

A Report On
**Identifying Skill Gaps and Tailoring Employee Training and
Development Programs to Meet Organizational Needs at MASTER
WiZR.**

By
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ID: 18304054

An internship report submitted to **Brac Business School** in partial fulfillment of
the requirements for the degree of **Bachelor of Business Administration**

Brac Business School
Brac University
August 2023

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Declaration

I hereby affirm that,

1. The internship report I'm submitting is an original work conducted during my degree program at Brac University.
2. It does not include any content that has been previously used, published, or authored by any other individual, organization, or third party.
3. This report is entirely unique and has not been submitted for any other degree at any university.
4. I have accurately cited and referenced all secondary sources used in this internship report.
5. I have acknowledged all primary sources of assistance throughout the project.

Student's Full Name and Signature:



Maria Latif Tanima

Student ID: 18304054

Date: 10th September, 2023

Supervisor's Full Name and Signature:

Saif Hossain

Assistant Professor & Director (BBA Program)

BRAC Business School

BRAC University

Date:

Letter of Transmittal

Mr. Saif Hossain
Assistant Professor & Director (BBA Program),
Brac Business School
Brac University
66 Mohakhali, Dhaka-1212

Subject: Internship report on the title “Identifying Skill Gaps and Tailoring Employee Training and Development Programs to Meet Organizational Needs at MASTER WiZR.”

Dear Sir,

I am submitting my internship report titled “Identifying Skill Gaps and Tailoring Employee Training and Development Programs to Meet Organizational Needs at MASTER WiZR.” for the **BUS400** course, which was conducted while working with the **HR** and **Digital Marketing** team remotely.

I have put in considerable effort to ensure the accuracy and quality of this report. I hope it meets your expectations. If you need clarification or have any questions, please do not hesitate to reach out.

Sincerely yours,

Maria Latif Tanima

ID: 18304054

Brac Business School

Brac University

Date: 26 August 2023

Non-Disclosure Agreement

MASTER WIZR

MASTER WiZR AS, Org nr. 924722215, is registered in Norway. Address: Vardeveien 3, 1363 Høvik. In the event of eventual legal disputes, this will be handled by Oslo District Court (Tingrett), Norway, Following Norwegian law. Contract essentials are as follows.

This Agreement is entered into by and between MASTER WiZR and undersigned student at Brac University, Maria Latif Tanima.

The following applies to this engagement:

1. **Confidential Information:** "Confidential Information" shall mean any non-public information, data, documents, business strategies, or intellectual property disclosed by the Company to the Intern during her internship.
2. **Non-Disclosure Obligation:** The Intern shall not disclose or use, directly or indirectly, any Confidential Information for her benefit or any other entity's benefit except as required for her internship responsibilities and academic work for MASTER WiZR.
3. **Use and Protection of Confidential Information:** The Intern shall take reasonable steps to safeguard Confidential Information and use it solely for internship duties and academic work for MASTER WiZR. She shall not reproduce, distribute, disclose, or use it inconsistently with this Agreement.
4. **Return of Confidential Information:** Upon internship completion or upon request, the Intern shall promptly return all materials containing Confidential Information and not retain any copies.

This Agreement constitutes the entire understanding between the Parties concerning its subject matter and supersedes all prior agreements. The signature confirms agreement to the terms and the completeness of all information.

On behalf of MASTER WiZR AS.

City Dhaka, Bangladesh
Date 15/03/2023

Consultant

City Dhaka, Bangladesh
Date 14/03/2023



Sadab Reza, Team Lead



Maria Latif Tanima, Intern

Acknowledgment

I want to begin by expressing my gratitude to the divine for allowing me the chance to be a part of a company that shares my interests and aspirations. Additionally, I extend my heartfelt thanks to my respected supervisor, Mr. Saif Hossain, for his unwavering support and guidance during my internship. His advice and guidance have significantly helped me shape the report initially. Also, his invaluable expertise and advice have significantly contributed to my growth in this field. I also acknowledge my friends for their assistance in preparing this report.

I appreciate the opportunity given by MASTER WiZR for my internship. The continuous guidance and support from my colleagues and supervisors have been instrumental in the successful completion of my project. Lastly, I'd like to convey my appreciation to my supervisor, Sadab Reza, for his mentorship and direction.

This internship has equipped me with fresh skills and knowledge that I believe will be invaluable for my future endeavors.

Executive Summary

This report investigates the critical issue of addressing skill gaps and tailoring employee training and development programs to meet organizational needs at MASTER WiZR. The study unfolds in three primary objectives:

Objective 1: The effectiveness of current training programs was assessed, with positive results showing improved skills, confidence, job performance, and satisfaction among employees.

Objective 2: Skill gaps and training needs were identified through surveys, revealing employee interest in "Future of Work" and emerging technologies. Most employees felt prepared for their roles, but there is room for program enhancements.

Objective 3: Tailored training programs were designed to bridge identified skill gaps, and a continuous feedback loop was recommended to adapt to evolving needs.

In conclusion, the findings from the interviews and surveys suggest that MASTER WiZR is actively engaged in addressing skill gaps through effective training and development initiatives. The company's commitment to enhancing employee competence aligns with the dynamic demands of the contemporary digital landscape. The recommendations provided offer a roadmap for MASTER WiZR to further optimize its training and development programs, foster a culture of continuous learning, and remain competitive in an ever-evolving industry.

By embracing these recommendations, MASTER WiZR can empower its workforce, enhance job satisfaction, and fortify its position as a leading player in the rapidly evolving technological landscape. This report underscores the pivotal role of strategic skill development in shaping the organization's future success.

Keywords: Skill gaps; Training and development programs; Employee performance; Organizational needs; Training needs assessment.

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List of Acronyms

3D	Three-dimensional
B2B	Business to Business
BI	Business Intelligence
CAGR	Compound Annual Growth Rate
CD	Creative Director
CEO	Chief Executive Officer
HR	Human Resources
KPI	Key Performance Indicator
MW	MASTER WiZR
PaaS	Platform as a Service
QA	Quality Assurance
SaaS	Software as a Service
SEO	Search Engine Optimization
SME	Small and medium-sized enterprises
WOM	Word of mouth

Chapter 1: Overview of the Internship

1.1 Student Information

Name of the Student: Maria Latif Tanima

Student ID: 18304054

Major: Human Resource Management | Minor: Marketing

Department of Bachelor in Business Administration, Brac Business School

1.2 Internship Information

1.2.1 Company Details & Period

Company Name: MASTER WiZR

Department in which the student worked: Human Resources and Digital Marketing

Headquarter: Oslo, Norway (Remote)

Period: March 20, 2023 to August 25, 2023

1.2.2 Company Supervisor Information

Name: Sadab Reza

Designation: Team Lead, Digital Marketing and Research

1.2.3 Job Scope

- As an intern of MASTER WiZR, I had to support the HR team with various administrative tasks, including preparing HR-related documents and reports.
- Assisting with maintaining accurate employee records and databases, ensuring data integrity and confidentiality.
- Coordinating training sessions and workshops, and helping to track employee participation and feedback.
- Assisting in the development of training materials and resources.

1.3 Internship Outcome

1.3.1 Student's contribution to the company

1. As an intern, I organized innovative workshops to introduce emerging industry trends.
2. Promoted inter-departmental collaboration through knowledge-sharing sessions, enhancing cross-functional understanding and skill diversification.
3. Established feedback systems to enhance training initiatives.
4. Designed personalized learning paths for skill development.
5. Arranged soft skills training for improved communication and leadership.
6. Curated e-learning resources for self-directed skill enhancement.
7. Collaborated with management to strategize for the company's future growth, ensuring that training programs remain aligned with industry trends and technological advancements.

1.3.2 Benefits to the Student

- Gaining insights into international employees, a comprehensive HR team, and the global operations of an organization.
- Collaborating with diverse stakeholders, teams, and creative individuals to develop a well-rounded market understanding, broadening the student's viewpoint.
- Enabling the student to apply academic learning to real-world scenarios in Human Resources Management and Marketing, comprehending various organizational aspects such as recruitment, financial systems, and operations, which are valuable for the student's future pursuits.
- Engaging in idea generation and task allocation improved the student's time management, productivity, and multitasking abilities.

1.3.3 Problems/Difficulties

- During my internship tenure, I encountered several challenges that provided opportunities for growth and adaptation. One such challenge was the time zone disparity. The company's Oslo-based headquarters, which caters to a globally distributed workforce, scheduled meetings with consideration for the universal time zone. This time zone difference occasionally required me to participate in team meetings late at night in my local time, fostering a valuable experience in managing time effectively across diverse time zones.
- Another notable aspect of my internship involved MASTER WiZR's product development phase. While the product was accessible online, it was still in its testing phase, which presented an exciting challenge for our marketing efforts. The extended development phase allowed us to refine our strategies and maintain audience interest, emphasizing the importance of a well-thought-out product launch.
- Operating remotely from Bangladesh offered flexibility in choosing my work environment, but it also came with unique challenges. The need for consistent network connectivity became evident as I navigated unfavorable weather conditions and other barriers that occasionally disrupted my internet connection. Overcoming these challenges enhanced my adaptability and problem-solving skills.

Additionally, the transition from in-person interactions to virtual communication presented its own learning curve. The occasional communication delays underscored the importance of clear and efficient online communication, promoting the development of effective remote work practices.

Overall, my internship experience at MASTER WiZR provided a platform for personal and professional growth, allowing me to overcome challenges with a positive and proactive mindset.

1.3.4 Things I Learned in this Internship

The primary objective of this internship is to translate theoretical classroom knowledge into practical scenarios and real-world applications. My journey at MASTER WiZR commenced

within the HR department and later extended to the Digital Marketing team. Over the course of the past five months, I had the opportunity to engage with both departments and collaborate closely with skilled professionals. This experience highlighted that excelling in HR demands a distinct skill set in addition to the foundational competencies. I found myself acquiring new skills to address specific tasks assigned by my superiors. The insights gained during this five-month period can be summarized as follows:

- Designing and executing experiments and surveys.
- Gathering, documenting, and evaluating data utilizing tools such as Google Forms, Power BI, and Tableau.
- Generating reports and compiling data for various teams and projects.
- Working alongside experienced professionals fostered improved collaboration and effective teamwork.
- Recognizing that HR roles demand specialized abilities beyond general skills underscored the complexity of the field.
- Exposure to real-world scenarios contributed to a deeper understanding of industry dynamics.

1.3.5 Recommendations

One key recommendation I have for MASTER WiZR is to accelerate the launch of its product to a wider audience. Timely product introduction is vital, as it keeps potential users engaged and prevents them from seeking alternative solutions. Given the product's inherent appeal and substantial potential, a prompt launch is crucial to fully capitalize on its market viability. Furthermore, it's important to recognize that no product can achieve perfection before its mass release, as real user experiences and feedback play a pivotal role in shaping and improving the product over time.

Chapter 2: Organization

2.1 Introduction



Figure 1: Logo of MASTER WiZR

MASTER WiZR, the forefront solution for presentation and meeting needs, redefining communication systems like never before. This platform is meticulously crafted to optimize online and offline meetings, promising enhanced efficiency, effectiveness, and seamless user experience. Collaborating on over 1000 projects with leading companies, MASTER WiZR provided integrated solutions for marketing campaigns, sales, and HR processes. This versatile software caters to students, freelancers, consultants, and organizations, offering a new paradigm in communication.

Headquartered in Oslo, Norway, MASTER WiZR boasts a diverse global workforce of nearly 100 employees. The products excel in content sharing, online meetings, presentation creation,

streaming, video conferencing, and much more. Powered by two key modules—LIBRARY and STUDIO—a cloud-based system revolutionizes content organization, presentation, and distribution, propelling presentations into the digital age.

Consumers can experience the transformation with MASTER WiZR as a gateway to an innovative way of working.

2.2 Overview of the Company

Mission: “To achieve excellence”

Vision: “To create a workspace that enables productivity, collaboration, and fun”

Slogan: “Get WiZR”

Reference: <https://masterwizr.com/about-us/>

2.2.1 Belief

Given the early stage of our company, our primary emphasis lies in fostering a vibrant user community. We are dedicated to establishing a brand that seamlessly integrates into the daily routines of our users. Guided by principles of transparency, sustainability, and unwavering ethical standards, our business growth strategy is firmly rooted in integrity. The essence of our company's ethos is detailed below to offer a deeper insight:

- **Data Protection:** At MASTER WiZR, user security is paramount, leading to a staunch stance against data monetization or sharing.
- **Affordability:** We prioritize cost-effectiveness by maintaining reasonable subscription fees for premium services.
- **Global Reach:** Our commitment to global expansion resonates in both recruitment practices and product utilization.
- **Pursuit of Excellence:** The core belief driving MASTER WiZR is the relentless pursuit of excellence across all endeavors.

- **Inclusivity:** Valuing every individual equally is ingrained in our ethos, evident in our recruitment system and diverse employee base.

2.2.2 Future Goals

Since its inception, MASTER WiZR has been driven by a singular vision: to create a communication system that not only distinguishes itself from the crowd but also uplifts users, employees, and society as a whole through democratized communication. Our commitment to breaking down geographical and technical barriers, ensuring cost-effectiveness and accessibility, and enhancing user-friendliness underscores our core objectives. Our motto centers around constant innovation and evolution, allowing us to transcend conventions and set new benchmarks while revolutionizing the platform for our valued customers.

2.2.3 Teams Overview



Figure 2: Employees of MASTER WiZR

Embracing its global origins, diversity stands as a cornerstone for MASTER WiZR in its recruitment endeavors. Aligned with our mission to democratize business communications, our organizational structure encompasses three essential teams: Marketing, Technical, and Multi-Disciplinary.

Marketing Teams:

The marketing division comprises three distinct segments:

- **Digital/Design Team:** This team centers on Digital Marketing strategies, spearheading tasks like SEO optimization, email marketing, and crafting impactful landing pages on Google through ad analytics.

- **Conversions/Creative Team:** Dedicated to content creation, this team excels in content writing, editing, posting, and producing articles, contributing to our brand's impactful online presence.
- **Research Team:** With a focus on research and development, this team collaborates with designers in shaping product evolution, ensuring innovation remains at the heart of our offerings.

Technical Teams:

Comprising six distinct divisions as follows:

- **Publishing:** Tasked with software development, tool creation, and in-depth research, this team drives innovation within our products.
- **Video:** Focusing on both software and video-related tasks, this team excels in video editing, rendition, and the integration of 3D space elements.
- **Core:** The core team holds responsibility for crucial aspects like Quality Assurance (QA) testing, issue resolution, and providing support to other technical teams.
- **Data:** Specializing in data management, this team oversees the tracking and safekeeping of crucial information.
- **Design:** The Master Design team works diligently on user interface design using cutting-edge tools like Figma, ensuring our products offer an intuitive user experience.
- **Quality Assurance:** This team monitors and maintains the quality standards across various teams, including sales, marketing, and testing, ensuring consistency and excellence throughout.

Multi-Disciplinary Team:

Comprising a diverse range of divisions including Sales, Management, and various cross-functional teams, our organizational structure fosters collaboration and specialization.

Throughout my internship, I began my journey with the research team before transitioning to the Digital Marketing team due to my keen interest in this domain. Each division operates with a notable degree of autonomy, and performance evaluations are conducted quarterly.

Acknowledging exceptional achievements, incentives are extended to the teams that exhibit top-tier performance.

2.3 Management Practices

2.3.1 Leadership Style

At MASTER WiZR, the prevailing leadership style is democratic, fostering a shared decision-making process wherein participants and employees actively engage in discussions and communicate directly with their director. The Chief Executive Officer assumes the role of the Creative Director, holding the highest organizational position. This Creative Director serves as both a team facilitator and an initiator, undertaking diverse responsibilities.

The company is organized into three teams, each comprising separate divisions, team leads, strategists, and team members. These team leads act as primary points of contact for addressing issues, overseeing task distribution among team members, and maintaining workflow coordination. Team trackers play a crucial role in organizing peer reviews, reporting any deviations to the team lead, and ensuring updates are well-documented on platforms like JIRA. Additionally, Team Coordinators manage absenteeism records, update internal platforms, provide assistance to management, and often participate in cross-functional projects.

Embodying the democratic leadership approach, all employees have the avenue to report directly to the Creative Director. MASTER WiZR highly values the input and viewpoints of each team member, embracing a culture that encourages idea sharing and diverse perspectives. By working collaboratively and leveraging the strengths of each team, the company aims to optimize performance and achieve collective success.

2.3.2 Recruitment Process

MASTER WiZR employs a dual approach to its recruitment process, encompassing both external and internal recruitment methods.

- **External Recruitment:** This fundamental method involves candidates applying for specific positions. The company initiates a sourcing process, wherein applications are scrutinized and a select group is shortlisted for further consideration. Subsequently, assessment tests are administered to evaluate candidates' suitability. Those who progress to the next stage undergo interviews with the hiring manager. These sessions encompass in-depth discussions about roles, responsibilities, and salary negotiations. If alignment is achieved, the candidate is extended an offer letter.
- **Internal Recruitment:** This pathway comes into play when a team lead recommends an individual for a vacant position. These referrals can originate from current employees or external sources. In cases of internal recruitment, only assessment sessions for external candidates and final interviews are conducted. This streamlined process recognizes the potential of existing team members and their network connections, expediting the search for qualified candidates.

2.3.3 Compensation and Benefits

MASTER WiZR ensures a competitive salary structure that aligns with prevailing industry norms. Upon receiving an employment offer, candidates typically undergo a 3-month probationary period, during which they receive training, development, and close supervision by team leads and quality assurance executives.

In addition to competitive compensation, the company extends a diverse range of fringe benefits. Employees have the autonomy to select their working hours, promoting a flexible work-life balance. Recognizing that a substantial portion of the workforce comprises students, provisions are made to accommodate their examination schedules, allowing them adequate time for preparation.

Moreover, permanent employees enjoy an array of benefits, including paid leaves, unpaid leaves, and medical allowances. MASTER WiZR's commitment to its employees' holistic well-being is reflected in the comprehensive package of benefits it offers.

2.3.4 Training and Development

The training facilities at MASTER WiZR offer an exceptional experience for newly onboarded employees. Upon selection, new recruits engage in a comprehensive one-month onboarding program. Throughout this program, employees participate in daily training sessions, which include shadowing experienced colleagues. The onboarding process also features training sessions and briefings led by team leads, designed to familiarize employees with the company's culture, work environment, and operational processes.

These daily workshops serve as an integral part of the onboarding program. As each workshop concludes, individual and team tasks are assigned to gauge employees' comprehension and application of the material covered. This immersive training approach not only equips new employees with the necessary skills but also aids in acclimating them to the organization's dynamics effectively.

2.3.5 Performance Evaluation and Appraisal

The performance evaluation process at MASTER WiZR is highly effective. Quality Assurance (QA) professionals assess employee performance and provide constructive feedback. This open-door policy extends to employees seeking input or sharing ideas with team leads, QAs, and even the Creative Director.

Quarterly performance appraisal reviews are a prominent feature of the company's appraisal and incentive's structure. During these sessions, the Creative Director collaborates with teams to assess their performance, with top-performing teams receiving incentives as recognition. Additionally, employees have personal Key Performance Indicators (KPIs) that, when achieved, result in incentives, further motivating exceptional performance.

2.4 Marketing Practices

2.4.1 Marketing Strategy

MASTER WiZR has embraced a diverse and comprehensive marketing strategy that revolves around several key factors. The company's marketing approach is shaped by the following elements:

- **Paid Advertising:** Leveraging paid advertising, MASTER WiZR invests in promoting its product on platforms like Facebook. This strategy aims to target a new audience interested in similar services, effectively reaching students, corporations, and more.
- **Cause Marketing:** Demonstrating corporate social responsibility, cause marketing enables MASTER WiZR to pursue profit while positively impacting society. This strategy aligns with the company's commitment to societal betterment.
- **Relationship Marketing:** Prioritizing customer retention over immediate profits, relationship marketing is a cornerstone of the company's strategy. Seeking customer input and feedback, MASTER WiZR refines its offerings to cater to customer preferences, crucial for building a loyal customer base.
- **Undercover Marketing:** Employing subtle tactics, undercover marketing introduces the product to the target audience in an inconspicuous manner. For instance, solutions like MASTER WiZR can be promoted as valuable tools for emergency meetings, skillfully integrating product promotion.
- **Word of Mouth:** Offering a free 7-day trial, MASTER WiZR encourages users to test the product. This strategy leverages users' experiences to foster organic word-of-mouth promotion as satisfied users refer the product to friends and family.
- **Diversity Marketing:** Targeting various demographic segments, such as different age groups and occupations, is a central facet of MASTER WiZR's strategy. This inclusive approach aims to connect with a wide range of individuals, from corporate professionals to freelancers and students, amplifying the product's reach and relevance.

2.4.2 Target Positioning

Target positioning involves dividing the audience into separate categories, choosing the most appropriate segments as the target audience, and strategically presenting the product to cater to those selected groups. In the case of MASTER WiZR, the target audience is categorized into three primary segments:

Students, Professors, Lecturers, Online Classes:

- This segment comprises individuals in academia, including students, professors, and lecturers.
- The product caters to facilitating online classes, enhancing presentations, and enabling effective communication in educational settings.
- Features like interactive presentations and collaborative tools are tailored to improve the virtual learning experience.

Organizations (SMEs, Small and Big Startups):

- This segment encompasses a broad range of businesses, from small and medium-sized enterprises (SMEs) to both small and large startups.
- MASTER WiZR's features are positioned to streamline communication, presentations, and collaborations within organizations, boosting efficiency and productivity.
- The product's versatility and adaptability cater to the varied needs of different business scales and structures.

Freelancers, Content Creators:

- This segment includes freelancers and creative professionals, such as content creators, designers, and consultants.
- The product's functionality is geared towards enhancing communication, collaboration, and presentation of ideas, vital for independent professionals.
- MASTER WiZR offers tools to showcase work, engage clients, and collaborate seamlessly.

Thorough details about the target market are visualized below:

CUSTOMER TYPE	DEMOGRAPHICS (Demographics including gender and age, individuals from varying socio-economic backgrounds, diverse occupations, geographic locations, and more.)	PURCHASING HABITS Degree of control in purchase choices, potential influence, and past buying patterns.	MOTIVATIONS Factors used to select a product.	TOUCHPOINTS Customer touchpoints, including websites, social media, conventional media, personal networks, and more.
Companies	Small and Medium-sized Enterprises (SMEs), Large Corporations, Architectural Firms, Design Studios, Educational Institutions	Executives and Senior Managers	Skill Enhancement, Performance Enhancement	Networking, Social Media Platforms, Word of Mouth (WOM)
Students	Age Group: 18-26	Limited Budget	Enhanced Presentation Skills User-Friendly Interface, Ready-made Templates	Influencers, Social Media Platforms
Freelancers	Diverse Age Groups	Individual Users	Simplified Communication, Effortless Presentation Creation	Email Communications, Word of Mouth (WOM), Social Media Platforms
Influencers	Diverse Age Groups	Individual Users	Presentation Usage: Video Reviews, Gossip Channels, News Channels, Podcasts	Email Communications, Social Media Platforms

Table 1 : Target Market of MASTER WiZR

2.4.3 Product Development

MASTER WiZR has successfully developed several products, including their Studio, Rooms, and Library offerings. The company's dedicated tech teams are tirelessly working to ensure

consumers receive top-notch products. Additionally, beta testing for the live chat feature is currently underway, reflecting the company's commitment to continuous improvement and innovation.

Library - Organize and share content

Studio - Prepare material for meetings

WiZR Connect - Next Gen video conferencing tool

MPublisher - Create presentations

WiZRX - Connect and update news

2.4.4 How MASTER WiZR reaches its goals

- **Crafting Compelling Narratives:** MASTER WiZR recognizes the potency of visual storytelling in conveying its product to the audience effectively. The company has ingeniously crafted a video walkthrough, enabling customers to seamlessly familiarize themselves with the product's navigation and features.
- **Developing Animated Infographics:** A strategic approach, producing animated infographics proves invaluable in presenting data and statistics engagingly to consumers.
- **Prioritizing Search Engine Optimization (SEO):** MASTER WiZR places a strong emphasis on optimizing its online presence on platforms like Google, ensuring it remains prominently positioned in the realm of video conferencing tools.

2.4.5 Customer Journey

A customer journey entails crafting a visual depiction of the complete sequence of a customer's interactions. The primary goal is to comprehend how customers navigate each stage of their journey, identify enhancements to their experience, and integrate additional brand value at every step, rendering the journey more seamless and enriching.

2.5 Financial Practices

MASTER WiZR currently lacks a dedicated finance team to handle financial transactions and matters. The responsibility of tracking bills and financial records rests with a lone Financial Controller. Operational tasks are primarily managed by the Executive Assistant to the Creative Director (CD)/CEO.

As the entire team operates remotely, expenses for items like furniture, equipment, and office space are not incurred. Monthly salaries are the primary financial outlay, overseen mostly by the CD/CEO. Additionally, the CD/CEO is accountable for other technical expenditures such as domain registration, hosting, email servers, software, and marketing.

Despite not having launched their product to the wider market and not generating revenue yet, MASTER WiZR's funds have been provided by investment groups. The company is experiencing year-on-year growth, acquiring new B2B clients and engaging its user base by offering tailored 360 solutions through in-house resources. While not all financial intricacies are fully known, one certainty remains: MASTER WiZR demonstrates astute financial management.

2.6 Operations Management and Information System Practices

MASTER WiZR exemplifies seamless procedural execution due to a shared commitment to roles and a proactive approach to achieving optimal outcomes. Each team is structured with both a coordinator and a leader. The Team Lead oversees task allocation, team member responsibilities, and overall team performance, while the coordinator manages interactions with other teams. Team Leads directly report to the CD/CEO or indirectly through their designated Executives.

WiZR's teams engage in various types of meetings. Weekly sessions are allocated for each team to convene with the CD/CEO, facilitating discussions on task execution and providing clarifications if needed. Furthermore, accessibility to the CD/CEO is maintained through the

Executives, enabling any individual to schedule meetings as necessary. Key attributes of these meetings include:

- **Agenda Alignment:** Adhere to the agreed-upon meeting structure, actively supported by the Team Lead.
- **Preparation:** Review Video Debrief material, take notes, and outline points for clarification during the meeting.
- **Active Engagement:** Participate actively during the meeting, ensuring the camera is on and well-lit. Show support and interest in colleagues' work.
- **Timeliness:** Arrive punctually for meetups and provide a prewarning if unable to attend.
- **Precise Action:** Execute specific requests for collaboration with other teams promptly. Initiate additional work meetings as required.
- **Weekly Planning:** Prioritize tasks for the upcoming week. Engage in both weekly and monthly retrospectives.
- **Jira Utilization:** Refer to Jira documentation during meetings for context. Break down tasks and delegate responsibilities as necessary.
- **Task Descriptions:** Follow the protocol outlined in separate sections for task descriptions.
- **Comprehensive Reviews:** Facilitate diverse review rounds for designs based on the schedules of different teams.

WiZR teams regularly convene meetings to deliberate on operational strategies, aiming to enhance effectiveness and efficiency. These discussions extend to client interactions, wherein outcomes are reviewed, acceptable solutions are proposed, and client feedback is incorporated. These insights are then translated into actionable tasks and a timeline for accomplishment. Clients are informed of this plan before execution commences. Upon task completion, a comprehensive report is furnished to the client, detailing the undertaken work.

The company harnesses a range of digital technologies throughout this process. Microsoft Office Suite, third-party web trackers, digital ad platforms, as well as communication tools like Zoom and WiZR Connect, are employed to facilitate seamless collaboration, tracking, and

communication. This integration of digital tools empowers WiZR to effectively navigate tasks, client interactions, and reporting.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

- **Competitive Rivalry (High):** The market experiences strong competition with established players such as Meet and Zoom dominating video sharing and conferencing. Discord also serves for file sharing and room creation. Both Zoom and Meet offer reasonably priced premium plans, fostering competitive rivalry.
- **Threat of Substitute (Low):** The industry is intricate with few service providers, restricting customer choices. This circumstance provides MASTER WiZR a competitive edge. With minimal substitutes available, the product could gain substantial market share if priced attractively, presenting a strategic advantage.
- **Threat of New Entrance (Low):** The entrance of new competitors is unlikely due to the market's prominent incumbents and the time and funding required for product development. MASTER WiZR dedicated over two years to product development prior to launch, creating a formidable entry barrier for aspiring entrants.
- **Bargain Power of Buyers (High):** Customers hold sway as they decide to subscribe, remain, or switch to alternatives. This bestows considerable bargaining power upon them, enabling easy opt-out options.
- **Bargain Power of Suppliers (Low):** Suppliers are scarce, granting them lesser influence as consumers choose to purchase or not. Continuous product enhancement is crucial for supplier competitiveness in the market.

2.7.2 SWOT Analysis

Strength

- **Collaborative Synergy:** A fundamental advantage of MASTER WiZR lies in its capacity for collaboration. The interconnected ecosystem of WiZR's products streamlines user tasks seamlessly. Each WiZR product is intricately linked, facilitating effortless user experiences.
- **Unified Teamwork:** The company's strength in teamwork is a cornerstone of its success. Despite diverse geographical origins and cultural backgrounds, the employees work in tandem to craft superior customer solutions. Even with a remote work setup, the company fosters exceptional teamwork, promoting a culture of friendliness and mutual respect.
- **Global Diversity:** Diversification is deeply ingrained in MASTER WiZR's philosophy, notably reflected in its recruitment and workforce composition. Drawing talent from around the globe, WiZR embraces a workforce with varied backgrounds. The presence of diverse teams resonates positively with employees, enhancing their work experience.
- **User-Centric Design:** WiZR's design approach prioritizes customer preferences over internal considerations. Striking a balance between minimalism and forward-looking aesthetics, the designs exude a futuristic appeal while resonating strongly with users.
- **Empowering Hierarchy:** A central asset of MASTER WiZR lies in its hierarchical structure and leadership style. The company embraces a democratic leadership model, enabling employees to directly present their ideas to higher management. This autonomy instills motivation among employees, driving their desire to excel within the organization.

Weakness

- **Dual Nature of Remote Work:** Remote work brings forth a dual-edged impact, serving as both an asset and a liability. While conferring flexibility to employees and widening the talent pool, it also entails potential drawbacks. Addressing issues remotely might introduce delays, and building camaraderie among remote colleagues often demands a prolonged timeframe.

- **Complexity of Diversification:** Similar to remote work, diversification carries inherent strengths and vulnerabilities. A diverse workforce enhances innovation but can slow down the resolution of unforeseen challenges due to the variety of perspectives. Finding consensus and addressing divergent viewpoints might necessitate additional time.
- **Resource Discrepancy:** MASTER WiZR's market rivals, such as Meet, Zoom, and Discord, are backed by tech giants, affording them robust resources. In contrast, MASTER WiZR contends with resource constraints. Implementing a single concept in such competitors might transpire within 4-5 days, whereas MASTER WiZR could require around 2 weeks for the same task due to its comparatively limited resources.

Opportunities

- **Distinctive Product Range:** MASTER WiZR is positioned as a comprehensive solution encompassing video communication, data storage, text-based interactions, and meetings. Its ambition is to redefine video conferencing and streamline the home office experience for its clientele.
- **Holistic Ecosystem:** The innovation lies in WiZR's ecosystem, a paradigm shift in itself. Aligned with its overarching mission, the company aspires to establish an all-encompassing environment where external platforms or systems become unnecessary for task execution. The dedicated technical team is relentless in crafting a user-friendly platform in harmony with this vision.
- **Balancing Features and Constraints:** In contrast to prevalent trends where companies introduce feature limitations to drive revenue, WiZR can strategically exploit this scenario. By offering unrestricted functionalities, WiZR has the opportunity to foster a devoted customer base, capitalizing on the competitive edge of a feature-rich offering.

Threats

- **Data Security Challenge:** Data breach or data leakage is a substantial apprehension for every software company, and MASTER WiZR is not exempt from this risk. Data

breaches frequently stem from insider whistleblowers, and WiZR is proactively implementing measures to mitigate such potential threats.

- **Stiff Competitive Landscape:** The market landscape is entrenched with dominant players like Meet and Zoom, backed by tech behemoths such as Microsoft and Facebook. This persistent competition presents an ongoing challenge for MASTER WiZR, as establishing consumer trust and reliability amid these established giants requires significant effort and strategic maneuvers.

2.8 Industry Analysis

The video conferencing market is centered on providing consumers with the convenience of conducting online video conferences, eliminating the need for physical travel. The core objectives include enhancing convenience, time and cost savings, and fostering collaborative efforts.

This market is categorized into four main segments: conference types, deployment methods, company sizes, and end-use applications. The prevalence of video conferencing software is widespread across both developed and developing nations, serving as integral tools for daily operational activities. Prominent players in this domain include Microsoft, Cisco Systems Inc., Zoom Video Communication Inc., Logitech International, Panasonic Corporation, ZTE Corporation, and Google, among others.

The outbreak of the COVID-19 pandemic has underscored the vital role of video conferencing in enabling remote work. In its absence, conducting business and office operations from home would be impractical. A recent report predicts that the video conferencing market is poised to experience substantial growth. The projection anticipates a compound annual growth rate (CAGR) of 9.5%, with the market expanding from \$6.03 billion in 2021 to \$6.61 billion in 2022. Looking ahead, the market is expected to continue its upward trajectory, reaching \$9.43 billion by 2026, at a CAGR of 9.3%. These figures emphasize the immense potential and lucrative opportunities within this market.

2.9 Summary

In essence, MASTER WiZR is an innovative product that seeks to democratize communication by offering both SaaS (Software as a Service) and PaaS (Platform as a Service) solutions. The company's meticulous approach is evident in its over two-year development process, emphasizing its commitment to delivering a flawless product to customers. Despite competition from established players like Meet, Zoom, and Discord, WiZR's potential for success remains high if it efficiently leverages its resources. With effective management strategies and a skilled team in place, the trajectory of MASTER WiZR appears exceptionally promising for the future.

2.10 Recommendations

Culture comprises attitudes, actions, and values, embodying the passion of both the organization and its members. This dynamic significantly impacts how employees collaborate, particularly when remote work becomes a factor. While remote work is acknowledged for its potential to enhance productivity and performance, this doesn't automatically guarantee improved employee retention. To fully capitalize on the benefits of remote work and mitigate challenges, establishing a robust remote workplace culture from the outset is crucial.

Given that MASTER WiZR is a newcomer in the market, several recommendations can enhance its chances of success:

- **Vigilant Competitor Analysis:** Monitor the competitive landscape closely, staying informed about rivals' strategies, strengths, and weaknesses. This insight can inform MASTER WiZR's own approach and decision-making.
- **Continuous Updates:** Keep abreast of industry trends, technological advancements, and market shifts. Regular updates ensure that MASTER WiZR remains relevant and adaptable to evolving demands.
- **Customer-Centric Approach:** Understanding the needs and desires of customers is paramount. MASTER WiZR should actively engage with its user base to tailor its offerings to meet their expectations effectively.

- **Consistency:** Maintain regularity in operations, product releases, and customer interactions. This consistency builds trust and reliability among users.
- **Robust Marketing Strategy:** Invest in a comprehensive marketing plan to raise awareness and accessibility of MASTER WiZR's product among both existing users and potential customers.
- **Affordability:** Strive to offer competitive pricing that appeals to a broad range of customers. Affordability enhances the product's accessibility and appeal.
- **Data Protection:** Prioritize the security of user data. Implement robust data protection measures to instill confidence and trust among customers.

Chapter 3: Identifying Skill Gaps and Tailoring Employee Training and Development Programs to Meet Organizational Needs at MASTER WiZR.

3.1 Introduction

3.1.1 Introduction to the Topic

In the dynamic landscape of today's corporate world, organizations like MASTER WiZR are continually challenged to adapt, innovate, and thrive. As the digital era unfolds and technology continues to revolutionize industries, the importance of a skilled and adaptable workforce cannot be overstated. To remain competitive and agile, companies must identify skill gaps within their workforce and implement tailored training and development programs that align with their specific organizational needs.

This introduction sets the stage for a comprehensive exploration of the critical topic at hand: "Identifying Skill Gaps and Tailoring Employee Training and Development Programs to Meet Organizational Needs at MASTER WiZR." In the following chapters, we will delve into the intricacies of this endeavor, examining the significance of addressing skill gaps, the methods employed to identify them, and the strategies for crafting training initiatives that bolster employee competence, job satisfaction, and overall organizational success. MASTER WiZR's journey towards optimizing its workforce and enhancing its competitive edge will serve as a compelling case study in the realm of strategic talent development.

3.1.2 Research Question

"Are the current training and development programs effectively addressing skill gaps and fulfilling organizational requirements at MASTER WiZR?" is the primary question this project seeks to answer.

3.1.3 Research Objective

This study intends to comprehensively examine the skill gaps prevalent among employees at MASTER WiZR and assess the effectiveness of the current training and development programs in addressing these gaps. By identifying the specific areas where employees require skill enhancement, the research aims to develop tailored training initiatives that align with the organizational needs of MASTER WiZR. The ultimate goal is to boost employee performance, increase job satisfaction, and drive overall organizational success by implementing strategic skill development interventions.

3.1.4 Significance of the Study

The significance of this research stems from its potential to optimize organizational performance and employee growth at MASTER WiZR. In a rapidly evolving technological landscape, where businesses are poised on the brink of Web 3.0 and the Metaverse era, the need to identify and address skill gaps becomes paramount. By meticulously tailoring employee training and development programs to align with the company's specific requirements, this study holds the promise of not only enhancing individual employee competence but also fortifying the organization's overall capacity to thrive in the contemporary digital environment. This research's outcomes could consequently contribute to MASTER WiZR's strategic advantage, bolstering its competitiveness, innovation, and adaptability in the face of transformative technological advancements.

3.1.5 Literature Review

The report focuses on finding the skill gaps and designing tailored training modules based on the findings. In this era of modern technology adapting to new skills is a everyday thing for the people working in corporates.

In the realm of professional growth, the term "skill gap" signifies the discrepancy between the expertise an organization possesses and the competencies required to fulfill its objectives (Bano

& Shanmugam, 2020). This gap, observed in underqualified personnel and the evolving demands of industries, hampers growth and competitiveness.

"Professional development," as described by Craft (2000), encompasses ongoing education, training, and skill refinement. Effective programs align with market needs, involve incremental learning, and assess skills (Ylmaz & Sever, 2021). Successful courses integrate pertinent curriculum, training, and skill evaluation, tailored to current employer demands, thus bridging the skill gap.

Ejiwale (2019) elaborates on the benefits of ongoing professional development:

- **Adapting to Industry Changes:** Continuous learning ensures employees remain competitive as industries evolve.
- **Preparing for Career Growth:** Skill acquisition facilitates career advancement.
- **Enhanced Work Abilities:** Improved skills increase value in current roles.
- **Networking for Opportunities:** Participation in professional circles can lead to new prospects.
- **Expanding Perspectives:** Engaging in interdisciplinary learning widens horizons.

In conclusion, proactive measures to bridge skill gaps through dynamic professional development enhance both individual careers and industry growth, aligning skills with market demands.

3.2 Research Objective

The primary objective of this research is to comprehensively investigate the skill gaps prevalent among employees at MASTER WiZR and assess the effectiveness of the current training and development programs in addressing these gaps. This study aims to identify specific areas where employees require skill enhancement and develop tailored training initiatives that align with the organizational needs of MASTER WiZR. The ultimate goal is to enhance employee

performance, job satisfaction, and overall organizational success through strategic skill development interventions.

3.3 Research Methodology

3.2.1 Methodology

This study focuses on evaluating the skill levels of employees at MASTER WiZR. The research will exclusively utilize primary data collected through direct questionnaire responses, including surveys and interviews. The insights from these responses will be analyzed to determine the adequacy of skills among employees. To enrich the analysis, relevant insights from previous studies will be incorporated. The study aims to enhance its appeal by incorporating the outcomes of the survey to bolster its market relevance.

3.2.2 Data Collection Procedure

The primary source will be the main channel for collecting data. The medium will be through questionnaires. There were 9 questions in the form that was handed to the respondents. Furthermore, the respondents were also assured that their responses were only taken for research purposes.

3.4 Findings

3.3.1 Objective 1

To assess the effectiveness of existing training and development programs in meeting the skill gaps of employees at MASTER WiZR.

Among three different methods to figure out the effectiveness of current training modules and the skill gaps of the employees the first one is conducting a survey. 30 participants among the

current employees from 5 different teams who have completed training programs previously participated in this survey to help me assess the impact on their job performance.

Method 1: Conducting a survey among employees who have completed training programs

If the training program enhanced their skills and knowledge relevant to their job or not.

In response to the query regarding the training program's impact on participants' skills and job-related knowledge, a distribution analysis of ratings on a scale of 1 to 5 was conducted. The results indicated that 30% of participants rated their agreement as 3, 20% as 4, and the majority, 50%, as 5. This suggests a predominantly positive perception of the training program's effectiveness.

The training program enhanced your skills and knowledge relevant to your job

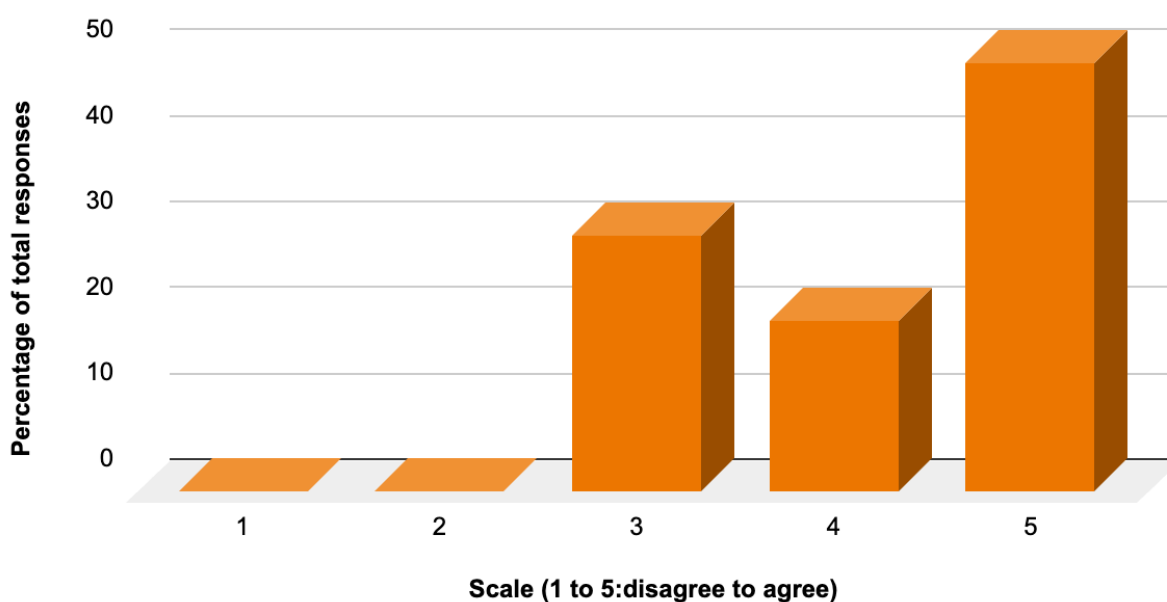


Figure 3: Percentage that believe MW training program enhanced their skills

How confident do they feel in applying the newly acquired skills in their work?

Continuing our inquiry, participants were queried regarding their confidence in applying the newly acquired skills within their work environment, gauged on a scale from 1 to 5, where 1 indicated "Not Confident at All" and 5 denoted "Extremely Confident." Upon evaluation of the responses, the distribution indicated that 20% of respondents reported a confidence level of 3, while 30% rated their confidence as 4, with the majority, 50%, expressing the highest level of confidence, rated as 5. This distribution showcases a substantial degree of confidence in the application of the newly acquired skills among the respondents.

How confident do you feel in applying the newly acquired skills in your work?

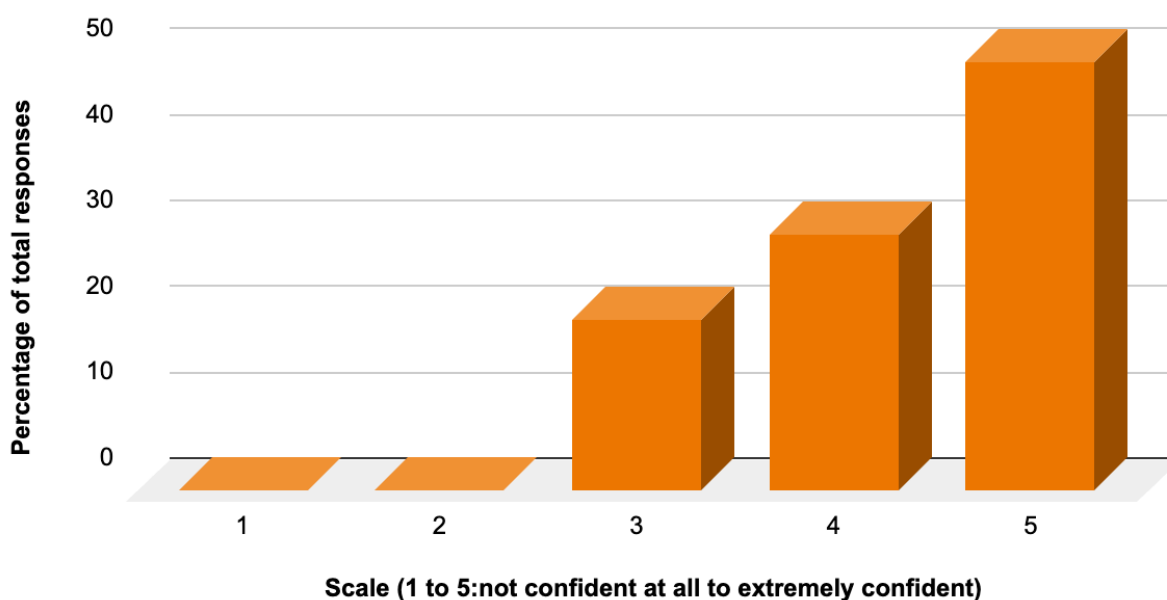


Figure 4: Percentage that feels confident applying their newly acquired skills

If they have noticed an improvement in their job performance as a result of the training.

Moving to the third inquiry, participants were queried about the extent to which they perceived an improvement in their job performance as a result of the training. The scale used encompassed values from 1 to 5, signifying a range from "Poor" to "Outstanding." Upon scrutinizing the responses, it was evident that a balanced distribution emerged: 50% of respondents assigned a rating of 4 to their observation, while an equal 50% attributed the highest rating of 5. This symmetrical distribution underscores a substantial and consistent perception of enhanced job performance following the training.

You have noticed an improvement in your job performance as a result of the training

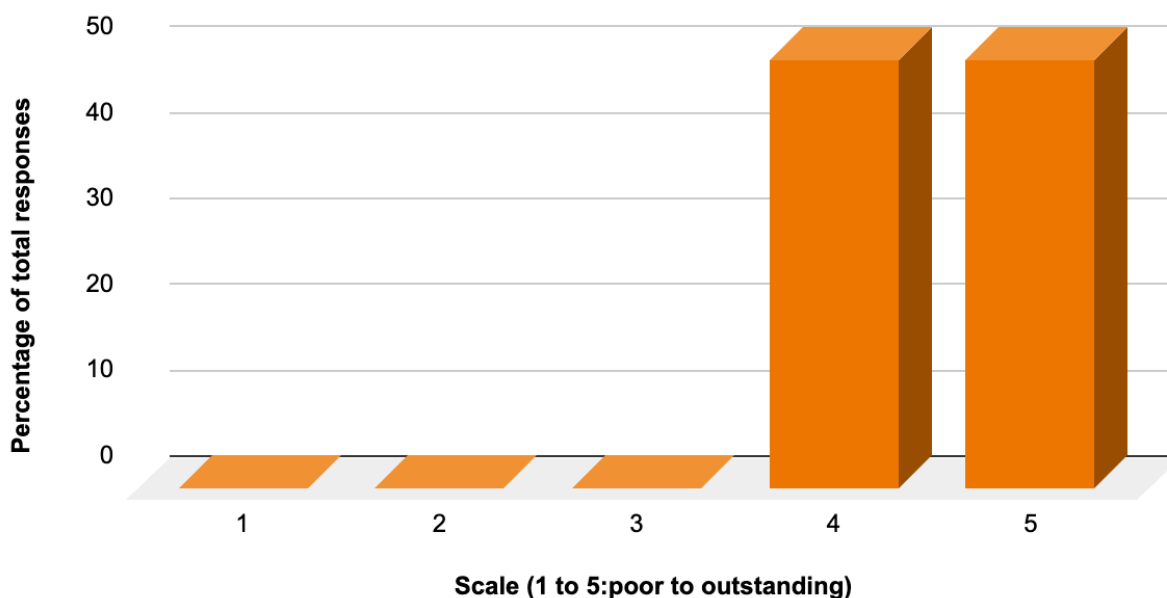


Figure 5: Percentage that feels their performance improved from the training

If the training program adequately addressed their developmental needs or not.

Subsequently, we inquired whether the training program adequately addressed the developmental needs of the participants. Respondents used a scale spanning from 1 to 5, encompassing responses from "Strongly Disagree" to "Strongly Agree." Evaluation of the gathered responses revealed the subsequent distribution: 10% of participants marked a rating of 2, 20% registered their agreement as 3, 10% rated their satisfaction at 4, while the predominant majority, 60%, asserted their agreement with a rating of 5. This distribution underscores a notable consensus that the training program effectively met the developmental requirements of the participants.

The training program adequately addressed your developmental needs

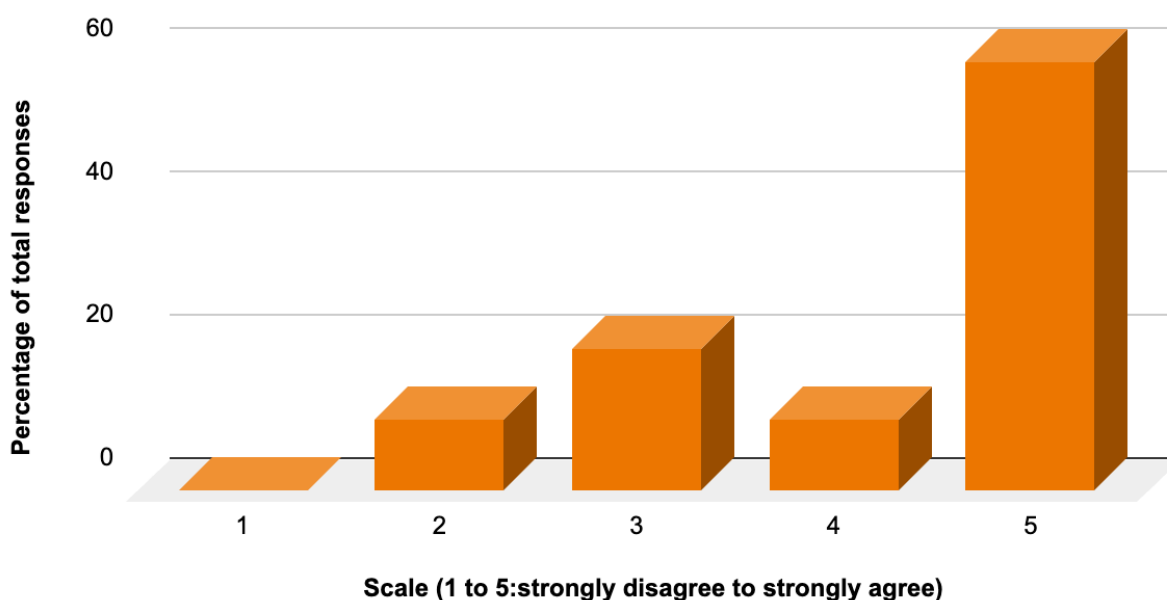


Figure 6: Percentage that believes the training program was based on their need

Employees' satisfaction with the training and development programs offered by MW?

Concluding this segment, the last query explored participants' contentment with the training and development initiatives offered by the company. Respondents interacted with a scale extending from 1 to 5, reflecting degrees from "Very Dissatisfied" to "Very Satisfied." An analysis of the collected responses revealed a noteworthy pattern: 40% of participants conveyed a satisfaction rating of 4, while the prevailing majority, amounting to 60%, expressed the highest degree of satisfaction with a rating of 5. This distribution underscores a substantial consensus among participants regarding their positive level of satisfaction with the company's training and development programs.

How satisfied are you with the training and development programs offered by the company?

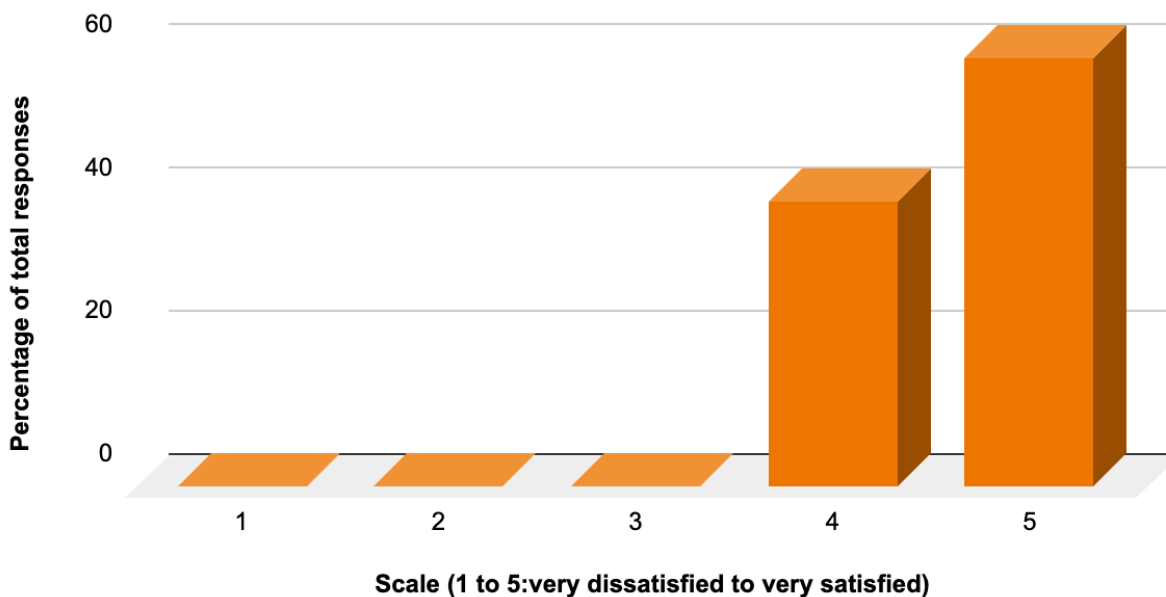


Figure 7: Percentage of satisfaction with the training program

In conclusion, the survey encompassing multiple aspects of the training and development programs has yielded insightful observations. The participants' feedback collectively highlights a positive trend across various dimensions. Notably, a majority of participants perceived a significant enhancement in their skills and job-related knowledge, with a corresponding robust confidence in applying these newfound abilities within their work context. Moreover, the data

indicates a balanced and widespread improvement in job performance, emphasizing the efficacy of the training programs.

Furthermore, participants expressed a considerable satisfaction with how well the training programs aligned with their developmental needs, showcasing a resounding approval of the company's initiatives. This resonates harmoniously with their overall contentment with the training and development programs, as a majority of respondents reported a high level of satisfaction.

The cumulative analysis reflects a coherent picture of the positive impact of the training and development efforts on participants' skills, confidence, job performance, and overall satisfaction. This feedback serves as an encouraging endorsement of the company's commitment to providing effective and meaningful training experiences that contribute to both individual growth and organizational success.

Method 2: Analyzing HR records and performance data of employees who have undergone training and development programs

Over the course of the last three months, MASTER WiZR conducted a total of 8 meetings. The attendance record during these meetings indicates that out of the total of 95 active employees, 89.11% were present, while the remaining 10.89% were absent. This attendance data provides insights into the level of engagement and participation in these meetings over the given time period.

Total Number of Meetings	Total Active Employees	Present	Absent
8	95	89.11%	10.89%

Table 2: MASTER WiZR employees' attendance in the past 8 meetings

Method 3: Interviewing managers and supervisors to understand the effectiveness of the training programs in meeting organizational objectives

To gain a deeper understanding of the effectiveness of training and development programs at MASTER WiZR, I conducted interviews with two Managers who oversee the performance of trained employees of two different teams. Egzon Bunjaku from the Social Media Team and Gjylisha Cena from the Customer Experience and Support Team. These interviews were structured and focused on gathering insights into the impact of training on employee performance and its alignment with organizational objectives of MASTER WiZR.

Interview Report 1:

Interviewee: Egzon Bunjaku

Designation: Social Media Manager

Date: August 15, 2023

Background: Egzon Bunjaku is the Social Media Manager at MASTER WiZR, overseeing a team of 7 employees. He has been with the company for 1.5 years and has had experience with various training and development programs.

Observations on Employee Performance: During the interview, Egzon shared that he had observed significant improvements in the performance of employees who had completed training programs. He noted that employees who underwent training seemed more confident in their roles and were able to handle complex tasks with greater efficiency. He mentioned an example where a team member, after attending a leadership workshop, displayed better decision-making skills and was more proactive in taking on leadership responsibilities.

Impact of Training on Skill Acquisition: Egzon believed that the training programs offered by MASTER WiZR had indeed helped employees acquire the necessary skills to perform their jobs more effectively. He emphasized that the training content was relevant and up-to-date, enabling employees to stay current with industry trends and best practices. He mentioned that technical

training programs, in particular, had boosted the team's technical competence, resulting in better problem-solving on technical challenges.

Influence on Team Dynamics and Collaboration: According to Egzon, the training programs had positively influenced team dynamics and collaboration within his department. He cited examples of team-building workshops that improved communication among team members and enhanced their ability to work cohesively on projects. He also noted that employees who attended workshops on effective communication skills had demonstrated improved collaboration during cross-functional projects.

Contribution to Organizational Goals: Egzon highlighted that the training programs had played a significant role in achieving departmental and organizational goals. He mentioned that sales-focused training had led to increased revenue generation, while leadership development programs had resulted in smoother team coordination and reduced conflict.

Conclusion: Egzon's insights from a managerial perspective provided valuable evidence of the positive impact of training and development programs at MASTER WiZR. His observations aligned well with the quantitative data gathered from surveys and performance analysis, affirming the effectiveness of the training initiatives.

Interview Report 2:

Interviewee: Gjylisha Cena

Position: Customer Experience and Support Manager

Date: August 20, 2023

Background: Gjylisha Cena is the Manager in the Customer Experience and Support department at MASTER WiZR. She has been with the company for 3 years and is responsible for supervising a team of 5 representatives.

Noticeable Improvements in Employee Performance: Gjylisha shared her observations on the improvements in employee performance post-training. She mentioned that employees who completed customer service training had shown a higher level of empathy and problem-solving skills when dealing with customer inquiries. She recounted an instance where an employee, after attending a conflict resolution workshop, effectively managed a challenging customer situation that would have escalated in the past.

Enhanced Skills for Effective Job Performance: According to Gjylisha, the training programs had contributed to employees' acquisition of skills necessary for their roles. She noted that the technical training sessions had enabled support representatives to troubleshoot issues more independently, resulting in reduced escalations to higher tiers of support. This, in turn, improved the overall efficiency of the customer support department.

Impact on Collaboration and Problem-Solving: Gjylisha highlighted that training programs had positively influenced team collaboration and problem-solving. She mentioned that team members who had participated in teamwork and collaboration workshops displayed better cooperation during team projects. Additionally, workshops on creative problem-solving had empowered employees to tackle complex customer issues with innovative solutions.

Alignment with Organizational Goals: According to Gjylisha, the training programs had contributed directly to achieving both departmental and organizational goals. She explained that

customer satisfaction scores had increased after employees received training on enhancing customer interactions, directly impacting the company's reputation and customer loyalty.

Conclusion: Gjylisha's insights as a supervisory team lead offered a unique perspective on the effectiveness of training and development programs. Her observations reinforced the quantitative findings from surveys and performance analysis, providing a holistic view of how the programs positively influenced employee performance and aligned with the company's objectives.

3.3.2 Objective 2

To identify the skill gaps and training needs of employees at MASTER WiZR and determine the factors that contribute to these gaps.

To assess the training needs of employees at MASTER WiZR, I designed and distributed a training needs assessment survey among 30 employees from 5 different teams. This survey was aimed at gathering insights into areas where employees feel they require additional training or skills development.

Method 1: Conducting a training needs assessment survey among employees

Which specific skills or knowledge areas employees feel they need additional training in?

To conclude, the initial question in this segment focused on participants' perceived areas for further training and skill development. Prominent responses unveiled a distinct pattern: 60% of participants indicated a desire for training in the "Future of Work" domain, whereas 10% expressed interest in each of the domains of "Project Management," "Leadership and Team Management," "Communication and Presentation Skills," and "Data Analysis and Interpretation." This insight provides valuable direction for tailoring future training programs to address these identified learning needs as the greatest number of employees were interested in a session on Future of Work.

Which specific skills or knowledge areas do you feel you need additional training in?

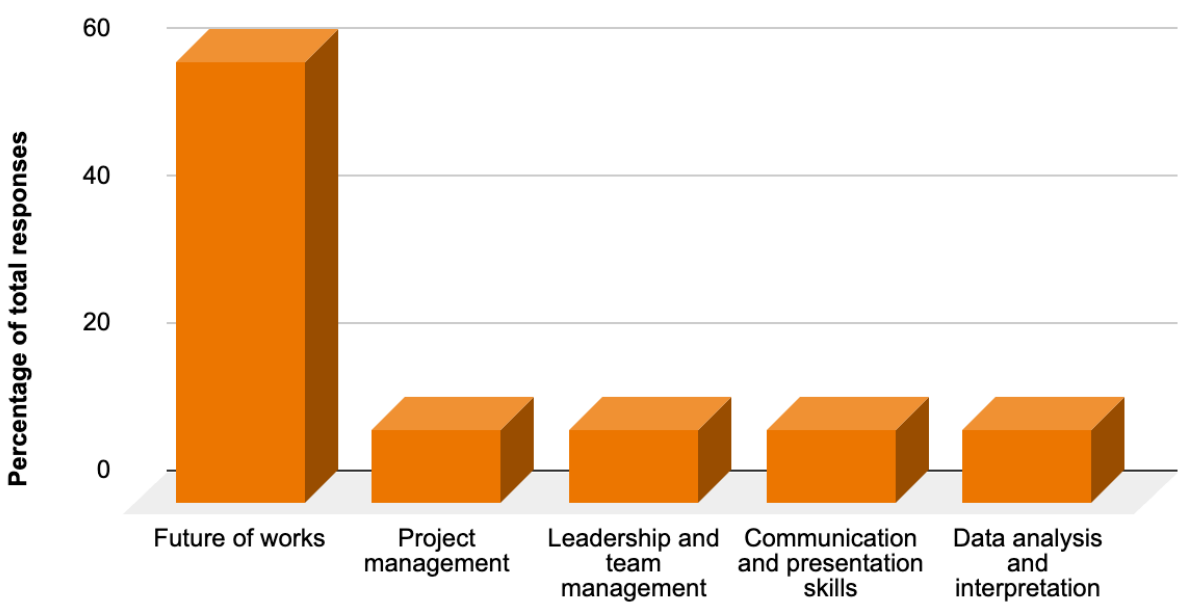


Figure 8: Percentage of fields where employees need a training program

Are there any new technologies or tools that they believe would benefit for their job performance if they received training on them?

The second question aimed to ascertain participants' perspectives on technologies or tools that could potentially enhance their job performance with appropriate training. Responses indicated the following: 30% of participants highlighted the significance of training in "Blockchain and Cryptocurrency Concepts" as well as "Data Analytics and Reporting Tools." Additionally, 20% of participants each expressed interest in "Data Visualization Tools" (such as Tableau, Power BI) and "Virtual/Augmented Reality Technologies." This question reveals that employees are more interested in "Blockchain and Cryptocurrency Concepts" and "Data Analytics and Reporting Tools."

New technologies or tools that you believe would benefit your job performance if you received training on them?

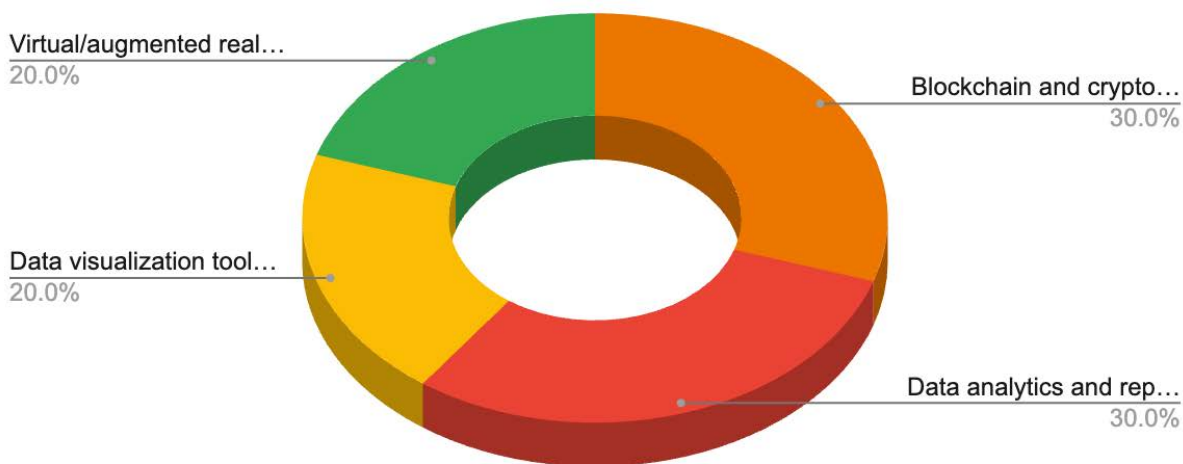


Figure 9: Percentage of technologies that employees want a training program

Do you feel adequately prepared to handle the challenges and responsibilities of your current role?

The third question sought participants' assessment of their readiness to manage the challenges and obligations associated with their present role. Employing a scale spanning from 1 to 5, representing "Strongly Disagree" to "Strongly Agree," the responses were as follows: 40% of participants conveyed a rating of 3, an additional 40% assigned a rating of 5, and 20% indicated a rating of 4. Almost all the answers were in affirmative.

Do you feel adequately prepared to handle the challenges and responsibilities of your current role?

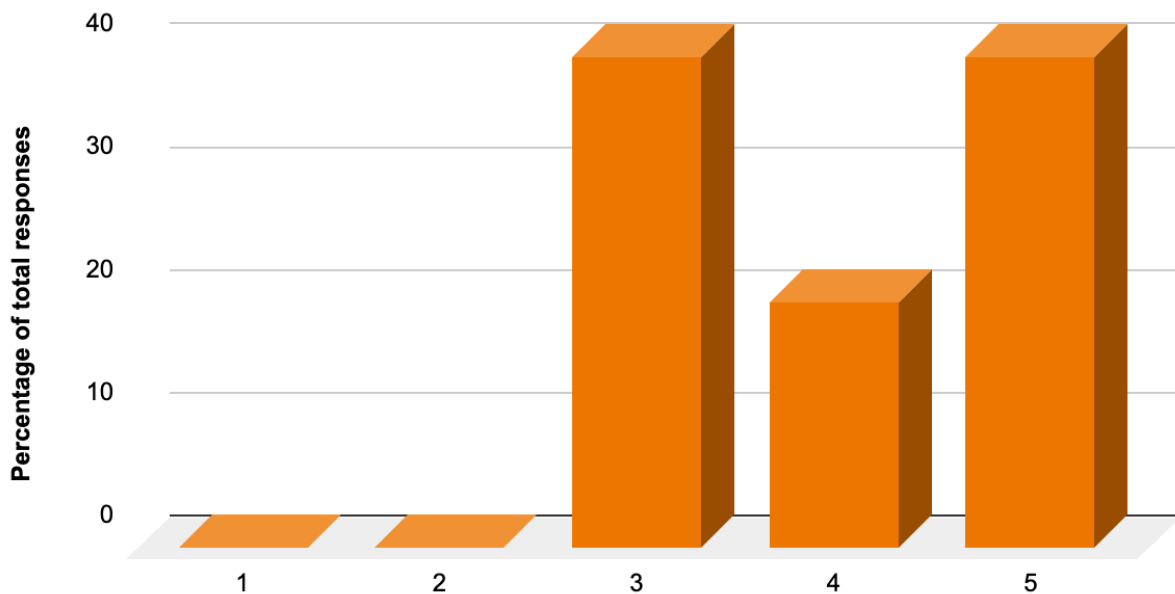


Figure 10: Percentage of employees that believes they can handle the responsibilities

Are there any areas where employees believe the current training and development programs are insufficient in meeting their professional development needs?

The concluding query in this segment inquired about potential shortcomings in the existing training and development programs in fulfilling participants' professional growth requirements. Responses were as follows: 70% of participants expressed satisfaction with the sufficiency of the current programs, while 20% noted a desire for more emphasis on "Keeping up with Rapidly Evolving Industry Trends." The remaining 10% indicated a preference for "Customized Training Based on Individual Needs." A very positive response from the employees here too as 70% of them thinks the current training module is sufficient enough for their growth.

Areas where you believe you need further training or is it enough sufficient already?

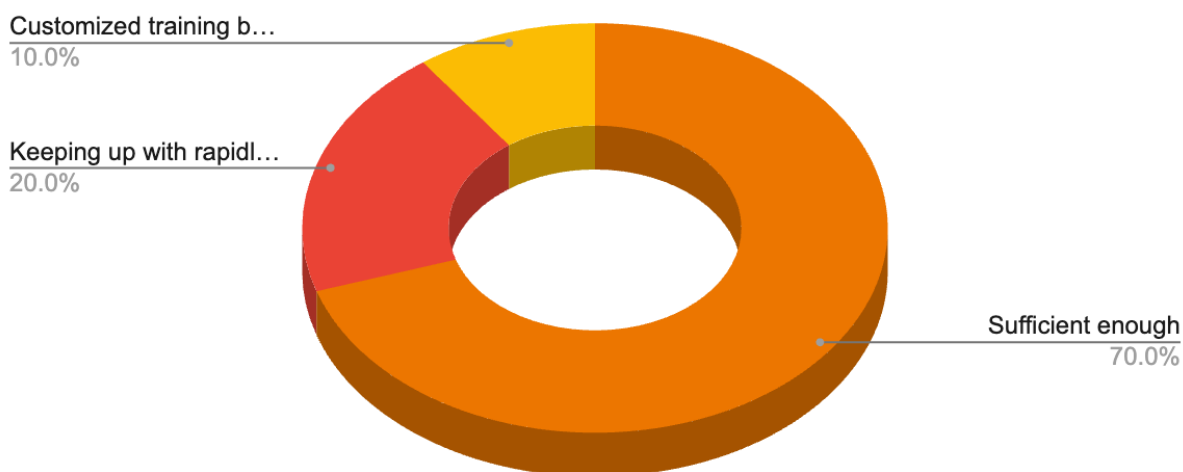


Figure 11: Percentage of areas where employees need further training

From this set of questions, we can identify the interest of the employees and curate a training session based on the patterns in their given responses. This data will provide a valuable starting point for identifying gaps in the current training programs and developing targeted interventions.

Method 2: Interviewing HR staff and managers to understand the gaps in the current training programs and identify areas for improvement

To gain a comprehensive understanding of the gaps in the current training and development programs, I conducted an interview with the HR Manager responsible for training and development initiatives at MASTER WiZR. That interview provided insights into the current training programs, their strengths, and areas for improvement.

Interview Report:

Interviewee: Josephine Nanteza

Position: HR Manager

Date: August 22, 2023

Background: Josephine Nanteza is the HR Manager at MASTER WiZR and oversees all training and development initiatives. She has been with the company for 2 years and has extensive experience in talent development.

Identifying and Prioritizing Training Needs: During the interview, Josephine explained that the company uses a combination of methods to identify and prioritize training needs. This includes analyzing performance evaluation data, conducting surveys to gather employee feedback, and consulting with department managers to understand specific skill gaps. She emphasized the importance of aligning training with both individual development goals and organizational objectives.

Employee Feedback on Training Effectiveness: Josephine shared that employee feedback on the effectiveness of current training programs is mostly positive, with employees appreciating the relevance of the content and the interactive nature of the sessions. She mentioned that post-training assessments and feedback forms are used to gauge the impact of the training on employees' skill enhancement and job performance.

Identified Gaps and Challenges: Josephine acknowledged that there are some gaps and challenges in the current training initiatives. She highlighted that some training content becomes outdated quickly due to rapidly evolving industry trends. Additionally, she noted that certain soft skills, such as leadership and communication, require more focused and sustained training efforts to show significant improvement.

Alignment with Evolving Needs: To ensure alignment with evolving organizational and employee needs, Josephine explained that the HR team regularly conducts training needs assessments. They gather feedback from various stakeholders and also monitor industry trends to update training content. She emphasized the importance of a flexible training framework that can adapt to changes in the business environment.

Recommendations for Improvement: Josephine suggested that introducing a continuous feedback loop with employees and managers could help address training gaps more effectively. She also recommended exploring partnerships with external training providers for specialized programs and incorporating more experiential learning opportunities to enhance skill application.

Conclusion: Josephine's insights provided a comprehensive view of the training and development process at MASTER WiZR. Her recommendations and observations will contribute to refining the current training programs and ensuring they remain effective and aligned with the company's evolving needs.

3.3.3 Objective 3

To develop tailored training and development programs that meet the identified skill gaps and address the factors contributing to these gaps.

To assess the training needs of employees at MASTER WiZR, I designed and distributed a training needs assessment survey among 30 employees from 5 different teams. This survey was aimed at gathering insights into areas where employees feel they require additional training or skills development.

Method 1: Curriculum Tailoring for Identified Skill Gaps

In this method, I designed customized training and development curricula that directly address the skill gaps identified through the training needs assessment and analysis including the preferences of the employees. This approach involves:

- **Curriculum Design:** I developed training modules specifically designed to enhance the skills on the **Future of Works**. This module was performed with a workshop and a live online course, where the employees received hands-on training sessions, and mentoring programs.
- **Adaptive Learning:** Incorporated adaptive learning techniques into the training program, which allowed employees to progress at their own pace and receive additional support in areas where they were struggling.
- **Real-world Application:** The training focused on the practical application of skills in real work scenarios, allowing employees to directly apply what they've learned.



Training Session: Future of Work

Future of Work and Our Products: Training Session

At our upcoming training session, we are excited to embark on a comprehensive exploration of the future of work at our esteemed company. As we navigate the evolving landscape of the business world, it's imperative that we stay ahead of the curve and equip ourselves with the knowledge and tools necessary to remain innovative and resilient.

Day: Tuesday, 22 of August 2023

Time: 13:00 – 16:00 PM CET

Duration: 3 hours

Location: <https://wizrconnect.com/room=wizr-training>

Hosts: Era & Gjylisha

Join us as we collaborate, learn, and set the blueprint for our company's continued success.

Figure 12 & 13: Invitation to the training session

Method 2: Continuous Feedback Loop

This method emphasizes the importance of an ongoing feedback loop to refine and adapt the training and development programs over time. It involves:

- **Post-Training Assessments:** After employees complete training programs, we will conduct assessments to measure their progress and identify any remaining gaps or areas needing reinforcement.
- **Feedback Mechanisms:** We will establish mechanisms for employees to provide feedback on the training programs. This will include surveys, focus groups, or dedicated communication channels.
- **Manager Input:** Our managers and supervisors will be involved in the feedback process. Their insights will provide valuable perspectives on how the training is translating into improved job performance.
- **Program Iteration:** We will use the feedback received to make necessary adjustments to the training programs. This will involve updating content, altering delivery methods, or adding new training modules.
- **Long-term Planning:** Our team will continuously monitor the evolving skill requirements of MASTER WiZR and factor these insights into the development of future training programs.

By combining curriculum tailoring with continuous feedback mechanisms, MASTER WiZR can create training and development programs that directly address identified skill gaps and maintain relevance over time. This approach ensures that training efforts remain aligned with the organization's needs and provide employees with the tools they need to excel in their roles.

3.5 Analysis

From my analysis, it's evident that the respondents perceive the training program positively. A significant percentage of respondents have prior employment experience, which indicates a level of professional exposure. The high percentages of respondents expressing confidence in applying newly acquired skills and observing improvements in job performance further underscore the effectiveness of the training program.

While a majority of participants believe that the current training and development programs are sufficient, a notable proportion does identify potential areas for improvement. The desire for more focus on rapidly evolving industry trends and customized training aligns with the notion that professional development should be tailored to individual needs and market demands.

This analysis underscores the importance of proactive measures to bridge skill gaps through continuous and adaptable professional development. Such efforts not only enhance individual careers but also contribute to the overall growth and competitiveness of industries by aligning skillsets with the dynamic demands of the market.

Craft (2000) characterizes "professional development" as an ongoing process that encompasses education, training, and skill enhancement. Effective professional development programs are those that align with the dynamic needs of the market, emphasize continuous learning, and assess skill levels accurately (Yilmaz & Sever, 2021). These successful programs incorporate relevant curriculum, training methods, and skill evaluation techniques tailored to the current demands of employers, effectively bridging the skill gap.

Moreover, it is noteworthy that the survey findings, coupled with the insights from the literature review, highlight a promising tendency among employees to embrace and follow new trends. The eagerness to acquire skills in emerging domains such as Blockchain, cryptocurrency concepts, data analytics, data visualization tools, and virtual/augmented reality technologies signifies a proactive attitude towards staying updated with the latest advancements. This inclination towards adopting novel technologies and methodologies further reinforces the idea

that a culture of continuous learning and adapting to new trends is becoming ingrained within the workforce, contributing to their professional growth and the sustained evolution of the organizations they are part of.

3.6 Summary and Conclusions

This report has delved into the realm of skill gaps and their mitigation through tailored training modules. The literature review illuminated the significance of addressing skill gaps, considering professional development as an ongoing process aligned with market demands. The survey findings reaffirmed the effectiveness of the training program, with participants displaying confidence in applying newfound skills and observing enhanced job performance. Notably, the inclination among employees to embrace emerging trends indicates a forward-looking mindset. The findings collectively underscore the role of dynamic professional development in bridging skill gaps, fostering individual growth, and contributing to the overall competitiveness of industries. As the corporate landscape continues to evolve, nurturing a culture of continuous learning and adaptation emerges as a pivotal factor for sustained success.

3.7 Recommendations

To ensure enduring engagement among employees, a multifaceted approach is imperative, one that resonates with the diverse locations and work settings of the workforce. In light of this, companies should adopt the following steps as recommendations to ensure their employees remain attuned to evolving skills and trends.

- Tailor training programs to address identified skill gaps and industry needs.
- Integrate emerging trends like Blockchain and data analytics into training curriculum.
- Offer individualized development plans to cater to diverse skill requirements.
- Cultivate a culture of continuous learning with resources for self-driven skill enhancement.
- Establish regular feedback mechanisms to refine training initiatives.
- Encourage cross-functional training to foster innovation and diverse skill sets.

- Incorporate modules for leadership, communication, and presentation skills.
- Initiate mentorship programs for accelerated skill acquisition.
- Implement periodic skill assessments to measure training effectiveness.
- Develop a future-oriented strategy to anticipate and adapt to industry shifts.

References

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Websites References

1. <https://masterwizr.com/>

Appendix

Impact of training and development programs evaluation:

1. The training program enhanced your skills and knowledge relevant to your job

- Strongly disagree to Strongly agree

2. How confident do you feel in applying the newly acquired skills in your work?

- Not confident at all to Extremely confident

3. You have noticed an improvement in your job performance as a result of the training

- Poor to Outstanding

4. The training program adequately addressed your developmental needs

- Strongly disagree to Strongly agree

5. How satisfied are you with the training and development programs offered by the company?

- Very dissatisfied to Very Satisfied

Assess the training needs:

1. Which specific skills or knowledge areas do you feel you need additional training in?

- Data analysis and interpretation
- Project management
- Communication and presentation skills
- Machine learning and AI techniques
- Cybersecurity and data privacy
- Leadership and team management
- Future of works

2. Are there any new technologies or tools that you believe would benefit your job performance if you received training on them?

- Data visualization tools (e.g., Tableau, Power BI)
- Virtual/augmented reality technologies
- Blockchain and cryptocurrency concepts
- Data analytics and reporting tools

3. Do you feel adequately prepared to handle the challenges and responsibilities of your current role?

- Strongly disagree to Strongly agree

4. Are there any areas where you believe the current training and development programs are insufficient in meeting your professional development needs?

- Technical skills training
- Soft skills and interpersonal training
- Mentoring and guidance from senior professionals
- Keeping up with rapidly evolving industry trends
- Customized training based on individual needs
- Networking and exposure to external industry experts
- Sufficient enough