



# Business Expansion and Transformation

17 July 2024 (Wednesday)

# Overview of Private Education Sector

Estimated Market Size of S\$3 billion (as of 2020)

Declining number of PEIs and stagnating number of enrolments

1



## Changing Needs

Skills and knowledge required by the workforce changes as industries evolve.

Education companies need to adopt and update their curriculum to align with the new demands.

2



## Declining Birthrate

Shifting population demographics, with aging population and a focus on lifelong learning.

Education companies need to adapt their programs to cater to a wider range of age groups and learning preferences.

3



## Rising Cost & Talent Shortage

Cost of maintaining (leases) and upgrading educational facilities are continuously rising.

High demand for qualified educators and administrative staff. Shortages impact the quality of education.

4



## Technological Advancements

Rapid advancements in technology such as digital tools, e-learning platforms, AI, virtual reality and innovative teaching methods.

Companies need integrate the above to stay relevant and effective.

# What can be done?

Education companies can consider looking at business expansion and business transformation to grow their business



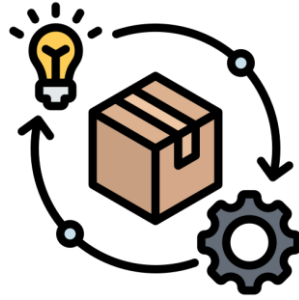
Business  
Expansion



Business  
Transformation



Business  
Expansion



Expand product offering (e.g. more course offerings,  
more partnerships with overseas universities)



Expand into other markets (e.g. setting up of  
campuses overseas)



# Business Expansion

## Key Considerations



### Establish clear plans

- Research opportunities and demands in the market
- Establish clear goals
- Develop marketing plans
- **Market Readiness Assistance Grant**
  - a) Overseas Market Promotion
  - b) Overseas Business Development
  - c) Overseas Market Set Up



### Evaluate available resources

- Is the current number of staff able to handle more work/ product offering?
- Are we able to secure additional manpower?
- Have we considered incorporating FWA in our workforce?



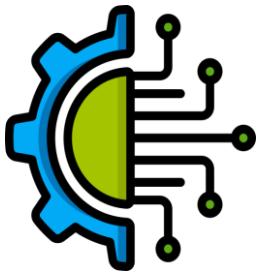
### Unique product offering (Case Study from Harvard Business School Online)

- Harvard Business School Online (HBSO) offers a unique case-based learning which encourage practical, real-world application of knowledge. It also incorporates interactive elements such as simulations and real-world problem solving.
- Flexible, self-paced learning options and ensuring accessibility across various devices can accommodate diverse learning needs and schedules, thereby broadening the reach and appeal of educational offerings.



# Business Transformation

**Transforming business model and internal processes through digitalisation**



## **Transforming the way lessons are taught using technology:**

- Learning management system
- Online learning platforms
- AI-driven tutoring system

## **Transforming operational processes such as Accounting, Procurement, HR, Admin**

- Use of cloud based application and digital solutions to simplify and streamline processes



# Business Transformation

## Key Considerations



### Establish clear plans

- Review current strategies and capabilities – borderless lessons, digital cohorts, shorter courses, etc
- Assess areas for transformation – prioritisation
- Enterprise Development Grant
  - a) Core Capabilities
  - b) Innovation & Productivity
  - c) Market Access



### Technological investments

- In-house vs outsourcing
- Consider the SME Go Digital programme by IMDA
  - 1. Is your business digital-ready?
  - 2. How do you get started?
  - 3. Where can you get advice?

# CTO<sup>as-a-Service</sup> supports SMEs at ANY digitalisation stage



Start Digital

Go Digital

Grow Digital

EDG

## PHASE 1

### DIGITAL ADVISORY

#### Digitalisation2SME™



#### Digital needs analysis

Align your digital & business goals



#### Roadmap planning

Develop or implement IT policies



#### Solutions review

Identify suitable digital solutions



#### Cyber and data security

IT security & PDPA best practices



#### Reskilling & upskilling

Attract & retain digital talents



#### Change management

Manage digital transformation changes



Not sure how to start?



Want to avoid the hassle of trial and error?



Looking for a more holistic digitalisation approach?

## PHASE 2

### PROJECT MANAGEMENT SUPPORT

#### PM2SME™

Ready to implement your digital solution?

We can **guide and co-manage** the project with you and your digital solution vendor for optimal digital outcomes.

**Complimentary Advisory  
Fully Funded by**





# 3 Ways to Simplify Flexibility with Digital Solutions

To get started, here are some solutions with grants and support that can help you to enable FWAs at your workplace:

**1** Streamline HR processes such as attendance-tracking and leave management with automated digital systems and self-service employee portals to empower staff to manage their work hours and request time off easily.



**Calvin Ng, Ah Lock & Co**

*"Digitalisation has helped me reduce cost, supported staff training, and my staff are now much happier."*

The digitalisation of accounting and HR processes allowed Ah Lock & Co to cut payroll **processing time from one day to half an hour**. **Staff retention has also improved** as they are less overwhelmed. They look to continue to build digital capabilities among their staff, both young and old.

**2** Create a flexible working environment with digital collaboration tools such as Microsoft 365 to support your business in embracing flexibility without compromising productivity, efficiency, or security.

**3** Synchronise data across multiple locations securely, enabling remote and hybrid teams to effortlessly access documents regardless of where they are working with document management and mobile access systems.



GET STARTED WITH  
**CTO** as-a-Service

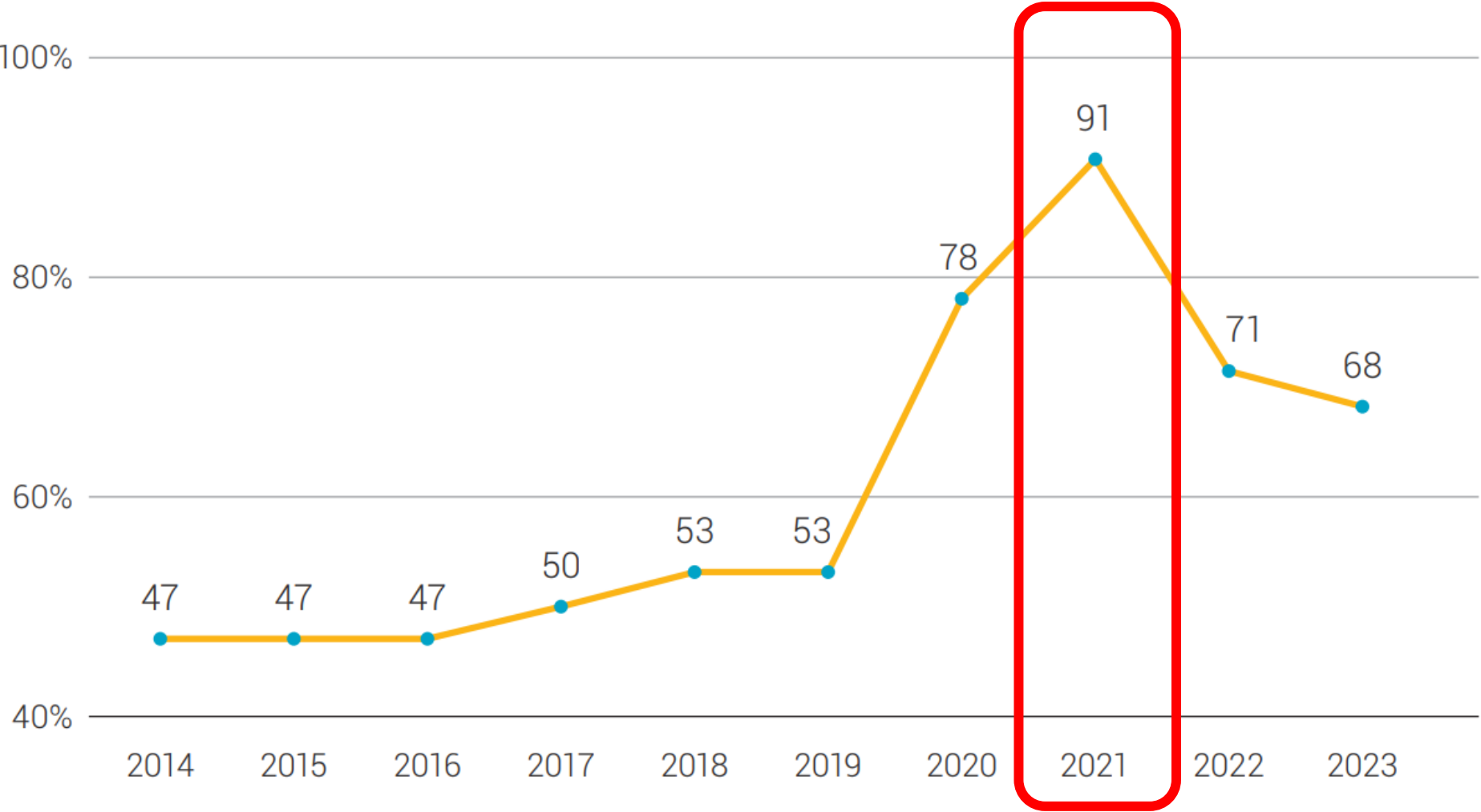
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# Flexible Work Arrangements Requests (FWAR):

A Guide to Inclusive Workplaces

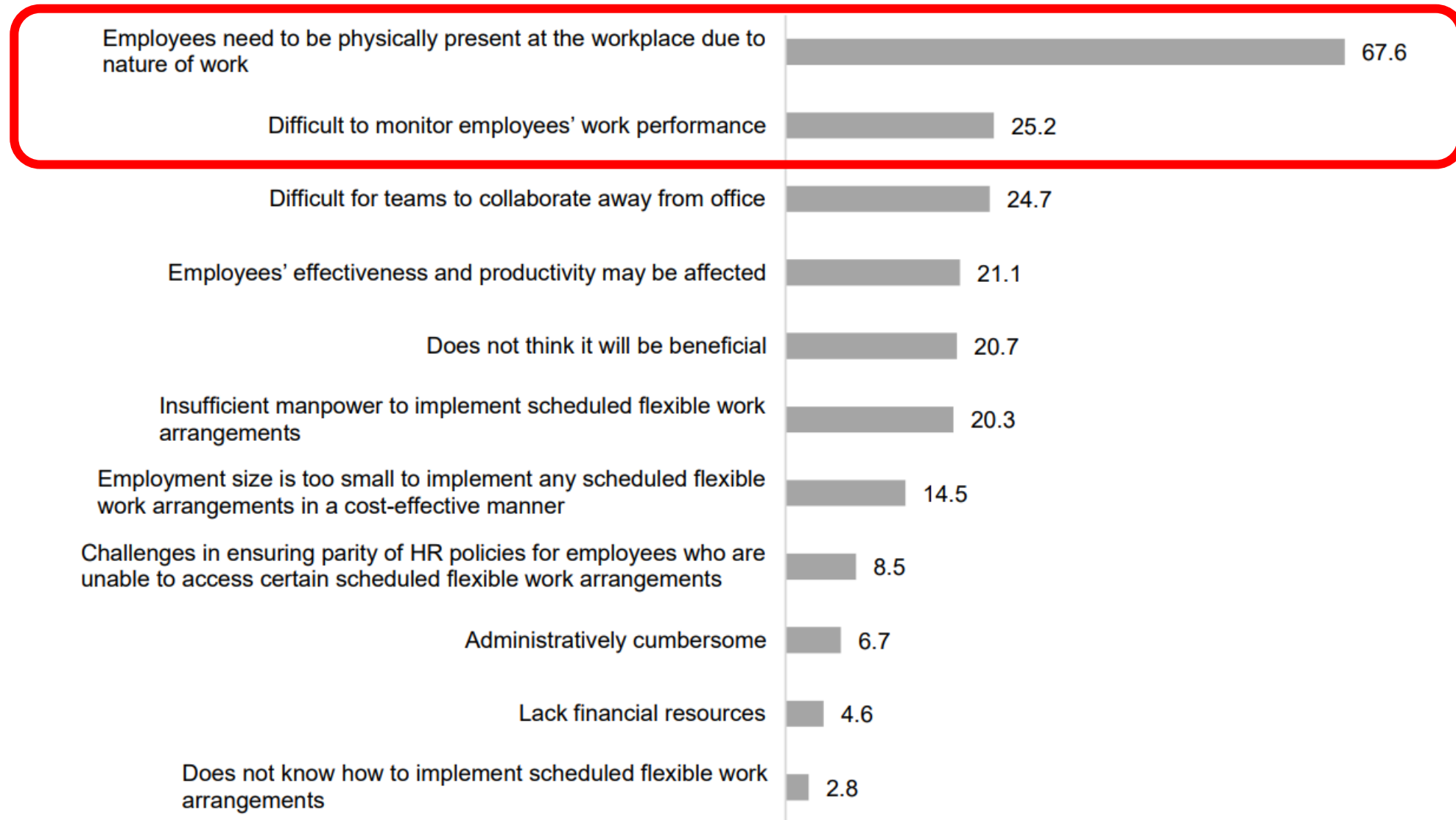
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Chart 1: Proportion of Firms Offering at least 1 Scheduled FWA, 2014 – 2023 (%)



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

**Chart 7: Proportion of Establishments by Reasons for Not Offering Any Scheduled Flexible Work Arrangements to Employees (%), 2022**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

# Coverage of FWAR

## FWAR is applicable to all firms

- When administered well, providing FWAs is a **talent attraction** and compliment existing **retention strategy**
- Requirements are kept **administratively light** for ease of SMEs with limited HR capabilities to comply

FWAR is applicable to all employees who have completed probation

- Ensure **fair treatment** across employees
- Employers are encouraged to **exercise flexibility** in request considerations for new employees

# FWAR – What it is and What it is NOT

FWAR requires a process for request. It does NOT obligate employers to grant FWAs.

1. Employers are expected to assess approval/rejection of requests on valid business needs
2. FWAs should be sustainable and benefit the business

FWAR sets out norms and expectations on how employers should consider and respond to FWA requests, in addition to how employees should request for FWAs.

1. Mutually beneficial arrangement for employer and employee. Two-way communication is key.
2. Employees who understand operational constraints will make responsible FWA requests.

FWAR only covers FORMAL FWA requests.

1. Employers may continue using their informal processes if they are working well.

# Requirement for Formal FWA Request (wef 01 Dec 2024)



Scan here for the TG-FWAR & related  
information and resources

Employers are encouraged to discuss & resolve disagreements with employees

- Organizations should have existing internal grievance handling processes in place

**Employees** may approach TAFEP for assistance if they feel their employers are not abiding by FWAR requirements.

- TAFEP will take an educational approach to encourage and guide employers to comply with FWAR based on their business and operational needs





## Implement formal FWA process for requests

- Transparent rejection basis (Documented Criterion)(Reasonable Grounds)
- Grievance handling process

## Communicate process of submission and management

- Expected turn around times on requests

# Flexible Work Arrangement Requests (TG-FWAR)

## Mandatory Guidelines

Under the TG-FWAR, all employers will need to:

1. **Implement a process** to manage formal FWA requests from employees.
2. Communicate the process of submission and management of these requests.
3. Provide a **timely response** to formal FWA requests.
4. While it is an employer's prerogative to approve or reject FWA requests, rejections should be based on **reasonable business grounds**.
5. Use internal grievance handling **processes to manage concerns** and grievances if they arise.

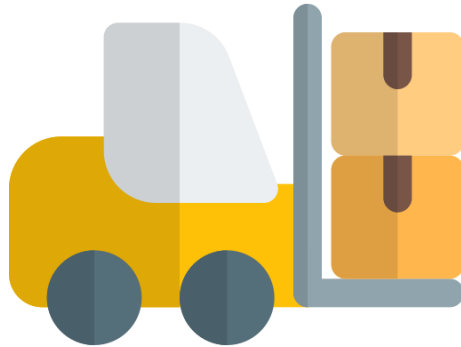


## Broad Types of Arrangements

- **Flexi-time**
- **Flexi-load**
- **Flexi-place**

# Flexi Load

- Changes to total work hours with corresponding reduction in pay & benefits
- Office based and front-line roles



## Examples:

1. Interim Work
2. Job Sharing
3. Part-Time Work
4. Project-based work
5. Seasonal Work
6. Weekend Work
7. Phasing In / Out
8. Phased Retirement

# Flexi Time

- No change to work load, but total working hours may change
- Office based, front-line roles, shift roles



## Examples:

1. Compressed Work Schedule
2. Creative Scheduling
3. Employees Choose off days
4. Flexi- Hours
5. Flexi- Shift
6. Shift Swapping
7. Staggered Time
8. Time Banking

# Reasonable Business Grounds for Rejection

**Feasibility.** Impractical due to nature of job role, or requiring additional manpower to accommodate the Flexible Work Arrangement request.

**Cost.** Significant increase in cost to business. Unsustainable with company profit margins

**Detrimental** to Output or Production. Negatively impacts the current quality or quantity of production and/or output, compromising service quality to clients.



# Unreasonable Business Grounds for Rejection



**Tradition/ Custom.** It is the tradition of the company not to have Flexible Work.

**Sight.** Management prefers to see employees in office to check if you are working. I do not see you means you are not working

**Mindset.** Management does not believe in the merit or idea of Flexible Work Arrangements

# Work-Place Injury Compensation

If my staff is injured during WFA, am I still liable?

Will my employee be eligible for Work Injury Compensation?

Depends on circumstance of injury. If the injury is due to the course of work, then yes. Employers should take reasonable steps to educate employees about safety for FWA outside of workplace venue.

Employees should be mindful of hazards that exist outside of the office and take reasonable steps to ensure safety.

# Mutually Positive Outcomes

Implementing FWAs effectively requires

- i. **Clear Communication.** Expectations upfront to employees and management
- ii. **Training & Resources.** Templates, Checklist, Processes, Digital Systems & guides for management
- iii. **Outcome Based Performance Management.** Re-evaluating KPIs, and relevant metrics.
- iv. **Trust & Understanding.** Management, Supervisors and employees



A horizontal bar composed of three segments: a short grey segment on the left, a medium green segment in the middle, and a long blue segment on the right.

# Practical Implementation Considerations

# Categories of FWA & Considerations



## Flexi-place

- Codify which positions are cleared for remote working (Time percentage)
- Employees are issued appropriate technology (VPN, Devices...etc)



## Flexi-time

- Codify which positions are cleared for flexible time. (Permutations mapped)
- Remuneration changes based on permutation (Salary reduction threshold)
- Tracking procedure for operations



## Flexi-load

- Alternate workloads (Mapped acceptable cases per position)

## WHO

Which staff **positions** are **applicable**? (Managers only)  
Who is the approver for this demographic? (HR? Dept Head)  
Who are the **stakeholders** with **final say**?

## WHAT

What **job scopes** are applicable? (Lecturers? Administrators?)  
What are the **possible permutations**? (3 day wk, 4.5 day wk..etc)  
What is the **remuneration** if any (Increase or decrease pay)



## Request



### Review



### Outcome

# FWA by Employee

## Timeline

- When can employees submit? (After joining or confirmation?)
- What is the expected processing time
- When can employees know the outcome?

## Who

- Who do the employees submit this request to? (HR or Dept head)
- Who do they approach for enquires

## Method

- How is the request submitted? (system or manual)
- Is there interview/ meeting component?
- How is the request tracked?



Request



Review



Outcome

## Review by Employer

### Timeline

- What is minimum and maximum evaluation time for the request?
- When does escalation occur?

### Who

- Who is authorized to approve or reject
- Who do the approvers approach for queries
- Who needs to be informed upon approval
- Who will update and implement the change for the employee?

### Considerations

- How will the request be reviewed? (Panel or 1 person)
- How will the approval or rejection recorded? (system or manual)
- How is the review done? (digitally or manually)
- Is there an interview portion with the employee?
- Where do the reviewers access criteria and procedures?
- How will the performance be measured under the new working arrangement?



Request



Review



Outcome

## Outcome

### Timeline

- What is the deadline for replying the employee? (SOP)
- What is the timeline for appeal? (If any)
- When can employees know the outcome?

### Who

- Who will inform the staff? (HR/ Dept Hod)
- Who will follow through post approval workflow? (Addendum/ P-file/ Reporting)
- Who will follow through inevent of negative outcome? (Rejection)

### Considerations

- What is the workflow for acceptance?
- Employee communication digital or in-person?
- Is there a post FWA review procedure? (Renewal)
- How is the performance compared, before and after? KPIs

# Case Studies

Employee sends text message or email.

*"I would like to request to change from my current 9am to 6pm timing to 11am to 8pm."*

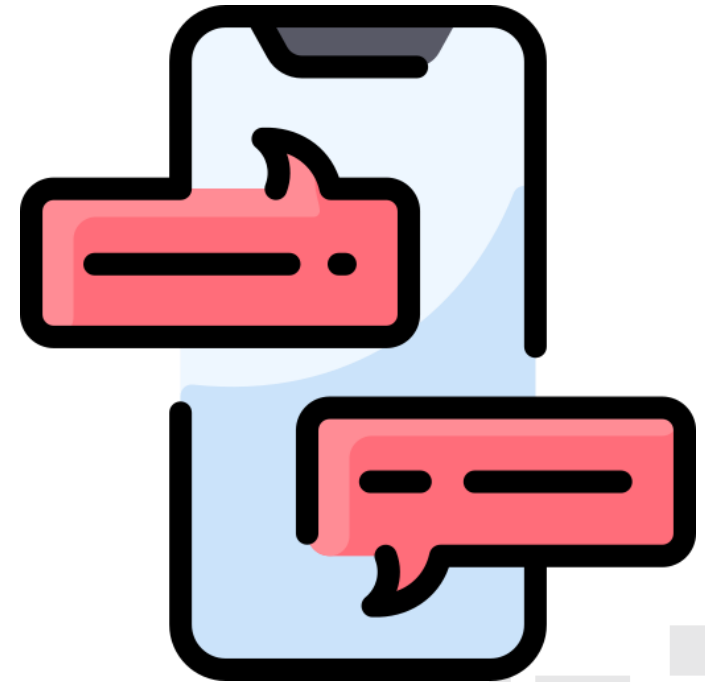
As this request was made in writing it is considered a Formal FWA request

Scenario A: Employer has a process for employees to submit formal FWA requests via HR portal

- The FWA above is not valid

Scenario B: Employer does not have a process for employees to make formal FWA requests.

- The FWA above is valid



# Case Studies



## About the Organisation

- Food services sector
- ~300 employees
- Office, Service and manufacturing

### Existing Challenge for business:

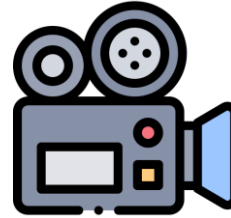
- Difficulty attracting staff

## Organisation Outcomes

- Retention of existing staff
- Up-tick in recruitment (e.g. Mature workers)
- Office, Service and manufacturing

## Implementation Factors

- Ascertaining FWA preferences
- Redesigning job tasks to accommodate Part Times & Flexi shifts



## About the Organisation

- Media Sector
- 20 employees
- Producers, editors, Writers

### Existing Challenge for business:

- Low retention, Demanding hours

## Organisation Outcomes

- Greater employee engagement
- Talent attraction (e.g. those with care-giving responsibilities)

## Implementation Factors

- Open Communication
- Starting small scale trials prior to full
- Gated expansion of FWA once ready





## About the Organisation

- Healthcare sector
- ~8,000 employees
- Medical and Office

### Existing Challenge for business:

- Difficulty attracting staff
- Unable to retain skill staff

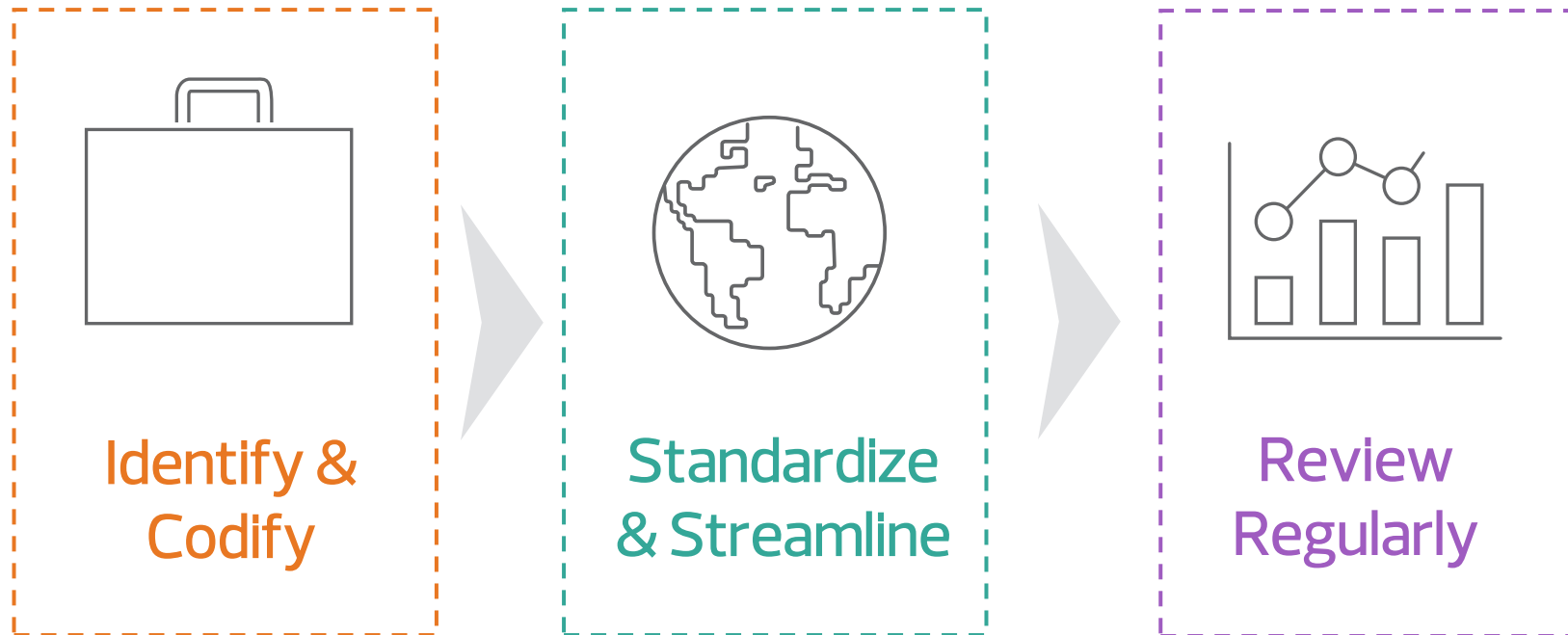
## Organisation Outcomes

- Retention of existing staff
- Talent Attraction
- Greater staff engagement

## Implementation Factors

- Extensive mapping of tasks and job dependency with organization
- Redesigning job tasks to accommodate Flexi shifts
- Tiered communications plan
- Culture change lead by all respective department heads

# Recommended Practices





## Identify & Codify

# Upon Setup of HR processes or Upgrading HR



Standardize  
& Streamline



Review  
Yearly

### Identify

- Essential Roles
- Demographics of staff role  
(*Executive/Senior/Manager*)
- Expertise Level of Staff
- Length of Service
- Parameters employment
- Key Performance Indicator (KPIs)

### Detail

- Create detailed task oriented **job descriptions** for each job role
- Specify as per expertise level

### Codify

- **Minimum / Maximum salary for each role and possible recruitment source**
- Account for unique industry salary variables



Identify &  
Codify



Standardize  
& Streamline



Review  
Yearly

## Upon Business Expansion or Headcount Increase

### Standardize

- Job titles across entities
- Define career paths
- Pay packages (Similar tasks, should receive similar compensation)
- Detail list of benefits, their description and eligibility rules (use cases)

### Streamline

- Hiring routes and procedures
- Consolidate and unify HR systems (eg, no silos)
- Eliminate ambiguity and overlap (Centralized systems)

### Educate

- Ensure hiring managers are aware of processes and procedures and their extent of jurisdiction
- Train managers on use of HR Tech (Performance mgt software, Time tracking...etc)



Identify &  
Codify



Standardize &  
Streamline



Review  
Yearly

## Annually or Upon Legislation Update

### Review

- Job descriptions
- Career paths
- **Salary packages (Benchmarking)**
- List of benefits

### Policy Updating

- Recruitment
- Onboarding & Exits
- Time Management (Tardiness..etc)
- Training & Development
- Career Progression
- **Payroll & Tax Items**
- HR Document Retention (Data Management)

# Thank You!



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