

PRUDENCE
Fortes Fortuna Adiuvat

CAREER DEVELOPMENT PROJECT

PRUDENCE BUSINESS SCHOOL

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Basis Independent Silicon Valley
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I. EXECUTIVE SUMMARY

PROBLEM STATEMENT:
The majority of business and insurance education programs focus heavily on theoretical frameworks and certification-based learning, leaving students with limited understanding of how risk is actually identified, evaluated, and managed in real business environments. Most students associate insurance exclusively with personal coverage, remaining unaware of the specialized fields that drive global commerce and represent some of the fastest-growing career opportunities worldwide. This gap stems from the scarcity of applied learning opportunities that connect classroom knowledge to the operational decisions professionals make daily across banking, logistics, insurance, and global trade. Without practical exposure to how industries assess risk, interpret trade documentation, or respond to supply chain disruptions, **students enter the workforce underprepared while employers invest significant time and resources in onboarding training that education should have already provided**. This disconnect not only limits individual career readiness but restricts the development of talent needed to manage the increasingly complex risks underpinning the global economy.

OUR SOLUTION
Prudence Business Academy delivers applied education in supply chain risk, trade finance, and insurance through a blended model of self-paced online modules and live expert-led seminars. The curriculum was built directly from insights gathered from working professionals, ensuring content reflects real workforce requirements rather than academic theory. **Participants learn through real case studies and decision-based assessments that mirror problems professionals encounter daily**, supported by partnerships with organizations including AIG, Tokio Marine, the International Chamber of Commerce Dubai, and SP Jain University.

TARGET 1: Students & Early-Career Professionals

To equip participants with practical risk and insurance knowledge so they can enter fields like global trade, logistics, and banking prepared to make real business decisions from day one.

"Risk is everywhere. Understanding it changes everything."

TARGET 2: Corporate & Industry Professionals

To deliver customized, company-specific training that addresses real operational risk challenges, strengthening workforce readiness across insurance, trade, and supply chain functions.

MISSION STATEMENT

To equip students and early-career professionals with practical expertise in supply-chain risk, trade finance, and insurance by translating real industry workflows, case studies, and decision frameworks into applied learning experiences that directly prepare participants for roles in global commerce.

Prudence Overview

ONLINE SELF-PACED PROGRAM

Geared for Target 1, but open to all.
An **industry-aligned** curriculum designed to build practical risk and insurance knowledge at the participant's own pace. Modeled after **Wharton Executive Education's** blended learning format, the program covers:

- Supply chain risk management and trade finance fundamentals
- Real case studies drawn from marine cargo, trade credit, and enterprise risk scenarios

LIVE EXPERT-LED SEMINARS

Geared for Target 2, but open to all.
Interactive sessions hosted at leading organizations where participants **engage directly with industry professionals**. Seminars were conducted at institutions including AIG, Tokio Marine, Orient Insurance, and ICC Dubai, and covered:

- Applied risk decision-making through real industry case discussions
- Customized corporate workshops tailored to specific organizational challenges

❖ Decision-based assessments that test applied judgment rather than memorization
❖ A curriculum booklet and bi-monthly podcast for continued learning beyond modules

PRUDENCE NETWORK
To foster professional connection, seminars were structured to include dedicated networking time with industry experts:

❖ Participants engaged directly with speakers from AIG, Tokio Marine, ICC Dubai, and Orient Insurance
❖ Open discussions allowed attendees to connect seminar content to their own professional challenges

❖ Incoterms, shipping documentation, trade fraud, and enterprise risk management
❖ "Test Your Knowledge" activities where participants analyzed live scenarios and defended their risk decisions in real time

MENTORSHIP
Industry speakers extended their involvement beyond seminars by serving as professional mentors:

❖ Provided career guidance and answered role-specific questions beyond session hours
❖ Supported participants in understanding real career pathways in risk and insurance

PROJECT GOALS

R

Reframe Industry Perception
Shifted participants' view of insurance from personal coverage to a strategic global function through modules on enterprise risk, marine cargo, trade credit, and supply chain risk.

S

Strengthen Industry-Aligned Readiness
Aligned curriculum directly with competencies identified by corporate partners including ICC Dubai and SCLG to close the gap between education and employer expectations.

I

Increase Practical Understanding
Built real risk understanding by placing participants inside realistic scenarios involving Incoterms disputes, non-payment cases, and cargo damage.

K

Knowledge Application
Required participants to independently analyze unfamiliar risk scenarios and justify decisions using professional reasoning without guided support.

TIMELINE

PHASE 1
January - March 2025
INITIAL PLANNING

PHASE 2
March - May 2025
ADVERTISEMENT & OUTREACH

PHASE 3
May - April 2026
WORKSHOPS & COMMUNITY INITAIVE

OUR TEAM





Priya Barke: Project Manager

Dr. Hemchandra: Senior Advisor; President & CEO of Prudence Insurance Brokers LLC

Dr. Satish Mapara: Industry Advisor; Management Advisor at GlobeApex Project Management Services

BUDGET

Most of our program expenses were **covered through collaborations** with Tokio Marine & Nichido Fire Insurance Co., AIG, Orient Insurance, GIG, United Arab Bank, the International Chamber of Commerce Dubai, and supply-chain and logistics groups, which provided seminar venues and food, covering the primary operational costs of the program.

Purchases	Quantity	Cost	Total Cost
WIX	15	39$/month	$585
Printing Brochures	500	0.55$/brochure	$275

KEY METRICS

TARGET 1
- Self-Paced Curriculum Enrollments
- Participant Success Rate
- LinkedIn Impressions

TARGET 2
- Total Participants
- Industry Partnerships Formed
- Corporate Training Engagements

RISK MANAGEMENT PLAN

Risk	**Lack of Attendance** Niche field with limited awareness makes it difficult to attract participants through traditional advertising alone	**Uninteresting Content** Risk that theory heavy instruction would lead to participant disengagement and poor learning outcomes	**Hard to Follow** Technical complexity of insurance and risk concepts risked leaving participants confused or disengaged
Outcome	**Program would not meet reach goals** Limiting awareness of risk and insurance careers	**Participants disengage and do not retain** Reducing the program's educational effectiveness	**Reduced comprehension and retention** Lowering practical value and career readiness outcomes
Solution	**Relationship-Based Outreach** Hosted seminars directly at AIG, Tokio Marine, UAB, ICC Dubai and Orient Insurance to reach targeted audiences directly	**Application-Driven Curriculum** Delivered real-world case studies on marine insurance, trade credit, and supply chain risk. Conducted mock seminars to test and refine delivery	**Q&A, Brochures & Mock Sessions** Incorporated live Q&A, summary brochures, and ran internal mock sessions to ensure clarity and logical sequencing before live delivery

MONITORING

Notion
- Assigned tasks and tracked deadlines
- Gantt view mapped seminar dates and phases
- Stored speaker notes and seminar outlines

Google Sheets
- Tracked spending against the budget
- Recorded key metrics at every check-in
- Updated as partnerships offset costs

Slack
- Fast communication with speakers across time zones
- Sent reminders before each event
- Confirmed logistics and materials

Participant Surveys
- Gave feedback to improve content and pacing
- Tracked key metrics to highlight issues

CONTROLLING

Low Conversion Despite High Reach →	• Introduced 30-min entry seminars • Modularized into micro-certifications • Expanded to universities and academic partners
Technology Fatigue Due to Less Engagement →	• Restructured to 1hr instruction + 1hr Q&A • Improved participation and discussion depth
Corporate Demand for Custom Programs →	• Built company-specific workshops with 30 tailored case studies • Example: 4 in-person sessions for Hira Industry

EVALUATION OF KEY METRICS

Industry & Expert Involvement	Curriculum Engagement	Program Reach	Participant Feedback	Participation
33	50	8.5K	99%	500
Partnerships gained	Bought self paced curriculum	Impressions on Linkedin	Sucess Rate	Participated in programs

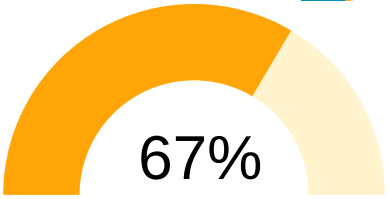
Overall, Prudence Business Academy was a strong success, delivering industry-driven, practical education that taught participants the skills actually required in real trade, insurance, and risk-management roles. By grounding learning in real cases, professional insight, and applied decision-making, **the program created measurable impact beyond theory and directly strengthened career readiness.**

II. INITIATING

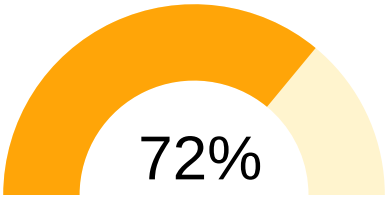
A. PROBLEM STATEMENT

Risk management and insurance determine whether companies can withstand disruption, sustain growth, and operate across global markets. Every major business decision, from shipping goods internationally to building infrastructure and investing in technology, depends on mechanisms to identify, transfer, and manage risk. According to the **World Economic Forum**, rising global uncertainty has made risks to economic stability more frequent and more interconnected, positioning professional risk management as a **core strategic function** embedded within business operations rather than a back-office activity.

Despite this central role in shaping how businesses function and make decisions, students and early-career learners **rarely gain exposure** to how risk and insurance operate within real corporate settings. This disconnect has contributed to a **widening talent and skills gap**. The Allianz Risk Barometer, one of the most widely cited global risk surveys used by multinational firms, consistently identifies supply-chain disruption, cyber risk, and geopolitical instability as **top business threats**, yet these topics are **rarely taught** in a practical, applied way at the pre-university or early college level.



of students and early-career professionals report little to no understanding of how insurance works beyond auto or health coverage



of employers say new hires lack practical risk and insurance knowledge needed to operate in real business environments

> **"Less than one-third of young people consider insurance an appealing career, largely because they do not understand what the industry actually does or how it impacts real business decisions."**
> — Risk & Insurance Magazine, Talent & Workforce Report

At the workforce level, the problem is becoming structural. **Deloitte's Global Human Capital** research reports that a majority of employers believe graduates **lack the applied skills** needed to function effectively in complex, real-world business environments, particularly in roles requiring risk evaluation, judgment under uncertainty, and cross-border decision-making. This gap is especially pronounced in insurance, trade finance, and enterprise risk roles, where theoretical knowledge alone is insufficient without contextual understanding of contracts, regulations, and financial exposure.



66%

of managers believe recent hires are not fully prepared for the demands of work



$1.6T

losses annually due to trade-based financial crime



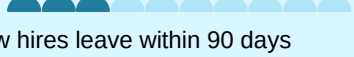
99.9%

of businesses worldwide are SMEs, many without formal risk management or insurance expertise

This lack of understanding is reflected directly in our own program data. In a pre-program survey of 33 new hires, 19/33 reported only **"little knowledge"** of insurance while 12/9 reported just "some knowledge," and **not a single participant identified as having expert-level understanding**. These are motivated individuals interested in business careers, yet they are entering a workforce that is already struggling. A striking **79% of Gen Z have never considered a career in insurance**, and the Bureau of Labor Statistics projects approximately **21,500 insurance job vacancies** annually over the next decade as experienced professionals retire faster than new talent can replace them. When underprepared new hires do enter the field, the consequences are measurable:

EARLY TURNOVER

30%



3 in 10 new hires leave within 90 days

COST PER HIRE

$4,700

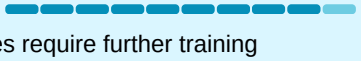
$2,100 Recruitment

$2,600 Onboarding & Training

spent per hire on recruitment & onboarding

WORKFORCE READINESS GAP

86%



of new hires require further training

Addressing this gap at the student stage, before individuals enter the workforce without the foundational knowledge employers expect, is where meaningful change actually begins Taken together, global risk trends, employer feedback, industry workforce data, and participant survey results point to a clear and urgent problem: students are entering a high-risk, interconnected global economy **without the practical risk literacy** needed to understand how businesses protect themselves, allocate responsibility, and remain resilient. Without targeted, applied career development initiatives, this gap will continue to **limit both student preparedness** and the future talent pipeline for critical risk-management professions.

B. PROJECT SCOPE

TARGET 1: STUDENTS & EARLY-CAREER PROFESSIONALS

APPROACH



Online Self-Paced Modules

&



Live Expert Led Seminars

&



Applied Case Studies

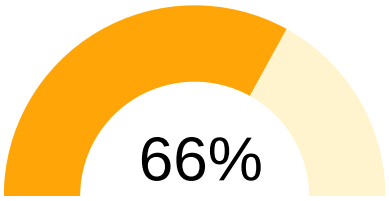
PURPOSE

The purpose of this target was to equip students and early-career professionals with the **practical risk and insurance knowledge** they are not receiving through traditional education. Most students interested in business, finance, or logistics enter the workforce **without understanding** how risk is actually identified, allocated, and managed in **real operations**. They are familiar with insurance as a consumer product but have **no exposure to the specialty fields** that drive global commerce, including marine cargo, trade credit, enterprise risk management, and supply chain risk. Prudence Business Academy was designed to close this gap by delivering **applied, industry-driven instruction** through self-paced online modules and live expert-led seminars that mirror how risk decisions are made in **professional environments**. By building this foundation early, the program aimed to ensure that when participants enter the workforce, they are not starting from zero.

CURRICULUM FOCUS AREAS

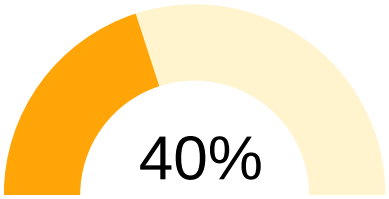
- **Enterprise Risk Management**
- **Insurance Fundamentals & Risk Transfer**
- **Trade Finance & Payment Risk**
- **Supply Chain & Logistics Risk**
- **Marine & Cargo Risk**
- **Applied Decision-Making & Case Analysis**

RATIONALE



66% of managers cite a lack of practical experience as a primary concern for new hire preparedness

Deloitte Global Human Capital Trends



40% of employers worldwide struggle to find entry-level candidates with the skills required to succeed

Deloitte 2025 Global Human Capital Trends

EXPECTED BENEFITS

Participants develop job-ready skills and career awareness in risk, insurance, and trade finance, reducing the learning curve they would otherwise face in internships and early-career roles.

Through real case studies and expert-led sessions, students gain a practical decision-making mindset applicable to everyday business and financial situations beyond the classroom.

TARGET 2: CORPORATE & INDUSTRY PROFESSIONALS

APPROACH



In Person Corporate Workshops

&



Customized Case Modules

&



Industry Partnerships

PURPOSE

The purpose of this target was to address a gap that became apparent as the program expanded: large corporations and established organizations needed training that was **specific to their own operations**, not general industry education. When new recruits join these firms, they often arrive without the applied knowledge to perform immediately, forcing companies to **invest heavily in onboarding** and internal training before employees can contribute meaningfully. Prudence Business Academy responded by developing **fully customized in-person workshops** built around each client's **real operational challenges**. The program curated industry-relevant case studies **drawn directly from the business' environment**, covering specific risks in their company may face. This approach ensured that participants were analyzing and solving problems that **existed within their own organization**. By delivering training that was immediately applicable, the program aimed to reduce onboarding costs, strengthen workforce readiness, and help companies build internal risk literacy that translates directly into better business decisions.

EXAMPLE: HIRA INDUSTRY

Session 1
Shipping documentation & risk

Session 2
Counterparty & non-payment exposure

Session 3
Live problem analysis: Hira shipping department

Session 4
Solutions review over working lunch

Each session ran 8:30 AM - 1:30 PM

RATIONALE

218%

Companies with comprehensive employee training programs have 218% higher income per employee than companies without formalized training.
Forbes/ATD



88% of employees do not use the knowledge acquired from training, highlighting that most corporate training fails to address the actual needs of employees.
24x7 Learning Survey

EXPECTED BENEFITS

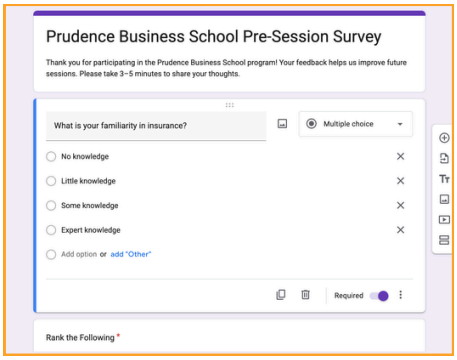
New recruits enter their roles with practical, company-specific knowledge, reducing onboarding time and closing the gap between academic preparation and real operational expectations.

Companies receive content tailored to their own risk exposure, allowing teams to immediately apply frameworks to real internal challenges rather than generic case examples.

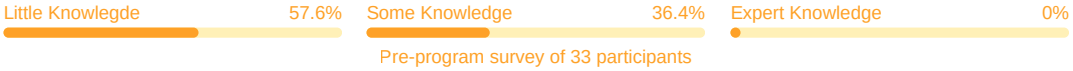
III. PLANNING & ORGANISING

A. Project Goals

METHODS USED TO ESTABLISH PROJECT GOALS



Risk & Insurance Awareness Assessment: A **pre-program survey** was distributed to students and early-career participants to assess their existing understanding of risk management and insurance. Results revealed that most respondents associated insurance primarily with auto or life coverage and **lacked exposure** to corporate, trade, or specialty insurance. These findings directly informed curriculum priorities, allowing Prudence Business Academy to **focus on underrecognized but high-impact areas** such as enterprise risk management, supply chain risk, marine cargo, and trade credit insurance.



Pre-program survey of 33 participants

Industry Insight Interviews & Short-Form Content: **Insurance and risk professionals were interviewed** to discuss how risk is managed in **real business settings** and how they entered the field. These conversations provided firsthand insight that **shaped curriculum** examples and case studies. Select clips were also repurposed as **short-form educational content** on LinkedIn and Instagram, allowing viewers to **engage with real industry perspectives** while increasing awareness of career paths within risk and insurance, expanding reach and strengthening engagement across broader student audiences.

Linkedin | Instagram | Guest Interviews



Curriculum Booklet: A comprehensive curriculum booklet was developed outlining the full Prudence Business Academy program structure, learning objectives, and topic coverage. The booklet included all core modules, key frameworks, and applied concepts taught throughout the program. While live sessions focused on selected topics to maximize engagement and retention, **the booklet ensured participants had access to the complete curriculum for independent learning and future reference.**

ERM | Incoterms | Trade Finance | Marine Cargo | SCRM



Podcast Series - The Business Beat with Priya Barke: To expand accessibility beyond live instruction, a podcast series was launched to discuss each curriculum topic in **greater depth**. Episodes featured practical explanations, real-world scenarios, and personal insights drawn from industry experience. The podcast served as an on-demand learning tool, allowing participants and external listeners to **engage with Prudence Business Academy content at any time**. Several industry professionals featured in earlier interviews were also invited as podcast guests, further reinforcing credibility and deepening discussion.

Bi-monthly Episodes | On Demand Access | Industry Guests

PROJECT GOALS



Transformative Innovative Disruptive

From the outset, Prudence Business Academy operated with a clear framework. Project goals were structured under the acronym R.I.S.K., standing for Reframe, Increase, Strengthen, and Knowledge Application, ensuring every decision made throughout the program connected back to a single purpose: **building real risk literacy in students who had none**. Each goal was designed to be **SMART**, with specific targets, measurable outcomes, and defined timelines so progress could be tracked and evaluated. These were the operational backbone of the program, directly informing curriculum design, seminar structure, partnership strategy, and the key performance metrics assessed through the quality management plan.

R

Reframe Industry Perception

The first goal focused on reshaping how participants perceive insurance and risk management. Rather than viewing insurance as limited to personal products, **the program aimed to reframe risk and insurance as strategic functions supporting global trade, enterprise resilience, and large-scale business operations**. Participants were introduced to specialty areas including enterprise risk management, supply chain risk, trade credit, political risk, and marine cargo insurance through structured modules and real-world examples.

I

Increase Practical Understanding

The second goal centered on **helping participants understand how risk operates in real situations by placing them inside realistic decision-making contexts.** Course modules and live seminars guided participants through how Incoterms®, payment terms, documentation, and insurance coverage influence outcomes. Assessments required participants to explain their reasoning and defend decisions using industry logic rather than recall terminology, developing a working understanding of risk through application instead of memorization.

S

Strengthen Industry-Aligned Readiness

The third goal focused on strengthening participants' readiness for real professional environments by **aligning instruction directly with industry-defined skill requirements**. The team worked with insurance companies, corporate clients, and partners including the International Chamber of Commerce and Supply Chain & Logistics Group to identify competencies expected from new entrants. Based on this feedback, course modules, seminars, and assessments were designed to mirror the tasks professionals perform in the field and reduce the onboarding gap.

K

Knowledge Application

The final goal ensured that **participants could apply what they learned independently**, without step-by-step guidance, in situations that resemble how risk decisions are made outside the classroom. Students moved from instructor-led examples to applying concepts through practical assessments and open-ended scenarios. By the end of the program, participants were capable of using concepts autonomously to evaluate situations, articulate risk implications, and **make informed judgments in unfamiliar contexts**.

SMART GOALS

To ensure quality and accountability throughout the Prudence Business Academy program, key performance metrics were established to directly measure the completion and effectiveness of each project goal.

KEY METRICS AIMED

Curriculum Engagement	Participant Feedback	Participation	Industry & Expert Involvement	Program Reach
25	80%	100	5	3K
Bought self paced curriculum	Sucess Rate	Participated in in-person programs	Partnerships gained	Impressions on Linkedin

By February 28, at least **80% of participants will be able to identify multiple specialty areas** within risk and insurance beyond personal lines, as measured by post-program surveys.

Between July 1 and February 28, at least **75% of participants will demonstrate improved practical understanding** of risk allocation and insurance response through scenario-based assessments.

By the end of the project period, the **curriculum will align content with industry-identified skill requirements** through partnerships with insurance and corporate organizations, confirmed through partner feedback.

By the final month of the program, at least **70% of participants will independently apply risk concepts** to unfamiliar scenarios without guided instruction, as measured through open-ended assessments.

B. HUMAN RESOURCES MANAGEMENT

The project was executed through a structured team model that **combined student leadership with deep industry expertise,** ensuring that program design and delivery aligned with real-world professional standards. Each team member was selected based on specialized knowledge, practical experience, and the ability to contribute directly to the project's goals.

Priya Barke

Project Manager



Student at Basis Independent Silicon Valley

Strengths: Project planning, curriculum design, industry research, communication, analytical thinking

Responsibilities: Led the design and execution of Prudence Business Academy by defining scope, building the curriculum, and managing timelines. Conducted needs assessments to identify skill gaps and developed case-based content grounded in real trade and insurance workflows. Coordinated industry outreach, organized seminars and speakers, and ensured all materials aligned with professional expectations.

Mr. Hemchandra

Senior Advisor



President & CEO of Prudence Insurance Brokers LLC

Strengths: Industry leadership, insurance expertise, risk management, mentorship

Responsibilities: Provided strategic oversight and subject-matter expertise to ensure curriculum accuracy and industry relevance. Advised on risk management frameworks, insurance structures, and real-world applications. Supported curriculum validation, guided applied case development, and mentored the project manager throughout planning and execution to align the program with professional standards.

Dr. Satish Mapara

Industry Advisor



Management Advisor at GlobeApex Project Management Services

Strengths: Supply chain expertise, operational risk analysis, strategic advisory, problem-solving

Responsibilities: Contributed industry insight on supply chain and operational risk management, supporting the integration of real-world scenarios into the curriculum. Advised on applied case studies related to logistics disruptions, operational decision-making, and risk mitigation strategies. Provided professional perspective to ensure program content reflected current business practices and global supply chain realities.

Professional Speakers (Total of 25 Speakers)

Meenakshi Srinath



Head of Marine of Middle East at Berkshire Hathaway Specialty Insurance

Jinto Hanley



Head of Marine, GCC and North Africa at AIG Business Strategy Lead, Marine EMEA

Amol Phadnis



Founder of Review Risk Management Services Pvt. Ltd.

Roles: Guest speakers, curriculum contributors, and industry advisors
Strengths: Public speaking, presentational skills, industry expertise, applied risk knowledge, professional communication, real-world problem solving
Responsibilities: present curriculum-aligned topics, share real-world case studies, participated in live sessions and discussions, supported curriculum validation to ensure participants gained an accurate understanding of how risk management and insurance operate in real business environments.

C. SCHEDULE

MILESTONES

Establishing distinct milestones from the beginning of the project allowed us to track critical phases of execution. Each milestone ensured the program moved from planning through delivery in a structured and accountable manner, keeping efforts aligned with the program's core objectives.

Phase 1: Initial Planning

MILESTONE #1: January - February 2025

Identify Gap & Define Objectives

Conducted pre-program surveys with 33 participants to assess baseline knowledge of insurance and risk. Results confirmed that 94% had little to some knowledge, validating the need for the program. Objectives and curriculum direction were defined based on survey findings and interviews with alumni of programs like The Institutes and Kaplan.

MILESTONE #2: February - March 2025

Create Curriculum Draft & Booklet

Developed the full curriculum framework covering ERM, Incoterms, trade finance, marine cargo, and SCRM. A comprehensive curriculum booklet was produced outlining all modules, frameworks, and applied concepts. The draft was shared with industry experts for feedback before finalizing the structure for live and online delivery.

Phase 2: Advertisement & Outreach

MILESTONE #3: March - April 2025

Phone Outreach & Secure Speakers

Initiated direct phone outreach and personalized emails to insurance companies, banks, and trade organizations. Secured speaker confirmations from professionals at AIG, Tokio Marine, Orient Insurance, UAB, and ICC Dubai. Held one-on-one preparation calls with each speaker to align slide decks, case examples, and session objectives.

MILESTONE #4: April - May 2025

Finalize Seminar Agendas & Host First Seminars

Finalized detailed agendas for each seminar outlining topic sequencing, time allocations, and speaker roles. Hosted multiple live seminars at partner organizations including AIG, Tokio Marine, GIG, and ICC Dubai. Personally taught several sessions alongside guest speakers to ensure continuity and curriculum alignment.

Phase 3: Workshops & Community

MILESTONE #5: June - October 2025

Launch Online Program & Podcast

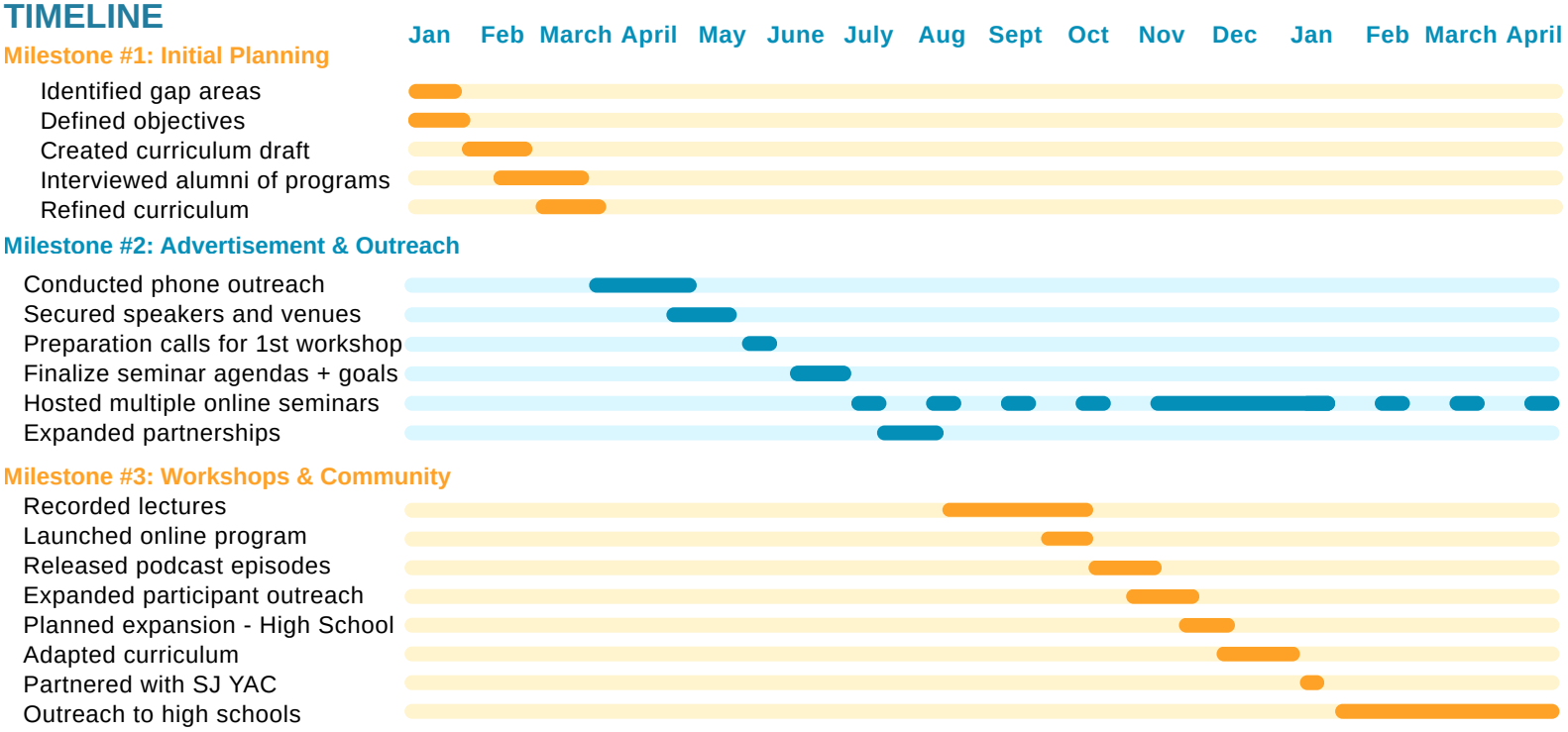
Launched the self-paced online program modeled after Wharton Executive Education's blended format, combining 75% asynchronous modules with 25% live instruction. Released bi-monthly podcast episodes covering each curriculum topic with industry guests. Expanded partnerships to Stanford via Garje Marathi Group and Wellington University.

MILESTONE #6: December 2025 - May 2026

Expand to High Schools & Universities

Partnered with the San Jose Youth Advisory Committee to adapt the curriculum for high school students. Delivered the first high school seminar at Pioneer High School, introducing students to foundational risk and insurance concepts through applied examples. Established a framework for expansion to additional schools.

TIMELINE



D. QUALITY MANAGEMENT PLAN

Before executing the program, we defined clear benchmarks for what constituted poor, good, and excellent performance across each key metric, ensuring that success was measured against predefined standards rather than subjective judgment. These benchmarks were aligned with our goals for engagement, learning outcomes, participation, and industry involvement, allowing us to consistently evaluate whether the program was meeting its intended impact. Throughout implementation, **progress was systematically tracked using participant surveys, post-session feedback forms, and enrollment data** collected after each seminar and module. This ongoing measurement allowed us to identify gaps in real time, refine delivery where needed, and ensure that the program maintained a high level of quality and effectiveness across all stages.

*values measured through post-session surveys and curriculum engagement data

Target 1: Students & Early-Career Professionals

Metric	Current	Excellent	Good	Poor
Self Paced Curriculum Enrollments	0	>40	26-39	<25
Participant Success Rate	0%	>85%	70-84%	<70%
Linkedin Impressions	0	>5K	3K-5K	<3K

To ensure curriculum **content reflected actual workforce needs**, all modules and seminar topics were shared with industry experts and corporate partners for review before delivery. **Their feedback shaped both the content structure and the applied assessments used throughout the program**. A minimum of 25 participants enrolled in the online curriculum would indicate **sustained interest beyond live seminars**. This metric would ensure that **learning extended over time** rather than being limited to one-day events, supporting the program's goal of long-term skill development and applied understanding. A 80% success rate reflects participants reporting that they gained meaningful knowledge and were able to **apply concepts in professional settings, job interviews, and career preparation**. Achieving this benchmark would confirm that the program met its objective of delivering practical, career-relevant education rather than theoretical instruction alone. The program planned to achieve 3K impressions, indicating strong awareness among industry professionals, students, and institutions. This metric would confirm **the program's ability to extend its impact beyond direct participants and increase awareness of risk management and insurance careers.**

*values measured through attendance records, partner confirmations, and post-event surveys

Target 2: Corporate & Industry Professionals

Metric	Current	Excellent	Good	Poor
Total Participants in Programs	0	>200	100-199	<100
Industry Partnerships Formed	0	>20	10-19	<10
Corporate Training Engagements	0	>5	3-4	<3

To ensure corporate workshops remained relevant and effective, **we consulted guest speakers and corporate partners** beforehand to align session content with each organization's specific operational challenges. Presentations were shared in advance for review and feedback before delivery. **Participation was measured by attendance** across live seminars, workshops, and in-person sessions hosted through Prudence Business Academy. A total of 100 participants would demonstrate strong demand for experiential learning and validating the effectiveness of the blended learning model in engaging a wide audience. **Industry involvement was tracked through formal partnerships and expert contributions** to curriculum design, lectures, and seminars. Gaining 5 partnerships with insurance companies, financial institutions, universities, industry organizations, and industry experts would ensured that **content remained aligned with real industry practices and reinforced the program's credibility and professional relevance.**

E. RISK MANAGEMENT PLAN

Risk 1: Lack of Attendance

One major risk identified during the planning phase was a potential lack of attendance. Because Prudence Business Academy operates within a **niche and often under-recognized field**, there was concern that traditional event promotion alone would not attract a sufficient number of participants. Without strong attendance, the program would not achieve its goal of expanding awareness of corporate risk management and insurance careers. To mitigate this risk, we emphasized **relationship-based outreach** rather than passive advertising. In addition to targeted promotion, we formed **direct partnerships with established organizations** and companies to ensure outreach was directed toward individuals already engaged in related industries. This allowed us to go to participants rather than requiring them to come to us. As part of this strategy, we conducted and hosted seminars at organizations including **Tokio Marine & Nichido Fire Insurance Co., GIG, Orient Insurance Co., AIG, SCLG, United Arab Bank, International Chamber of Commerce Dubai, and Wellington University.** By embedding the program within trusted professional environments, attendance became more consistent and aligned with our intended audience.

TOKIO MARINE NICHIDO

GIG مجموعة الخليج للتأمين GULF INSURANCE GROUP

البنك العربي المتحد UNITED ARAB BANK

SCLG

orient orient insurance pjsc

Various Banks (NDA - Names Confidential)

Middlesex University Dubai

Risk 2: Uninteresting Content

Another potential risk was the possibility that content could be perceived as uninteresting or overly theoretical, leading to disengaged participants and reduced learning outcomes. To address this, Prudence Business Academy designed **all instruction to be application-driven** rather than lecture-based. Content was delivered through **real-world case studies** drawn from marine insurance, trade credit, political risk, and supply chain disruptions, allowing participants to **analyze situations professionals encounter daily**. Prior to live sessions, we conducted mock seminars and practice runs with speakers to test pacing, clarity, and engagement. This allowed adjustments to be made before formal delivery. Additionally, **much of the curriculum was structured around practical decision-making exercises** rather than definitions or memorization, which made sessions more interactive and relevant. By grounding instruction in real business scenarios and refining delivery through rehearsal, the program ensured that participants remained engaged and found the material meaningful.



70%

of students prefer practical and interactive knowledge rather than theoretical

Risk 3: Hard to Follow

There was also a risk that the material could be difficult to follow, particularly given the technical nature of insurance and risk management concepts. To reduce this risk, the program incorporated multiple reinforcement mechanisms. Each session included **structured Q&A segments to clarify concepts in real time**, ensuring participants could ask questions as they arose. Participants were also provided with concise brochures and summary materials that **outlined key concepts**, frameworks, and examples discussed during sessions, allowing them to review content after the event. In addition, **mock sessions** were conducted internally to ensure explanations were clear and logically sequenced before presenting to participants. These strategies supported comprehension, improved retention, and ensured that participants with varying levels of prior knowledge could follow along effectively.

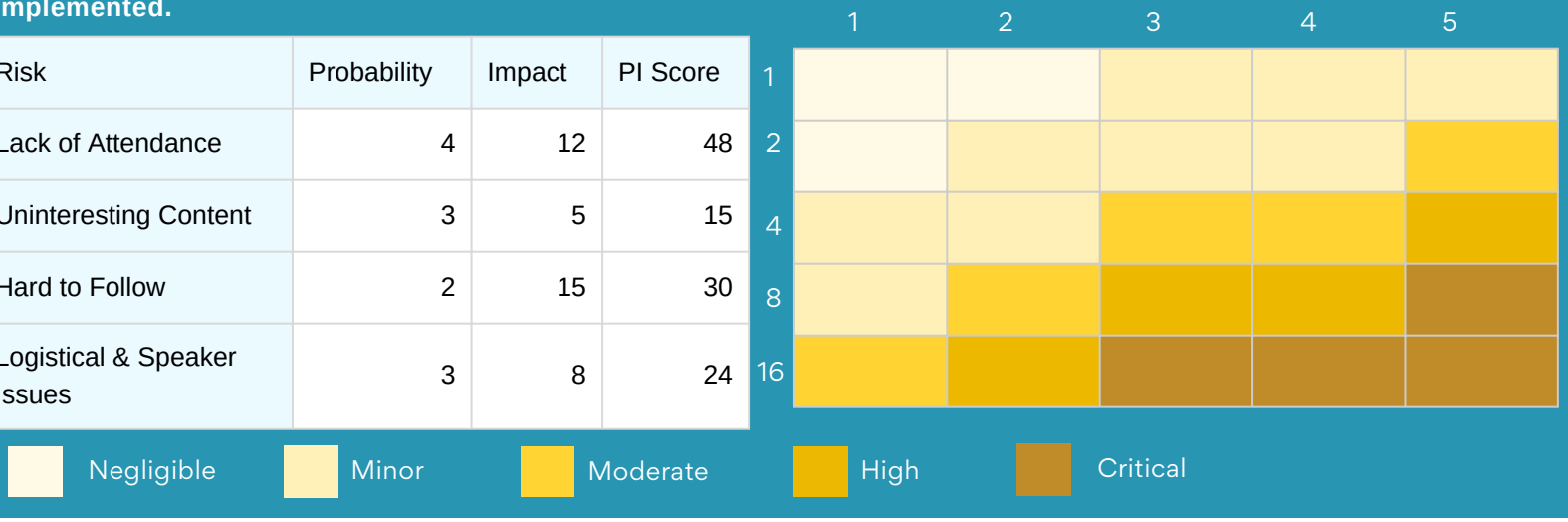


Risk 4: Logistical & Speaker Issues

These challenges were another identified risk, as issues such as scheduling conflicts, unclear expectations, or technical problems could disrupt program delivery. To mitigate this, we **partnered closely with host organizations** and industry institutions, including Tokio Marine & Nichido Fire Insurance Co., AIG, Orient Insurance Co., ICC Dubai, Supply Chain & Logistics Group, and Wellington University, which provided venue support and logistical coordination. All guest speakers participated in **pre-event phone calls or meetings** to review session objectives, slides, and case examples, and were given the opportunity to suggest edits or adjustments to better align with the audience. To ensure reliability, speakers and partners received **confirmation reminders** one month, one week, and three days before each event. This structured communication process helped prevent last-minute disruptions and ensured all participants were aligned on expectations, timing, and delivery.

We included a risk heat map to compare the probability and impact of each identified risk, allowing us to prioritize the most serious threats to program success. Lack of attendance was categorized as the most critical risk due to its direct effect on reach and outcomes, while other risks were rated moderate after early mitigation strategies were implemented.

Risk	Probability	Impact	PI Score
Lack of Attendance	4	12	48
Uninteresting Content	3	5	15
Hard to Follow	2	15	30
Logistical & Speaker Issues	3	8	24



F. PROPOSED PROJECT BUDGET

To successfully implement the Prudence Business Academy program, adequate funding was required across several key areas, including curriculum development, speaker coordination, event logistics, and outreach. We are grateful for the support of our partner organizations and industry collaborators, whose **sponsorships and in-kind contributions** helped cover essential costs and enabled the program to achieve maximum impact.

Purchases	Quantity	Cost	Total Cost
WIX	15	39$/month	$585
Printing brochures	500	0.55$/brochure	$275

TOTAL COST:

$860

IV. EXECUTION

Phase 1: Initial Planning — **January - March**

1A. Sequence of Project Deliverables

During the initial planning phase, the project team identified the key deliverables required to successfully launch Prudence Business School program and established a **clear sequence** for completing them. Early discussions focused on defining the program's scope, identifying target participants, and outlining the curriculum structure. From there, priorities included securing industry partnerships, coordinating expert contributors, designing applied learning modules, and planning live seminars. This sequencing allowed the project to move from concept development to curriculum creation and finally to program execution in a structured and efficient manner.

1B. Curriculum Design

The first step in designing the curriculum was understanding the gap between existing insurance education and real-world practice. **Pre-program surveys of 33 responses** were distributed to participants to assess familiarity with insurance and risk management, revealing that most students associated the field primarily with auto or life insurance and lacked exposure to global trade, enterprise risk, or specialty insurance. Interviews were also conducted with **13 students** who had previously taken insurance-related courses through programs such as The Institutes and Kaplan. These conversations revealed that while such programs were strong in theory and exam preparation, they offered limited guidance on **applying concepts in real business scenarios**. To further refine the curriculum, direct input was gathered from industry professionals

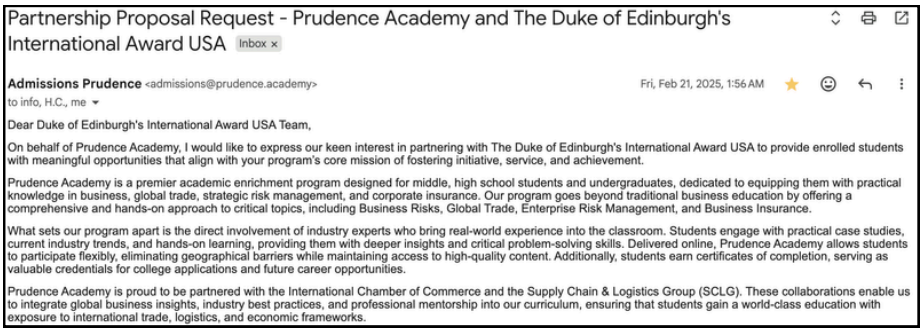

Module 2: Global Supply Chain Risks Conundrum :

1. White Swan vs Black Swan Events
2. Past events shaping the future
3. Top Global Risks impacting Supply Chains:
   - Natural Disasters & Extreme Weather Risks
   - Political Risks
   - Cyber Risks
   - Supplier Failure & Lean Process: Dependency Risks & Contingent Business Interruption Risks
   - Product Recall: A New Risk Landscape
   - Transportation & Logistics Risks
   - COVID 19 Pandemic: The 'Black-Swan' of 2020
   - Trade Credit Risks: Commercial & Political Risks affecting Global Trade & Payments
4. KYC+C: Know Your Counterparties for Supply

including Captain Prakash, Meenakshi Srinath, and other insurance, marine, and risk engineering specialists. Their feedback guided the selection of applied topics, case formats, and assessment styles used.

1C. Partnerships

To secure industry collaboration and sponsorship support, the project team initially experimented with general outreach through LinkedIn and Instagram to promote the initiative. While this approach generated awareness, it resulted in limited direct engagement. The strategy was then refined to focus on **personalized outreach**, including tailored emails and direct messages. This targeted approach proved significantly more effective and led to confirmed participation from industry experts, as well as collaboration with professional organizations and corporate partners.



Partnership Proposal Request - Prudence Academy and The Duke of Edinburgh's International Award USA Inbox ×

Admissions Prudence <admissions@prudence.academy> Fri, Feb 21, 2025, 1:56 AM

to info, H.C., me

Dear Duke of Edinburgh's International Award USA Team,

On behalf of Prudence Academy, I would like to express our keen interest in partnering with The Duke of Edinburgh's International Award USA to provide enrolled students with meaningful opportunities that align with your program's core mission of fostering initiative, service, and achievement.

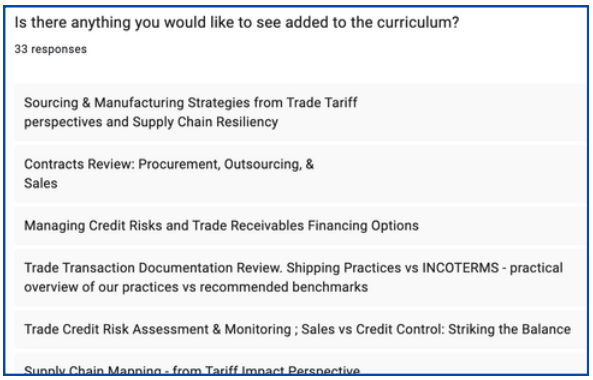
Prudence Academy is a premier academic enrichment program designed for middle, high school students and undergraduates, dedicated to equipping them with practical knowledge in business, global trade, strategic risk management, and corporate insurance. Our program goes beyond traditional business education by offering a comprehensive and hands-on approach to critical topics, including Business Risks, Global Trade, Enterprise Risk Management, and Business Insurance.

What sets our program apart is the direct involvement of industry experts who bring real-world experience into the classroom. Students engage with practical case studies, current industry trends, and hands-on learning, providing them with deeper insights and critical problem-solving skills. Delivered online, Prudence Academy allows students to participate flexibly, eliminating geographical barriers while maintaining access to high-quality content. Additionally, students earn certificates of completion, serving as valuable credentials for college applications and future career opportunities.

Prudence Academy is proud to be partnered with the International Chamber of Commerce and the Supply Chain & Logistics Group (SCLG). These collaborations enable us to integrate global business insights, industry best practices, and professional mentorship into our curriculum, ensuring that students gain a world-class education with exposure to international trade, logistics, and economic frameworks.

1D. Resource Planning

Once the curriculum framework was developed, it was **shared directly with industry experts and corporate partners** for review and feedback. Their input helped refine the balance between self-paced modules and live instruction, ensuring that content reflected how risk decisions are made in practice. Based on this feedback, adjustments were made to **emphasize applied case discussions**, real transaction scenarios, and open-ended assessments. Resources were then allocated toward building digital learning materials, scheduling expert-led sessions, and designing assessments that **tested reasoning** rather than memorization. This iterative review process ensured that program resources were used efficiently and that the final structure aligned with both learner needs and industry expectations before full-scale implementation.



Is there anything you would like to see added to the curriculum?

33 responses

- Sourcing & Manufacturing Strategies from Trade Tariff perspectives and Supply Chain Resiliency
- Contracts Review: Procurement, Outsourcing, & Sales
- Managing Credit Risks and Trade Receivables Financing Options
- Trade Transaction Documentation Review. Shipping Practices vs INCOTERMS - practical overview of our practices vs recommended benchmarks
- Trade Credit Risk Assessment & Monitoring ; Sales vs Credit Control: Striking the Balance
- Supply Chain Mapping - from Tariff Impact Perspective

Phase 2: Advertisement & Outreach **March - May**

2A. Industry Outreach & Program Positioning

After finalizing the curriculum and logistics, the focus shifted to outreach and positioning the program for both students and industry stakeholders. Initial promotion began through LinkedIn and Instagram, where the program was introduced as a career-focused initiative in risk management and insurance. While these platforms helped build visibility, engagement was limited when using general posts alone. This led to a strategic shift toward personalized outreach, where **tailored emails and direct messages** were sent to insurance companies, industry professionals, and organizations explaining the program's objectives and how they could contribute to talent development. **We also went to colleges such as Middlesex University Dubai to initiate the program there**. This approach resulted in significantly higher response rates and opened direct conversations with professionals who later participated as speakers, advisors, and collaborators.



2B. Leveraging Industry Relationships

To strengthen credibility and attract participation, outreach emphasized alignment with **recognized industry bodies** and professional networks. Conversations with organizations such as the International Chamber of Commerce and the Supply Chain & Logistics Group helped position the program as a **serious, industry-aligned initiative** rather than a purely academic program. These relationships not only supported expert engagement but also influenced how the program was presented to poten-



Supply Chain & Logistics Group (SCLG) + Follow

20,428 followers

4w

Supply Chain & Logistics Group (SCLG) is thankful to all speakers, Delegates and Sponsors for extending support in making 18th Global Supply Chain and Logistics a huge success. See you all during next summit ,19th Global Supply Chain and Logistics summit to be held in Dubai during November 2026

Please refer to www.summitsclg.org

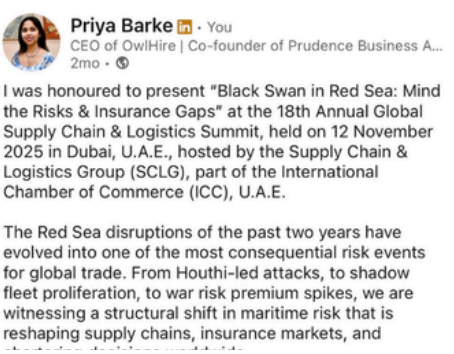
For SCLG Membership, please refer https://lnkd.in/ds5g2nGd

WhatsApp - +971 50 294 5364

tial participants, highlighting its practical focus and relevance to real-world business challenges. As a result, outreach efforts evolved from simple promotion into relationship-building conversations centered on workforce readiness and applied education.

2C. Industry Presentations & Live Program Visibility

A key component of execution involved presenting the program during live sessions, webinars, and industry-led discussions, where **participants could directly engage with instructors and guest experts**. These sessions served both as educational touchpoints and as opportunities to **reinforce the program's applied nature** through real examples drawn from trade, supply chains, and insurance operations. The visibility created through these live engagements significantly increased participant interest and reinforced the program's **positioning as a practical, career-relevant learning experience rather than a theoretical course.**



Phase 3: Workshops & Community Initaive — **May - April 26'**

3A. Finalize Guest Speakers & Industry Partners

Guest speakers and institutional partners were secured through **direct outreach to leading organizations** within the insurance, risk management, trade, and academic ecosystems. Seminars and expert sessions were conducted **in collaboration with firms and institutions including Tokio Marine & Nichido Fire Insurance Co., GIG, Orient Insurance Company, AIG, Supply Chain & Logistics Group, United Arab Bank, International Chamber of Commerce Dubai, Victoria University of Wellington, and Stanford University.** These partnerships were initiated primarily through **direct phone outreach and follow-up discussions**, allowing for **personalized conversations** around curriculum relevance and professional participation. This approach resulted in meaningful expert engagement rather than passive endorsements.



3B. Finalize Venues & Delivery Platforms

Rather than relying on a single physical venue, Prudence Business Academy adopted a **multi-location and hybrid delivery** approach to accommodate international experts and participants. In-person seminars were **hosted at partner organizations' facilities**, while additional sessions were delivered virtually to expand accessibility. This flexible structure allowed the program to **operate across geographies** while maintaining consistency in content quality and professional engagement.



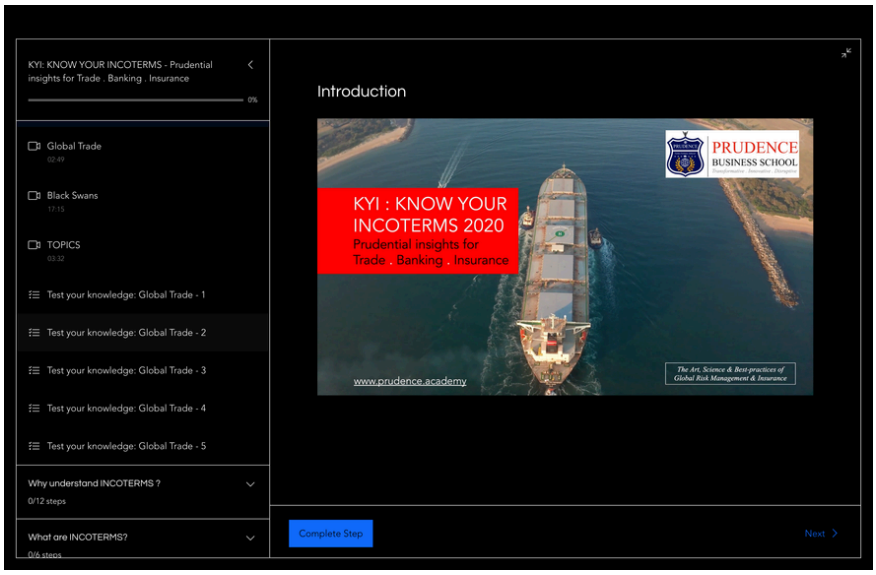
3C. Professional Seminar Agenda & Coordination

Once speakers and partner organizations were confirmed, I developed detailed, **session-specific agendas** for each seminar that outlined learning objectives, topic sequencing, and time allocations. In addition to coordinating guest speakers, I personally taught several seminar sessions to ensure continuity across topics and reinforce key concepts introduced in the curriculum. Prior to each event, I held **short one-on-one preparation calls with speakers** to walk through slide decks, review case examples, and discuss how their professional experience could best align with the program's learning goals. These conversations allowed speakers to refine content, adjust examples, and **tailor discussions to the audience's level of familiarity with risk and insurance.**



3D. Online Self-Paced Program (Blended Learning Model)

The program followed a blended learning model inspired by **Wharton Executive Education**, with the 75% of content delivered through self-paced modules and a 25% delivered through live or interactive sessions. In addition to live seminars, we implemented an online self-paced program that extended over several months and covered the same core topics in greater depth. This format was intentionally designed to **accommodate working professionals and students** who could not take extended time off to attend full-day or multi-session live programs. By structuring the program primarily online, participants were able to engage with the material alongside existing other commitments.



3E. Professional Seminar Agenda & Coordination

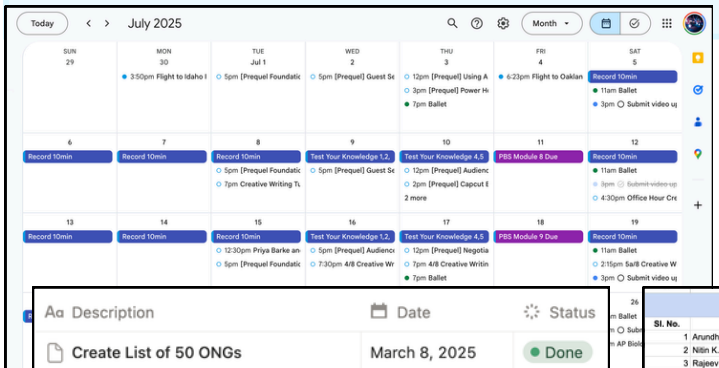
As Prudence Business Academy expanded beyond adult learners, we identified a **significant gap in career exposure for high school students**, particularly in business risk management and insurance. To address this, we **partnered with the San Jose Youth Advisory Committee (SJ YAC)** to **extend the program into local San Jose schools** and adapt the curriculum for a younger audience while preserving its real-world, industry-driven focus. Through this collaboration, Prudence Business Academy conducted its **first high school seminar at Pioneer High School**, introducing students to foundational concepts in insurance, risk management, and global business operations through applied examples and guided discussion.

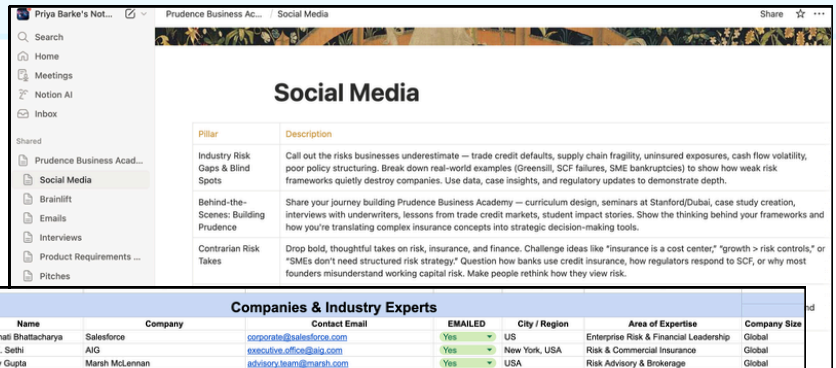
V. MONITORING AND CONTROLLING

A. MONITORING

Schedule

To stay on track and maintain organization throughout the project, we used **Notion** as our primary project management and documentation tool. Notion allowed us to centralize timelines, assign responsibilities, track deadlines, and monitor progress across all stages of the Prudence Business Academy program. We used it to manage tasks such as coordinating speaker outreach, scheduling seminars, preparing curriculum materials, organizing venue logistics, and aligning deliverables across team members. Each phase of the project was structured into dedicated pages with linked task boards, enabling us to break down larger milestones into actionable steps while maintaining visibility over overall progress. In parallel, **Google Calendar** was used to schedule seminars, speaker calls, and internal check-ins, ensuring all time-based commitments were clearly mapped and synchronized. We also maintained a **Google Sheets tracker** to manage outreach to industry professionals and organizations, recording contact details, communication status, follow-ups, and responses. This system ensured accountability, reduced miscommunication, and allowed us to track progress in real time while staying aligned with planned execution timelines.





Description	Date	Status
Create List of 50 ONGs	March 8, 2025	Done
Send out emails	March 15, 2025	Done
Record module 2.3	March 22, 2025	Done
Create Quiz for module 2.3	March 29, 2025	Done

Companies & Industry Experts

Sl. No.	Name	Company	Contact Email	EMAILED	City / Region	Area of Expertise	Company Size
1	Arundhati Bhattacharya	Salesforce	corporate@salesforce.com	Yes	US	Enterprise Risk & Financial Leadership	Global
2	Nitin K. Sethi	AIG	executive.office@aig.com	Yes	New York, USA	Risk & Commercial Insurance	Global
3	Rajeev Gupta	Marsh McLennan	advisory.team@marsh.com	Yes	USA	Risk Advisory & Brokerage	Global
4	Rakesh Jain	Chubb	executive.office@chubb.com	Yes	USA	Commercial Insurance Strategy	Global
5	Sanjay Mirchandani	CommScope	corporate@commscope.com	Yes	USA	Cyber & Enterprise Risk	Global
6	Rohit Verma	Crawford & Company	corporate@crawco.com	Yes	USA	Claims & Risk Services	Global
7	Karthik Raman	Aon	partnerships@aon.com	Yes	USA	Enterprise Risk & Capital Advisory	Global
8	Vivek Bhatia	Gallagher	riskmanagement@ajg.com	Yes	USA	Commercial Risk Solutions	Global
9	Anupam Pahuja	Zurich North America	northamerica@zurich.com	Yes	USA	Underwriting & Risk Management	Global
10	Sandeep Bhandari	Berkshire Hathaway Specialty Insurance	executive.office@bhspecialty.com	Yes	USA	Specialty Insurance	Global
11	Ajay Banga	Mastercard	investor.relations@mastercard.com	Yes	USA	Global Risk & Governance	Global
12	Rajesh Krishnan	Swiss Re Corporate Solutions	corporate_solutions@swissre.com	Yes	USA	Reinsurance & Risk Transfer	Global

Budget

To begin, the program was supported through **partnerships with established organizations** across the insurance, banking, logistics, and trade ecosystem. Prudence Business Academy collaborated with firms and institutions including **Tokio Marine & Nichido Fire Insurance Co., AIG, Orient Insurance, GIG, United Arab Bank, the International Chamber of Commerce Dubai,** and multiple supply-chain and logistics groups, which provided venues, expert speakers, industry case material, and **in-kind support essential to program delivery**. Rather than relying on direct financial sponsorships, these partnerships **significantly reduced operational costs** by covering professional expertise, seminar spaces, and learning resources.

Budget monitoring was then carried out continuously on a rolling basis throughout the project. At the planning stage, we **first identified unavoidable expenses** tied to execution, such as seminar logistics, learning materials, catering, and operational coordination, and treated these as fixed priorities. All projected and actual expenses were tracked using a **centralized Google Spreadsheet**, allowing us to compare planned versus incurred costs in real time and adjust decisions accordingly. As partnerships were finalized, the budget was updated to **reflect cost offsets from in-kind contributions**, which reduced the need for external spending. Regular budget reviews were conducted alongside project check-ins to determine whether upcoming expenses were essential or could be avoided by leveraging partner support or existing resources. This approach ensured financial discipline, prevented last-minute overruns, and kept the program aligned with its intended scope and delivery timeline.

Expense Category	Projected Cost ($)	Actual Cost ($)	Covered By	Notes
Website (Wix)	585	585	Self-funded	
Venue Rental	1,500	0	Tokio Marine, AIG, ICC Dubai, Universities	Fully covered through partnerships; recorded as in-kind contribution
Speaker Fees	2,000	0	Industry Professionals	Speakers volunteered or partnered; no direct payment required
Catering (Food)	800	0	Partner Organizations + Partial Self-Funded	Sponsored by partnered company/organisation
Curriculum Materials (Booklet, Print)	300	275	Self-funded	Reduced through digital distribution

Project Quality

Learning was designed as a continuous process supported by both **live instruction and an extended self-paced online program**. In-person seminars focused on **applied learning** through case discussions, scenario analysis, and interactive questioning that required participants to think through risk identification and mitigation decisions in real time. To reinforce this learning beyond the live sessions, Prudence Business Academy developed a self-paced online course that allowed participants to revisit concepts, review recorded material, and **deepen their understanding over several months**. This format accommodated participants balancing full-time work or academic commitments while ensuring sustained engagement with the curriculum. Together, the live and self-paced components **ensured that learning was not confined to a single event and could be meaningfully applied over time.**

Quality implementation required that participants **leave with skills they could immediately apply** in professional contexts. To achieve this, The curriculum was developed using **insights drawn directly from experienced professionals currently operating**. Additionally, **all curriculum content was built around live industry** case studies, real documentation, and applied risk scenarios drawn from supply-chain, trade, and insurance operations. **Content was refined through internal reviews and speaker walkthroughs** prior to delivery, ensuring clarity, relevance, and accuracy. This process guaranteed that participants were not only exposed to concepts but also **understood how to operationalize them** within risk management, underwriting, logistics, and enterprise decision-making environments.










Participants interacted directly with senior professionals from well known organizations such as **Tokio Marine & Nichido Fire Insurance Co., AIG, Orient Insurance, GIG, United Arab Bank, and the International Chamber of Commerce Dubai** through guided discussions, **Q&A segments, and case-based conversations**. These interactions allowed participants to **exchange perspectives with peers** facing similar operational challenges while also **building exposure to real industry practitioners**. By designing sessions around shared problem-solving instead of passive listening, **we ensured networking was purposeful and aligned with real-world professional collaboration.**

B. CONTROLLING

While facing challenges during our project was inevitable, we were able to mitigate such difficulties as a part of our controlling process. Our team utilized our **quick problem-solving skills and communicated efficiently** to provide solutions to issues and keep our project on track for success. We applied the **Six Sigma DMAIC framework** to systematically improve program structure and delivery. Using a data-driven approach, we identified inefficiencies in participation and engagement, implemented targeted changes to reduce barriers, and established ongoing monitoring through attendance conversion and feedback tracking. The Control phase ensures that these improvements are sustained by continuously evaluating how participants progress into advanced programs and using this data to refine future offerings.

ISSUE ENCOUNTERED	RESPONSE PLAN
Limited Conversion Despite High Reach: Although Prudence Business Academy achieved strong visibility through LinkedIn and professional membership associations, the **first one to two seminars saw lower-than-expected attendance of approximately 80-100 participant**s. Initial marketing emphasized a six-hour masterclass priced at $250, which created hesitation among potential participants who perceived the **time commitment and structure as intimidating**. This limited conversion despite high engagement indicated a mismatch between how the program was presented and how new audiences preferred to engage. 	We restructured both pricing and program format. **Shorter 30-minute introductory seminars** were introduced at a **lower price point** to reduce entry barriers and attract first-time participants. These sessions acted as **exposure points**, after which participants were offered the **full six-hour master program priced at $500**. In parallel, the curriculum was modularized into micro-certifications, allowing participants to **enroll in individual topic-specific modules** rather than a single bundled program. Outreach was also expanded beyond corporations to **academic institutions**, resulting in partnerships with **SP Jain University, Wellington Dubai, Symbiosis Management School, the International Chamber of Commerce, and Supply-Chain and Logistics Groups.**
Technology Fatigue During Live Sessions: Early virtual sessions were structured as 90 minutes of instruction followed by a 30-minute question-and answer segment. Feedback indicated that participants experienced **screen fatigue during long instructional blocks**, which **reduced engagement and limited the effectiveness of post-session discussions.** 	The program structure was revised to balance attention and interaction. Live sessions were redesigned to include **one hour of focused instruction followed by a full hour dedicated to questions, discussion, and application**. This adjustment improved engagement, increased participation during Q&A, and **allowed attendees to directly relate session content to their professional challenges without cognitive overload.**
Corporate Demand for Industry-Specific, In-Person Programs: During early outreach, Prudence Business Academy marketed a broad, cross-industry supply-chain and risk management program **intended for a mixed professional audience**. While this format worked for individuals and academic partners, it did not resonate with large corporations. **Corporate teams found generalized frameworks and examples insufficient for their internal decision-making**, as their risk exposure was tied to highly specific operational, logistical, and regulatory conditions. This created a mismatch between what was being offered and what corporate participants expected from a professional training engagement 	In response, we shifted from general programming to f**ully customized, company-specific workshops delivered in person**. With **Hira Industry**, the program was redesigned around the **company's actual supply-chain structure and operational challenges**. We held multi-session programs running from 8:30 AM to 1:30 PM across four sessions, **each focused on a specific issue faced by Hira's shipping and logistics operations**. Over 30 industry-relevant case studies were curated to mirror real risks such as shipment delays, documentation gaps, counterparty exposure, and inventory loss. One session was dedicated entirely to analyzing a live problem within Hira's shipping department, guiding participants through risk identification, impact assessment, and mitigation planning using insurance and operational controls. Each workshop concluded with a working lunch to continue discussion, refine solutions, and align the material directly with how the company would implement changes internally.

VI. CLOSING THE PROJECT

A. EVALUATION OF KEY METRICS

We kept track of our key metrics over the course of our project using Excel. To evaluate the success of our project at our conclusion, we compared these ending values to the numbers we set in our Quality Management Plan and classified them as Poor, Good, or Excellent.

Curriculum Engagements **54** Bought self paced online programs EXCELLENT	**Participant Feedback** **99%** Average scores on quizzes & if participants said they feel more confident in the field EXCELLENT
Industry & Expert Involvement **33** Partnerships gained EXCELLENT	**Participation** **523** Participated in programs EXCELLENT
Program Reach **13K** Impressions on Linkedin EXCELLENT	**Corporate Reach** **7** Corporate training engagements EXCELLENT

Below are quotes from students when we asked them to share their overall feelings on their courses with Prudence. We are beyond grateful to our students for sharing their honest, unfiltered perspectives for the sake of our improvement and growth.



"What stood out was how practical everything was for our team. We've taken other courses, but this is the one where we felt like we could actually apply what we learned immediately."
- Bala Anusha, studied at Harvard Business School, Purchase Manager at Hira Industry



"Getting to hear directly from people working in the industry made a big difference. It gave me a better sense of how risk decisions are made beyond just theory."
- Niraj Kumar, Head of Global Transactions Banking at United Arab Bank

B. LESSONS LEARNED

Targeted Relationship-Based Outreach: While early marketing through LinkedIn generated thousands of impressions, actual attendance data showed that the strongest conversion came from direct outreach and existing institutional relationships. Participants were far more likely to attend when seminars were introduced through universities or corporate partners who had credibility with the audience. This reinforced that **in professional education, trust and referral pathways matter more than broad visibility alone.**

Market Fit Matters: Our initial seminars were marketed as long, comprehensive masterclasses priced at $250–$500, which unintentionally created hesitation among first-time participants. **We learned that professionals were interested in the content but needed lower-commitment entry points.** By restructuring the program into 30-minute introductory sessions, modular certificates, and shorter topic-focused offerings, we aligned delivery with audience expectations and significantly improved engagement.

Program Length and Attention Constraints: We initially structured sessions as 1.5-hour lectures followed by a short Q&A, but feedback showed that extended lectures reduced engagement and limited discussion quality. Adjusting the format to one-hour instruction paired with a full hour of interactive Q&A improved participation and overall session value. This emphasized **the importance of designing schedules around attention span and interaction, not just content volume.**

Customization Over Generalization: While general seminars worked for mixed audiences, large corporations expressed a preference for company-specific, in-person programs addressing their own operational challenges. In response, we developed customized workshops built around industry relevant case studies and internal risk scenarios. For example, with Hira Industry, we focused on shipping and documentation risk issues faced by them. This demonstrated that **customization drives impact far more effectively than one-size-fits-all programming.**

C. RECOMMENDATIONS FOR FUTURE PROJECTS

Refine Market Positioning and Entry Strategy
Future programs should **clearly differentiate between introductory and advanced offerings from the outset.** Our experience showed that marketing long, intensive masterclasses first created hesitation, even when interest in the subject matter was high. We recommend **leading with short, low-commitment sessions** that demonstrate value quickly, then offering structured pathways into longer programs. This staged approach aligns better with professional decision-making and increases long-term engagement.

Build Redundancy into Program Delivery
All future seminars should include **built-in contingency plans** for speakers, technology, and scheduling. While last-minute adjustments were managed successfully, requesting backup materials or prerecorded segments in advance **would reduce operational pressure and protect learning continuity.** Preparing redundancies early ensures **delivery quality remains consistent regardless of unforeseen disruptions.** This also allows the team to respond quickly without disrupting the participant experience or compromising session quality.

Customize Content by Audience Type
Generalized programs are effective for mixed audiences, but institutional partners and corporations consistently prefer tailored, organization-specific content. **Future projects should begin with audience segmentation and needs assessment, allowing curricula to be customized by industry, role, or operational challenge.** This increases relevance, improves retention, and strengthens institutional partnerships.

Center Promotion Around Professional Credibility
Marketing efforts should place greater emphasis on who is delivering the content and why their expertise matters. While logistics and program features are important, highlighting speaker credentials, industry experience, and real case involvement builds credibility and trust. Centering promotion around professional authority would likely increase both attendance and perceived program value.

Our Prudence Business Academy project has evolved from an initial idea into a program with tangible, **real-world impact**. We are grateful for the opportunity to bridge a gap that so many students face, helping them move from uncertainty to confidence in **understanding how businesses actually operate**. Watching participants apply concepts, engage with industry professionals, and **grow in their thinking** has been one of the most meaningful outcomes of this experience. More than building a program, we have seen **firsthand how access to the right knowledge can shape clearer paths toward future careers.**

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VIII. APPENDIX


Appreciation Certificate

We are pleased to award this certificate to

PRUDENCE ACADEMY

In recognition of delivering Shipping Documentation & Trade Frauds Training

November 2024

Chief Human Capital Officer


UNITED ARAB BANK

Dear Mr. Barke

Thank you for the exceptional training session you conducted on Shipping Documentation and Frauds for United Arab Bank on November 23, 2023.

Your expertise and in-depth knowledge in the field were evident throughout the training. The content you covered was not only comprehensive but also highly relevant to the challenges faced by our team in the banking sector.

Your ability to engage the audience and create an interactive learning environment was truly commendable. The real-world examples and case studies you shared added practical insights that will undoubtedly benefit our team in their day-to-day responsibilities. The training session was not only informative but also thought-provoking, encouraging participants to think critically and apply the concepts learned.

We believe that the information shared during the session will significantly contribute to enhancing our team's capabilities in dealing with shipping documentation and fraud prevention.

We look forward to the possibility of working with you again in the future and benefiting from your expertise.

Warm regards,

Niraj Kumar

Head of Global Transactional Banking

United Arab Bank

Letter our guest speaker received