PROPOSAL · AUGUST 2026

One system for the whole *training lifecycle.*

A proposal to run enquiries, admissions, funding, delivery, attendance, certification and accounting on one connected platform: from a prospective student's first enquiry right through to the SWDA claim and the entry in Xero.

PREPARED FOR
SOQ International Academy

PREPARED BY
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THREE APPLICATIONS · THIRTEEN CAPABILITY AREAS · TWENTY WEEKS TO GO-LIVE

AGENDA

What we'll cover

SECTIONS 1 TO 4

What we are proposing and why: the executive summary, who Morpheus Labs is, the operational problems in SOQ's current scope, and the shape of the system that solves them.

SECTIONS 5 TO 14

The system itself, capability area by capability area, mapped one to one against the scope SOQ supplied, including the government and accounting integration layers.

SECTIONS 15 TO 18

What it is worth, how long it takes, how it is supported, what it costs, what is excluded, and who at Morpheus Labs is accountable for delivering it.

This proposal responds to the scope SOQ has set out across diploma programmes, short courses and WSQ-supported courses. Every section maps back to a numbered requirement in that scope.

EXECUTIVE SUMMARY

From the first enquiry to the funded, certified student

SOQ already has capable parts in place: a training management system, Privyr for enquiries, and Xero for the books. What is missing is the connective tissue between them. Enquiry follow-up is done manually, with no reliable way to track what was promised and when. Invoices reach Xero most of the time, and the exceptions have to be spotted and corrected by hand. And the current TMS was not designed to integrate with the CRM, so an enquiry and the enrolment it becomes never quite form one record. We propose one purpose-built system that holds the course, the student and the money once, and feeds every other party from that single record. **Three applications for people, two integration layers behind them.**

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Register once, in the right lane

Overseas diploma applicants, self-paying short course participants and Singpass-verified WSQ trainees each follow the right journey, on one portal, with eligibility and subsidy worked out before payment rather than after.

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Run the institution in one workspace

Programmes, intakes, schedules, trainer rosters, admissions, exemptions, enrolment, attendance, assessment and certification in one admin workspace, on one set of records, with one permission model and one audit trail.

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Claim and account without retyping

Grant applications, attendance and assessment outcomes flow to SWDA from the same records the trainer captured. Orders, invoices, payments and refunds flow to Xero from the same order the student paid against.

S$250,000	**20 weeks**	**3**	**99.9%**
Fixed implementation and integration	Kickoff to production go-live	Applications, two shared integration layers	Uptime, standard SLA included

The problem this really solves. WSQ funding is only as good as the evidence behind it. Course fee grants and SkillsFuture Credit disbursements depend on trainee records, attendance and assessment outcomes reaching SWDA accurately and on time, and a rejected or late submission delays revenue SOQ has already earned. Building attendance capture, assessment results and the government submissions on one record, rather than reconciling three sources at claim time, is the single highest-value decision in this scope.

Delivered as a fixed one-time implementation fee of S$250,000 across three applications, plus predictable annual maintenance and infrastructure, with training and a standard SLA included. Twenty weeks from kickoff to go-live.

WHO WE ARE

Morpheus Labs

Morpheus Labs is a Singapore-headquartered technology company, founded in 2016, with a decade of experience building and running business software platforms. Accelerated by SGInnovate and a member of SGTech, we have spent years making complicated systems simple enough for operating teams to actually use, and connecting them to the systems Singapore businesses already run on.

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Platform builders since 2016

Logins, permissions, workflow, integrations, billing and keeping the whole thing running. This is our home ground, not a side project.

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Regulated integration experience

We build against government and financial APIs where submissions are audited, retries matter and a failed transaction has a real cost attached to it.

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AI you can put to work

We build AI that does real work inside operations, designed to line up with IMDA's Model AI Governance Framework: explainable, logged, and with a person in charge.

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Singapore-based delivery

Local team, local support hours, and hands-on experience with the Singapore stack: Singpass, Corppass, Xero and PDPA-aligned handling of personal data.

WHY THIS SCOPE SUITS US

- **Integration-heavy by design.** The SWDA/WSQ surface is the hardest part of this build. We treat it as a dedicated integration layer with its own monitoring, retries and error queue, not as API calls scattered through the application.
- **Workflow-heavy by design.** Admissions, exemptions, fee waivers, refunds, attendance corrections and result approvals are all approval chains. We build these as configurable workflows so SOQ can change policy without changing software.
- **Money-accurate by design.** Course fees, subsidies, credit, exemptions, discounts and refunds all touch the same order. One order model feeds Xero, so the books and the student record never disagree.

HOW WE WORK

- Fixed price against a signed scope, delivered in releases you see working every fortnight
- One accountable team across portal, admin, integrations and accounting: no vendor hand-offs
- Sandbox-first on every government integration, with production cutover only after SOQ signs off the evidence
- Train the trainer, so your key users can train the rest of the institution
- Standard SLA applied automatically to every delivered application

THE CHALLENGE

Where the current setup reaches its limits

SOQ is not starting from nothing. The systems in use today each do their own job well; the difficulty is that they were never designed to work as one. Five themes stand out, and each maps directly to a capability area in this proposal.

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Enquiry follow-up relies on people, not on the system

Follow-up today is manual, and there is no dependable way to see what was promised to whom, when the last contact happened, or which enquiries are still waiting. Good enquiries are handled well by whoever picks them up; the difficulty is that nothing at the institution level shows the full picture.

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The CRM and the TMS do not join up

The current TMS was not built to integrate with the CRM, so the enquiry and the enrolment it becomes stay two separate records. That break makes conversion hard to measure end to end, and means the context gathered before someone enrols does not travel with them afterwards.

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The Xero sync works, but not every time

Most invoices reach Xero as intended. The ones that do not have to be noticed and corrected manually, which means finance is periodically checking that the two systems still agree rather than being told when they do not.

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Funding evidence is assembled rather than captured

Subsidy eligibility, grant applications, attendance, assessment outcomes and disbursement each rely on records created by different people at different moments. Bringing them together at claim time works, but it takes effort, and a query is slower to answer than it needs to be.

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Planning and exemptions carry more manual effort than they should

Intakes, schedules, classrooms and trainer availability are coordinated across separate views, so clashes are caught by someone noticing. Module exemptions ask an administrator to find a student's prior record, compare modules by hand, and remember to adjust the fee.

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What this proposal does about it

One student record, one course record and one order, shared by the public portal, the admin workspace, the student and trainer portals, the SWDA integration layer and Xero. Each theme above is a consequence of that shared record not existing yet. Build it once, and the rest follow.

These themes are drawn from the scope document supplied by SOQ and from the specific limitations your team has raised. We will validate and prioritise them together during the discovery phase in weeks 1 to 3.

THE SOLUTION

Three applications, two integration layers, one system

Prospects & students
Website · enquiry · Singpass · application · registration

→

SOQ Admin Workspace
Programmes · intakes · rostering · admissions · exemptions · enrolment · attendance · assessment · CRM · finance

→

SWDA/WSQ Integration Hub
Grants · eligibility · SkillsFuture Credit · attendance · assessment · claims

→

Xero
Invoices · payments · credit notes · bills · reporting

#	CAPABILITY AREA	DELIVERED IN	SCOPE LINE
1	**Course website, catalogue and enquiry capture**	Student Portal · public layer	Student Portal
2	**Applicant identity: Singpass and overseas applicants**	Student Portal · shared identity service	Student Portal
3	**Diploma application, screening, offer and acceptance**	Student Portal + Admin Workspace	Both
4	**Short course and WSQ registration, subsidy and SkillsFuture Credit**	Student Portal + Integration Hub	Student Portal
5	**Programme, course, module and fee setup**	Admin Workspace	Admin Workspace
6	**Course run, intake planning and trainer rostering**	Admin Workspace + Trainer Portal	Both
7	**Module exemption and automatic fee waiver**	Admin Workspace	Admin Workspace
8	**Enrolment, student administration and Student 360**	Admin Workspace	Admin Workspace
9	**Attendance capture, verification and submission**	All three applications	All three
10	**Assessment, results, completion and certification**	Admin Workspace + Trainer Portal + Student Portal	All three
11	**CRM: leads, opportunities, follow-up and commission**	Admin Workspace	Admin Workspace
12	**Learning delivery: materials, assessments, Zoom, discussion**	Student Portal	Student Portal
13	**Trainer roster, delivery, marking and fee computation**	Trainer Portal	Trainer Portal
	Shared services: SWDA/WSQ Integration Hub, Xero integration, identity, notifications, documents, reporting, audit	Behind all three applications	INCLUDED

Every capability runs on the same student, course and order records, so a student, a course run and a module mean the same thing everywhere in the system. The two integration layers sit behind the applications as shared services rather than inside any one of them.

STUDENT PORTAL · PUBLIC LAYER

Course discovery, enquiry and applicant identity

The public-facing portal is where a prospective student finds a course, asks a question and becomes an applicant. It has to serve three very different audiences on the same pages: an overseas diploma candidate, a self-paying short course participant, and a Singpass-verified WSQ trainee.

COURSE CATALOGUE

- Diploma, short course and WSQ-supported listings, with categories and areas of study
- Course overview, learning outcomes and entry requirements
- Programme structure, modules, credits and contact hours
- Duration, training mode, venue and available course runs
- Trainer information where SOQ chooses to publish it
- Course fees, subsidies and estimated net fee
- Seats remaining and registration closing date
- Course comparison and enquiry submission

APPLICANT ACCOUNT AND IDENTITY

- Account registration by email or mobile number
- **Singpass login** for eligible Singapore-based applicants
- Full support for **overseas applicants without Singpass**, with passport-based identity and manual verification
- Applicant profile, contact, citizenship and residency details
- Employment and education history
- Supporting document upload with type and size validation
- Consent and declaration management, recorded with a timestamp
- Application and registration history in one place

SHORT COURSE REGISTRATION

- Select the course run and schedule
- Enter participant information, for self or for others
- Individual or corporate-sponsored registration
- Promotional code and discount application
- Live course fee calculation as options are chosen
- Online payment and instant registration confirmation
- Waitlist management when a run is full
- Cancellation, participant replacement and transfer requests

One identity, three journeys. Identity is built once as a shared service and reused by every application. That means a student who first attends a short course, later registers for a WSQ course through Singpass, and eventually applies for a diploma is one record with one learning history, not three accounts that happen to share a name. This is what makes the module exemption rule on page 10 possible at all.

Singpass integration is subject to SOQ's own Singpass onboarding and the digital services agreed with GovTech. We will confirm the exact scope during the discovery phase.

Diploma applications: from enquiry to enrolled student

Diploma admissions are a multi-step approval process open to overseas applicants, and the scope calls for the full chain: screen, approve, issue offer letter, review, approve, pay, confirm, and handle withdrawal. We build it as one tracked pipeline with a status the applicant can see and an audit trail SOQ can defend.

1. Apply
Online form, entry requirements validated, documents uploaded, application fee collected

→

2. Screen
Completeness check, document review, reviewer assigned, interview or assessment scheduled

→

3. Decide
Internal review, approve or reject with reason, decision history recorded

→

4. Offer
Offer letter generated and issued, acceptance or rejection tracked against a deadline

→

5. Enrol
Fee or deposit paid and verified, student number issued, applicant becomes an enrolled student

ADMISSIONS MANAGEMENT IN THE ADMIN WORKSPACE

- Central application queue across all intakes
- Separate workflows for diploma and short courses
- Application completeness checking
- Entry requirement validation against the programme
- Supporting document review and annotation
- Interview and assessment management
- Reviewer assignment and workload view
- Approval or rejection with recorded reasons
- Offer letter generation from templates
- Offer acceptance tracking and expiry
- Payment and deposit verification
- Student number generation
- Withdrawal, deferment and intake transfer processing
- Complete approval and decision history

BUILT FOR OVERSEAS APPLICANTS

- No Singpass dependency anywhere in the diploma journey
- Passport and overseas qualification document handling
- Time-zone aware interview scheduling and reminders
- Offer letters issued and accepted entirely online
- International payment methods supported at the gateway
- Status visible to the applicant at every step, so admissions stops answering "where is my application" by email

Workflow steps, approval levels and offer letter templates are configurable, so SOQ can change the admissions policy without a change request.

Singpass, subsidy eligibility and SkillsFuture Credit

This is the journey with the most moving parts and the most money attached. A trainee authenticates with Singpass, SOQ establishes what subsidy they qualify for and how much SkillsFuture Credit they can apply, the net fee is calculated, and a grant application is submitted. Everything downstream, from attendance to disbursement, depends on this being right the first time.

THE REGISTRATION JOURNEY

- **Singpass authentication** and participant identity verification
- Eligibility assessment for government course fee subsidies
- Calculation of the estimated subsidised course fee, shown before payment
- SkillsFuture Credit claim and payment integration
- Employer-sponsored registration, with the sponsor's own approval step
- Grant application submission to SWDA
- Registration and funding status tracked in one place
- Declarations and supporting documents captured with consent
- Exception handling when an eligibility or grant check fails, with a clear path for the trainee and a task for SOQ staff

WHAT THE TRAINEE SEES

- Full course fee
- Less the government subsidy they are eligible for
- Less the SkillsFuture Credit they choose to apply
- Equals the amount payable today

One screen, worked out before payment rather than corrected afterwards by a refund. Every figure on it is traceable to the eligibility response that produced it.

40+	Singpass	Before	Config
Government APIs in the integration surface	Identity verified at source, not self-declared	Subsidy and credit resolved before payment	Funding rules held as rules, not as code

A note on the regulatory landscape. Since 1 July 2026, SkillsFuture Singapore and Workforce Singapore have operated as a single statutory board, the Skills and Workforce Development Agency (SWDA). Training Partners Gateway remains the training provider channel, and some portal, scheme and API names still carry legacy SSG or WSG terminology. We use "SWDA/WSQ integration" throughout this proposal and will map to whatever naming the APIs actually use at build time. The exact Singpass, subsidy and SkillsFuture Credit functions available to SOQ depend on the APIs and access granted under SOQ's own SWDA subscriptions and Corppass roles, which we confirm in discovery before committing to the integration backlog.

Sources: MOM press release on the WSG and SSG merger; SWDA newsroom; Training Partners Gateway circulars; SSG-WSG Developer Portal API discovery.

Grant and credit rules change by policy cycle. Eligibility logic is held as configuration and rule sets rather than hard-coded, so a funding policy change is a configuration task, not a redevelopment.

MODULE EXEMPTION

Recognising prior learning, and waiving the fee automatically

SOQ's rule is specific: if a student takes a course containing a module they already completed in another course less than 18 months ago, the module is exempted and its fee is waived. Getting that right by hand across a growing learning history is slow and error-prone. We build it as a rules engine with an approval step and an automatic fee adjustment on the other side.

1. Retrieve

Pull the student's complete previous learning record across diploma, short and WSQ courses

→

2. Match

Compare completed modules against the new programme using configurable equivalency rules

→

3. Test validity

Check the equivalent module was completed within the configured validity window

→

4. Approve

Academic review of evidence and transcript, full or partial exemption granted

→

5. Adjust

Study plan updated, module fee waived, invoice and payment schedule reissued

WHAT THE SYSTEM DOES FOR THE ACADEMIC TEAM

- Candidate exemptions proposed automatically at application, not discovered later
- Configurable module equivalency rules, maintained by SOQ
- Supporting evidence and transcript review in one screen
- Academic approval workflow with named approvers
- Full or partial module exemption
- Automatic adjustment of the student's study plan and timetable
- Automatic waiver of the corresponding module fee
- Revised invoice and payment schedule issued to the student and to Xero
- Exemption letter generated and filed against the student
- Complete audit trail of the decision and the fee adjustment

DESIGN DECISION

The **18-month validity period is held as configuration, not written into the code**. So are the equivalency rules and the approval levels. SOQ can tighten the window to 12 months, extend it to 24, or set a different window per programme, without a change request and without waiting for a release.

Every exemption carries its evidence, its approver and its fee impact on the same record, which is what makes it defensible in an audit.

Exemption decisions feed the student's fee schedule directly, so the waived module never appears on an invoice and never has to be refunded after the fact.

ADMIN WORKSPACE · 1 OF 6

Programme, course and fee management

The course catalogue is the master record everything else reads from: the portal, the schedule, the trainer requirement, the fee, the government submission and the certificate. It is built once, versioned, and approved before it goes live.

PROGRAMME AND COURSE SETUP

- Create and maintain diploma programmes
- Create and maintain short courses
- Flag WSQ-supported and non-WSQ courses
- Define programme structure and academic modules
- Configure module credits, duration and contact hours
- Define prerequisites and entry requirements
- Configure learning outcomes
- Configure assessment and completion requirements

VERSIONING, APPROVAL AND QUALITY

- Course versions with effective dates, so a running cohort keeps the version it enrolled on
- Trainer qualification requirements per course
- Certification rules and award conditions
- Programme and course approval status
- Draft, pending approval, active, suspended and retired states
- Full change history on every course record
- Bulk import for the initial catalogue load

FEES, SUBSIDIES AND PRICING

- Course and module level fee structures
- Subsidy configuration per funding scheme
- Discount and promotional code rules
- Tax treatment and GST handling
- Corporate and contract pricing
- Deposit and instalment plan definitions
- Effective-dated price changes, so a fee revision never rewrites history on an existing order

The TMS owns pricing. Xero receives the result, and never has to work it out.

Why versioning matters more here than in most catalogues. A diploma cohort can run for eighteen months or longer, during which fees change, modules are revised and funding rules move. Effective-dated versions mean a cohort keeps the course, the modules and the fee schedule it enrolled against, while new intakes get the current version. Without this, a mid-programme fee revision quietly rewrites what existing students agreed to pay.

1	Versioned	Approved	Once
Master record for portal, schedule, fee and submission	Effective-dated, so history is never rewritten	No course goes live without a sign-off	Entered here, reused everywhere

Course and module records are the source for the SWDA course and course-run submissions, so the data the government sees is the data SOQ maintains, entered once.

Course run and intake planning

Planning is where clashes are cheap to prevent and expensive to discover. Every intake, lesson, classroom, Zoom session and trainer assignment is checked against the others as it is created.

PLANNING THE RUN

- Create diploma intakes and student cohorts
- Create individual short course runs
- Registration opening and closing dates
- Minimum and maximum class sizes
- Lesson and assessment schedule planning
- Assign classrooms, training locations or Zoom sessions
- Public holidays and blackout dates respected automatically
- Trainer, classroom and schedule conflict detection
- Waitlist and seat allocation management
- Course run cancellation or rescheduling
- Automatic student notification on any schedule change
- Academic and operational calendar across all runs

CONFLICTS THE SYSTEM REFUSES

- A trainer rostered to two sessions at the same time
- A classroom double-booked
- A session scheduled on a blackout date or public holiday
- A trainer assigned to a course they are not qualified to deliver
- A run opened without a minimum viable class size or a closing date

1	0	Auto	Live
Calendar for the whole institution	Double bookings possible by design	Student notification on every change	Seat count published to the portal

Seats remaining and registration closing dates on the public course catalogue are read live from the course run record, so the website never sells a seat that no longer exists.

Trainer rostering and workload

Rostering connects three things that are usually managed separately: who is qualified, who is available, and what they are owed. Building them on one record means the trainer fee at month end is computed from the same hours the roster planned and the attendance confirmed.

TRAINER RECORDS

- Trainer profile and contact details
- Qualification and certification records
- Certification expiry tracking with advance reminders
- Areas of expertise and approved courses
- Supporting document repository
- Availability management by date and time
- Contract type and fee arrangement

ASSIGNMENT

- Match trainer qualifications to course requirements automatically
- Assign lead and assistant trainers
- Trainer workload planning across all runs
- Conflict detection before an assignment is confirmed
- Substitute trainer assignment with the handover context attached
- Trainer acceptance of assignments, from the Trainer Portal

HOURS AND FEES

- Teaching-hours calculation from the confirmed roster
- Trainer check-in and check-out records
- Fee rates by course, trainer or contract
- Additional fees and allowances
- Sales commission where applicable
- Review and approval before payment
- Approved amounts exported to Xero

Rostered hours, actual check-in hours and payable hours are three separate numbers. The system keeps all three and shows the difference.

> **Three numbers, kept separate on purpose.** Rostered hours are what was planned. Check-in hours are what the trainer recorded. Payable hours are what a supervisor approved. Most institutions collapse these into one figure at month end and then argue about it. Keeping all three, with the difference visible and a reason attached to every adjustment, is what makes a trainer fee statement something both sides can accept without a reconstruction.

Qualified
Assignment blocked if the trainer is not approved for the course

Available
Roster respects submitted availability and leave

Accepted
Trainer confirms the assignment in their portal

Approved
Hours signed off before they become payable

Trainer fee computation is covered in detail on page 20, in the Trainer Portal section.

Enrolment and Student 360

Once an applicant becomes a student, one screen has to answer every question anyone might ask about them: academic, financial, funding and pastoral. Student 360 is that screen, assembled from records the system already holds rather than from a separate summary someone has to maintain.

ENROLMENT AND CLASS MANAGEMENT

- Enrol students into programme intakes or course runs
- Assign students to classes and modules
- Class transfer and participant replacement
- Waitlist promotion when a seat is released
- Student status management across the lifecycle
- Deferment, suspension, withdrawal and completion
- Attendance requirements per course
- Assessment eligibility checks
- Completion status tracking
- Class and student communication
- Bulk upload and bulk status updates
- Financial holds that block enrolment or certification until settled

STUDENT 360: ONE CONSOLIDATED VIEW

- Personal, contact, citizenship and residency details
- Employer or sponsor
- Enquiries and full CRM history
- Applications and offer letters
- Current and previous enrolments
- Diploma programmes and modules
- Short courses and WSQ courses
- Attendance records
- Assessment results and learning progress
- Module exemptions and their evidence
- Funding and subsidy information
- SkillsFuture Credit payment status
- Orders, invoices, payments and refunds
- Certificates and transcripts
- Documents and declarations
- Communications, notes and follow-up activities
- Withdrawal or disciplinary records
- Complete activity history

Why this matters beyond convenience. Student 360 is also the evidence pack. When a grant submission is queried, an audit is raised, or a student disputes a fee, the answer is one record with its history attached rather than five people checking five systems. Access to it is governed by role, so a course administrator, a finance officer and a trainer each see the parts of it their job requires and nothing more.

Personal data access is logged. See page 25 for the access, approval and PDPA-aligned governance model.

Attendance: captured once, used four ways

Attendance is the highest-stakes routine record in the whole system. It gates assessment eligibility, drives course completion, determines trainer fees, and is submitted to SWDA as evidence for funding. Captured once, at the session, by the person best placed to capture it.

CAPTURE

- Session-level attendance records
- Student self-check-in by **QR code or one-time code**
- Trainer-recorded attendance from the Trainer Portal
- Trainer check-in and check-out
- Late arrival and early departure recorded
- Supporting evidence upload

VERIFY

- Trainer verification of student self-check-ins
- Manual adjustment, always with a reason
- Attendance verification and approval step
- Every adjustment written to the activity log
- Exception queue for sessions with gaps

ACT

- Attendance percentage calculated per student per course
- Minimum attendance requirement validated
- Absence alerts and follow-up tasks
- Make-up session management
- Assessment eligibility flagged automatically

SUBMIT

- Required attendance records submitted to SWDA
- Submission status visible by course run
- Reconciliation against what SWDA acknowledges
- Exception management and resubmission
- Full submission audit trail

THE FOUR CONSUMERS OF ONE ATTENDANCE RECORD

- **The student** sees their own attendance, submits absence reasons with documents, and receives a shortage alert before it becomes a problem
- **The trainer** takes and verifies attendance in the session, and their own check-in hours feed their fee
- **SOQ administration** monitors attendance against the requirement and manages exceptions
- **SWDA** receives the submission that supports the funding claim

THE FAILURE THIS DESIGN PREVENTS

Attendance taken on paper and typed into a portal later is the most common cause of rejected funding submissions and delayed disbursement. One captured record, submitted from the system, with a reconciliation view showing what SWDA has and has not acknowledged, removes that whole class of problem.

QR and one-time code check-in is designed for classroom and Zoom delivery alike, so the same record is produced whichever way a session is run.

Assessment, results and certification

Assessment closes the loop: it determines completion, it produces the certificate, and for WSQ courses it is submitted as the outcome that supports the claim. The chain from a trainer's mark to a released result to an issued certificate is one approved workflow.

ASSESSMENT

- Assessment schedule per course and module
- Online and offline assessment records
- Assignment and examination management
- Assessment submission by the student
- Trainer marking and moderation
- Pass, fail and resubmission rules
- **Competent** and **Not Yet Competent** outcomes for applicable WSQ courses
- Appeals and reassessment handling

RESULTS AND COMPLETION

- Result approval and controlled release
- Moderation step before results are visible
- Course completion validation against attendance and assessment requirements
- Completion status published to Student 360
- Assessment and completion outcomes submitted to SWDA where required
- Result submission status tracked per course run

CERTIFICATION

- Certificate and transcript generation from approved results
- Digital certificate support
- Certificate verification link for employers and third parties
- Certificate revocation or replacement, with the reason recorded
- Certificates published to the student's learning history
- Certification rules configured per programme

A certificate can only be issued from an approved result against a validated completion. There is no manual path around it.

> **Controlled release.** Results are invisible to students until a named approver releases them. Every mark, moderation, approval and release is attributed and timestamped, which is what makes an appeal a matter of reading the record rather than reconstructing what happened.

Assessment outcome submission to SWDA is delivered through the Integration Hub described on pages 21 and 22.

From enquiry to enrolment, in one pipeline

The CRM manages prospective students before they enrol; the TMS becomes the primary operational record afterwards. The important design point is that they are the same system, so the complete enquiry-to-enrolment history stays attached to the student rather than being left behind in Privyr.

LEAD AND ENQUIRY MANAGEMENT

- Capture enquiries from website forms automatically
- Manual lead creation for phone and walk-in
- **Import existing records from Privyr**
- Source, campaign and referral captured on every lead
- Individual and corporate leads
- Course enquiry tracking against the catalogue
- Duplicate lead detection and merge
- Lead qualification, status and priority
- Lead activity timeline

ASSIGNMENT AND FOLLOW-UP

- Manual assignment to sales agents
- Automatic assignment by course, market, language or customer type
- Round-robin lead distribution
- Reassignment and escalation rules
- Automatic customer-type tagging, plus manual tags
- Lead scoring
- Follow-up reminders and unattended lead alerts
- Email and SMS templates, WhatsApp where required
- Automated follow-up sequences and appointment scheduling

OPPORTUNITY MANAGEMENT

- Convert a qualified enquiry into an opportunity
- Link opportunities to courses or programme intakes
- Expected course fee and probability
- Application progress tracked against the opportunity
- Follow-up tasks and appointments
- Lost opportunity reasons, recorded and reportable
- Opportunity pipeline by stage and by agent
- Convert opportunity into an application, and applicant into student
- Complete enquiry-to-enrolment history retained

Reminders that write themselves. Application reminders, payment reminders and course commencement reminders are triggered by the state of the application and the order, not by someone remembering to send them. Marketing consent and opt-out are managed centrally and respected by every channel.

Privyr migration is scoped as a one-time import of contacts, notes and open opportunities, agreed against an export you provide during discovery.

Sales commission and conversion reporting

Commission is where a CRM either earns its keep or creates a monthly argument. Because the CRM, the enrolment and the payment all sit on the same order, commission can be computed from what actually happened rather than from a spreadsheet reconstruction.

COMMISSION MANAGEMENT

- Commission plans by programme, course or salesperson
- Fixed-value or percentage-based commission
- Commission eligibility rules
- Triggered on registration, on payment, or on course commencement
- Split commission between multiple agents
- **Clawback rules** for refunds and withdrawals, applied automatically
- Commission review and approval before it is payable
- Monthly commission statement per agent
- Export to payroll or accounting
- Commission dashboard and reports

CRM REPORTS

- Leads by source and by course
- Lead response time
- Lead-to-application conversion
- Application-to-enrolment conversion
- Sales pipeline by stage
- Enrolment value by sales agent
- Lost opportunity reasons
- Campaign performance
- Sales target versus actual
- Commission summary

→ Enquiry to application, measured

→ Application to enrolment, measured

→ Enrolment to payment, measured

→ Payment to commission, computed

Why commission belongs in the same system as the enrolment. A commission plan is only as trustworthy as the event that triggers it. Because registration, payment, commencement, withdrawal and refund are all states on the same order, the commission record moves when the order does. Nobody has to remember that a student withdrew in week three, and nobody has to argue about it in the following month's statement.

Clawback on a refunded or withdrawn enrolment is applied to the commission record automatically, so a reversal never has to be chased in the following month's statement.

Where enrolled students actually learn

The Student Portal gives enrolled students one place for their timetable, their materials, their assessments, their attendance, their certificates and their fees. Classroom delivery runs through Zoom; engagement runs through discussion boards and Pigeonhole Live.

DASHBOARD AND SCHEDULE

- Current programmes and courses
- Upcoming classes and outstanding assessments
- Attendance status and learning progress
- Announcements and outstanding payments
- Personal timetable and calendar view
- Classroom, venue and **Zoom meeting links**
- Add sessions to a personal calendar
- Schedule change notifications and class reminders

LEARNING CONTENT

- Course materials, notes and presentation slides
- Reference documents
- Recorded lessons and **video streaming**
- Download restrictions where required
- Content release by date or by progress
- Completion tracking
- Content acknowledgement

ASSESSMENT AND ENGAGEMENT

- Quizzes, tests and timed assessments
- Assignments and file submissions
- Multiple attempts and resubmissions
- Automatic and trainer-based marking
- Results, feedback and assessment history
- Appeal or reassessment request
- Course discussion boards, moderated
- Student-to-trainer questions
- **Pigeonhole Live** polls, questions and feedback

ATTENDANCE, RECORDS AND SELF-SERVICE

- QR or one-time-code check-in
- View personal attendance and shortage alerts
- Submit absence reasons with documents
- Request attendance correction
- Learning history, exemptions and certificates
- Digital certificate download and verification link
- Accept offer letters and make payments
- View invoices and receipts
- Submit withdrawal, deferment or transfer requests

One portal, one login, from first enquiry to final certificate. The same account a prospect uses to browse courses becomes the account they apply with, register with, learn in and download their certificate from. Nothing is handed to a second system with a second password, which is what keeps the continuing education record complete.

Zoom and Pigeonhole Live are integrated through their published APIs. SOQ holds the accounts and licences for both; see the out-of-scope note on page 33.

Everything a trainer needs, and nothing they don't

Trainers are part-time, mobile and mostly interested in three things: when am I teaching, who is in the room, and what am I owed. The Trainer Portal answers those three questions and captures, as a by-product, the attendance and assessment evidence the funding claim depends on.

PROFILE AND ROSTER

- Personal and contact information
- Qualifications, certifications and expiry reminders
- Areas of expertise and approved courses
- Supporting documents and contract or fee arrangement
- Submit availability
- Personal teaching schedule and calendar view
- Assigned classes and sessions
- **Accept or decline assignments**
- Schedule change and substitute assignment notifications

DELIVERY AND ATTENDANCE

- View course and module details, and lesson plans
- Access trainer materials
- View the enrolled student list
- View approved student accommodations or exemptions
- **Start Zoom classes** from the session
- Publish announcements and submit session notes
- Trainer check-in and check-out
- Record student attendance and verify self-check-ins
- Amend attendance with a reason, and upload evidence
- Submit attendance for approval; view exceptions

ASSESSMENT AND EARNINGS

- View assessment requirements
- Review student submissions and mark assessments
- Record competency outcomes
- Provide feedback and manage resubmissions
- Submit results for moderation or approval
- **Fees calculated from approved training hours**
- Different rates by course or by trainer
- Additional fee and allowance entry
- Sales commission where applicable
- Monthly earnings statement and claim submission
- Review status, payment history, export to Xero

The trainer fee is not a separate calculation. It is derived from the roster the admin team planned, the check-in and check-out the trainer recorded, and the attendance approval the supervisor gave. By the time a monthly statement is produced, every hour on it has already been agreed by someone. Approved amounts are then exported to Xero as bills or supplier payments.

The Trainer Portal is designed mobile-first: check-in, attendance and roster acceptance all work from a phone in a classroom.

Built as an integration layer, not scattered API calls

The government integration may involve more than forty APIs across registration, grants, attendance, assessment, completion and disbursement. Embedding those calls throughout the application would make every policy change a code change and every failure invisible. We build a dedicated hub that owns the conversation with SWDA on behalf of the whole system.

APPLICATIONS	Admin Workspace · Student Portal · Trainer Portal
INTEGRATION HUB	Credential and token management · Data mapping and validation · Submission queue · Retry and back-off · Duplicate prevention · API version management · Error queue · Transaction log · Monitoring and alerts
GOVERNMENT	SWDA APIs · Training Partners Gateway · Singpass · SkillsFuture Credit · Corppass-governed access

API INTEGRATION MANAGEMENT

- Secure API authentication and credential management
- Sandbox and production environment configuration
- Full API request and response logging
- Data mapping and validation before submission
- Scheduled and real-time submissions
- Automatic retry with back-off for temporary failures
- Duplicate submission prevention
- API version management as SWDA publishes changes
- Error queue with manual resubmission
- Operational monitoring and alerting

WHY THIS IS THE RIGHT SHAPE

- **One place to change** when an API version or a funding rule changes
- **One place to look** when a submission fails, instead of tracing it through the application
- **Sandbox first**: every integration is proven against the sandbox before production credentials are used
- **No silent failures**: nothing is fire-and-forget; every submission has a state and an owner

1	2	100%	0
Layer owning the SWDA conversation	Environments: sandbox proven before production	Submissions logged with a state and an owner	Fire-and-forget calls anywhere in the design

The final list of APIs is confirmed during discovery against SOQ's approved SWDA subscriptions, Corppass e-service roles, operating model and course types. See the assumptions on page 32.

Functional coverage and the operations dashboard

FUNCTIONAL INTEGRATION AREAS

- Course and course-run information
- Trainee registration
- Identity and eligibility verification
- Government subsidy eligibility
- Grant application submission
- Grant status enquiry
- SkillsFuture Credit claim and payment
- Course fee and funding information
- Enrolment updates
- Withdrawal and cancellation
- Session and attendance submission
- Assessment result submission
- Course completion submission
- Certification information
- Claim, disbursement and payment status
- Reconciliation and exception handling

INTEGRATION OPERATIONS DASHBOARD

- Submission status by course run
- Pending and rejected transactions
- Missing information alerts, before the deadline rather than after
- Grant application status
- Attendance and completion submission status
- Funding and disbursement status
- API error details in plain language
- Resubmission controls, with permission
- Complete integration audit trail

The dashboard is the point. A training provider's real risk is not that an API call fails; it is that nobody notices for three weeks. The operations dashboard turns the integration from an invisible background process into something a named person at SOQ owns, checks daily, and can act on directly. Every rejected submission has a reason, a course run, an affected student list and a resubmit button.

Daily
A named owner at SOQ checks the queue

Per run
Submission status visible course run by course run

Plain
API errors explained in language staff can act on

Traceable
Every submission and retry kept in the audit trail

Rejected and incomplete submission reporting, reconciliation and API transaction reporting are also available as standard reports; see page 24.

One order, one invoice, one set of books

The TMS owns course pricing, subsidies, exemptions and orders. Xero remains the accounting system of record for invoices, payments, credit notes and financial reporting. The integration keeps them in step so that what your accountant sees is what actually happened on the course.

COURSE ORDER MANAGEMENT

- Order created on application or registration
- Individual and corporate-sponsored orders
- Course fee breakdown by module
- Subsidy and grant deductions
- SkillsFuture Credit allocation
- Discounts and promotional codes
- **Module exemption fee waivers**
- Deposits and instalment plans
- Order amendment, approval and cancellation

BILLING AND PAYMENT

- Invoice generation from the approved order
- Online payment gateway integration
- Payment status tracking
- Partial and instalment payments
- Corporate billing and receipts
- Credit notes and refund processing
- Outstanding payment reminders and ageing report
- Financial holds on enrolment or certification

XERO INTEGRATION

- Students and corporate sponsors synchronised as Xero contacts
- Xero invoices created from approved TMS orders
- Invoice status updated when payment is recorded
- Payments and credit notes synchronised
- Approved refunds posted
- Trainer fees or supplier bills posted where required
- Course revenue mapped to Xero account codes
- Taxes and tracking categories mapped
- Reconciliation dashboard and failed transaction handling
- Synchronisation history and audit log

A safe connection. The Xero link is limited to what it needs: read contacts and invoices, post invoices, payments, credit notes and bills. Every use is recorded, and anything that cannot be undone waits for an approval. The Xero organisation, chart of accounts and tax settings remain under SOQ's control and your accountant's; we integrate to them rather than redefine them.

Subsidy and SkillsFuture Credit amounts are posted against the order so that the student's payable balance, the grant receivable and the revenue recognised are all traceable to the same enrolment.

The questions the institution should be able to answer daily

MANAGEMENT DASHBOARD

- Applications and enrolments
- Active students
- Upcoming course runs
- Course capacity and utilisation
- Attendance and completion rates
- Assessment and pass rates
- Revenue and outstanding payments
- Subsidy and grant status
- Trainer utilisation
- Sales performance

ACADEMIC AND OPERATIONS

- Programme and course-run report
- Enrolment report
- Student progress report
- Attendance report
- Assessment result report
- Completion and certification report
- Withdrawal and deferment report
- Module exemption report
- Trainer roster and teaching-hours report
- Classroom utilisation report

SWDA/WSQ REPORTS

- Trainee registration status
- Grant application status
- Attendance submission status
- Assessment and completion status
- Funding and disbursement report
- Rejected or incomplete submission report
- Reconciliation report
- API transaction report

FINANCIAL AND SALES

- Course revenue
- Revenue by programme and intake
- Subsidy and SkillsFuture Credit utilisation
- Outstanding invoices
- Refund and withdrawal amounts
- Lead conversion
- Sales agent performance
- Sales commission
- Corporate-sponsored enrolments

Reports as a standard capability, not a custom build each time. Every report above is filterable by programme, intake, course run, date range and owner, and exportable to Excel. Because they read the operational records directly, a report never disagrees with the screen it came from.

★ Which intakes are under-filled with two weeks to go

★ How much subsidy is applied for but not yet disbursed

★ Which students are attending but have not paid

★ Which enquiry sources actually convert to enrolments

Dashboard content is governed by the same permission model as the underlying records, so each role sees the figures their access allows.

Who can do what, and how it is proved afterwards

A system holding student personal data, funding evidence and money needs three things to be true at once: access fits the job, anything consequential waits for an approval, and everything that happened can be reconstructed later.

USER AND ACCESS MANAGEMENT

- User account management with activation and deactivation
- Role-based access control
- Department and team-based permissions
- Access scoped by programme or course
- Data-level restrictions within a screen
- Password and session policies
- Multi-factor authentication
- Singpass authentication where applicable
- Delegated approval authority

Roles: System Administrator, Management, Academic Administrator, Course Administrator, Admissions Officer, Sales Manager, Sales Agent, Finance Officer, Trainer, Student, Auditor or read-only user.

WORKFLOW AND APPROVALS

- Configurable application workflows
- Offer approval
- Module exemption approval
- Fee waiver and discount approval
- Refund approval
- Attendance adjustment approval
- Assessment result approval
- Trainer fee approval
- Escalation and delegation
- Complete approval history on every decision

Anything that moves money, releases a result or changes a funding submission stops and waits for a named person.

GOVERNANCE AND AUDIT

- Complete user activity log
- Record creation and change history
- Approval audit trail
- Integration transaction logs
- **Personal data access logs**
- Consent management
- Data retention settings
- Data export and anonymisation
- PDPA-aligned access and handling controls

Deleting archives a record rather than destroying it, so anything removed by mistake can be brought back and nothing disappears from the audit trail.

Notifications and documents. Email, SMS and in-app notifications run from configurable templates: offer letters, enrolment confirmations, invoices and receipts, attendance alerts, course reminders, certificates and transcripts. Every generated document is filed in a central repository with versioning and access controls, attached to the student it belongs to.

PDPA-aligned handling covers consent capture, purpose limitation, access logging, retention and the ability to export or anonymise a student record on request.

How it is built and where it runs

The system is deployed on AWS in the Singapore region, sized for SOQ's current volumes with room to grow, and operated by Morpheus Labs under the maintenance and support agreement. The annual infrastructure cost quoted on page 31 covers the environments described here.

PLATFORM ARCHITECTURE

- Web applications served through a content delivery network with a web application firewall in front
- Application tier running across multiple availability zones
- Managed relational database with automated backups and point-in-time recovery
- Object storage for learning materials, documents and generated certificates
- Encrypted at rest and in transit throughout
- Integration Hub deployed as its own service with its own queue and log store
- Separate development, staging and production environments
- Secrets and API credentials held in a managed secrets store
- Centralised logging, metrics and alerting
- Scheduled backup verification and a documented restore procedure

OPERATIONAL COMMITMENTS

- **Singapore region** hosting, keeping student personal data in-country
- 99.9% platform uptime, monitored continuously
- Daily backups with defined retention
- Security patching under the maintenance agreement
- Environment access restricted and logged
- Annual review of sizing against actual volumes

3
Environments: dev, staging, production

Multi-AZ
Application and database resilience

99.9%
Uptime commitment

SG
Region for all student data

Infrastructure is quoted at S$18,000 per year at the sizing described above. Should SOQ's volumes grow materially beyond the assumptions agreed at discovery, we will review the sizing with you rather than absorb or surprise you with the difference.

BUSINESS VALUE

The value this unlocks

Indicative gains by value wave. Near term arrives with go-live; mid term builds as the integrations and the data bed in.

WAVE	SOURCE	AREA	EXPECTED GAIN
Near term	Productivity	**Registration and admissions**	One application pipeline replaces forms, spreadsheets and email chasing; est. 60 to 70% less administrative handling per application, and status questions answered by the portal rather than by staff
Near term	Revenue protection	**Subsidy and grant accuracy**	Eligibility and net fee established before payment, and grant applications submitted from the enrolment record; fewer post-payment corrections, refunds and re-submissions
Near term	Productivity	**Attendance capture**	QR and code check-in with trainer verification replaces paper attendance across every run; est. 70 to 80% less attendance administration per cycle
Near term	Productivity	**Scheduling and rostering**	Conflicts prevented at creation rather than discovered on the day, with trainer, room and calendar checked automatically across all runs
Mid term	Cash flow	**Funding disbursement**	Attendance, assessment and completion submitted on time from one record, with a dashboard showing what is pending or rejected; less funding delayed by incomplete evidence
Mid term	Cost recovery	**Module exemption**	Prior learning matched automatically against the configured validity window, so exemptions are applied consistently and the fee waiver is never missed or misapplied
Mid term	Productivity	**Trainer fees and commission**	Fees computed from approved hours and commission from actual payments, with clawback applied automatically; est. 50 to 60% less monthly preparation, and fewer disputes
Mid term	Productivity	**Finance and accounting**	Orders, invoices, payments and credit notes reach Xero continuously; est. 50 to 60% less finance data entry and a live picture of receivables
Mid term	Increase revenue	**Lead conversion**	Enquiries assigned, scored and followed up automatically, with conversion measured at every step; est. 10 to 15% improvement in enquiry-to-enrolment conversion

Gains are indicative, based on comparable deployments in regulated training and education settings. They will be baselined with your team during the discovery phase so that improvement is measured against SOQ's own starting position rather than an industry average.

TIMELINE

Twenty weeks to go-live

WEEKS 1 TO 3	WEEKS 4 TO 5	WEEKS 6 TO 14	WEEKS 15 TO 17	WEEKS 18 TO 19	WEEK 20
Discover	Design & foundation	Build	Integrate & test	UAT & train	Go-live

Weeks 1 to 2	Project kickoff and governance; Environments provisioned; Requirements: programmes, courses, modules, fees; Admissions and exemption policy; Roles and approval limits
Week 3	Technical workshops: SWDA API scope and Corppass roles; Xero chart of accounts; Privyr export; Zoom, Pigeonhole, payment gateway
Weeks 4 to 5	Solution design sign-off; Data model and integration backlog confirmed; AWS landing zone; Platform foundation: identity, Singpass, roles, notifications, documents
Weeks 6 to 7	Programme and course setup; Course run and intake planning; Trainer records and rostering
Weeks 8 to 9	Course website and catalogue; Short course registration; WSQ registration, eligibility and SkillsFuture Credit
Weeks 10 to 11	Diploma application, screening and offer workflow; Module exemption and fee waiver engine
Weeks 12 to 13	Enrolment and Student 360; Attendance; Assessment and certification; Student Portal
Week 14	Trainer Portal; CRM, opportunity and commission; Privyr migration
Weeks 15 to 16	SWDA/WSQ Integration Hub against sandbox; Integration operations dashboard
Week 17	Finance, orders, payment gateway and Xero integration; System integration testing
Weeks 18 to 19	End-to-end, performance and security testing; Data migration dry run; User acceptance testing; User training across all roles
Week 20	Production cutover, SWDA production credentials, system go-live 🚀

Indicative plan, confirmed at kickoff. Build tracks run in parallel across portal, admin and integration teams. Assumes SOQ's academic, admissions, finance and IT leads are available for the workshops, that SWDA sandbox access is granted by week 4, and that Xero and Privyr data owners are available in week 3.

How we deliver and support you

🎓

Train the trainer

Training is included for each delivered application and for the platform: administration, admissions, finance, academic, CRM, trainer and student roles. Your key users are trained to train the rest of the institution, and take away role-based guides they can hand to a new joiner.

🛡

Standard SLA, applied automatically

The standard SLA applies to every delivered application and to the platform from go-live. No extra sign-up and no hidden tiers. Premium support is available as an option, priced on page 31.

🔧

Maintenance and support scope

Covers incidents, defects and application maintenance, including security patching and the environments described on page 26. Change requests and new features beyond the scoped capability areas are quoted separately.

👀

You see it as it is built

You do not wait until week 20 to find out what you are getting. We walk your team through working software at the end of each build sprint, so questions and changes surface while they are still cheap to make.

📊

Uptime you can check yourself

Platform availability is monitored continuously and published, so SOQ can verify uptime independently rather than take our word for it at the end of the quarter.

🎫

One channel for problems

Issues are raised through a single support channel with severity, ownership and resolution tracked against the SLA. Your team always knows where a problem stands and who has it.

Post go-live hypercare. The first funded course run through the new system is the one that matters. We stay close through the first full cycle after go-live: first intake, first attendance submission, first assessment outcome, first claim and first Xero reconciliation, so that the first time each of these happens in production, someone from the delivery team is watching it with you.

Training is delivered in Singapore, in person or online as SOQ prefers, and scheduled in week 19 so that it lands immediately before go-live.

Uptime and response commitments

🕑 **SUPPORT HOURS**

- **Standard:** 9am to 5pm daily, Singapore time, excluding weekends and public holidays
- **Premium:** 9am to 8pm daily, Singapore time, including weekends and public holidays

The standard SLA applies automatically to every delivered application. Premium support is an option, priced on page 31.

⏱ **PLATFORM UPTIME PROMISE**

99.9%

uptime · monitored 24×7

Monitored continuously and published, so SOQ can verify it independently.

SEVERITY	STANDARD RESPONSE	STANDARD RESOLUTION	PREMIUM RESPONSE	PREMIUM RESOLUTION
Critical	2 hr	4 hr	2 hr	4 hr
High	4 hr	8 hr	4 hr	6 hr
Medium	8 hr	16 hr	8 hr	16 hr
Low	24 hr	40 hr	16 hr	24 hr

Severity in this context. A failure that blocks student registration during an open enrolment window, or that stops a funding submission reaching SWDA before a deadline, is treated as critical. Severity is assigned against business impact, not technical complexity, and issues are downgraded when a workaround is available. Times are measured within the applicable support hours.

The SLA above applies to the SOQ Admin Workspace, the Student Portal, the Trainer Portal and the shared integration services from the go-live date.

Commercials

A fixed one-time implementation fee across the three applications, plus predictable annual maintenance and infrastructure. All figures in SGD, excluding GST.

ITEM	BASIS	AMOUNT
IMPLEMENTATION AND INTEGRATION · ONE-TIME		
SOQ Admin Workspace	Programme and course setup, course run and intake planning, trainer rostering, admissions, module exemption and fee waiver, enrolment, Student 360, attendance, assessment and certification, CRM and commission, finance and orders, reporting, user management and governance. **Includes the SWDA/WSQ Integration Hub and the Xero integration.**	**S$100,000**
SOQ Student Portal	Course website and catalogue, enquiry capture, applicant identity including Singpass and overseas applicants, diploma application, short course and WSQ registration with subsidy and SkillsFuture Credit, learning content, online assessment, Zoom and Pigeonhole Live, attendance check-in, learning history, certification and student self-service.	**S$100,000**
SOQ Trainer Portal	Trainer profile and qualifications, roster and assignment acceptance, course delivery and materials, attendance capture and verification, assessment and marking, trainer fee and commission computation, and the Xero export.	**S$50,000**
One-time total	**Payable against the delivery milestones on page 32**	**S$250,000**
ANNUAL RECURRING		
System maintenance and support	Incidents, defects, application maintenance and security patching across all three applications and the shared integration services, under the standard SLA	**S$25,000**
AWS infrastructure	Singapore region hosting: development, staging and production environments, multi-AZ application and database, storage, backups, CDN, WAF, monitoring and logging	**S$18,000**
Annual recurring total	**From go-live, billed annually in advance**	**S$43,000**
OPTIONAL · NOT INCLUDED IN THE TOTALS ABOVE		
Premium support	Per year · extended hours including weekends and public holidays, with the improved resolution targets on page 30	**S$12,000**

COVERED BY THESE FIGURES

All thirteen capability areas across the three applications; the SWDA/WSQ Integration Hub and the Xero integration built and tested; the Privyr data migration; user training for every role; the AWS environments; and the standard SLA, applied automatically.

NOT INCLUDED

Premium support unless taken as an option; third-party subscriptions and licences including Xero, Zoom, Pigeonhole Live and Singpass digital services; payment gateway and messaging charges; change requests beyond the scoped capability areas; and GST. See page 33.

Year 1 total is S$293,000: one-time S$250,000 plus annual recurring S$43,000. With premium support, year 1 is S$305,000 and each subsequent year S$55,000. Validity: 30 days from issue. All prices in SGD, excluding GST.

Milestones, and what we need from SOQ

STAGE	MILESTONE	TIMING	%	AMOUNT
1	**Contract signing and project mobilisation**	Week 1	20%	**S$50,000**
2	**Solution design and integration backlog signed off**	Week 4	20%	**S$50,000**
3	**Build complete across all three applications**	Week 14	30%	**S$75,000**
4	**User acceptance testing signed off**	Week 19	20%	**S$50,000**
5	**Production go-live**	Week 20	10%	**S$25,000**
	Implementation and integration total		**100%**	**S$250,000**

RECURRING CHARGES

Annual maintenance, support and AWS infrastructure commence on the go-live date and are billed annually in advance. Premium support, if taken, is billed on the same cycle. Invoices are issued on milestone acceptance with 30-day payment terms.

ASSUMPTIONS THIS PRICE DEPENDS ON

- **SWDA access.** SOQ holds, or obtains before week 4, the SWDA subscriptions, Corppass e-service roles and sandbox credentials required for the APIs in scope. The final API list is confirmed in discovery; APIs outside SOQ's approved subscriptions are not in scope.
- **Singpass.** SOQ completes its own Singpass onboarding for the digital services required. Government-side onboarding timelines are outside our control.
- **Third-party accounts.** SOQ holds the Xero organisation, Zoom licences, Pigeonhole Live account, payment gateway merchant account and messaging accounts, and provides access to them for integration.
- **Availability.** SOQ's academic, admissions, finance, sales and IT leads are available for discovery workshops, sprint reviews and UAT within the weeks shown on page 28.
- **Data.** Source data for migration, including the Privyr export and the course catalogue and student records held in the current TMS, is provided in an agreed format during week 3. Cleansing beyond the agreed scope is quoted separately.
- **Scope.** Pricing is against the capability areas on page 6. Material additions are handled through a change request rather than absorbed silently into the timeline.

Where a dependency above slips, we will flag the schedule impact at the time rather than at the end, and agree a revised date with you before it affects the go-live commitment.

OUT OF SCOPE

What this proposal does not include

To keep pricing transparent, the following are excluded and remain SOQ's responsibility. We are happy to advise on, or separately price, any of them.

NOT IN THIS SCOPE

- Premium support, which is optional and quoted separately
- Authoring of course content, learning materials, videos or assessment banks
- SCORM or xAPI authoring tools and third-party LMS content packages
- Payroll processing, CPF and IRAS submission files for trainers or staff
- Student recruitment agent portals and commission structures beyond the CRM commission model described
- Accreditation and course application submissions made directly by SOQ on the government portal
- Alumni management, fundraising and marketing automation platforms
- Native mobile applications for iOS or Android; the portals are responsive web applications
- Migration of historical attendance, assessment or financial transactions beyond the agreed import scope

THIRD-PARTY LICENCES AND VENDOR COSTS

- Xero subscription
- Zoom licences and any Zoom API charges
- Pigeonhole Live subscription
- Payment gateway setup, merchant account and transaction fees
- SMS, email and WhatsApp messaging charges
- Singpass digital service charges and onboarding costs
- Any usage or access fees charged by SWDA or other systems we connect to
- Domain names, TLS certificates outside the platform, and any third-party analytics tools SOQ elects to add

CLIENT-SIDE ITEMS AND CHANGES

- Change requests and new features beyond the scoped capability areas
- Data cleansing beyond the imports listed in the scope
- SOQ network, endpoint, device and internal IT security items
- Business process definition where SOQ policy has not yet been decided
- Third-party audits, penetration testing and certification exercises commissioned by SOQ
- Content translation and multi-language versions of the portals
- Taxes, including GST

> Anything not expressly listed in the capability areas on page 6 is excluded. We will flag scope questions early rather than surprise you later, and any change request is quoted with its schedule impact before work begins.

Several of the exclusions above are natural phase two candidates. We are happy to shape them into a follow-on roadmap once the core system is live.

OUR TEAM

The people accountable to you

HK

CHIEF SOLUTION OFFICER

Hankiong

linkedin.com/in/hk13

Leads the solution design and delivery. Deep experience building and running consumer and business product platforms, including subscription, membership and customer data systems at scale, now focused on systems that run day-to-day operations end to end.

AK

CHIEF AI TECHNOLOGY OFFICER

Andy Koh

linkedin.com/in/andy-koh-8b3b8753

Leads the engineering: the platform architecture, the SWDA and Xero integration layers, and the operational work that keeps them dependable day to day when a failed submission has money attached to it.

SW

ACCOUNT DIRECTOR

Sonny Wee

linkedin.com/in/sonny-wee-97352367

Your single point of contact for the engagement: commercials, scheduling, escalations, and making sure the right people are in the room when you need them, from kickoff through to hypercare.

Named
Leads committed for the whole engagement

One team
Portal, admin, integration and accounting

Singapore
Delivery and support in your time zone

Continuous
The build team supports what it built

The wider delivery team. Behind the three named leads, the engagement is staffed with solution and business analysts, full-stack engineers across the portal and admin applications, an integration engineer dedicated to the SWDA hub, a QA lead running system and acceptance testing, and a DevOps engineer owning the AWS environments. The same team that builds the system supports it after go-live, so nothing is handed to strangers at week 20.

Named leads are committed for the duration of the engagement. Any change to the named team is agreed with SOQ in advance.

Why Morpheus Labs

🎯

One accountable partner across the whole chain

Public portal, admin workspace, trainer portal, the SWDA integration layer and the Xero connection: one team, one contract, one place the buck stops. The hardest failures in a system like this happen at the seams between vendors, and in this engagement there are no seams.

⚖

We treat the government integration as the main event

Most training management proposals treat WSQ integration as a line item. It is the part of this scope with the most APIs, the most edge cases and the most money attached, so we give it its own architecture, its own dashboard and its own owner at SOQ. That is a design decision, not a feature.

⚙

Policy is configuration, not code

The 18-month exemption window, subsidy rules, approval limits, commission plans, attendance thresholds and certification rules are all held as configuration. When SOQ's policy changes, or SWDA's does, the answer is a settings change rather than a change request and a release cycle.

🛡

Built to be audited

Every approval, every attendance adjustment, every result release, every submission to SWDA and every posting to Xero is attributed, timestamped and recoverable. When a claim is queried or a student disputes a fee, the answer is one record with its history attached, not five people checking five systems.

What we would like to do next. Walk your academic, admissions, finance and IT leads through the solution in detail, confirm the SWDA API list against SOQ's approved subscriptions, and tighten the scope and the schedule with your team. That conversation costs nothing and makes the first four weeks of the project considerably faster.

Thank you.

We would welcome the opportunity to walk you through the solution in detail, and to tailor the scope, the schedule and the integration plan with your team.

ENQUIRIES
sales@morpheuslabs.io

WEB
morpheuslabs.io

PROPOSAL
August 2026