

TABLE OF CONTENTS

| | |
|---|-----|
| Cover | i |
| Thesis Approval | ii |
| Thesis Completion Approval | iii |
| Declaration Of Originality | iv |
| Abstract | v |
| Abstrak | vi |
| Preface | vii |
| TABLE OF CONTENTS | ix |
| EXPLANATION TERMS | xi |
| CHAPTER 1: INTRODUCTION | 1 |
| 1.1 Company Introduction..... | 1 |
| 1.2 Problem Description..... | 2 |
| 1.3 Research Objective..... | 2 |
| 1.4 Research Question & Methodology | 2 |
| CHAPTER 2: Learning & Development Current Condition | 8 |
| 2.1 The most requested training in MBE..... | 8 |
| 2.2 Learning & Development Opportunities Offered by MBE | 9 |
| 2.3 Factors that influence the insufficient of employee Learning & Development opportunities in MBE | 10 |
| 2.4 SWOT Analysis of L&D in MBE | 11 |
| CHAPTER 3: LEARNING & DEVELOPMENT CAPABILITIES IMPROVEMENT..... | 13 |
| 3.1 New function in MBE learning and development process | 13 |
| 3.2 The most favourable Learning Methods that professionals choose in the Netherlands..... | 13 |
| 3.3 The impact of the training payback clause on employees | 14 |
| 3.4 Future demanded skills in financial Industry | 15 |
| 3.5 Cultural training needed for MBE..... | 16 |
| 16 | |
| CHAPTER 4: SUGGESTIONS THAT LEAD TO THE DESIRED SITUATION..... | 18 |

| | |
|--|----|
| 4.1 The importance of the L&D information to access external sponsorship | 18 |
| 4.2 The best strategy to create an engaging and successful employee training program | |
| 4.2.1 Stakeholder Management..... | 19 |
| 4.2.2 Market the Training Program..... | 21 |
| 4.3 The importance of the calculation of Return of Investment (ROI) for Learning & Development | 22 |
| 4.4 The needs of hiring learning and development staff | 25 |
| CHAPTER 5: CONCLUSION..... | 27 |
| BIBLIOGRAPHY | 37 |
| APPENDIX..... | 42 |