

# Partnering Organisations to Influence a High Trust Culture



YOUR **F.I.R.S.T.** LEARNING AND DEVELOPMENT PARTNER

Future-Ready. Innovative. Relevant. Strategic. Trusted.





# WHO WE ARE

At Influence Solutions, we are committed to being your trusted strategic partner, empowering your people and organisation to be **F.I.R.S.T.**

**FUTURE-READY.**  
**INNOVATIVE.**  
**STRATEGIC.**  
**RELEVANT.**  
**TRUSTED.**

Visit <https://influence-solutions.com/first360/>

01





## *Holding you steady in a changing world*

Our **F.I.R.S.T.** framework has enabled many organisations to enhance their performance and productivity in a measurable manner.



***Always ahead of the curve***

We have empowered 450,000+ people from 500+ of the world's best companies in over 70 countries to become **Future-ready, Innovative, Relevant, Strategic & Trusted**

# WHAT WE DO

We help **organisations** to harness opportunities in four pivotal areas.



**LEADERSHIP**



**INFLUENCE**



**TRANSFORMATION**



**ANALYTICS**

We are consistently recognised:

-  BEST LEARNING & ORGANISATIONAL DEVELOPMENT TRAINING PROVIDER, SINGAPORE, 2023
-  BEST CORPORATE TRAINING & DEVELOPMENT SERVICE FIRM, SINGAPORE, 2022
-  BEST LEARNING & DEVELOPMENT PARTNER, SINGAPORE, 2021
-  MOST OUTSTANDING LEARNING & DEVELOPMENT PARTNER, SINGAPORE, 2020
-  MOST INFLUENTIAL LEARNING & DEVELOPMENT COMPANY, ASIA PACIFIC, 2019



**Always ahead of the curve**



# OUR METHODOLOGY

*Time and cost-effective solutions to meet your specific needs.*

# 04

**01**

**RESEARCH & UNDERSTAND**

- \* Understand the needs, and strategic priorities
- \* Identify desired outcomes
- \* Establish when & how the results will be monitored



**02**

**DESIGN & DEVELOP**

Evolve powerful, experiential, time-cost effective solutions that are in sync with client's values, learning methodologies & frameworks



Helping organisations & people be F.I.R.S.T.

**04**

**EVALUATE RESULTS**

Check whether the desired KBIs are being demonstrated, and the impact on business results



**03**

**DELIVER THE SOLUTIONS**

- \* Use our powerful Action Based Learning model to deliver solutions.
- \* Ensure participants understand the theory, appreciate the value & display the required KBIs.



# WHY OUR SOLUTIONS DELIVER SUSTAINABLE RESULTS

*Making your training  
dollars count.*



*Always ahead of the curve*



## SUSTAIN THE TRANSFORMATION

Programs often fail to achieve results because pressures of life overwhelm participants. We provide long-term support using a combination of smart, time efficient and non-intrusive tools and techniques.



## ALIGN PERSONAL AND PROFESSIONAL GOALS

Participants become fully invested in any learning & development intervention only when they are able to see the benefits to their personal and professional success.



## SHOWCASE VALUE

People only take action when they appreciate the value of doing so. Our programs demonstrate the practical benefits of the learning and the value we can unlock for ourselves by applying them.



## THEORIES INTO ACTION

No matter how powerful a theory, it delivers little value unless people are able to convert it into Simple, Repetitive and Visible actions that help them to achieve the desired results.



## EMPOWER PEOPLE TO EMBRACE LEARNING

We believe that people are born creative, intuitive and intelligent. We help them realise that true mastery lies in exploring viewpoints beyond their own, and in the application of learning.



## HIGH THEORY TO APPLICATION RATIO

Our programmes are highly experiential, with a 30-70 knowledge-application ratio. We employ a blend of training and coaching to ensure every participant gains Clarity, Confidence & Commitment to act.



# A SAMPLE OF OUR SIGNATURE SOLUTIONS

Helping you seize opportunities and overcome obstacles



Always ahead of the curve

LEADING HIGH PERFORMING TEAMS THROUGH CHANGE AND DISRUPTION

## THE F.I.R.S.T. LEADER

EMPOWERING LEADERS TO BE FUTURE-READY - INNOVATIVE - RELEVANT - STRATEGIC - TRUSTED

Inspiring Leaders. Inspired Teams.

A LEADERSHIP DEVELOPMENT SOLUTION BY INFLUENCE SOLUTIONS YOUR F.I.R.S.T. LEARNING & DEVELOPMENT PARTNER

Holding you steady in a changing world



INFLUENCE. IMPACT. INSPIRE.

## INFLUENCE 247

WIN PEOPLE OVER

BY INFLUENCE SOLUTIONS YOUR F.I.R.S.T. LEARNING & DEVELOPMENT PARTNER

A customized profitability enhancement initiative based on Karen Leong's revolutionary book. For those who don't want to settle for just the satisfactory, but seek REMARKABLE RELATIONSHIPS and to LEAD INSPIRINGLY.

WIN PEOPLE OVER KAREN LEONG



FOSTER BONDING. BUILD CAMARADERIE. ENHANCE TEAM PERFORMANCE.

## PULLING IN THE SAME DIRECTION

THE HIGH PERFORMING TEAM

Remote working does not mean remote results

Based on Dr. Meredith Bellin's path-breaking research of real teams in real workplaces, Bellin is the first to stand in helping people understand how they think, behave and contribute when functioning as part of a team.

AVAILABLE AS VIRTUAL & IN-PERSON FORMATS

Includes COMPLEMENTARY Team Skills Profiling for each participant (Self-Perception Inventory)

A PROPRIETARY PRODUCTIVITY ENHANCEMENT INITIATIVE FOR REAL TEAMS BY INFLUENCE SOLUTIONS YOUR F.I.R.S.T. LEARNING & DEVELOPMENT PARTNER

Holding you steady in a changing world



A proprietary Influence Solutions' initiative

## THE F.I.R.S.T. 360 LEADERSHIP COMPETENCY PROFILE

PROVIDE YOUR LEADERS 360 FEEDBACK CRITICAL FOR NEXT LEVEL PERFORMANCE

WWW.INFLUENCE-SOLUTIONS.COM



A THRILLING DIGITAL EXPERIENCE...

## LICENCE TO THRILL

Real Teams Virtual Bonding Real Results!

THE ULTIMATE GAMING EXPERIENCE BOND WITH THE BEST TO UNLEASH HIGH PERFORMANCE

EMPOWERING YOU TO BE F.I.R.S.T. Future-Ready Innovative Relevant Strategic Trusted

Holding you steady in a changing world

CHANGE. OPPORTUNITY. PROGRESS.

## THE OPPORTUNITY OF CHANGE

ALSO AVAILABLE AS "LIVE" VIRTUAL WORKSHOPS

A PRODUCTIVITY & PROFITABILITY ENHANCEMENT INITIATIVE BY INFLUENCE SOLUTIONS YOUR F.I.R.S.T. LEARNING & DEVELOPMENT PARTNER

\*Future-Ready \*Innovative \*Relevant \*Strategic \*Trusted

FOR THOSE WHO SEEK TO FLOURISH

## ACTIVATE THE RIGHT A.R.C

AND STAY AHEAD OF THE CURVE

AGILE ATTITUDE RESILIENCE CHANGE MINDSET

YOUR F.I.R.S.T. LEARNING & DEVELOPMENT PARTNER FUTURE-READY - INNOVATIVE - RELEVANT - STRATEGIC - TRUSTED

HOLDING YOU STEADY IN A CHANGING WORLD

## G.E.M.S. GENERAL ENGAGEMENT AND MORALE SURVEY

GAIN INSIGHTS on the key drivers of employee engagement & morale so leaders can elevate the employee experience and enhance their impact

YOUR F.I.R.S.T. LEARNING & DEVELOPMENT PARTNER FUTURE-READY - INNOVATIVE - RELEVANT - STRATEGIC - TRUSTED

For more information visit <https://influence-solutions.com/our-programs>



**SOME  
KEY CLIENT  
REFERENCES**

**PROFESSIONAL  
SERVICES FIRMS  
AND AGENCIES**



**BANKING,  
FINANCE &  
INSURANCE**



**RETAIL & FMCG**



**MEDIA, TELCO  
& TECHNOLOGY**



**PHARMACEUTICAL  
& BIOTECHNOLOGY**



**GOVERNMENT &  
GOVERNMENT-  
LINKED**



**MANUFACTURING  
& DIVERSIFIED**



**EDUCATION &  
NOT-FOR-PROFIT**





# Client Success Stories



Keppel Land is Asia's premier developer that delivers innovative and multi-faceted urban space solutions. It's sterling portfolio includes award-winning developments and its geographically diversified in Asia.

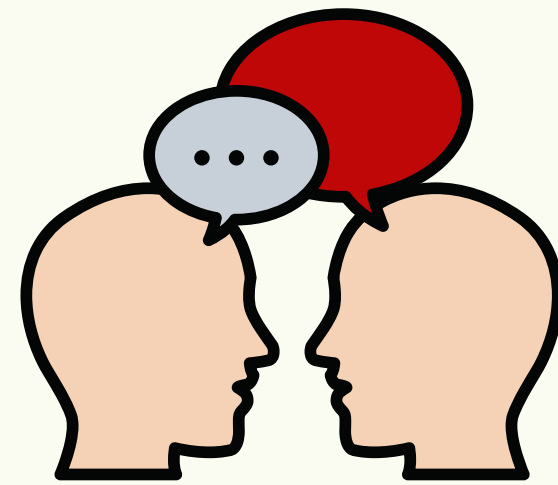
Keppel Land engaged Influence Solutions for an intensive coaching culture transformation that leads to effective performance management/appraisal. This was for its senior leadership levels up to the C-Suite across Singapore, China, Vietnam, Indonesia and India.

## PERFORMANCE MANAGEMENT TRANSFORMATION AN 77-DAY TRANSFORMATION JOURNEY

### KEY FOCUS AREAS

Keppel Land was seeking to enhance performance organisation-wide. To do so, it revamped its performance management and appraisal system, and needed to transform mindsets and skills to create a real behavioural shift. Change needs to start from the top, so the series kicked off with the sessions for the C-Suite leaders, before cascading down the rest of the leadership levels. The focus of the solution was to:

1. Elevate leadership impact and balance
2. Inspire high performance
3. Nurture a high-trust culture



The Keppel Land Executive Conversations Series was a highly customised Keppel Land-centric solution that integrated with its performance management framework and performance appraisal system. It comprises 3 half-day virtual sessions, delivered at intervals of 2-4 weeks for each batch of leaders.

- C-Suite Level - All the C-Suite leaders attended the complete 3 session series. Their inputs were further integrated into the series for the rest of the leadership levels.
- Head of Departments and People Managers - A 2 month journey of 3 half-day virtual session with application intervals between each session to ensure that they had the opportunity to apply their learnings and enhance the effectiveness of their application through peer coaching.

### PROVEN SUCCESS INDICATORS

Visible results were attained by the leaders across various indicators:

Greater **empowerment** of staff by leaders

-Increase in frequency of performance management conversations

Enhanced **accountability** demonstrated by staff

-Greater proactiveness in updates received from staff



**Great facilitation!**  
**Louis Lim, CEO**

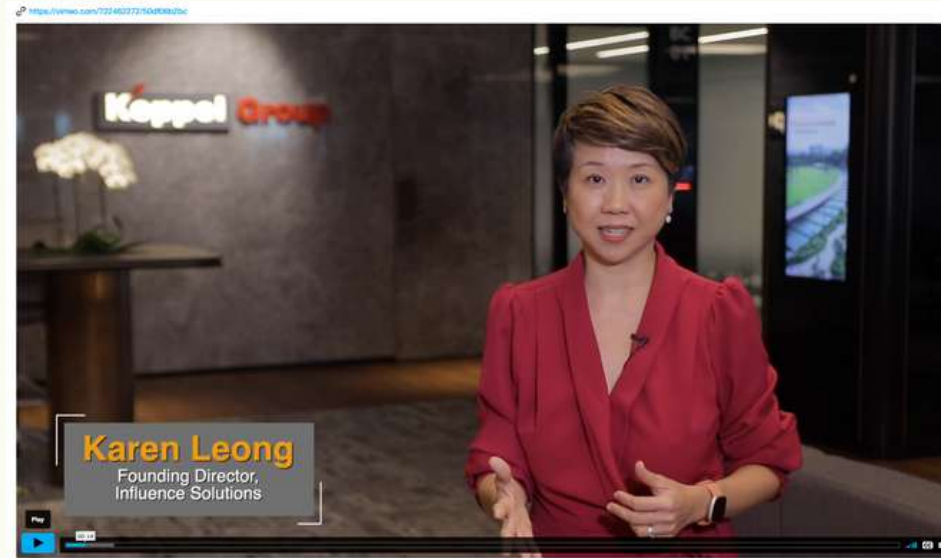
- Increase in learning Increased by 19.67%
- Willingness & inspiration to apply the learning - 86.85%
- Overall value of the program - 88.11%
- Overall rating of facilitators - 90.93%

**For more details, please see the Case Study on the next page**





# CULTURE TRANSFORMATION CASE STUDY



For the full video case study, please visit:  
<https://vimeo.com/ispl/keppelland>

## 5 KEY REQUIREMENTS

1. Minimal disruption
2. Needs of leaders at **all levels**
3. **Culturally** versatile
4. **High impact** virtual delivery
5. **Sustained support** to participants

## SUCCESSFUL CULTURE TRANSFORMATION

1. Clear and inspiring vision
2. Positive, **people-centred change**
3. Well-planned & delivered **training initiative**

## KEY SUCCESS INDICATORS

### TRUST

An increase from **57% to 93%** people managers indicating the **TRUST levels** in their teams as high or very high.

### EMPOWERMENT

Increase in % of people managers rating their empowerment efforts as optimal increased from 52% to 96%.

### ACCOUNTABILITY

The % of team members **demonstrating accountability** increased from **44% to 88%**.

### GREAT PLACE TO WORK

Increase in % of people managers who viewed Keppel Land as a Great Place to Work increased from 65% to 85%.

## TESTIMONIALS FROM LEADERS AND PARTICIPANTS



KEPPEL LAND AS A GREAT PLACE TO WORK

**Sandra Lee**  
Deputy General Manager,  
Human Resources,  
Keppel Land Limited



KEPPEL LAND AS A GREAT PLACE TO WORK

**Christina Goh**  
Deputy General Manager,  
Head of Operations,  
Keppel Land Vietnam



**Kevin Zhou**  
Deputy General Manager,  
Business Development,  
Keppel Land China



**Joshua Ang**  
Deputy General Manager,  
Strategic Initiatives Acquisitions,  
Keppel Land Limited



**Abhijit Kukade**  
Senior Director,  
Investments & Asset Management,  
Keppel Land India



# Client Success Stories



KPMG is a global network of professional firms providing Audit, Tax and Advisory services to MNCs, governments and not-for-profit organisations.

KPMG Vietnam and Cambodia engaged Influence Solutions for the Senior Leadership Development Programme to develop its best and brightest leadership talent in their progress towards the partnership ranks. This structured approach leverages Influence Solutions' F.I.R.S.T methodology aligned with KPMG'S 'Everyone a leader' model & core values.

## SENIOR LEADERSHIP DEVELOPMENT PROGRAM AN 8 MONTH TRANSFORMATION JOURNEY



### KEY FOCUS AREAS

KPMG Vietnam and Cambodia is committed to the vision of being the number one firm in the industry. To do so, they needed to strengthen their leadership bench. They wanted a strategic partner who could support them with a KPMG-centric Senior Leadership Development Program (SLDP) for emerging senior leaders at the Director and Junior Partner level. Influence Solutions' F.I.R.S.T. methodology provided the foundation to equip their leaders to be Future-Ready, Innovative, Relevant, Strategic and Trusted.

### SOLUTION DELIVERED AND RESULTS ACHIEVED

The KPMG SLDP was a resoundingly successful comprehensive solution championed by the KPMG Exco and Head of People, Performance and Culture, together with Influence Solutions. This solution will be integrated into the overall KPMG leadership development plan at the firm. The solution comprised of:

- Influence Solutions' proprietary F.I.R.S.T. 360 leadership Profiling with a comprehensive report for each leader
- 7 virtual half-day sessions for the cohort
- Executive coaching sessions
- Deep dive fire-side chat facilitation with the KPMG Executive Committee
- Individual Success Milestones Videos for each leader with results attained, such as:
  - ★ Increase in **trust** and team psychological safety in their teams
  - ★ Elevation in their **thought-leadership** and **people leadership**
  - ★ Greater **proactiveness** and **innovation** in team culture
  - ★ Increased focus on **career** and **capability** development
  - ★ Greater **career satisfaction** and **morale** of self and teams

### PROVEN SUCCESS INDICATORS

Visible increases in KPMG leadership competencies from start to completion of the programme based on leaders assessments:

- Champion inclusion - Increased by 29.23%
- Advance an ethical environment - 7.06%
- Make sound decisions - 10.13%
- Drive quality - 5.81%
- Develop & motivate others- Increased by 18.92%
- Build collaborative relationships - 18.92%
- Foster innovation - 29.69%
- Apply a strategic perspective - 14.47%



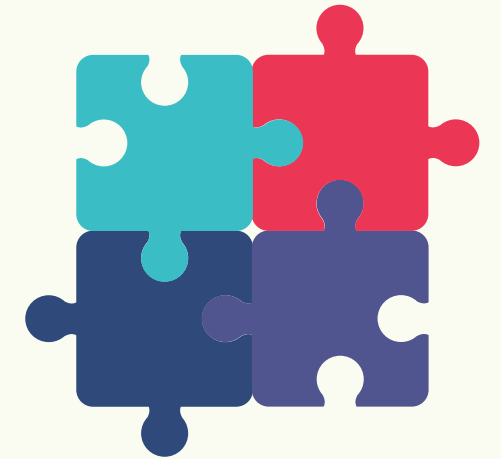
# Client Success Stories

## ESTÉE LAUDER

Estée Lauder is one of the world's leading manufacturers and marketers of premium quality skin care, makeup, fragrance and hair care products.

Estee Lauder engaged Influence Solutions to elevate performance and customer engagement with their sales and marketing teams.

## THE HIGH PERFORMING TEAM TRANSFORMATION A 1-YEAR TRANSFORMATION JOURNEY



### KEY FOCUS AREAS

Estee Lauder's sales and marketing team comprised of a diverse team from across cultures, backgrounds and levels of experience. The teams were already high performing, however people tended to work in functional silos and not as a cohesive business unit. The leaders were also spending a lot of time resolving tactical issues and aligning differences.

The goals were to:

- Increase team psychological safety, elevate team performance and synergy
- Enhance leadership capability and strategic focus
- Boost innovation and collaboration

### SOLUTION DELIVERED AND RESULTS ACHIEVED

**The Estee Lauder Transformation 2020 solution** comprised of 1 full-day and 3 half-day sessions spread throughout the year. The sessions were curated to enhance individual skills in customer engagement and experience, create bonding between team members and help them realise each others strengths and how to leverage them to achieve team goals. Midway, due to COVID-19, the sessions were adapted to help build individual and team resilience, create a robust change management plan and evolve innovative ways to seize emerging opportunities and overcome the challenges.

*My team is now 90-95% integrated. Because they are collaborative, we managed to change the team's working dynamics. The sales and marketing functions have a very strong business dynamic and strong team bonding. I have seen how individual executives have stepped up to translate my business vision into successful executions, with good alignment with business plans and operations. -*

**Shayne Kho, Brand Manager**



# Client Success Stories



SingTel, a leading communications technology company in Asia Pacific, engaged Influence Solutions to enhance its market leader position in Singapore, by nurturing a culture of trust and creating a memorable signature service experience.

## SIGNATURE SERVICE TRANSFORMATION A 1-YEAR TRANSFORMATION JOURNEY



### KEY FOCUS AREAS

An increasingly competitive retail landscape, high staff turnover and rising customer and employee expectations, coupled with the compelling need to deliver strong, sustainable profits.

An established player, SingTel had legacy processes and an existing culture with a sharp product-focus. The key was to shift to a person-focus and trusted human connection. For this shift in the existing culture, attitudes and mindset, the staff needed to embrace the value of change. And their leaders required practical strategies and tools to inspire their staff to take ownership of sales and service.

### SOLUTION DELIVERED AND RESULTS ACHIEVED

The SingTel Signature Service Solution (using our proven Influence 247 Framework) was implemented. Influence Solutions worked closely with the key stakeholders at the Senior Vice President level to design and develop a highly customised SingTel solution, aligned with their brand identity, service values and competency frameworks. The rewards and recognition platform was integrated into the training, and SingTel case studies as well as monitoring criteria was established.

The transformation solution consisted of a year-long journey of:

- Half-day workshops for all retail staff and leaders
- Leadership capability development initiatives comprising of group coaching for retail leaders
- Individual coaching for the senior management team

### PROVEN SUCCESS INDICATORS



Sales targets achieved



Staff retention improved



Customer complaint reduction



Mystery shopper audits verified significant improvement in staff attitude, sales and service.



# Client Success Stories



SK-II is a premium skin care brand owned by Proctor & Gamble.

P&G engaged Influence Solutions to transform their SK-II global business unit, which is headquartered in Singapore.

## **GLOBALLY ALIGNED, LOCALLY SPECIFIC** **A 2-YEAR TRANSFORMATION JOURNEY**



### **KEY FOCUS AREAS**

P&G's aim was to elevate the impact of the global SK-II training team, so they could deliver a consistent training experience for the beauty consultants and managers, across Asia Pacific. They wanted to empower their training talents with the essential skills to inspire their staff to elevate customer experience, productivity and revenues. The approach needed to be locally specific, yet globally aligned. We worked with their teams across Singapore, Malaysia, Indonesia, Thailand, Hong Kong, Taiwan, China, Korea, Japan and Australia.

1. Bolster the leadership skills & managerial competence of SK-II training managers and teams.
2. Equip the training managers with key influencing, facilitation, presentation and networking skills so they can deliver inspiring and impactful experiences in the local countries.
3. Ensure consistent and effective training delivery across all markets, across Asia Pacific, aligned globally.

### **SOLUTION DELIVERED AND RESULTS ACHIEVED**

Influence Solutions delivered a highly customised 2-year transformation journey. This carefully curated program was based on our proprietary Influence Solutions' Signature solutions, specifically Influential Leadership, Influential Facilitation, Influential Presentation Skills, Influence 247- *Win People Over*, Influential Networking and Breakthrough Thinking.

This solution was delivered in English, Mandarin (Traditional & Simplified), Korean and Japanese to the complete SK-II training team across Asia Pacific.

The willingness to apply what they had learnt was high, with over 90% giving the learning journey the top rating of being highly positive. Participants feedback was that the training was actionable and they could apply what they had learnt almost immediately.



# Client Success Stories

## Pivotal

Pivotal, a global software company, which has since been acquired by VMWARE, engaged us to ensure its leadership capability was strengthened in view of massive rapid growth anticipated post IPO.

Influence Solutions worked closely with key stakeholders - the CEO and Regional HR Head to create a highly practical and empowering leadership experience for the Senior Leadership Team.

## LEADERSHIP CULTURE TRANSFORMATION

### 300-DAY TRANSFORMATION JOURNEY

#### KEY FOCUS AREAS

With the rapid growth in staff strength, and demands on revenue growth, there was a crucial need for effective leadership to support results, ensure high performing teams and a consistent leadership culture at Pivotal.

A robust leadership development process was needed to empower the second tier of leaders, comprising mainly young technical professionals, to step up to leadership positions that would further support business growth across the region.

#### SOLUTION DELIVERED AND RESULTS ACHIEVED

The solution was a 300 day transformational leadership journey, comprising of workshops, executive coaching, and actual "live" business projects addressing internal performance and external (client-centric) business priorities.

The solution was centred around the Pivotal leadership competencies, and it resulted in a marked increase in the leaders' confidence in visibly demonstrating these. Leaders also shared how they actively increased coaching conversations, leading to the creation of an empowering coaching culture. Visible business results were also achieved from the "actual" projects tracked quarterly. The morale and motivation of the Senior Leadership Team remained high, with over 90% giving the learning journey the top rating of being highly positive.

#### PROVEN SUCCESS INDICATORS



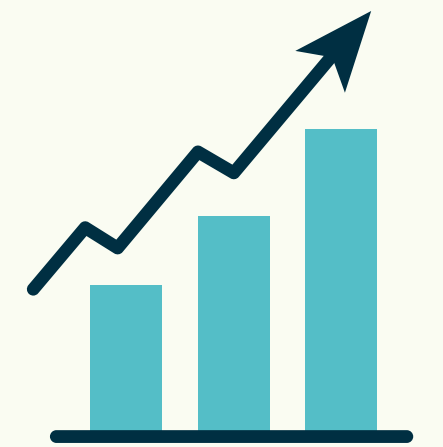
Increase visibility in Pivotal Leadership competencies demonstrated



Increase in number of coaching conversations



Successful implementation of "live" business projects, leading to visible business results





# Client Success Stories



**PRUDENTIAL**

Prudential is a global life insurance and financial services company.

Influence Solutions worked closely with key stakeholders (the Chief Partnerships Distribution Officer (CPDO), Head of Customer Experience Management and Training and Development Team) to develop and deliver a Prudential-specific program for the bancassurance team.

## GAME-CHANGER TRANSFORMATION 7 MONTH TRANSFORMATION JOURNEY

### KEY FOCUS AREAS

Prudential wanted to increase the customer life-time value by changing the selling approach of the Financial Services Consultants (FSCs) in its bancassurance team.

The rise of mobile banking and changing customer habits had caused a decrease in customer footfall in banks.

Prudential's bancassurance team's culture was focused on seeking immediate wins, rather than developing relationships and exploring multiple needs for overall longer-term and larger gains.

The key priority was to help the bancassurance team see the value of moving beyond the transaction, so that they are seen as trusted advisors by their partners and prospective clients.

### SOLUTION DELIVERED AND RESULTS ACHIEVED

The comprehensive, fiscally prudent **Prudential Game Changer Series** was a 7-month transformational journey comprising of half-day workshops, to empower the bancassurance team to adopt a customer-first mindset and function beyond the transaction.

The book - Win People Over by our founding director, Karen Leong was utilised as a corporate resource book, with a personalised message written for each participant by the Chief Partnership Distribution Officer (CPDO).



### PROVEN SUCCESS INDICATORS



Participants were inspired and their willingness to apply the concepts was at a strong 84%



10% increase in level of understanding of how to transform their selling approach



Increase in multiple product sales per customer and overall revenues



# Client Success Stories



MiRXES is a fast-growing Singapore-headquartered bio-tech company that translates research discoveries to deliver world-leading multi-cancer early detection solutions.

MiRXES engaged Influence Solutions on a transformation journey towards being a Centre of Excellence and A Great Place to Work.

## INFLUENTIAL LEADERSHIP TRANSFORMATION A TWO -YEAR TRANSFORMATION JOURNEY



### KEY FOCUS AREAS

The MiRXES talent pool is a diverse one, comprising mainly of professionals from academia and bio-technology, across cultures and work experience. With the rapid growth of the organisation, MiRXES needed to develop its leadership capabilities to support its global ambitions. Their key priorities were:

- Equip the senior leadership team with strategic leadership capabilities so they can develop, utilise and retain talent, while leading the business into the future.
- Elevate the influence and impact of the second-tier leadership and high potential leaders so that they can take greater ownership in building their teams and increase team performance.
- Boost collaboration and an innovative culture, such that people connect beyond functional silos to achieve organisational goals.

### SOLUTION DELIVERED AND RESULTS ACHIEVED

The MiRXES Transformation Series was an integrated, comprehensive and fiscally prudent solution. It comprises of 2 tracks:

- Senior Leadership Team Solution - A year long journey of 6 half-day leadership sessions, delivered monthly and interspersed with one-to-one coaching sessions. Midway, due to COVID-19, these sessions were adapted to hone resilience, create a robust change management plan and evolve innovative ways to seize emerging opportunities and overcome challenges.
- High Potential Leader Solution - A year long journey of 6 half-day sessions, including project management, executive decision-making, influential conversations, innovate to win and the opportunity of change.

### PROVEN SUCCESS INDICATORS

The SLT reported a significant increase in the way MiRXES leadership competencies were being visibly demonstrated:

- ✓ Think strategically - Increased by 21%
- ✓ Drive Innovation - Increased by 36%
- ✓ Communication - Increased by 14%
- ✓ Customer Driven - Increased by 33%
- ✓ Can do- will do - Increased by 12%
- ✓ Leadership - Increased by 25%
- ✓ Lead with Integrity - Increased by 20%
- ✓ Deliver results - Increased by 17%



# THANK YOU

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***Always ahead of the curve***



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