

QUESTIONNAIRE FOR CAPABILITY DEVELOPMENT GRANT APPLICATIONS OF \$30,000 AND BELOW

To encourage more SMEs to build business capabilities, the application process for grant support of S\$30,000 or less (i.e. project cost of approximately S\$45,000 or less) has been simplified. Instead of a detailed project proposal, applicants of such grants are required to complete and submit this questionnaire as part of their application. Please note that Enterprise Singapore reserves the right to reject the application if the information provided is deemed to be insufficient. For more details on required application documents, please visit <https://spring.enterprisesg.gov.sg/CDG>

1. Please provide information about your company.

- When was your company established? How many employees and outlets do you have?
- What is your core business activity and what are your key products or services?
- Where are your key markets and customer segments?

Sample: The company was set up in YYYY. It now has N employees and N no. of outlets. The company's main business is in _____. The company offers _____ as its key products/services. In addition, the company also offers _____ and _____. Its key customer segments are _____, _____ and _____. The company currently has operations in Singapore and _____.

2. Please describe your company's plans in the next 1-3 years.

- What are your company's targets/goals for the next 1-3 years? Please describe your company's current state of operations, and the future desired state of operations.
- E.g. to grow revenue size, increase no. of branches, expand into new markets, improve people capabilities, achieve certification, standards or service capabilities, etc.
- Please include the specific timeline for your growth plans.
- How do you intend to achieve your targets/goals? Please elaborate on some of the plans/steps the company is taking to achieve the targets/goals. E.g. through franchising the business overseas, targeting new customer segments, developing new products/services/business models/processes, restructuring, etc.

Sample: Within the next 1-3 years, the company aims to _____. We intend to achieve the above targets and plans through _____.

[Additional information required for **Technology Innovation** projects]

- In addition to the above, please also highlight the target market and outline your company's product/service sales strategy.

Sample: Within the next 1-3 years, the company aims to achieve _____. Our market research shows that _____. As such, our target customers demographics, market niche, and geographical coverage are _____. We plan to capture XX% of the <niche market> by YYYY. For the proposed project, the company's business model is _____. The company's pricing, promotion and distribution strategies are _____.

3. Please elaborate on the reasons for embarking on the project.

- Describe the problems you are trying to solve, and/or opportunities to improve your current business operations or processes. E.g. High staff turnover, poor customer retention, inefficient operations, slow sales, inability to meet customer requirements, unmet needs in new markets, etc.
- What is the root cause of the problems/what gave rise to the opportunities?
- What are the project objectives? How will the project resolve the business/ people challenges identified or help you seize the opportunities identified?

Sample: The company currently experiences the following challenges/has identified the following opportunities: _____. This is because _____. The project will help the company to _____.

[Information required for **Technology Innovation** projects]

Instead of the above, please provide the following information:

- What does the project hope to achieve? Describe the problems/opportunities your project is trying to address.
- What is the new product/service that is being developed? Describe its functions/modules. What is the underlying technology, and why is it innovative?
- Is there a market demand for the new product/service? Are there similar systems/solutions in the market? If so, what differentiates you from the incumbents/competitors?

Sample: Currently, the market gap that we have identified is _____. Our project aims to overcome the market challenges by doing _____.

In the proposed product/service, there are modules (if applicable) and their functionalities are _____. We are developing/adapting technology in our project, and our product/service is innovative because _____.

Our competitor analysis shows that the alternatives are _____, and our proposed approach addresses the problem statement more effectively because _____. The following <barriers to entry> makes replication difficult for our competitors.

4. Please describe the scope and deliverables of the project.

- What is the detailed timeline (i.e. key phases) and deliverables of the project? Please provide details about what will be done in each phase of the project.
- What are the roles and responsibilities of the members (if any) in the project team and how can they contribute to the successful completion of the project? Please also include the phases of the projects that they will be involved in.
- Please provide the number of man-days involved and cost breakdown for each activity in each of the stages/phases.
- Please provide the relevant track record or CV of the consultant (if any).

Sample: The scope of the project is as follows:

- Phase N: [short description of the phase]
 1. Key Activity / Process 1
 - Deliverables, Duration (including man-days involved), Cost breakdown
 2. Key Activity / Process 2, 3 etc.
 - Deliverables, Duration (including man-days involved), Cost breakdown

[Additional information required for **Productivity Improvement** projects]

- In addition to the above, please describe the solution to be developed/adopted and how it will be used. Please also list the interdependent steps that the company needs to address. E.g. new skills through training, redesigning shop floor, etc.

Sample: The solution that company is developing or adopting is _____. It will be used for _____. However, this solution may give rise to some issues in the company such as _____ and we will need to address them. In order to implement this successfully, we will also need to _____.

The employees involved in the project are Employee A, Marketing Manager, and Employee B, Operations Manager. Employee A is involved in Phase X of the project and will be in charge of _____, and Employee B is responsible for _____ in the project.

5. Please describe the expected outcomes of the project.

- What are the quantitative and qualitative outcomes expected from the project? E.g.
- Increase market share or sales by X% in y years
- Improve customer satisfaction from X to Y
- Reduce process time from X man-hrs to Y man-hrs / reduce costs from \$X to \$Y
- Implement new process guidelines / new products / services ideas
- Go through a certification process / achieve a standard
- Retain talent
- Please explain how the project will result in the abovementioned quantitative and/or qualitative outcomes (i.e. how they were estimated).
- What capabilities does this project help you to build?
- How does the project contribute to your company's plans?

Sample: The company will see the following project outcomes: _____. The project is expected to achieve these outcomes by _____. Through the project, the company will also acquire the ability to do _____ in the future. This will help the company achieve _____.