

Raising Transformative Performance for Enterprises

RESULTS

Integrative and Synergistic Learning through a Holistic Framework



STRATEGY | PEOPLE | CUSTOMER | SALES
EXPERIENCE | NEGOTIATE | MANAGE | PRESENT | CREATE



THE RESULTS PROGRAMME

The RESULTS programme is a collaboration between Singapore Management University (SMU) Academy, a champion in Lifelong Learning and Universal Stage, a consultancy-based training firm to offer practical, industry relevant and impactful content to raise transformative performance for enterprises.

Advanced Diploma in Growing and Transforming Enterprises

Participants who complete a total of nine (09) inter-related tracks comprising of Strategy, People, Customer, Sales, Present, Negotiate, Manage, Create and Experience will receive the Advanced Diploma in Growing and Transforming Enterprises issued jointly by Singapore Management University (SMU) Academy and Universal Stage.

Up to 90% Funding for Singaporeans and Permanent Residents

This programme has been approved for up to 90% course fee (excluding GST) funding for SMEs-sponsored employees who are Singaporeans and Permanent Residents. Eligible companies who sponsor their employees for the course may claim for absentee payroll.

Self-sponsored participants who are Singaporeans aged 40 years and above may enjoy up to 90% course fee funding while those who aged below 40 years or Singapore Permanent Residents may enjoy course fee grant at 70%.

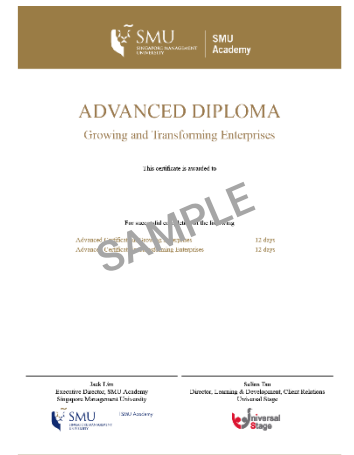
Self-sponsored Singaporean participants aged 25 and above may tap on their SkillsFuture Credit to defray the course fee.

CERTIFICATION PATHWAYS & SPECIAL RECOGNITION

Certificates will be issued by SMU Academy to the participants who have successfully completed their training.

Participants can receive up to four (04) types of certificates:

- The Certificate of Attendance,
- The Advanced Certificate in Growing Enterprises,
- The Advanced Certificate in Transforming Enterprises; and
- The Advanced Diploma in Growing & Transforming Enterprises.



WELCOME TO THE WORLD OF RESULTS

Imagine a place far away where enterprises clearly know their business objectives and have plans for what they should do, with proper allocation of their resources.

In this magical land, all the employees from the enterprise are friendly and helpful, both to external customers and internal colleagues, even teams of sales people work hard not just to close transactional accounts but also seek to establish long term client relationships.

All the above sounds great except that it should not be just a dream. Isn't this what all enterprises should aspire to be? This dream is **POSSIBLE** and should be the default description for every successful enterprise.





BACKGROUND OF THE PROGRAMME

Growing and transforming enterprises face a wide range of challenges as they strive to scale up and change within their industries, especially in an uncertain economic environment.

The difficulty of managing performance on a larger scale centers on the ability of the enterprise to design and utilise a holistic approach to support planning, encourage employee development, increase customer satisfaction and raise sales concurrently.

Employees should be equipped with skills to present their ideas clearly to customers and negotiate effectively with clients to achieve their work objectives. Grievance procedures and rules governing work should be established while employees who achieve their performance targets should be recognised and rewarded.

Enterprises must strive to transform themselves by identifying and providing new values that are required by the industries that they serve. Ultimately, those that are able to deliver the holistic experience to customers will emerge as the winners in the new normal.

PROGRAMME OBJECTIVES

The programme is specially designed for high performing participants with three key objectives.

01

To design and develop robust content in a practical manner for participants who are busy and time-strapped to support business progression and sustainability

02

To equip both senior and operational level employees with critical outcome-based skills, tools and techniques in formulating and achieving Key Performance Indicators (KPIs) by fostering a performance driven culture in the enterprise

03

To provide follow-through support and interventions to extend the learning journey of knowledge acquisition towards effective application, implementation and achievement of results by participants in advancing enterprise growth



HOLISTIC FRAMEWORK

The programme adopts a holistic framework that comprises of nine integrated tracks to drive the growth and transformation of enterprises.



Acting in unison, the tracks provide the impetus for rise, sustainment and growth of revenue and profits of the enterprise with the ultimate aim of maximising shareholders' value.

LEAD PROGRAMME FACILITATOR

Mr Andy Lim Yew Loon, Co-founder and Director of Universal Stage Pte Ltd

Andy leads the Strategic Initiative division, Universal Stage, where he works in partnership with companies on various high value projects to enhance their business capabilities by adopting a holistic approach to integrate multiple management ideologies into long term business process planning.

He is the Lead Resultant and Concept Change Specialist for both listed and growing enterprises. Using his vast experiences in consulting and close working relationships with companies, Andy designs and develops programmes that are practical and applicable to the workplace. His ability to incorporate real-life examples in his trainings has resulted in high praises from participants. Andy conducts public run courses and customised in-house programmes for companies of different industries including trading, construction, medical, beauty and wellness, manufacturing, retail and food & beverage.




Appointed as the consultant by SME Center @ ASME (previously known as EDC@ASME) for their Productivity Management Programme, he had provided consultancy advice to companies on productivity. He held secretarial portfolios for various National level training programmes to study, conceptualise and implement multi-pronged approaches, reaching out to targeted companies on implementing sustainable and integrative systems including ADVANTAGE! for SMEs, PREPARE, PREPARE Community, Capability Development Grant and the Max Talent Programme.

Prior to co-founding Universal Stage, Andy was the Head of Job Redesign & Employability of Older Workers at the Singapore National Employers Federation (SNEF) where he managed three national project portfolios, namely the Tripartite Action Group (TAG); Job Redesign Training Programme (JRTP); and the Grant Scheme for Persons with Disabilities (PWD). He was also involved in the Customer Centric Initiative and Job Recreation for the hotel industry.

STRATEGY DEVELOPMENT

Strategy Development is the first track of the RESULTS programme aimed at addressing enterprises' challenges and seizing market opportunities by making the choices that differentiate (competitive advantage) them from competitors. The content includes additional focus on strengthening management system and processes based on the Singapore Business Excellence Framework.



Unisys (S) Pte Ltd
Philip Chua
VP, Sales

After the three-day class, I find that the Balanced Scorecard is the best approach to use. I will apply what I have learnt - from doing the PEST analysis, SWOT analysis, identifying current to future states, formulating strategic objectives, selecting the KPIs, to the design of action plans at work.

Initially I thought I could complete it quick but I realised that sufficient time has to be allocated to do a good job. Thus, I'm planning to use 7 weeks to come up with the initial actionable and strategic map. The guided template given in class will be very helpful in facilitating the entire process.


“ The materials taught in this Strategy module are very practical, realistic and close to what any company would face, especially the SMEs. As the CEO of a company, I find Andy's great experiences and his way of delivery very helpful in allowing learners at different position levels to understand what strategy is and how each of them can play a role in the strategy development and implementation in their own areas of work. We are now in the midst of discussing with Andy to enrol our employees for all four modules under this RESULTS programme. ”

Eurasia Global Food (S) Pte Ltd
Kelvin Ong
Chief Executive Officer



Tobacco Network Traders Pte Ltd
Geoffrey Sunny Johannus
Financial Controller

“ Based on my years of observation, I've noticed that failures of many companies aren't due to their wrongdoings but rather, it's their lack of change and persistence in their old methods in the new and changing environment of the market. The various analysis, i.e. PEST, SWOT, competitive analysis taught in class are very critical in allowing us to understand the external environment that we are operating in. ”

Hairuzzan Bin Kamsani
Self Sponsored Learner


“ **Worth every second to attend!** ”

At first, I was skeptical of this course but in less than 30 minutes, the facilitator, Mr Andy Lim, had proved me wrong. Usually, those classes I've attended on Business Strategies use very difficult jargons or speech. But not for him. His style and lingos used when teaching is very effective in delivering key messages. Without me realizing, he has built up my confidence and self-esteem. Why? Because the knowledge and experience taught was superb!

Attending this course has really helped to enlighten me on many concepts that I heard about, particularly on the balance scorecard. I have been in a company that implemented this. I saw the results but I did not know that so much thought and works have gone into it.

Having the exercises in class really helps to nail down and pin down what is the vision and mission of the company. I feel that this framework will be very beneficial for my company to look into areas that we need to improve on and ultimately how to link it up. I will take this back and decide where the resources shall be pumped into, so that the processes and culture can be better improved.

The Titular Roman Catholic Archbishop of Singapore
Bianca Teo
Marketing Communications Manager



As a young marketing executive, this class has taught me that not everything is about competing with the competitors or trying to be the best, but being **UNIQUE** is the most important.

“ **Chia Jiawen** ”

Mary Chia Beauty & Slimming Specialist Pte Ltd
Chia Jiawen
Marketing Executive

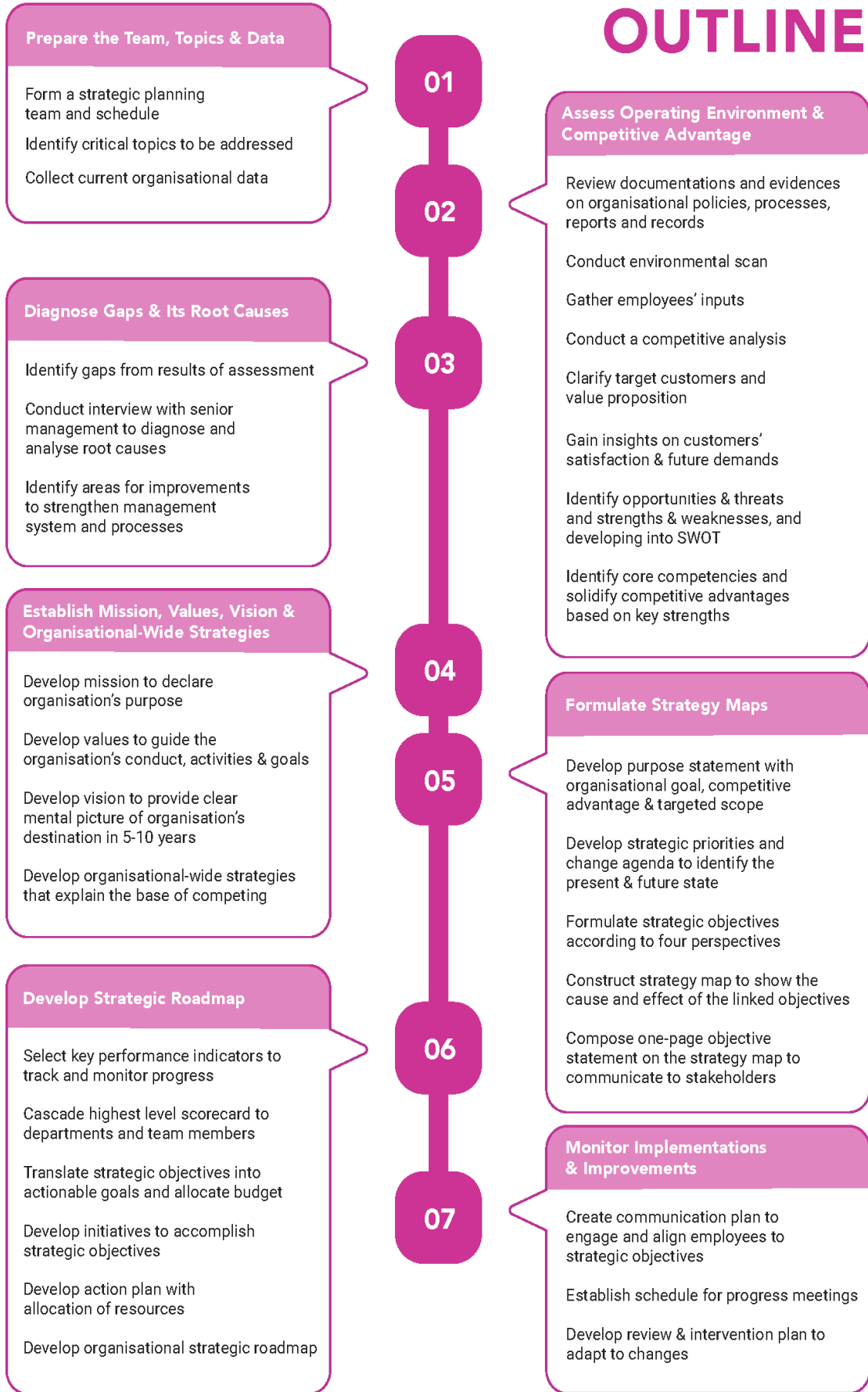


“ This three-day class made me realise that I need to think and plan more to ensure our unit direction is in line with the overall corporate strategy. Each supporting unit should have its own strategy towards achieving the main business objectives. ”

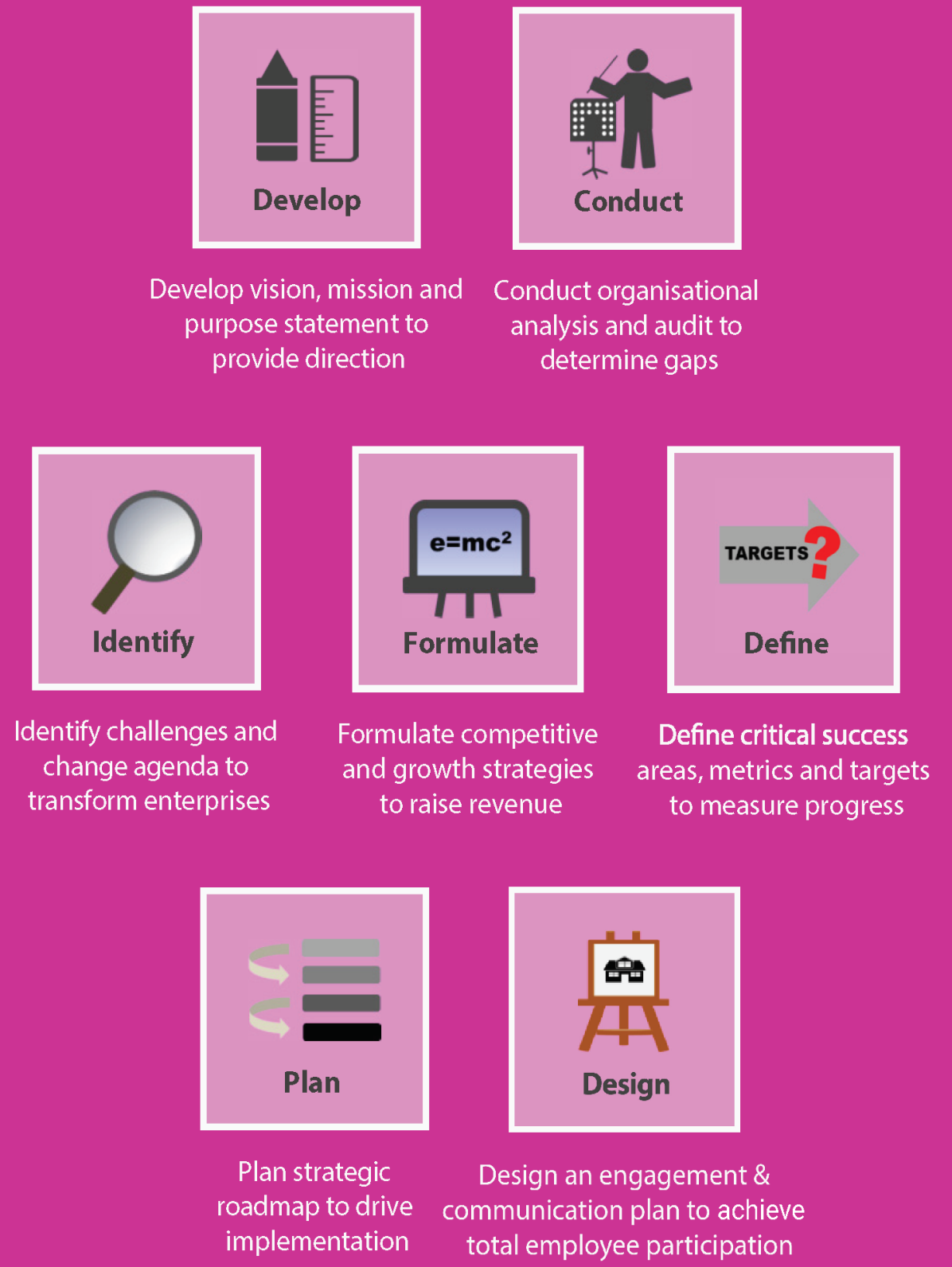
SP Homes Pte Ltd
Lye Yen Yen
Business Support Manager



OUTLINE



OUTCOMES



PEOPLE DEVELOPMENT

People Development is the second track of the RESULTS programme and consists of seven key interrelated topics to address the challenges raised by both employees and supervisors. This track is specially focused on nurturing & grooming the greatest asset – people, to work independently while unifying in harmony as a team to forward the enterprise’s objectives.

I find this programme extremely relatable, practical & useful.



Eurasia Food Supply Pte Ltd
Francis Tan
Sales Director

One main takeaway for me was the setting of SMART goals. As a sales director, I will take conscious efforts to apply this SMART principle of goal setting in my sales. I will work with my team to set better progressive work goals. This way, I can monitor and track my team performance to increase the probability of achieving my company’s goals.



SPA Menu Pte Ltd
Doris Leong
Accountant



The “Say Yes” activity is very interesting. It is true that in our daily lives, we seldom say “Yes” to others. But when we are able to say “Yes”, people around us also tend to say “Yes” to us more. It’s a positive influence to both parties.



The first step to successful problem solving is to be able to diagnose the root cause of the issue. At the workplace, I’ve observed that people tend to draw boundaries. Most organisations will look at these symptoms and go for team bonding activities to let people bond better.

As a HR, I find that this is a myth that has to be broken. I would say people behave so as they are defensive of their own boundaries. To break this, I would say that people within the team need to build real trust amongst themselves. Only then, it will become possible.



MCU Trading Pte Ltd
Sally Ho
Senior HR & Admin Executive



I will share my learnings with my team so we can enable our discussions to be more productive and focused.

I love the activity on Making Choices. We tend to make each other happy during discussions but overlook the real objectives of it. At the end, the company suffers. I’ve learnt through the exercise that as a team, it is imperative to focus on the objectives, be open to listen to each other, practice supportive communication and reach a conclusion with the intended objectives.

Huttons Asia Pte Ltd
Alvin Cheong
Associate Division Director



This class enlightened me and made me see that whatever we can do in our personal lives can be done at work too. I’ve known of many people who perform great at work but face challenges in their own lives and relationships, vice versa.

As a sales person, I spend quality time talking to my customers. Thus I shall do the same when I’m with my loved ones. At home, I give my love and care to my daughter, so I shall apply this love and care to my customers to deepen my relationships with them. This way, I can then excel at both work and at life.



Events Partner – Furniture Rental
Benny Ong
Senior Sales Executive

To increase productivity, we need to do the right things and do the things right.

As the Executive Director, I am overseeing all companies under the Group.

When I go back to the office, I will empower my people to stop doing all the wrong things first. By doing so, we will not waste our time and have reserves of resources. Thereafter, we can identify the right things to do so as to bring better results for the company.



SASS Associates Group Pte Ltd
Christine Lee
Executive Director

This People module is very interesting. A variety of activities were used in the class to share and explain different learning pointers. Those activities are practical and helpful in grasping the essence of the pointers. I’ve enjoyed those activities very much as they aided in my learning over the three days.



Patricia Sim
Self Sponsored Learner



OUTLINE

Positioning at Work

- Acquired skills & knowledge
- Critical experiences from work and life
- Values, beliefs and interest
- Proudest moments in life
- My unique positioning statement

01

Setting Work Goals & Measurements

- Types of goals
- Principles of goal setting
- Establish smart work goals
- Set individual performance targets
- My work goal statement

02

Planning for Success at Work

- Introduction to planning roadmap
- Identify critical success areas
- Develop initiative & action plan
- Set indicators of success

03

Being A Productive Worker

- Fundamentals of productivity
- Measurements of productivity
- Productivity improvements
- Ways of generating value
- Provide constructive ideas and suggestions

04

Problem Solving & Troubleshooting

- Analyse the problem
- Identify the ideas
- Select the solution
- Implement the plan
- Evaluate the results
- Solve your own problem

05

Building Workplace Harmony

- Be a unifying team member
- Practise supportive communication
- Ethical behaviours at work
- Manage emotions and feelings

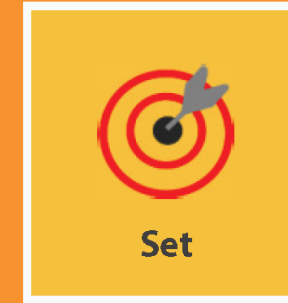
06

Learning & Development

- Develop new & relevant skills
- Learn and grow plans
- Self review and discussions with supervisor

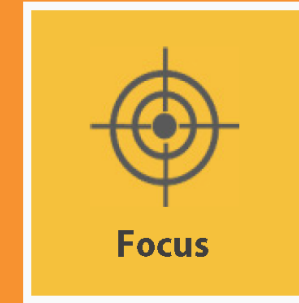
07

OUTCOMES



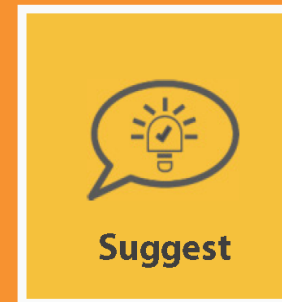
Set

Set work goals and measurements to steer performance



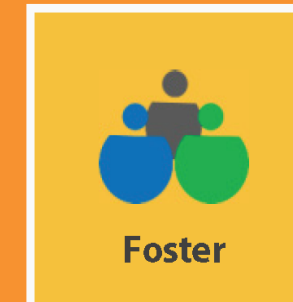
Focus

Focus on detailed action plan to complete work tasks



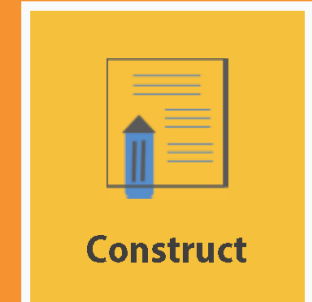
Suggest

Provide constructive ideas & suggestions to raise productivity



Foster

Foster harmonious and collaborative relationships to build workplace harmony



Construct

Construct a learning and growing plan to gain new skills

CUSTOMER SERVICE ENHANCEMENT

Customer Service Enhancement is the third track of the RESULTS programme and is designed to equip the participants with the ability to think, react and create with progressiveness towards attracting, retaining and growing customers.

The comprehensive modules are developed to shift the participants' mindset towards service orientation so as to manage daily challenges and rise above the crowd by creating positive experience for customers.

De-Prospero Pte Ltd, Central Thai Kitchen
Bobby Tan
 Assistant Manager



“

From the class, I've learnt that it is important to understand and focus on the emotions of our customers. I need to let our customers feel the warmth and welcome when they visit my outlet.

To do so, it has to start from myself. Being a joyful role model for my team will help influence them to be in a joyful mood to better serve our customers. Mr Andy is very professional and his team will follow up by calling after the course. I would like to say "Thank you" to them!

”

“ “Perfect practice makes perfect 練習は嘘をつかない”.

Excellent customer service complements my sales process.

I did the role play in the class. This role play allowed me to experience reality and I realised that a lot of the theories learnt in the past are in fact no longer applicable as they are not feasible.

Eurasia Food Supply Pte Ltd
Gol Hidekazu
 Assistant Sales Manager



“

I find the programme very pragmatic. It reminds me not to become a "zombie" at work, manage my emotions well and also provide excellent customer service not just to external clients but also internal colleagues. I will definitely apply what I have learnt in class at work. Thank you!

Weavepact & Associates Pte Ltd
Sharmillah Binti Mohammad
 Director




“

Understanding our customer's service journey is very important. These touch points are key moments where we express our brand as a service provider and these moments are also opportunities to impress and delight our customers.

Thank you Andy & team for the specially curated RESULTS programme that is pivotal in helping Mary Chia enhance our service journey, and bringing our customer's wellness experience to greater heights.

Mary Chia Beauty & Slimming Specialist Pte Ltd
Wendy Ho
 Chief Executive Officer



”

“

Staying focused on positive things was what Andy had shared in class. We face neverending obstacles everyday, so now I'd always look to the positive side of things and focus on my positive emotions.

De-Prospero Pte Ltd
 Muhammad Hafidz Bin Ab Hamid
 Assistant Operations Manager



Would recommend this entire RESULTS programme to all enterprises!

I am so touched. Universal Stage really goes the extra mile to make their teachings real, fun and understanding. They live up their promise of providing excellent customer service. During the class of my last module, I was having a bad cough during the training. The facilitator, Andy, brought me his home grown organic bualonglong fruits and guided me how to make a drink that is good for my throat.

Aida Greater Asia Pte Ltd
Irene Yap
 Manager



Through the role play, the facilitator Andy pointed out that I tend to speak too much without getting customer to share about their requests.

Being in sales for years, I acknowledge that I have to overcome this challenge. I will ask more questions to get customers to share more about themselves so that I can serve my customers well and achieve better sales.

SCINN Pte Ltd
Crystal Tham
 Sales Manager




”

Happy employees create happy customer experiences.

Starting a day by sharing happy news that we have experienced the day before is great. This is an idea that I can bring back to office and apply with my colleagues.

Appreciating your workers with words and show your appreciation with little gifts or snacks is an excellent way to build lasting relationships!

Natural Cool Airconditioning & Engineering Pte Ltd
Andy Goh
 Manager



Shifting Towards the Progressive Mindset

The myth of changing mindsets
Transformation of mind
I'm ready to learn & transform

01

Managing Customers and Situations

Why there are difficult customers
Customer requirements & expectations
Types of difficult customers
Types of situations arising from difficult customers
Strategies on managing difficult customers

02

Providing Excellent Service

What is service excellence
Deliver beyond expectations
Outstanding personal service

03

Standard Emotional Procedures (SEP)

Types of feelings and emotions
Identify the key service determinants
Define the purpose & outcomes
List the emotions to be evoked
Decide on the procedures and activities

04

05

OUTLINE

The Secrets of Customer Service

Deriving energy to engage at work
Optimising strengths to achieve targets
Understanding people to win hearts
Building teamwork to provide consistent services
Seizing opportunities to raise sales
Giving extra to leave a positive mark
Showing appreciation to forge lasting relationships

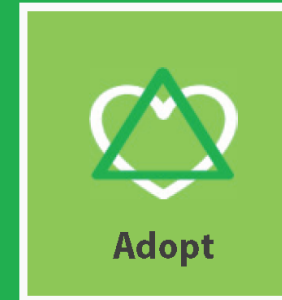
The Customer FIRST Framework

Introduce yourself and listen to customers
Diagnose the challenge on hand
Empathise & regulate emotions
Provide solutions and recommendations
Acknowledge and thank

Service Touchpoints

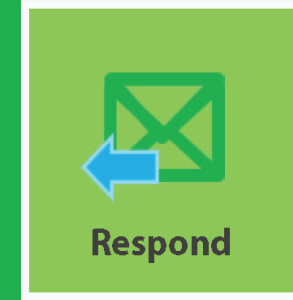
Create a customer centric vision
Express & impress customers
Design the service touchpoints
Optimise the various touchpoints
Develop the service journey
Develop initiatives & interventions

OUTCOMES



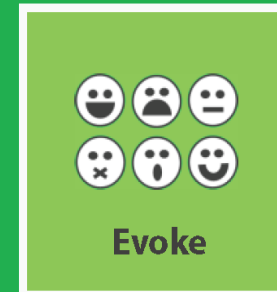
Adopt

Adopt a progressive customer oriented mindset to raise service standard



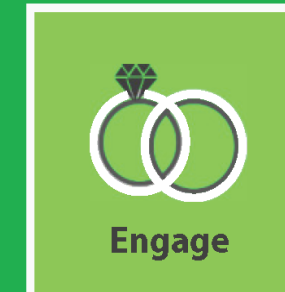
Respond

Respond & manage daily service challenges & incidents to reduce complaints



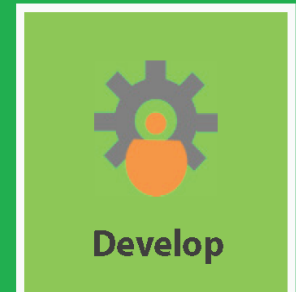
Evoke

Evoke positive emotions at various customer touchpoints to drive compliments



Engage

Establish a customer engagement & communication plan to increase retention



Develop

Develop initiatives and intervention activities to close service gaps


SALES GROWTH

Sales Growth is the fourth track of the RESULTS programme and tackles both the ability to demonstrate the value proposition to prospects and the pursuit of revenue growth. It is designed to equip participants with the capability to achieve more sales in a focused, sustainable and ethical way.



Through the class, I have learnt the true value of money. Understanding the fundamental value of money allows me to better pitch to my customers through the new perspectives gained from the class.

Unipool Trading Pte Ltd
Faye Chen
Business Development Executive



Termi-Mesh Singapore Pte Ltd
Kevin Cheng
Assistant Manager, Business Development

The nitty gritty details on how to sell and how to close a sale was not explicitly taught to me before.

After going for the Sales module, I've finally understood that sales is in fact very complex. Most people out there doing sales now are losing out valuable information to help them get the sales.

I am much confident now, and I believe that my sales will be able to increase two folds, three folds even to hundred folds in the future.



Chop Tai Chong Kok Pte Ltd
Claire Chua
HR Manager

“ Doing sales is like planting.

It has the same concept as “seeding”. Once we are able to put key ideas in the minds of customers, there is a higher chance to close sales.

“

MCU Trading Pte Ltd
Feon Fong
Senior Regional Business Development Manager

As a regional business development manager, my duty is to expand our business overseas. One part of the training talks about using effective communication tools. It comes in very handy as those are exactly what we need to explore, in order to communicate our brands to more people and more countries.

It is critical for me and my fellow frontline employees to take consultative approaches in understanding values that are important to customers and knowing why they buy. Instead of focusing on the features and benefits, we shall focus more on the value.

“



Atthena Pte Ltd
Nur Adriana
Operations Executive

“

I have a 27-year-old son working in the F&B industry and I find that this programme is useful for him.

I would fund him for the programme if his company doesn't do so. As a father, it is my duty to ensure he gets the best things in life and enjoy useful and practical training like I did.

Natural Cool Airconditioning & Engineering Pte Ltd
Suradi Bin Abdul Samat
General Manager




“

The class started with a Warning page stating that the class has to be ready for frontline actions - to have direct contact, to face the fire and be on our toes at all times to get things done.

Immediately thereafter I was given an opportunity to sell wooden clips to the class - facing the class as my audience; thinking of relevant pointers to sell the product to the class and trying to get the class to buy. I did not manage to sell but this frontline action term is ingrained in me.

Events Partner – Furniture Rental
Mohamed Yasir
Operations Executive



“

Two parts of the Sales lesson impacted me much. The first part consisted of useful and practical techniques for me to use in my daily work and the second part is about moving on with rejections. None of the previous trainings that I've attended highlighted this critical point.

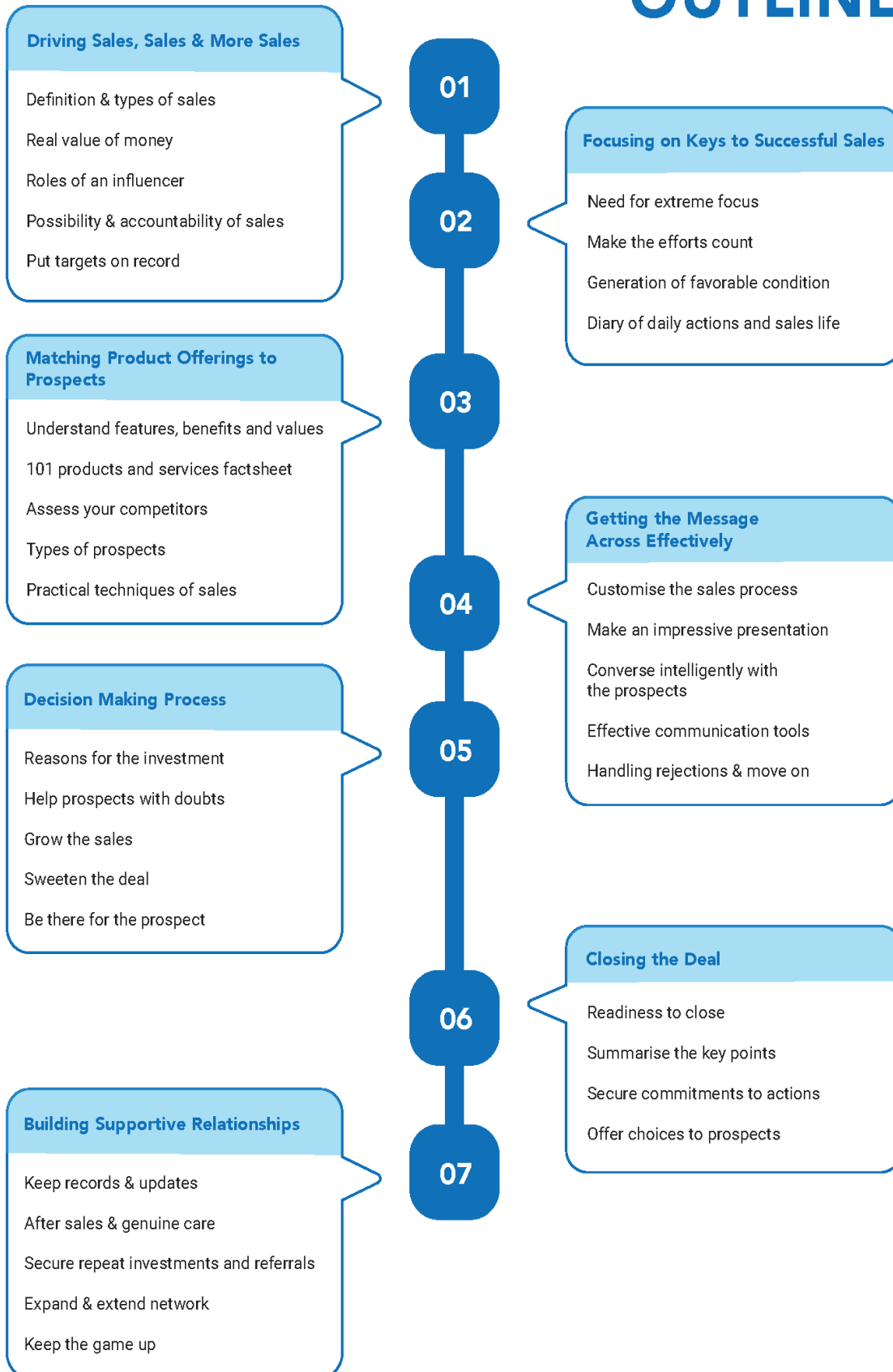
SP Homes is new establishment that uses industry 4.0 technology to produce customised furniture by mass production. I will build what I have learnt in this module as part of the OJT to my newly recruited young executives.

”



SP Homes Pte Ltd
Arjen Wong
Director

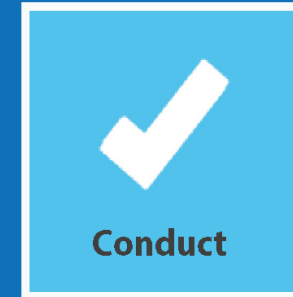
OUTLINE



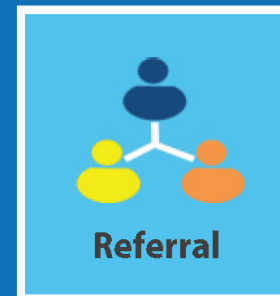
OUTCOMES



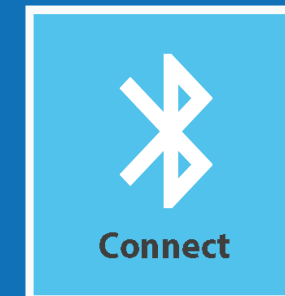
Eliminate fear rejections by potential clients to generate sales



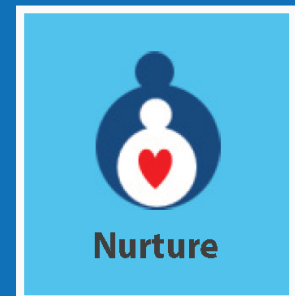
Conduct a powerful sales pitch to garner purchase interest



Maintain data & after sales services to secure repeat sales & referral



Connect & follow through with prospects to close sales



Nurture supportive beliefs & persons to unbound sales value

EXPERIENCE

Customer experience will be the key differentiator to attract and retain more customers in a world where products become increasingly homogeneous.

The EXPERIENCE track will up the game for service providers to deliver exceptional service to customer by triggering and evoking positive emotions via the development of Standard Emotional Procedure (SEP).

OUTCOMES

- A. Understand the interplay of service and the various emotions experienced by customers
- B. Identify and differentiate the various states of customer feelings and emotions
- C. Design and map a detail customer service journey that is filled with fun and excitement
- D. Deploy stimulus at trigger points to evoke emotions to drive repeat purchases
- E. Retain premium customers by entrenching high value propositions in the mind of customers

NEGOTIATE

The fact that every individual is unique and that there is limited resources sets the stage for a difference in opinions and intense tug-of-war competitions.

The NEGOTIATE track will equip the participant with critical skills to secure an agreement on decisions and/or outcome(s) that is acceptable to the parties under discussion.

OUTCOMES

- A. Define and set negotiation objectives and possible outcomes scenarios
- B. Understand the various types, stages and styles of negotiations
- C. Develop strategies and techniques to be successful at the negotiation table
- D. **Unlock value for your enterprise and all parties for an optimum solution**
- E. **Build reputation as a fair, trusted and effective negotiator to support long term relationships**

MANAGE

Often termed as the greatest asset, human capital plays an instrumental role in the execution of the enterprises' strategies, initiatives and action plans to achieve targets.

The MANAGE track will provide participants with the skills to deal with grievances and disciplinary matters to achieve workplace harmony while motivating employees to drive performance.

OUTCOMES

- A. Put in place procedures to facilitate grievances hearing and to conduct disciplinary meetings
- B. Hear and manage employee grievances and promote workplace harmony
- C. Conduct disciplinary meetings to enforce rules and promote productivity
- D. Conduct performance review and appraisals to monitor and track performance
- E. Understand and use motivational theories to encourage employees to raise performance

PRESENT

The content of a presentation, regardless of its depth or relevance, is only as good as the ability of the presenter to truly connect with his or her audiences.

The PRESENT track aims to bridge the final gap for those who are ready with their presentation content to convey the intent effectively, on a one-to-one basis or to a larger pool of people.

OUTCOMES

- A. **Set clear and precise presentation objectives to well segmented audiences**
- B. **Plan appropriate actions for the various stages of the presentation**
- C. **Overcome fear and present confidently to the target audience with flair**
- D. **Use techniques to deliver impactful presentation that leaves a lasting impression**
- E. **Convey the message effectively and achieve the intended outcome by driving actions**

CREATE

Creativity is a defining characteristic of a human being and our ancestors have been using it since ancient times through the telling of mystical stories and artistic drawings on walls of caves.

The CREATE track will provide the participant with the skills to use creativity principles and methods to provide the much needed edge for enterprises in this uncertain and competitive “new” normal.

OUTCOMES

- A. **Aware of current trends and future studies that shape uncertainty and see opportunities**
- B. **Use various ways to boost up the current level of creativity in the enterprise**
- C. **Be flexible and use creativity principles and methods to devise new ways to resolve problems**
- D. **Develop initiatives and ways to increase value to raise competitiveness**
- E. **Assume the role of change champion to permeate creativity as one of the enterprises’ core value**

Exclusive Niche Track

HOLISTIC VALUE CHAIN MANAGEMENT IN F&B

This four days exclusive niche track extends the nine tracks of the growing and transforming enterprises with a niche focus by using a real life company so that participants can gain strategic insights into how the company integrates their departments to deliver significantly better results, even during the COVID period.

Overview

Co-designed, developed and jointly delivered by current practicing head of departments at Eurasia Global, this niche track is a rare opportunity for participants to relate what they have learned from the nine tracks under the advanced diploma in growing and transforming enterprises to actual real life implementations via a growing and transforming F & B company.

The track provides holistic content covering casual restaurant operations, procurement, research and development, food processing and supply chain with the intent to explain the interlinkages and how the various F&B functions work in tandem to provide competitive advantages for its own restaurants operations and the business clients they serve.

Learners who have interest in the F&B industry and/or wish to look for the best-in-class practices and cross pollinate new ideas into their own enterprises should attend this track.

High Applicability & Practicality

To double down on the effectiveness of this track, it will be delivered with content inputs from the company's head of departments, who are themselves building a growing and transforming enterprise. This will ensure that the relevance of what will be shared, will be as real as it gets for the learners.

Participants will be able to see how the procurement department source for raw ingredients to suit different specs, how the processing department cuts, marinates and cooks with inputs from the R&D department to adapt to the restaurant operations to raise their productivity and how the supply chain department supports the entire warehousing and delivery process.

Because the company sells directly to other restaurants, supermarkets and resellers, we will also be able to understand how the sales department uses the combined synergistic strengths of the various departments to provide competitive advantage for their clients.

OUTCOMES

- A. **Understand the basic restaurant flow for causal dining using a real restaurant dining concept**
- B. **Calculate food and labour cost and present a basic monthly profit and lost statement for the restaurant**
- C. **Gain insights into the interplay by procurement, research & development, food processing, warehouse logistics and delivery departments in supporting restaurant operations**
- D. **Comprehend the processes involved in developing a new product and be able to formulate a product birth certificate**
- E. **Identify and present the competitive advantages that can be offered via the synergistic strength of the holistic value chain to businesses restaurants, retail supermarkets and resellers.**



WHO SHOULD ATTEND RESULTS?

The RESULTS Programme is designed, developed and delivered with the intent to bring practical outcomes for progressive learners via integrated and synergistic learning.

Business owners, management, key personnel, front line operational employees and anyone who is keen to gain a comprehensive coverage of the key areas driving the growth and transformation of enterprises should attend ALL nine tracks.

Minimum Programme Attendance

Participants are strongly encouraged to set aside dedicated time to fully benefit from the intensive programme and must complete a minimum of 75% attendance.

Commitment to Active Participation

The programme requires a high level of commitment from attendees in the participation of activities during on-site sessions and submission of assignments and progress updates after the workshops.

Interview to Determine Suitability

Singapore Management University (SMU) Academy and Universal Stage reserves the right to accept only those who demonstrate a strong desire to learn and progress. Interviews on the reason for attending the programme may be conducted to assess the suitability of applicants.

ABOUT UNIVERSAL STAGE

More than your usual Consulting Firm and Training Provider COMBINED

Universal Stage is a Result-Oriented Consultancy and Integrative Learning firm founded to provide enterprises and learners with Systemic Solutions that work. We are the stage for transformative growth via the deployment of Business-Centric Management Consulting and Consultancy-Based Training Programmes for progressive enterprises who wish to create business value and learners who want to realise higher potential in their work and life.

Our firm is a platform where we work hand in hand with bosses, management, operations, employees and learners to jointly take on complex issues and emerge victorious together –Our Motto: It's better with **US**.

OUR APPROACH

Freedom to Explore, Pragmatism in Approaches and Courage to Implement

Our policy of focusing on the longer business horizon instead of short term gains has levitated us above quick way outs and constructed the much-needed longer runway that is required for exploratory and ground research works.

This has enabled us to convert ideas into programmes which delivered transformative solutions for challenges that have evaded the ratifications attempts by others.

We believe that the provision of consultancy and education is a serious duty, one that carries with it the responsibility of omitting the haute couture and to be focused on the true needs of our customers.

What we set out to do is to work with business owners and managers to understand their businesses, identify key challenges and opportunities for growth and from there, design feasible solutions.

OUR SERVICES

Extraordinary Results for Forward-looking Enterprises and Progressive Learners

Services offered by US have influenced major business directions and altered critical paths taken in our customers' lives.

We have forged extraordinary client relationships by delivering results on corporate challenges and facilitated learners in their journey to empower themselves with the capabilities to achieve betterment in what they set out to do.

It is our honor to have provided advisories, project management and consultancy services for more than five hundred enterprises. Our seminars, workshops and programmes have been attended by more than twenty-five thousand learners.

Till date, we have co-created a total business value of more than one hundred million for our corporate clients and helped strengthen and enhance the employability of our learners who have consistently rated the maximum score (five out of five) for our programme effectiveness.

EXECUTIVE TRAINING

Training is the Key to Unlock Potential to Tap on Present and Future Opportunities

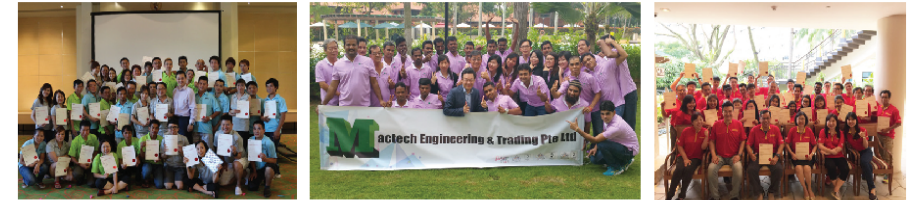
Individuals who aspire to learn and enhance their employability can attend our quality Executive Workshops on topics like the Employment Act, Writing Employment Contracts and Handling Employee Grievances. Our seminars on personal development and workplace success offer an easily available and regular platform for our group of clients to nurture their employees to gain new insights to make a greater contribution to their organisations.



CORPORATE TRAINING

Unparalleled Experiences and Outcomes

Our experiences in providing customised training have placed us firmly in the first class status in terms of content relevance and usefulness, staff engagement and programme effectiveness. We have conducted highly successful programmes for companies with less than ten employees to enterprises with multiple stores and international presence.



FLAGSHIP PROGRAMME

Practical and Reliable Programmes to Close Gaps

PRODUCTIVITY AT WORK

87.6% of the 1,000 companies implemented productivity improvements after the programme.



SECRETS OF CUSTOMER SERVICE

98% of the 1,500 learners rated 5 out of 5 for programme effectiveness.



PROGRAMME FEE

Programme Fee (SGD)	Fee Payable (exclusive of GST)	Fee Payable (inclusive of GST)
Full Fee for 2-day Programme	SGD 2,000	SGD 2,180
Full Fee for 3-day Programme	SGD 3,000	SGD 3,270

FUNDING

SME-Sponsored Employees

70% SSG Funding and 20% Enhanced Training Support for SMEs
For SMEs sponsoring employees who are Singapore Citizens or Singapore Permanent Residents

Programme	Funding	GST	Fee Payable (inclusive of GST)
2-day Programme	SGD 1,800	SGD 54	SGD 254
3-day Programme	SGD 2,700	SGD 81	SGD 381

SMEs are defined as companies having: (1) Minimum 30% local shareholding AND (2) Company Group annual sales turnover not more than S\$100 million OR Company Group employment size not more than 200 workers. Group tracing includes all corporate shareholder(s) holding more than 50% of the total shareholding of the company and subsequent corporate parents and all subsidiaries of the company.

Absentee Payroll

Companies who sponsor their employees for the course may apply for Absentee Payroll via the Enterprise Portal for Jobs and Skills.

CONTACT US

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Email : selina@ustage.com.sg

www.resultsprogramme.com

Self-Sponsored Individuals

70% SSG Funding and 20% SkillsFuture Mid-Career Enhanced Subsidy
For Singapore Citizens aged 40 years and above

Programme	Funding	GST	Fee Payable (inclusive of GST)
2-day Programme	SGD 1,800	SGD 54	SGD 254
3-day Programme	SGD 2,700	SGD 81	SGD 381

70% SSG Funding
For Singapore Citizens aged below 40 years and Singapore Permanent Residents

Programme	Funding	GST	Fee Payable (inclusive of GST)
2-day Programme	SGD 1,400	SGD 54	SGD 654
3-day Programme	SGD 2,100	SGD 81	SGD 981

SkillsFuture Credit

Singaporean Citizens, aged 25 and above and self-funding, may use their SkillsFuture Credit to defray part of the course fee. SkillsFuture Credit claims may be submitted by logging in via myskillsfuture.sg.

Note: Most claims will be approved within a day. Upon approval, please submit your approved SkillsFuture Claim ID and Claim Amount to accts_bm_smua@smu.edu.sg.

For more information and enrolment form, please visit :

RESULTS Official Website



In a world of growing enterprises riddled with countless challenges, embark on this enriching journey towards the world of RESULTS!

Learn and apply real life experiences and knowledge to drive transformative performance in your growing enterprise. Watch yourself and our four main characters transform into the embodiment of the tracks: the backward Caveman turning into a smart Strategist; the tiny coward "Jit Jit" (yellow bird) turning into a People-oriented, proactive lady; the expressionless Zombie turning into an approachable and helpful Service employee who serves with a sincere heart; and the cheeky, laidback Monkey turning into a highly efficient Salesman.

