

TRANSFORMING CUSTOMER SERVICE THROUGH ADAPTIVE AND REAL-TIME LEARNING

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 a mid-sized food manufacturing company that began in the 1980s with the goal of introducing new traditions to Singapore's local food. Specialising in oriental ready-to-eat snacks commonly known as “baos”, the company serves a diverse customer base across traditional outlets such as coffee shops and cafeterias, modern retail channels including supermarkets and e-commerce platforms, and international markets.

Despite its strong heritage, the company primarily uses manual and conventional processes. As the workforce ages and skilled talent becomes increasingly difficult to attract, the organisation has begun to prioritise workplace learning and capability development in recent years. A key area of focus is the customer service team, which plays a vital role in enhancing customer experience and driving revenue. The team is responsible for managing sales orders, assisting customers through purchasing, sharing product knowledge, and delivering service support. However, learning within the team remains heavily reliant on face-to-face interactions. Training tends to be reactive, triggered only by immediate needs. As a result, improvements in customer satisfaction have been modest.

CONTEXT

CURRENT SITUATION

The Challenge Owner's customer service team supports the customer journey from initial enquiries to post-sales support. However, their ability to provide timely and accurate responses is often hindered by fragmented information across various stages, including product specifications, order fulfilment, and service-related processes. When issues arise, the team must coordinate with multiple departments to compile and verify information before responding to customers. For example, when the packing team ran out of char siew baos, this was not communicated to the customer service team, resulting in them continuing to accept customer orders.

Similarly, updates on product changes, promotions, delivery arrangements, and operational procedures are made intermittently by different departments. These updates are neither housed in a centralised, structured repository nor communicated consistently. Instead, information is shared informally via emails, chats, or verbal briefings. This results in staff manually piecing together scattered and sometimes outdated information, leading to confusion, misinformation, and inefficiency.

Customer-facing staff also struggle with handling non-routine situations such as product defects, quality complaints, or ingredient changes. For instance, when the brand of soy sauce used in the baos was changed, customers raised concerns about the altered taste. Customer service representatives,

unaware of the change, had to consult the production team mid-conversation with customers, disrupting the interaction. In such cases, staff often hesitate, defer the issue, or provide vague responses resulting in decreased customer satisfaction and confidence.

The current training approach is largely reactive, typically triggered by past customer feedback or incidents. This hinders the development of proactive learning habits and reduces staff motivation. The absence of structured, situational, and forward-looking training contributes to low confidence and engagement, ultimately impacting the team's ability to deliver high-quality customer service.

PAST AND CURRENT SOLUTIONING EFFORTS

In 2023, the Challenge Owner introduced the customer service WOW standards, a multi-level framework designed to enhance customer interactions by providing a clear benchmark for service excellence. The organisation conducts annual training sessions to reinforce these standards on handling customer enquiries and strengthening communication skills. However, these sessions often become outdated because of continuous changes in products, processes, and evolving customer expectations, which limits their long-term effectiveness.

While the customer service team is introduced to the WOW standards through structured training, their exposure to real-life applications remains limited. This makes it challenging for staff to internalise and effectively apply the standards in day-to-day operations. Over the past two years, quarterly training sessions were held, which were eventually replaced by toolbox discussions. Teams will review recent customer complaints and discuss possible solutions. However, the overall training approach remains reactive, with training often triggered by problems rather than a proactive learning approach.

The customer service team relies heavily on Standard Operating Procedures (SOPs) and self-sourced information to navigate customer issues. Staff are often required to gather, interpret, and synthesise information from various departments such as sales, logistics, and operations, without a centralised or standardised reference point. This reliance on individual SOPs and self-sourced information leads to information gaps and inconsistent service delivery.

CHALLENGE / GAP / UNREALISED POTENTIAL

Increased in negative customer feedback and complaints. There has been a noticeable increase in customer complaints, reflecting service quality gaps in responsiveness, consistency, and clarity. Common issues include delayed replies, conflicting information, and a lack of proactive updates, all of which contribute to growing customer dissatisfaction and frustration.

Decline in customer satisfaction scores. These issues are reflected in the annual customer satisfaction survey, which shows an average 2% decline in satisfaction levels year on year. Customers today expect timely, accurate, and engaging service interactions.

Reduced morale among customer service staff. Internally, the customer service team faces low morale due to the overwhelming amount of information they are expected to absorb, recall, and communicate. Frequent updates across different departments make it difficult to keep up, and the absence of structured, ongoing learning support adds further stress.

Limited progress in WOW standards learning adoption among customer service staff. The existing learning structure for WOW standards relies heavily on annual refresher sessions and reactive approaches. While these serve as reminders of the WOW standards, they fall short of providing real-time, scenario-based guidance that shows staff how to demonstrate these standards in day-to-day interactions effectively.

Fostering a growth mindset within the organisation. A shift towards a growth mindset is necessary to enhance adaptability, innovation, and engagement. Without this mindset, the organisation risks stagnation in service quality and staff development.

CHALLENGE STATEMENT

How might we empower staff to deliver consistent, high-quality service through real-time knowledge access and continuous learning, while reducing response times and improving both team confidence and customer satisfaction?

WHAT ARE WE LOOKING FOR?

The Challenge Owner is looking for an intelligent learning solution that enhances their customer service team's ability to deliver consistent, high-quality service through real-time knowledge access and continuous learning capabilities. The solution should seamlessly integrate with their existing customer service hotline system, enabling real-time learning and support during actual customer interactions.

The solution should include the following key features:

- Dynamic content integration. The solution should enable easy upload of product details, product updates, service guidelines, customer complaints, and communication materials (in both English and Chinese) to create updated and relevant training content, making sure the training is always based on current information and real customer experiences.
- Adaptive learning modules. Deliver personalised, scenario-based learning modules that adjust difficulty levels based on staff competency level, enabling them to practice handling various customer situations through interactive simulations that align with customer service WOW standards.
- Gamification. Incorporate interactive games, realistic simulations of customer interaction scenarios using actual call logs and feedback data, and simulated competition based on team collaboration and/or friendly peer competitions to boost learner engagement and motivation.
- Real-time product support. Customer service staff can extract product-related information and updates during the customer interaction and staff can update the solution of the customer feedback and/or complaints.
- Voice recognition and follow-up feedback. Convert customer interactions to text through voice-to-text technology. Enable access to call logs and transcripts after the interactions for automated feedback and source for future learning.
- Prompts and feedback. Provide automated feedback after each simulation and customer interaction based on WOW service standards. Provide automated feedback with rationale during practice simulations and after each transcribed customer interactions to highlight mistakes, identify improvement areas and guide correct actions, incorporating Growth Mindset principles introduced by Dr. Carol Dweck to encourage learners to view errors as learning opportunities and to persist in improving their service skills through iterative practice.
- Dashboard. Provide a consolidated dashboard for trainers to track all staff training progress and competency assessments. Monitor performance against WOW standards during customer interactions and training activities. Generate insights and reports for trainers to support data-driven decisions for improvement. Provide an up-to-date dashboard for each learner on their learning progress, competency improvements and identified improvement areas.

OVERALL PERFORMANCE REQUIREMENTS

- Cost-effective. The solution should be economically viable with deployment completed within six months.
- Integrate with voice solutions. The solution should include both hardware and software components that seamlessly integrate with existing and new voice-to-text technologies and telephony systems.
- Mobile and desktop friendly. The solution should be accessible on both mobile and web-based platform.
- User-friendly and accessible. The solution should be easy to use, so as to be accessible to a diverse range of users and motivate learners to be self-directed.
- Secured and PDPA compliant. The solution should be secure with strict access controls and adhere to PDPA requirements for handling personal and customer data.
- Scalable. The solution should accommodate a growing number of users while maintaining consistent performance. Enable addition of new modules (e.g., food safety certifications, safety hygiene) and expansion to other departments without compromising learning quality.

TARGETED LEARNERS /USERS

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

- Estimated 20 primary users, including customer service team, logistics staff (i.e. delivery drivers), sales and staff in supervisory roles.
- Secondary users include 70 users, comprising 20 operations staff (production, sales, and packing teams) and 50 B2B distributors requiring product knowledge training.

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

- Enhanced service competency. At least 90% of primary users should achieve minimum 80% score in WOW service standards assessments through MCQ and voice-based evaluations.
- Improved customer satisfaction. Customer satisfaction scores should increase by 2% annually as measured through customer surveys, with a 20% reduction in customer complaints.
- Operational efficiency. Response time for customer feedback resolution should decrease by 50% based on pre- and post-implementation comparison.
- Staff engagement. At least 80% of primary users should report improved job satisfaction and confidence in handling customer interactions, measured through employee engagement surveys.

POSSIBLE USE CASES

1. Mobile learning for frontline staff. Siti, a delivery driver, often encounters customer questions about packaging dates, bulk return policies, and seasonal promotions that she cannot answer confidently. During breaks, she accesses gamified quizzes through the mobile-friendly interface to learn key product FAQs and delivery-specific customer tips. The bite-sized, visual content is updated weekly through the centralised hub. She earns digital badges and competes with peers from logistics and customer service teams. During her next delivery, she confidently answers a customer's festive order inquiry, receiving positive customer feedback. Her supervisor monitors her progress through the learning dashboard and recognises her improvement during team meetings, motivating continued engagement.
2. Scenario-based learning for complex situations. After working in logistics, Wei Sheng, a mid-career switcher, joined the customer service team. Wei Sheng encounters a distressed customer

reporting a foreign object in their product. Having completed adaptive learning modules on handling rare but critical situations, Wei Sheng applies de-escalation techniques and WOW standards learned from the simulations. The system provides post-call transcript analysis which confirms his effective use of empathy and proper procedures and provides automated feedback using Growth Mindset principles on needed improvements, building his confidence for other challenging interactions with future customers. He will also participate in a weekly simulated competition based on team collaboration to help the company reduce simulated customer complaints and increase customer satisfaction.

3. **Real-time knowledge access and support.** Wei Ling, a junior customer service officer, receives a call from a supermarket requesting a bulk order of baos. The customer enquires about shelf life, halal certification, and storage options. Through the centralised knowledge hub, she quickly accesses tagged and searchable information on product specifications, storage guidelines, promotional pricing and recent updates to the product. Wei Ling provides accurate information in real-time, demonstrating strong product knowledge. After the call, the voice recognition system transcribes customer requirements and automatically links to relevant documents and the solution provides her automated feedback system rating for her performance against WOW standards and suggests improvements using Growth Mindset principles for handling price objections more effectively.

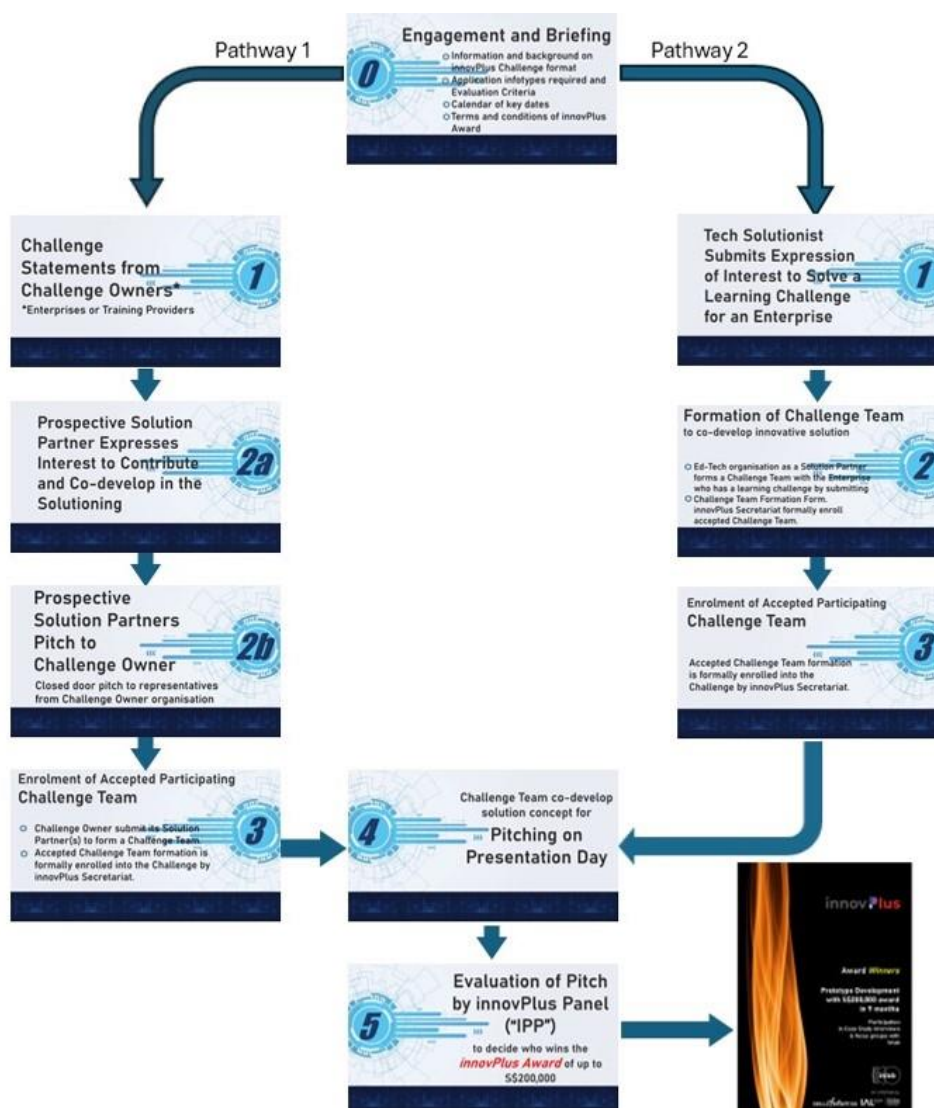
WHAT IS IN IT FOR YOU?

- 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 to contribute and co-develop 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](#)).

Solution Fit (30%)	Relevance: To what extent does the proposed solution address the problem statement effectively?
Solution Readiness (20%)	Maturity: How ready is the proposed solution to go to the market? Scalability: 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)?
Solution Advantage (30%)	Pedagogical Design: What sound pedagogical design approaches underpin the proposed solution to enhance effectiveness of learning or desired learning outcomes? Cost Effectiveness and Innovativeness: 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?
Company Profile (20%)	<u>Has presence in Singapore:</u> The company must have a valid UEN in Singapore. <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? <u>Team Experience:</u> Do the team members possess strong pedagogy and scientific/technical background?

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 prototype¹ for pilot testing with actual learners/users² within a maximum duration of 9 months³.

¹ 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.

² *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.

³ 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 participate⁴. 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 organisation⁵ 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);

⁴ [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)

⁵ 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-kind⁶.
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 st : 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 nd : 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 rd : 20% of maximum grant amount	1 st 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 th : 30% of maximum grant amount	2 nd 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

⁶ 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 Protocol⁴ 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.