 users should earn micro or proficiency badges annually, with 30% of badge recipients indicating tangible career benefits such as new responsibilities, job progression, or public speaking opportunities within the community.
- Content relevance and ecosystem responsiveness. A minimum of 20% of all hosted content should be designed as "living documents" and undergo updates driven by practitioner feedback and evolving trends to ensure continued relevance and value.
- Cross-sector collaboration and knowledge exchange. The platform should support at least 5 documented cases of successful collaboration between researchers and practitioners in the pilot phase and 50 documented cases in the first year, resulting in applied innovations or improvements in hospitality practices.

## POSSIBLE USE CASES

1. Just-in-time cultural insights. Felicia, a new frontline manager at a hotel chain, is preparing to welcome VIP guests from Abu Dhabi. With limited experience in Emirati customs, she logs into the platform to research relevant insights. The platform recommends academic papers on Emirati guest expectations and summarises the key takeaways. She queries the platform when she is unable to understand parts of the academic papers and key takeaways. Based on her previous activity, the platform identifies her potential learning gaps and connects her with a peer who holds an expert badge in Middle Eastern culture. With targeted insights and real-time support, Felicia feels confident and better equipped to deliver an exceptional, culturally sensitive guest experience. After completing her experience with the VIP guests, she shares her learning

reflection on the platform and comments on how she applies the learning from the academic papers. Her learning reflection and comments will be visible to the researchers who contributed to the academic papers so that they may continuously review their research documents.

She can also be guided by a technology-enhanced learning coach. Upon logging in, the virtual coach analyses her profile and goals, recommending a personalised learning pathway. It suggests relevant articles on cross-cultural communication, personalised guest experiences, etc. She can access these materials at her own pace, complete quizzes for comprehension, and document her learnings as self-reflections.

2. Bite-sized learning for real-world challenges. Rahul, an assistant front office manager at a mid-sized hotel, is tasked with improving the check-in experience for guests to meet new sustainability goals. With little time between shifts, he logs onto the platform, accesses a 5-minute microlearning module, and listens to a 90-second audio summary on sustainable check-in practices. Using the “Apply Now” checklist, he identifies actionable steps and shares a question in the forum. Within hours, he receives insights from peers who have implemented similar changes. Rahul earns a sustainability micro-badge and feels confident leading a small-scale trial, appreciating how the platform supports practical, just-in-time learning that fits his work schedule.
3. Academic research with real impact. Dr. Tan, a senior lecturer in hospitality innovation, uploaded her research paper on contactless guest services to the platform. Previously, her work remained within academic circles with limited practitioner feedback. This time, hotel operators review the paper and provide input on how the concepts could be applied in real-world settings. Using their feedback, Dr. Tan transforms her paper into a living research document. The revised paper is quickly bookmarked and referenced by industry users, including a regional hotel group exploring front desk redesign. For the first time, Dr. Tan sees her research drive tangible service innovation, bringing greater professional fulfilment and industry relevance.

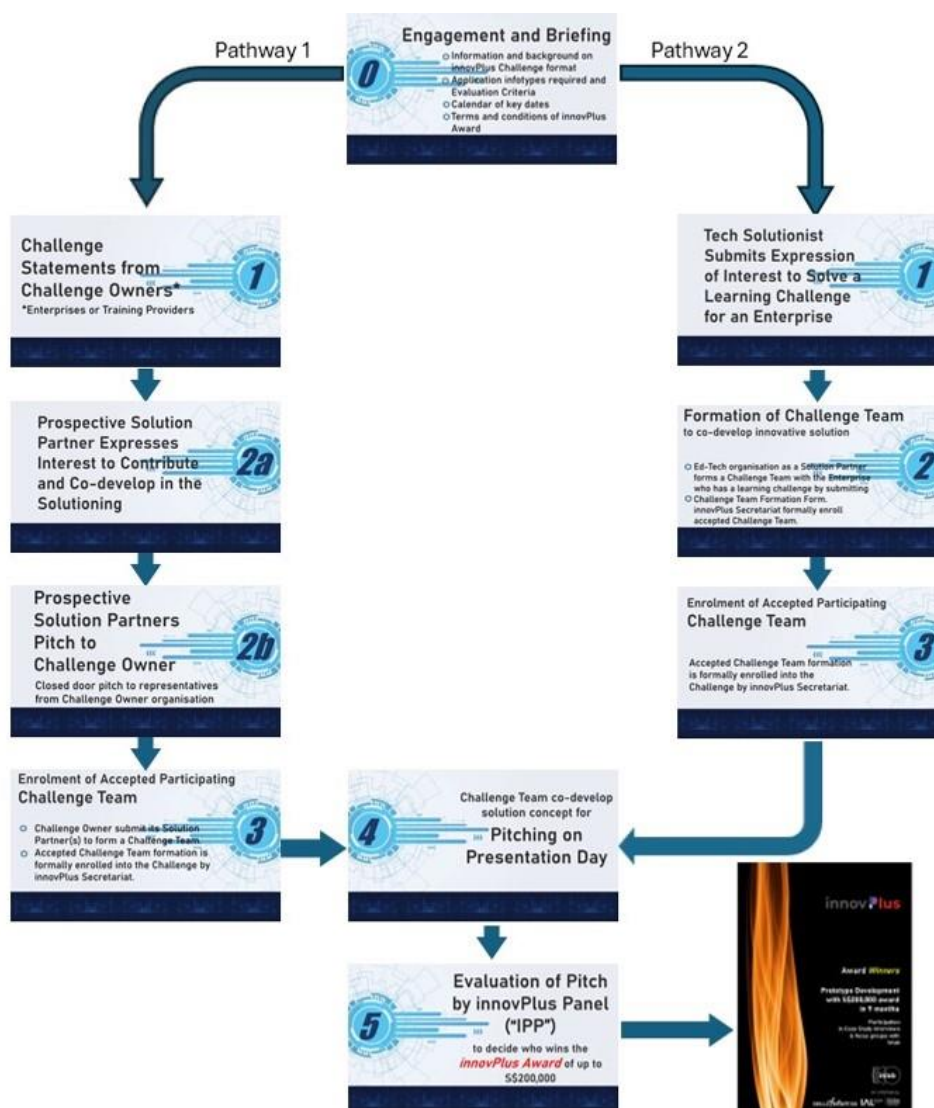
#### WHAT IS IN IT FOR YOU?

- Up to S\$200,000 of prototyping grant (innovPlus Grant) for each winning Challenge Team of the innovPlus Challenge 2025 Run 1 (see Award Model) to develop and trial an innovative, feasible and scalable prototype that advances CET practice and learning outcomes.
- Access to IMDA’S PIXEL corporate innovation hub and complimentary innovation consultancies (e.g. Design Thinking, Digital Storytelling) for prototype development, where applicable.
- Co-innovate with the Challenge Owner with access to their expertise, facilities, and human resources in developing the solution, and potential to scale the successful solution for commercialisation.

#### INNOVPLUS COMPETITION PHASE PROCESS FLOW

Diagram 1 illustrates the innovPlus process flow in the competition phase and the requirements for active involvement of each party. Stage 2a of Pathway 1 indicates the current stage of the competition, where Prospective Solution Partners are to express interest in contributing and co-developing solutions with the Challenge Owner through IMDA’s Open Innovation Platform.

Diagram 1 - innovPlus Competition Phase Process Flow



The Challenge Owner will evaluate all proposals by Prospective Solution Partners received on the OIP based on the evaluation criteria below and invite shortlisted partners to a second stage evaluation in the form of a pitch (Stage 2b of Pathway 1 in [Diagram 1](#)).

<b>Solution Fit (30%)</b>	<b>Relevance:</b> To what extent does the proposed solution address the problem statement effectively?
<b>Solution Readiness (20%)</b>	<b>Maturity:</b> How ready is the proposed solution to go to the market? <b>Scalability:</b> Is there any evidence to suggest capacity to scale? Does the proposed solution offer potential to also help other enterprises facing similar challenges (i.e. broader application, adaptation, and transferability)?
<b>Solution Advantage (30%)</b>	<b>Pedagogical Design:</b> What sound pedagogical design approaches underpin the proposed solution to enhance effectiveness of learning or desired learning outcomes? <b>Cost Effectiveness and Innovativeness:</b> Is the solution cost effective and truly innovative? Does it make use of new technologies in the market, and can it potentially generate new IP?

	How sustainable and affordable is the estimated cost for pilot trial, deployment, software support and post-pilot rollout?
<b>Company Profile (20%)</b>	<p><u>Has presence in Singapore:</u> The company must have a valid UEN in Singapore.</p> <p><u>Business Traction:</u> Does the product have user and revenue traction? Is the company able to demonstrate financial capability and resources to complete the prototype?</p> <p><u>Team Experience:</u> Do the team members possess strong pedagogy and scientific/technical background?</p>

Thereafter, the Challenge Owner will decide on the Solution Partner to form a Challenge Team to co-develop the idea into a potential solution (Stage 3 of Pathway 1 in [Diagram 1](#)). The Challenge Team will pitch their solution in the final round of the competition, known as the innovPlus Presentation Day. On Presentation Day, the Challenge Teams from both Pathways 1 and 2 will present how the envisaged solution could deliver the stated learning outcomes with a presentation and demonstration to the innovPlus Panel (Stage 4 in [Diagram 1](#)). The innovPlus Panel shall have the final decision on whom the eventual Grant awardees shall be (Stage 5 in [Diagram 1](#)). Please refer to the Terms and Conditions in [Annex B](#) for further details.

## AWARD MODEL

Up to S\$200,000 of prototyping grant (innovPlus Grant) will be awarded to each winning Challenge Team of the innovPlus Challenge 2025 Run 1 for the development and pilot deployment of a prototype solution. The grant will NOT be inclusive of any applicable taxes and duties that any of the parties may incur. Guidelines on the grant disbursement quantum, milestones, timeline and supported cost items are stated in the Terms and Conditions under [Annex B](#).

\*Note that a finalist (prospective Solution Partner) who is selected to undertake the prototype will be required to enter into an agreement with Challenge Owner(s) that will include more detailed conditions pertaining to the POC/prototype.

## SUBMISSION GUIDELINES AND DEADLINE

The proposal **must** include the following:

- Completed and countersigned innovPlus Expression of Interest (“EOI”) Form
- 1 deck of slides in PDF format explaining the proposed solution, how it addresses the challenge statement and meets the desired performance requirements. To include information such as the proposed data inputs, system that the proposed solution will run on, potential benefits, the envisaged learning innovation, and the team’s implementation plan
- Video or pictures (300dpi) of any prototype or simulation, if applicable
- ACRA Business Profile (2025 or most recent) with certificate confirming registration of business
- Corporate Compliance and Financial Profile from BizFile (2025 or most recent)
- Track record of the company (including financial capability to complete the project) / CV of the team

All submissions must be made by **1 Aug 2025, 1600 hours (SGT/GMT +8)**. inlab and IMDA may extend the deadline of the submission at their discretion. Late submissions on the OIP, or submissions via GeBIZ, will not be considered.

## Annex A – About innovPlus

1. iN.LEARN 2.0 is an initiative launched by SkillsFuture Singapore to drive innovation in the Training and Adult Education (“TAE”) sector from ideation to commercialisation through its three key programmes – the innovPlus, innovSpur and Sandbox. It will focus on four key areas:
  - i. increasing the uptake of online and blended learning by individuals;
  - ii. amplifying enterprises’ adoption of innovative learning technology;
  - iii. developing effective remote assessment and proctoring solutions for individual and enterprise-led training; and
  - iv. developing effective placement solutions that tighten the industry-training nexus.
2. As part of iN.LEARN 2.0, innovPlus contributes to the initiative by facilitating the rapid development and pilot deployment of prototypes that can address learning challenges and exploit opportunities for better Learning and Development (“L&D”) and Continuing Education and Training (“CET”) outcomes, including design, delivery and assessment. It is organised as a competition for training providers, organisations with Learning and Development (“L&D”) departments, learning experts, solutionists and technology partners to collaborate and present a holistic solution to real learning challenges faced by the training provider, organisation and/or groups of learners. innovPlus could cover any/all of the following areas of innovation:
  - Pedagogy / Learning Design and Delivery
  - Learning technology
  - Training management
  - Application of skills and workplace performance
  - Assessment and credentialing
  - Remote assessment and proctoring
  - Hybrid Mode
  - Adaptive Learning
  - Blended Learning
  - Workplace Learning
3. innovPlus comprises three rounds of evaluation:
  - i. inlab of Institute for Adult Learning (“IAL”) will assess if the stated Challenge Statement meets the eligibility criteria and competition guidelines stated in the Terms and Conditions under Annex B.
  - ii. Participating organisations as Challenge Owners (“CO”), who are seeking solutions to their learning challenges, will hear pitches from prospective Solution Partners (“SP”) on how their challenges can be overcome and select the partners whose ideas they assess to best meet their needs. The Challenge Owners and their selected Solution Partner(s) will then form a Challenge Team (“CT”) to co-develop the ideas into a potential solution.
  - iii. The Challenge Teams pitch their solutions in the final round of the competition, known as the innovPlus Presentation Day. On that day, the teams will present how the envisaged solution could deliver the stated learning outcomes with a presentation and demonstration to the innovPlus Panel (“IPP”).

4. innovPlus is conducted once every six months. Prototyping grants, each up to **S\$200,000**, could be awarded to the winning concepts to develop a prototype<sup>1</sup> for pilot testing with actual learners/users<sup>2</sup> within a maximum duration of 9 months<sup>3</sup>.

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<sup>1</sup> A *prototype* is defined as an original and novel model, form or solution, with its primary utility being to advance more effective learning. The key operators in this definition, 'original', 'novel', and 'more effective learning', must be clearly conveyable and verifiable.

<sup>2</sup> *Actual learners/users* is defined as the persons who will benefit from resolving the learning challenge, who you can commit to (primary target), e.g. within your organisation. Pilot testing shall encompass minimally 30% of the targeted primary learner/user population, which cannot be less than 15 users per pilot run.

<sup>3</sup> 6 months to complete a workable Proof of Concept with User Acceptance Test, and an additional 3 months to show scaling up of prototype (where applicable) and usability to minimally 30% of **primary** targeted learner/user population, which cannot be less than 15 users per pilot run.

## Annex B – innovPlus Challenge and Award Official Terms and Conditions

As part of participating in innovPlus and submitting the innovPlus application form, all participating organisations and individuals agree to accept the following terms and conditions governing the innovPlus Challenge (and all its associated processes) and the innovPlus Grant offer (if applicable):

### DESCRIPTION OF THE GRANT

1. The innovPlus Challenge (“innovPlus”) is a competitive learning innovation grant that awards a prototyping grant of up to S\$200,000 to winning organisations to develop and trial an innovative, feasible and scalable prototype that advances CET practice and learning outcomes. The innovPlus Challenge is organised by inlab of the Institute for Adult Learning (“SUSS-IAL”). Winning submissions will be as determined by the innovPlus Panel (“IPP”) (defined below) in accordance with the prevailing Evaluation Criteria and Terms and Conditions. The innovPlus Grant is funded by SkillsFuture Singapore (“SSG”) and is administered by SUSS-IAL, by appointment of SSG. SUSS-IAL is an autonomous institute of Singapore University of Social Sciences (“SUSS”).

### ELIGIBILITY

2. The innovPlus Challenge is open to organisations that are a registered business entity in Singapore (a valid ACRA or UEN identifier will be required for application), to participate as prospective Challenge Owners. Government Agencies and Statutory Boards are not eligible to participate<sup>4</sup>. Prospective Challenge Owners will be subjected to financial review. Only Singapore-registered business entities may apply to participate as a prospective Solution Partner.
3. Challenge Owner organisation and its choice of Solution Partner(s) shall form a Challenge Team.
4. Challenge Owner organisation<sup>5</sup> can be granted the innovPlus Grant for up to a maximum of two grants at any time within three years from date of the first award. The clock will reset after sitting out of two innovPlus Challenge runs.
5. Solution Partner organisation can be granted the innovPlus Grant for up to a maximum of three grants at any time within three years from date of first award. The clock will reset after sitting out of two innovPlus Challenge runs. Additionally, each Solution Partner is allowed to enrol in a maximum of two Challenge Teams in each eligible run.

### HOW TO PARTICIPATE

6. To participate in the innovPlus Challenge, applicants may apply as either a Challenge Owner or as a Solution Partner. Application must be made using only the following official innovPlus application forms:
  - a. innovPlus Challenge Statement Application Form (for prospective Challenge Owner participating via Pathway 1);
  - b. innovPlus Expression of Interest (“EOI”) Form (for prospective Solution Partner);
  - c. Part 1 of innovPlus Challenge Team Formation Submission Form (for enrolment of team formation);

<sup>4</sup> [Govt Agencies list: gov.sg](https://gov.sg) | [Ministries \(sgdi.gov.sg\)](https://sgdi.gov.sg)

[Statutory Board list: gov.sg](https://gov.sg) | [Statutory Boards \(sgdi.gov.sg\)](https://sgdi.gov.sg)

<sup>5</sup> Second Grant Award must be to another Department/Division/Business Unit of the awarded organisation.

- d. All parts of innovPlus Challenge Team Formation Submission Form; and
- e. Projected budget and project schedule using prescribed innovPlus templates.

Only application forms downloaded from the official innovPlus webpage on SUSS-IAL's website will be accepted into the innovPlus Challenge. Completed forms must be submitted by email to the innovPlus Secretariat and inlab at the email addresses specified in the header section of all application forms. Only fully completed application forms received by the stipulated respective deadlines for each stage of the innovPlus will be considered for acceptance and enrolment into the innovPlus Challenge.

A submission may, in Secretariat's sole and absolute discretion, be rejected if it fails to follow the technical, creative, and legal requirements specified on the innovPlus webpage, the official innovPlus Infokit and in these Official Terms and Conditions. Applications that do not follow all of the instructions, provide the required information in their application form, or abide by these Official Terms and Conditions or other instructions of Secretariat may be disqualified at Secretariat's sole and absolute discretion. All entries that are late, illegible, incomplete, damaged, destroyed, forged or otherwise not in compliance with the Official Terms and Conditions may be disqualified from the innovPlus at Secretariat's sole and absolute discretion. Applications generated by script, macro or other automated means and entries by any means which subvert the entry process are void. All entries become the physical property of SUSS-IAL and Secretariat and will not be acknowledged or returned. Assurance of delivery of entries is the sole responsibility of the Applicant.

Additionally, applicants shall attend the activities organised by the innovPlus Secretariat to improve the capability of the Challenge Teams in identifying the root cause to their challenge and developing the appropriate solutioning. These include the innovPlus Prospectus Briefing, workshops and coaching sessions, and any other sessions deemed relevant to innovPlus participation. Failure to do so could lead to disqualification from the competition.

## SUBMISSION GUIDELINES

7. Submission for evaluation by IPP pursuant to the award of the innovPlus Grant, will be in the following three parts:
  - a. Paper submission via the official innovPlus Challenge Team Formation Submission Form and the projected budget and project schedule, by the stipulated deadline, of no less than 21 calendar days before Presentation Day. The paper submission is to be in English. The paper submission must answer the prompting guides as set out in the innovPlus Challenge Team Formation Submission Form;
  - b. Presentation and demonstration of any concept mockup/wireframe (where applicable), in English, by (up to) five members of the Challenge Team to the IPP on Presentation Day (as informed by Secretariat) of no more than 15 minutes. This will be followed by engagement with IPP for up to 15 minutes. The session will be conducted in closed-door to only the IPP in the Pitching Room.

The Challenge Team must have all rights, clearances, permissions, approvals and/or consents necessary for their Submission, including, but not limited to, music rights, releases from all persons listed in the submission, location releases for all recognisable locations, and releases from all and any person who participated in the production of the Submission. In the event that the Challenge Team does not have the appropriate rights, the Submission may be disqualified at the Secretariat's sole discretion. SUSS-IAL reserves the right to disqualify any entries if it views their materials to contain contents (e.g. text, sound or images) that in SUSS-IAL's opinion to be offensive, inappropriate, or that will cast innovPlus, Centre for Workplace and Learning Innovation, SUSS-IAL or SUSS in a negative light.

The above specified three parts shall collectively form the Submission of each enrolled Challenge Team, and shall be the basis by which each Challenge Team is evaluated for the Grant. Challenge Teams awarded the Grant, shall be held accountable to the Submission, and be funded to deliver, complete or report on all parts of this Submission, to qualify for a claim on the Grant. Should the Challenge Team be unable to deliver on the Submission,

the Team agrees for SUSS, acting through SUSS-IAL, to recover any grant already disbursed, and any liquidated damages resulting from the disbursement, so decided at the absolute discretion of SUSS-IAL.

## EVALUATION OF SUBMISSIONS

8. On Presentation Day, all Submissions will be evaluated by the innovPlus Panel (“IPP”), which consists of a panel of institutional/industry/pedagogy experts based on the following evaluation criteria:

a. Concept

- Extent that the concept is clear and well-defined;
- Extent that the concept is distinctive from other similar ideas;
- Extent the concept aligns or is consistent with existing knowledge and evidence about the challenge being addressed; and
- Extent the concept fit the context of the learning challenge being addressed, including addressing the key aspects of the learning challenge.

b. Innovation

- Extent proposed innovation goes beyond known / existing solutions with (a) clear innovative value and (b) absolute valued add in terms of raising the quality and ROI of the learning and learning outcomes;
- Extent the proposed solution offers a competitive advantage vis-à-vis existing solutions in the market;
- Evidence of sound pedagogical design being effectively harnessed to the proposed solution; and
- Extent of user friendliness and adaptability.

c. Impact and Scalability

- Demonstrates feasibility of implementation organisation-wide, sector-wide or sizeable segments of the workforce. Solutions includes an evaluation process, success indicators and impact measurement; and
- Offers potential to also help other enterprises facing similar challenges (i.e. broader application, adaptation and transferability)

d. Project and Implementation Team

- Team consists of members from different disciplines
- Has a credible and realistic plan, budget and schedule to complete project in specified duration (maximum of 9 months)
- Has a clear identification of all stakeholders involved in the project, with the relevant and necessary competencies and track records to ensure successful project delivery
- Demonstrates commitment to develop the prototype as envisioned. Presence of a dedicated project manager to oversee implementation and manage the project, including progress reporting, budget management, resource management, etc

e. Implementation Sustainability

- Extent of thinking and/or planning for roll-out of solution to rest of organisation, including possible costs and resources required
- Indication of project team’s continued involvement in the roll-out plan

9. IPP shall have the final decision on whom the eventual Grant awardees shall be. The IPP may declare void any entry should they consider that there are no entries reaching the required standard, whereupon they can award

prizes or not as they deem fit. No correspondence will be entered into or comment issued on any matters concerning the evaluation of entries, and no reasons be given for any decision made by the IPP.

10. Awards conferred are not transferable under any circumstances. In the event a winning team is unable and/or unwilling to accept the award or withdraw for whatever reason, SUSS-IAL reserves the right to award it to the next highest scoring team that meets the qualifying criteria.

#### QUANTUM AND ADMINISTRATION OF THE GRANT

11. Winners of the innovPlus Challenge shall qualify to draw down on a pre-approved innovPlus Grant ("Grant") of up to S\$200,000, with a mandatory co-contribution of at least 10% of approved budget, which can be in monetary form or in-kind<sup>6</sup>.
12. The maximum grant amount of each award shall be exercised through a Letter of Award ("LOA") between Singapore University of Social Sciences ("SUSS") and the Challenge Owner organisation. Secretariat will consult the winning Challenge Team in working out and finalising the maximum grant amount and detailed budget for approval by SUSS-IAL, to constitute the LOA.
13. The Grant shall be disbursed in 4 tranches, strictly adhering to the stipulated milestone and timeline in the table below:

Tranch & Grant Quantum	Milestone	Milestone Timeline	Typical Grant amount
1 <sup>st</sup> : 30% of maximum grant amount	Effect of LOA by signature of SUSS-IAL and Challenge Owner organisation	Start of Project Period	up to S\$60,000
2 <sup>nd</sup> : 20% of maximum grant amount	Mid-Term Progress Report, Presentation and required claim documents	Not more than 3 months after start of Project Period	up to S\$40,000
3 <sup>rd</sup> : 20% of maximum grant amount	1 <sup>st</sup> part of Final Summative Report, Prototype and UAT completion, Presentation and required claim documents	Not more than 6 months after start of Project Period	up to S\$40,000
4 <sup>th</sup> : 30% of maximum grant amount	2 <sup>nd</sup> part of Final Summative Report, Pilot completion and Evaluation, Final Presentation and required claim documents	Not more than 9 months after start of Project Period	up to S\$60,000

Besides the first advance disbursement of 30%, subsequent funds will only be reimbursed on the submission and approval of the required reports and expenses incurred according to the approved budget. Proof of payment needs to be furnished before the claim can be approved.

#### CONDITIONS AND REQUIREMENTS OF AWARDED CHALLENGE TEAM AND PROTOTYPE

14. The innovPlus Grant is awarded on the basis of the presented prototype solution (and its proposed functionalities, features, capabilities, outputs and deliverables) and the envisioned scalability and roll out of the prototype to its intended users. As the implementation team as submitted in the application is evaluated as a criterion, any

<sup>6</sup> To be supported with evidence for actual hourly rate charged (either with the payslip or a salary statement from HR)

change to the composition of the Challenge Team after award of Grant must be submitted in writing, through Secretariat, for SUSS-IAL's prior approval. Failure to do so could lead to automatic disqualification.

15. The awardees of the innovPlus Grant accepts the grant by signing a Letter of Award ("LOA") within 8 weeks from Presentation Day, comprising the terms and conditions governing the grant, including piloting the prototype with learners, submitting a pre- and post-evaluation report of the prototype's strengths and weaknesses and conferring non-exclusive, irrevocable, free right and license to the use of the prototype and all intellectual property and information generated resulting from the performance of the Project to SUSS-IAL for non-commercial, academic, research and development purposes, including, but not limited to, the purposes of proliferating the knowledge gained therefrom to the training and adult education (TAE) community. For the avoidance of doubt, the terms of the National IP Protocol<sup>4</sup> shall apply. For the avoidance of any doubt, the terms and conditions in the LOA are strictly non-negotiable.
16. In general, the prototype development grant offered in the innovPlus Grant will support the following cost items:
  - Fees of expert services from entities (organisation or individual) outside the composition of the Challenge Team, that are required in the areas of technical and development work, or for purposes such as research or advice, shall be limited to a cap of 10% of the approved grant amount;
  - Professional services as charged to the Challenge Owner organisation by the Solution Partner(s) of the Challenge Team;
  - Supplies that are necessary for the overall operation, development and pilot of the awarded solution;
  - Equipment that have direct contribution to the overall operation, development and pilot of the awarded solution;
  - Software and / or other licensing that are essential for the project and for the duration of the project; and
  - Others – items not in the above list but necessary for the conduct and successful delivery of the project could be included in the funding request, subject to the approval of SUSS-IAL.
17. The grant will not support cost items that do not contribute directly to prototype development such as marketing, networking and publicity. It will also not support capital equipment not essential to the project, maintenance cost for software licensing, GST, and travel (local and overseas).
18. The Challenge Team is required to prove cost transparency and reasonableness on request by SUSS-IAL on all cost items it is claiming for funding.
19. No claims can be made on any items that are not in the budget submitted together with the proposal made in the Challenge Team Formation form.
20. SUSS-IAL shall not be under any obligation to make any payment to the Challenge Team on claims of:
  - unsupported cost items listed in the approved budget;
  - qualified expenses but which no adequate proof of expenditure and proof of payments has been furnished;
  - qualified manpower costs but which no adequate proof of cost reasonableness provided upon request;
  - any amount that exceeds the cost items listed in the approved budget; or
  - any amount that is based on expenditure / payment not in compliance with prevailing procurement practices in terms of not being value for money.

21. The Challenge Team shall be solely responsible for its own partnership management and teamwork, including Intellectual Property ("IP") arrangements and development / implementation plan.
22. The Challenge Team shall undertake that it will not infringe the intellectual property rights or any other rights of any person, and will comply with all applicable laws at all times.
23. The winning Challenge Team shall grant consent to SUSS-IAL disclosing, in such manner as SUSS-IAL deems appropriate, in its (SUSS-IAL's) publicity materials of the team's participation, and setting out and publishing in its publicity materials, in such manner as SUSS-IAL deems appropriate, information regarding the participation, including:
  - a. the materials submitted for the innovPlus Challenge and any other information pertaining to its proposal;
  - b. the contents of the findings or results, report(s) or any part thereof the awarded project; and
  - c. information arising from or pertaining to the reports or any presentation, seminar, conference, or symposium conducted by the team.
24. The Challenge Team agrees to indemnify and hold harmless SUSS-IAL against any and all actions, claims, demands, and proceedings in any way arising out of or connected with SUSS-IAL's use, reproduction, publication or dissemination in the manner mentioned above, and all costs, expenses, losses and liabilities, howsoever arising.
25. The Challenge Team shall ensure that all information about the team or proposal provided to SUSS-IAL pursuant to its participation and for the subsequent purposes of or connected with making claims, are true, accurate and complete to the best of the team's knowledge. In the event that it comes to the knowledge of the team that any information already provided is or has become inaccurate, untrue, incomplete or misleading, the team shall immediately notify SUSS-IAL of such inaccuracy, incompleteness, misleading nature, or untruthfulness, and provide such information in connection therewith as SUSS-IAL may request.
26. The innovPlus Grant will be withdrawn if:
  - a. the Challenge Team is unable to perform the obligations set out in the LOA; or
  - b. the Challenge Team commits a breach of any of the provisions of the LOA.

#### **SHOWCASING OF INNOVATION DEVELOPMENT**

27. The Challenge Team shall undertake to collaborate with SUSS-IAL in the development of case studies and/or research papers detailing the experience and insights gleaned from the prototype development and any trial-ing/pilot that ensued. No confidential or private information will be revealed through this effort;
28. The Challenge Team shall undertake to allow SUSS-IAL to disseminate the case studies and/or research papers in various formats including printed materials, online articles, video, audio, and other digital recordings to any individuals or organisations that it deems will benefit from the learning and sharing;
29. The Challenge Team shall undertake to collaborate with SUSS-IAL to allow and facilitate the use of its prototype or solution within sandbox environments to individuals or organisations designated by SUSS-IAL to trial the prototype or solution during and/or after the project; and
30. The Challenge Team shall undertake to agree for SUSS-IAL to profile the companies and individuals involved, as well as the solution and/or prototype on the following platforms:

- a. SUSS-IAL professional development seminars and workshops;
  - b. SUSS-IAL partner showcase for a period of 18 months;
  - c. SUSS-IAL conferences and events, e.g. the Adult Learning Symposium and Learning Roadshows; and
  - d. Conferences and events SUSS-IAL is participating in and where the themes / areas covered are aligned and of interest to the participants.
31. The full and prevailing terms and conditions of the innovPlus Challenge and innovPlus Grant can be found in the Challenge Statement application form, Expression of Interest and Challenge Team Formation submission form, and all applications submitted to the Challenge will be deemed to have accepted these terms and conditions.
32. Secretariat of the innovPlus Challenge and innovPlus Grant is the inlab, acting on behalf of the Institute for Adult Learning ("SUSS-IAL"), of 11 Eunos Road 8, #05-03, Singapore 408601, wherein SUSS-IAL is an autonomous institute of the Singapore University of Social Sciences.

#### GENERAL

33. Depending on the prevailing implementation challenges and needs, innovPlus Secretariat reserves the right to amend and change the terms and conditions with approval from the Director of Centre for Workplace and Learning Innovation, that complies with the intent and spirit of innovPlus.
34. SUSS-IAL reserves the right to disqualify any participant at any point in time during the innovPlus Challenge.

*SUSS-IAL reserves the right to change these terms and conditions at any time without prior notice. In the event that any changes are made, the revised terms and conditions shall be posted on the innovPlus website immediately. Please check the latest information posted herein to inform yourself of any changes.*