



# Request for Proposal

**Project Title** : Tender to appoint agency/agencies for content production and media sales for SilverKris magazine, app and website.

**Tender Reference Number** : TR1255

**Type of Document** : Main

**Organization** : Singapore Airlines Limited

**Date** : 31 October 2017

**Confidentiality:**

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## 1. INTRODUCTION AND BACKGROUND

- 1.1 Singapore Airlines Limited (SIA) is in the business of air transportation of passengers and cargo and related businesses. The Company's passenger route network spans more than 351 destinations in 84 countries.
- 1.2 Singapore Airlines Limited (SIA) is currently soliciting information from publishing and media sales agencies to aid in its evaluation and eventual selection of an agency/agencies to handle production of in-house magazine (s), content production and media sales. Interested agencies should have strong editorial and sales team, digital capabilities and understanding of digital ecosystem, integrated marketing communication capabilities across both offline and online media channels, the ability to build a strong editorial and media sales network to match SIA's global reach, relevant experience and a good track record in working with leading global and regional brands.
- 1.3 Interested agencies are welcomed to pitch with a consortium<sup>1</sup> model.
- 1.4 Interested agencies are invited to submit their proposals in accordance to the process defined in Section 3 of this document. The proposals should base on the Scope of Work and take into account SIA's content marketing and media sales objectives, in line with current operating environment.
- 1.5 Shortlisted candidates may be invited to present and elaborate on their proposals to SIA, after which they would be evaluated for selection.

To achieve these objectives, interested agencies should respond in the indicated format, answering all the required sections and clearly indicate any assumptions used or exceptions made in responding. Respondents will be evaluated based on the written submissions and any oral presentations, if required.

When submitting questions, please identify clearly your agency's contact details and the Tender Reference number provided by SIA. All questions will be answered (in writing) as long as they are considered as confidential. Queries, if any, can be directed to Mavis Chng at [Mavis\\_Chng@singaporeair.com.sg](mailto:Mavis_Chng@singaporeair.com.sg). Additionally, queries regarding SilkAir, can be directed to [Jiaxin\\_Kwok@singaporeair.com.sg](mailto:Jiaxin_Kwok@singaporeair.com.sg), with Mavis Chng on copy.

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<sup>1</sup> An association of several companies.

## **REQUEST FOR PROPOSAL**

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- 1.6 Four sets of the response documents are required. For easy identification, the cover of the documents (including the envelopes) must be clearly marked with either "ORIGINAL" or "COPY".

In addition, prepare two (2) sets of thumb drives containing soft copies of your submission. We ask that all submissions to be in Excel, Powerpoint, or Word format for all documents. Please ensure that materials submitted can be viewed on a standard Windows PC with Microsoft Office 2013.

Label the thumb drives with the project name, "Singapore Airlines SilverKris content production and media sales RFP".

The documents shall be submitted in sealed envelopes to:

**Singapore Airlines  
Brand and Marketing Department  
25 Airline Road  
09-D Airline House  
Singapore 819829**

Airline House is located in Changi Airfreight Centre (CAC). The CAC is a protected area and prior access is required to enter the premise. As visitors require advanced clearance for access into the area, interested agencies may wish to consider using Speedpost for the delivery of submissions. However, all documents must be received by 21 November 2017, 1200 hours.

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- 1.7 The tender proceedings shall be conducted based on the following schedule. Late submissions will not be entertained.

Event	Date
Invitation to quote	31 October 2017
Closing date for clarifications	7 November 2017
Closing Date for Submission of Proposal	21 November 2017, 1200 hours
Presentation of proposal by service provider	1 December 2017
Appointment of service provider	21 December 2017

SIA reserves the right to amend the schedule and/or close the RFP without award to any vendors.

- 1.8 The face-to-face presentations will comprise the editorial and media sales strategies and plans. All invited agencies will be allocated 1 hour for the presentation. All presentations will be scheduled commencing 1 December 2017 and the finalised date and time will be advised to the agencies separately. More details on the requirements can be found in the Section 2 below.

- 1.9 This document is by no means, a contractual offer from Singapore Airlines Limited.





## 2. WRITTEN PROPOSAL REQUIREMENTS

This section of the RFP document will comprise of 3 components and it is mandatory for the agency (s) to provide a response to all the required sections.

### 2.1 EDITORIAL AND CONTENT STRATEGY TO MEET SINGAPORE AIRLINES' SILVERKRIS CONTENT MARKETING NEEDS

#### 2.1.1 Print – SilverKris magazine

Print media has evolved the years, and media consumption habits are changing. With the introduction of digital media, there must be new ways to attract readers, reduce production costs, and increase efficiency.

SilverKris is the inflight magazine of Singapore Airlines. The magazine is published monthly in English, with a small section in Chinese. The magazine is carried in every seat pocket of every Singapore Airlines flights. SilverKris is also distributed to Singapore Airlines and SilkAir offices in Singapore and worldwide.

The current editorial content of the magazine covers matters of general interest to passengers. While many of the articles contain content relating to travel and tourism, the magazine also incorporates editorial content in areas such as business, personality profiles, sports, digital technology, food and other leisure topics. Content also covers Singapore Airlines, SilkAir, Scoot destinations across all issues to raise awareness of these destinations amongst travellers.

Each month, the latest magazine is also uploaded to the SQ mobile app for our passengers to read online at their own leisure.

The publishing contract with the existing publisher expires with the production of the April 2018 issue.

#### 2.1.2 Tablet and Mobile App: Digital SilverKris magazine

Every month, SilverKris magazine will be digitised and uploaded to the SilverKris app. This is to reach out to loyal readers who might not be flying with us, and also to new audiences. Older issues are also archived in the app.

Apart from the magazine content, the current app also includes exclusive content such as photo galleries and embedded videos.

The current app was refreshed in July 2016.

#### 2.1.3 Website: SilverKris.com

Today, the web is a growing universe of interlinked web pages, app, content, and constantly evolving with the advancement of technology.

Google has reported there are more than 30 trillion unique individual pages indexed. There must be a strong editorial strategy, to produce content that will suit the constantly evolving online media consumption habits.



The current website contains adapted articles from print, as well as online exclusive content. Apart from travel, lifestyle and leisure content, there is a “Your SIA” section where we share the latest news and stories from SIA and our partners. SilverKris.com is also integrated with our social media platforms, to achieve greater digital content synergy.

There is also a SilverKris Explorers section where readers can share their latest travel photos with us, to increase engagement with our readers.

The website was relaunched in November 2016, and SilverKris Explorers was relaunched in Aug 2017.

#### 2.1.4 The agency is to pitch for 1 of the scenarios:

- Propose a strategy to meet SIA’s content marketing needs with SilverKris magazine, tablet and mobile app, and website. SIA and group companies will own the rights to the content, text and images. Agency must provide hosting for the app and website.
- Propose a strategy to meet SIA’s content marketing needs with the integration of KrisWorld (inflight entertainment magazine) content into SilverKris magazine, tablet and mobile app, and website. KrisWorld’s companion app will remain as an independent app from SilverKris. KrisWorld magazine’s contract with the current agency will end 30 September 2018. Agency will produce KrisWorld content after 30 September 2018. The aim is to achieve greater synergy in the content produced and coherence in communications. SIA and group companies will own the rights to the content, text and images. Agency must provide hosting for the app and website.
- Propose a hybrid strategy to meet SIA’s and SilkAir inflight magazine titles, SilverKris and SilkWinds needs across the group network. SilkAir’s inflight magazine, SilkWinds’ contract with the current agency will end 31 December 2018. Agency will be in charge of producing the SilkWinds magazine, after 31 December 2018. The aim is to achieve greater synergy in the content produced and coherence in communications. SIA and group companies will own the rights to the content, text and images. Agency must provide hosting for the app and website.
- Propose a hybrid strategy to meet SIA’s and SilkAir inflight magazine titles, SilverKris, KrisWorld and SilkWinds needs across the group network. SilkAir’s inflight magazine, SilkWind’s contract with the current agency will end 31 December 2018. Agency will be in charge of producing the SilkWinds magazine, after 31 December 2018. KrisWorld magazine’s contract with the current agency will end 30 September 2018. Agency will produce KrisWorld content after 30 September 2018. KrisWorld’s companion app will remain as an independent app from SilverKris. The aim is to achieve greater synergy in the content produced and coherence in communications. SIA and group companies will own the rights to the content, text and images. Agency must provide hosting for the app and website.
- SIA reserves the rights (a) to award the contract based on part of the proposed hybrid strategy or (b) to award the contract based on the full proposed hybrid



strategy, but with an option to activate selected parts of the contract at different stages during the contractual period, should the agency pitch for the hybrid strategy models.

- The agency should also share case study(s) of past and existing work that would be of interest to SIA and group companies.

## **2.2 MEDIA SALES STRATEGY TO INCREASE ADVERTISING REVENUE**

2.2.1 Today, advertisers can choose to advertise in SilverKris print, tablet and mobile app, and website.

- Print: The current editorial to advertorial split is 60/40.
- Tablet and mobile app: Print advertorials in the magazine will be uploaded to the app, and advertisers can choose to purchase interstitials to appear within the app.
- Website: There are various standard banners on the website, and they are available for programmatic ad buyers as well.

2.2.2 The agency is to:

- Propose a model that will promote the sales of SilverKris' advertising spaces, and meet SIA's advertising revenue requirements. SIA will have 20% Share of Voice (SOV) on each platform.
- Propose a hybrid model that will promote the sales of SIA SilverKris, KrisWorld, and SilkAir's advertising spaces, which includes, but is not limited to
  - SilverKris magazine
  - SilverKris app
  - SilverKris.com
  - SilverKris EDM
  - KrisWorld magazine
  - SilkWinds magazine
  - Silkwindsmagazine.com
  - SilkAir Inflight media
  - SilkAir Studio (wireless onboard inflight entertainment)
  - Boarding passes
  - E-banners on e-tickets
  - SilkAir EDM
  - Silkair.com

2.2.3 The agency should propose the amount of revenue that can be obtained from each channel.

2.2.4 The agency should also share case study(s) of past and existing work that would be of interest to SIA and group companies.

2.2.5 Where applicable, the agency should describe the resource and tools which it will utilise or provide to SIA which could include, but not limited to project management



software, content creation tools, media research tools to aid in better understanding of the evolving media consumption habits, and understanding our audience better. Specify which tools/technology will be made available to SIA as part of the agency contract.

## **2.3 REMUNERATION AND EVALUATION FRAMEWORK**

- 2.3.1 The proposed revenue model shall be based on a self-funded model where the agency (s) will bear all expenditure incurred in the production, publishing and printing of the magazine, digital and mobile app, and website.
- 2.3.2 The media sales agency will be responsible for the canvassing and selling of all advertising spaces in the magazine, digital and mobile app, and website. The agency will also be responsible for the appointment of media sales representatives globally, collection of advertising revenue, payment of commissions to media representatives and advertising agencies. The cost of all commissions will be borne by the media sales representative agency.
- 2.3.3 The agency will need to propose a minimum amount of revenue for SIA and or MI to receive by the end of the contracted term for each publication title.
- 2.3.4 At least 10% of the proposed remuneration proposed must be conditional upon meeting of performance KPIs covering quality of content produced, tablet and mobile app viewership, website viewership, media sales revenue, account servicing and any other value-added service given to SIA and group airlines.
- 2.3.5 All quotations shall be in Singapore Dollars (SGD) as well as the currency of the Service provider's home country.
- 2.3.6 The Agency is to propose the individual fee structure and remuneration breakdown and fill out the Quotation Summary table for 1 of the 4 scenarios as attached in Annex 5 for:
  - a. SilverKris content production and media sales
  - b. SilverKris and KrisWorld content production and media sales
  - c. SilverKris, and SilkWinds content production and media sales
  - d. SilverKris, KrisWorld and SilkWinds content production and media sales



## 3. PRESENTATION REQUIREMENTS

This section of the RFP document will detail the presentation requirements.

Selected agencies will be allocated a total of 1 hour for the presentation. The programme will be as follows:

Agency Introduction:	5 mins
Editorial and Content Strategy	15 mins
Media sales strategy	15 mins
Revenue model framework	15 mins
Questions & Answers:	10 mins

Please note that all presentations should be in response to the briefs given below.

**NOTE: Hard and soft copies of the presentation documents should also be submitted on the day of the presentation.**





## ANNEX 1: LIST OF SINGAPORE AIRLINES AND SILKAIR MARKETS

### Key SIA markets (Primary)

1. Singapore
2. Australia
3. China
4. India
5. United Kingdom
6. United States of America
7. Japan
8. Indonesia

### Key SIA markets (Secondary)

1. Malaysia
2. Germany
3. Switzerland
4. France
5. Benelux
6. Hong Kong
7. Korea
8. New Zealand

### Other SIA markets

1. Italy
2. Russia
3. Spain
4. Turkey
5. Brazil
6. Taiwan
7. Brunei
8. Philippines
9. Thailand
10. Vietnam
11. Myanmar
12. Bangladesh
13. Egypt
14. Maldives
15. South Africa
16. Sri Lanka
17. Sweden

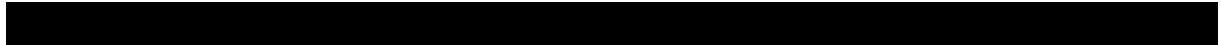
### Key MI markets

1. Singapore
2. India
3. China
4. Indonesia



## Other MI markets

1. Australia
2. Cambodia
3. Japan
4. Laos
5. Malaysia
6. Maldives
7. Myanmar
8. Nepal
9. Philippines
10. Sri Lanka
11. Thailand
12. Vietnam





## ANNEX 2: AGENCY (S) REQUIREMENTS

The following contains the requirements for the AGENCY:

### 2.1 **STRONG CLIENT SERVICE – AGENCY LEADERSHIP**

- Active involvement of agency's senior management on SIA's account
- Excellent project management skills with ability to multi-task effectively
- Excellent knowledge and authority on various communications channels across various media types
- Good understanding of a large organisation and the ability to deal with multiple internal stakeholders and external partners
- Proven brand champions
- Stable agency management supported by loyal, long lasting relationships
- Strong senior media-industry practitioners, who are passionate about brands, communications and the media; and the ability to engage with senior SIA management
- Strong sense of accountability

### 2.2 **STRONG EDITORIAL TEAM**

- Ability to plan, advise and produce strong editorial content
- Ability to tell compelling stories in an engaging manner
- Ability to understand the latest digital media consumption habits and produce interactive editorial content that engages the digital audience
- Ability to make effective use of fast growing online/digital media to expand SIA and group airlines brand online
- High quality work that is consistently on brief and within approved budget
- Innovative and proactive attitude towards ideas and execution
- Strong understanding of client's business needs and the industry landscape that the client is operating in.
- Ability to adjust and adapt fast to changing business requirements



## 2.3 EFFECTIVE MEDIA SALES TEAM

- Proficient in selling ads for both online and offline media
- Possess in-depth knowledge of the print and digital media industry, including but not limited to the platforms available, the channels and best practices
- Fast to adjust and adapt to changing digital landscape across the various markets that SIA is operating in
- Ability to make periodic reviews on advertising revenue and suggest more effective ways on how to make use of the various advertising platforms to drive sales targets and results
- Act as the brand guardian for the company across all advertising materials, i.e. adherence to blacklist and not putting SIA's reputation at stake
- Proficient in planning, analysing and suggesting suitable media plans for advertisers, to help them achieve their marketing needs with the amount of budget available, in turn achieving advertising sales for SilverKris, and/or KrisWorld and Silkwinds.

## 2.4 STRATEGIC PARTNER THAT ADDS VALUE

- Able to filter and recommend "best practices" for SIA to consider
- Able to recommend strategic marketing initiatives aligned with client's goals and key business objectives
- Able to support client's business through Agency's proprietary research, planning and analytics tools
- Willing to invest in building long term relationship with client
- Willing to invest time and resources to monitor customer behavior and undertake consumer market research to evaluate the brand health effectiveness of SIA's campaigns.

## 2.5 STRATEGIC NETWORK AND INTERNATIONAL OUTLOOK

- Ability to serve SIA's brand communication needs in its key markets: Singapore, Southeast Asia, North Asia, West Asia & Africa, South West Pacific, Europe and North America. The Company's passenger route network spans across 351 destinations in 84 countries.
- Ability to work effectively with SIA's appointed creative, social, digital agencies, as well as SIA's international offices, in the development and production of its content and media sales needs.



## ANNEX 3: SCOPE OF WORK AND REQUIREMENTS

### SCENARIO 1

#### **Scope of Work for SilverKris (SIA) Content Production and Media Sales Only**

For planning purposes, SIA will require at least 55,000 copies of SilverKris magazine monthly, and minimum profit guarantee to SIA at the end of the contract term.

##### ▪ **Content production**

- Work with SIA HO to devise editorial and content strategy.
- Develop and agree on strategy required to fulfill communications objectives set in brief
- Dedicated editorial team to ensure high quality content produced for SilverKris print, app and online.
- Commission effective and outstanding content producers to produce compelling content to engage readers.
- Produce high quality interactive content such as infographics, videos, GIFs to engage readers.
- Ensure content produced are sound and will not affect SIA's reputation negatively.
- All content will need to be approved by SIA.
- Produce and host tablet and mobile app on Apple and Google Store, to host latest and past issues of SilverKris, which can be downloaded by mass public free-of-charge.
- Produce and host SilverKris.com and all content produced, which can be accessed by mass public free-of-charge.
- Ensure SIA and group companies owns rights to all content produced, and has the rights to adapt and repurpose for internal use.
- Monitor, review and advise SIA on any required adjustments on the editorial plan.
- Strong IT support to ensure the app and website function at high standard, and no usage outbreak.
- Track usage numbers and monthly reporting on app and website viewership numbers, to analyze the data and provide valuable insights on the media consumption media behavior of SilverKris' audience.

##### ▪ **Media sales**

- Prepare yearly media sales kit and rate card. The sales kit and rate card shall be approved by SIA.
- Market and promote the sales of SilverKris' advertising spaces.
- Day-to-day responsibility for the advertising content in SilverKris print, app and website.
- Undertake all advertising operations and activities to ensure advertisers advertisements show up accurately and timely.



- Media sales team will need to ensure programmatic ads are enabled on SilverKris.com for advertisers to locate in the open programmatic bidding market.
  - Strong advertising operation support to ensure timely response to SIA and advertisers' advertising and business needs, eg, Ability to pull out ads when there is an ad suspension period enforced.
  - Check and ensure proper invoicing and records of each and every single advertiser, and all sent to SIA on a monthly basis for billing of revenue.
  - Consistently review advertising best practices, and advertisers' blacklist that will safeguard SIA's best interests.
  - SIA will have the final say on what types of advertisers or advertisements that are not acceptable and the right to refuse any advertisement deemed offensive or inappropriate.
  - The agency will need to seek SIA's written permission before entering into any advertising contract with any airline other than Singapore Airlines, or with any advertiser that could be deemed inappropriate for SIA.
  - The agency will need to prepare a monthly consolidated statement of account that clearly states out the monthly revenue, expenditure and revenue split for SIA to bill for the revenue earned.
  - The agency will need to prepare a yearly consolidated statement of account that clearly states the total revenue, expenditure and revenue split as part of performance review.
  - The agency will need to prepare a final consolidated statement of account that clearly states the total revenue, expenditure and revenue split upon completion of the contract.
- 
- **Annual Planning**
  - Organise 1 workshop each Financial Year to brainstorm on the strategic directions SilverKris should take in the next Financial Year. The workshop could be held in either SIA Singapore office or agency's Singapore office. The workshop should be attended by agency's senior management team to discuss high level and strategic plans for SilverKris, and to achieve better results.

## **SCENARIO 2**

### **Scope of Work for SilverKris (SIA), KrisWorld (SIA) Content Production, and media sales**

For planning purposes, SIA will require at least 55,000 copies of SilverKris magazine monthly, and minimum profit guarantee to SIA at the end of the contract term.

For planning purposes, there is an option to produce KrisWorld as a separate magazine, instead of merging with SilverKris. SIA will require at least 55,000 copies of KrisWorld magazine.

- **Content production**



- Work with SIA HO to devise editorial and content strategy.
- Develop and agree on strategy required to fulfill communications objectives set in brief
- Dedicated editorial team to ensure high quality content produced for SilverKris print, app and online.
- Commission effective and outstanding content producers to produce compelling content to engage readers.
- Produce high quality interactive content such as infographics, videos, GIFs to engage readers.
- Ensure content produced are sound and will not affect SIA's reputation negatively.
- Work with SIA Inflight Entertainment team and vendors to produce editorial content and programme listing in SilverKris.
- All content will need to be approved by SIA.
- Produce and host tablet and mobile app on Apple and Google Store, to host latest and past issues of SilverKris, which can be downloaded by mass public free-of-charge.
- Produce and host SilverKris.com and all content produced, which can be accessed by mass public free-of-charge.
- Ensure SIA owns rights to all content produced, and has the rights to adapt and repurpose for internal use.
- Monitor, review and advise SIA on any required adjustments on the editorial plan.
- Strong IT support to ensure the app and website function at high standard, and no usage outbreak.
- Track usage numbers and monthly reporting on app and website viewership numbers, to analyze the data and provide valuable insights on the media consumption media behavior of SilverKris' audience.
- **Media sales**
  - Prepare yearly media sales kit and rate card. The sales kit and rate card shall be approved by SIA.
  - Market and promote the sales of SilverKris' advertising spaces.
  - Day-to-day responsibility for the advertising content in SilverKris print, app and website.
  - Undertake all advertising operations and activities to ensure advertisers advertisements show up accurately and timely.
  - Media sales team will need to ensure programmatic ads are enabled on SilverKris.com for advertisers to locate in the open programmatic bidding market.
  - Strong advertising operation support to ensure timely response to SIA and advertisers' advertising and business needs, eg, Ability to pull out ads when there is an ad suspension period enforced.
  - Check and ensure proper invoicing and records of each and every single advertiser, and all sent to SIA on a monthly basis for billing of revenue.
  - Consistently review advertising best practices, and advertisers' blacklist that will safeguard SIA's best interests.
  - SIA will have the final say on what types of advertisers or advertisements that are not acceptable and the right to refuse any advertisement deemed offensive or inappropriate.
  - The agency will need to seek SIA's written permission before entering



into any advertising contract with any airline other than Singapore Airlines, or with any advertiser that could be deemed inappropriate for SIA.

- The agency will need to prepare a month consolidated statement of account that clearly states out the monthly revenue, expenditure and revenue split for SIA to bill for the revenue earned.
- The agency will need to prepare a yearly consolidated statement of account that clearly states the total revenue, expenditure and revenue split as part of performance review.
- The agency will need to prepare a final consolidated statement of account that clearly states the total revenue, expenditure and revenue split upon completion of the contract.
- **Annual Planning**
  - Organise 1 workshop each Financial Year to brainstorm on the strategic directions SilverKris should take in the next Financial Year. The workshop could be held in either SIA Singapore office or agency's Singapore office. The workshop should be attended by agency's senior management team to discuss high level and strategic plans for SilverKris, and to achieve better results.

## **SCENARIO 3**

### **Scope of Work for SilverKris (SIA), SilkWinds (MI) content production and media sales**

For planning purposes, SIA will require at least 55,000 copies of SilverKris magazine monthly, and minimum profit guarantee to SIA at the end of the contract term.

For planning purposes, SilkAir will require at least 35,000 copies of SilkWind magazines monthly, and additional minimum guarantee to SilkAir at the end of the pro-rated contract term.

- **Content production**
  - Work with SIA and SilkAir HO to devise editorial and content strategy.
  - Develop and agree on strategy required to fulfill communications objectives set in brief
  - Dedicated editorial teams to ensure high quality content produced for SilverKris print, app and online, and SilkAir print and online.
  - Commission effective and outstanding content producers to produce compelling content to engage readers.
  - Produce high quality interactive content such as infographics, videos, GIFs to engage readers.
  - Ensure content produced are sound and will not affect SIA's reputation negatively.
  - All content will need to be approved by SIA and SilkAir.
  - Produce and host tablet and mobile app on Apple and Google Store, to host latest and past issues of SilverKris, which can be downloaded by



mass public free-of-charge.

- Produce and host SilverKris.com and Silkwindsmagazine.com, and all content produced, can be accessed by mass public free-of-charge.
- Ensure SIA and group companies own rights to all content produced, and has the rights to adapt and repurpose for internal use.
- Monitor, review and advise SIA on any required adjustments on the editorial plan.
- Strong IT support to ensure the app and website function at high standard, and no usage outbreak.
- Track usage numbers and monthly reporting on app and website viewership numbers, to analyze the data and provide valuable insights on the media consumption media behavior of SilverKris and SilkWinds' audience.

- **Media sales**

- Prepare yearly media sales kit and rate card for SilverKris and SilkWinds. The sales kit and rate card shall be approved by SIA and SilkAir.
- Market and promote the sales of SilverKris' advertising spaces.
- Day-to-day responsibility for the advertising content in SilverKris print, app and website; SilkWinds' print and website.
- Undertake all advertising operations and activities to ensure advertisers advertisements show up accurately and timely.
- Media sales team will need to ensure programmatic ads are enabled on SilverKris.com for advertisers to locate in the open programmatic bidding market.
- Strong advertising operation support to ensure timely response to SIA and advertisers' advertising and business needs, eg, Ability to pull out ads when there is an ad suspension period enforced.
- Check and ensure proper invoicing and records of each and every single advertiser, and all sent to SIA and SilkAir on a monthly basis for billing of revenue.
- Consistently review advertising best practices, and advertisers' blacklist that will safeguard SIA and SilkAir's best interests.
- SIA and SilkAir will have the final say on what types of advertisers or advertisements that are not acceptable and the right to refuse any advertisement deemed offensive or inappropriate.
- The agency will need to seek SIA and SilkAir's written permission before entering into any advertising contract with any airline other than Singapore Airlines or SilkAir, or with any advertiser that could be deemed inappropriate for SIA and SilkAir.
- The agency will need to prepare a month consolidated statement of account that clearly states out the monthly revenue, expenditure and revenue split for SIA to bill for the revenue earned.
- The agency will need to prepare a yearly consolidated statement of account that clearly states the total revenue, expenditure and revenue split as part of performance review.
- The agency will need to prepare a final consolidated statement of account that clearly states the total revenue, expenditure and revenue split upon completion of the contract.



- **Annual Planning**

- Organise 1 workshop each Financial Year to brainstorm on the strategic directions SilverKris and SilkWinds should take in the next Financial Year. The workshop could be held in either SIA Singapore office or agency's Singapore office. The workshop should be attended by agency's senior management team to discuss high level and strategic plans for SilverKris and SilkWinds, and to achieve better results.

## **SCENARIO 4**

### **Scope of Work for SilverKris (SIA), KrisWorld (SIA), SilkWinds (MI) content production and media sales**

For planning purposes, SIA will require at least 55,000 copies of SilverKris magazine monthly, and minimum profit guarantee to SIA at the end of the contract term.

For planning purposes, SilkAir will require at least 35,000 copies of SilkWind magazines monthly, and additional minimum guarantee to SilkAir at the end of the pro-rated contract term.

For planning purposes, there is an option to produce KrisWorld as a separate magazine, instead of merging with SilverKris. SIA will require at least 55,000 copies of KrisWorld magazine.

- **Content production**

- Work with SIA and SilkAir HO to devise editorial and content strategy.
- Develop and agree on strategy required to fulfill communications objectives set in brief
- Dedicated editorial teams to ensure high quality content produced for SilverKris print, app and online, and SilkAir print and online.
- Commission effective and outstanding content producers to produce compelling content to engage readers.
- Produce high quality interactive content such as infographics, videos, GIFs to engage readers.
- Ensure content produced are sound and will not affect SIA's reputation negatively.
- Work with SIA Inflight Entertainment team and vendors to produce editorial content and programme listing in SilverKris.
- All content will need to be approved by SIA and SilkAir.
- Produce and host tablet and mobile app on Apple and Google Store, to host latest and past issues of SilverKris, which can be downloaded by mass public free-of-charge.
- Produce and host SilverKris.com and Silkwinds.com. and all content produced, can be accessed by mass public free-of-charge.
- Ensure SIA and group companies owns rights to all content produced, and has the rights to adapt and repurpose for internal use.
- Monitor, review and advise SIA on any required adjustments on the editorial plan.



- Strong IT support to ensure the app and website function at high standard, and no usage outbreak.
- Track usage numbers and monthly reporting on app and website viewership numbers, to analyze the data and provide valuable insights on the media consumption media behavior of SilverKris and SilkWinds' audience.

- **Media sales**

- Prepare yearly media sales kit and rate card for SilverKris and SilkWinds. The sales kit and rate card shall be approved by SIA and SilkAir.
- Market and promote the sales of SilverKris' advertising spaces.
- Day-to-day responsibility for the advertising content in SilverKris print, app and website; SilkWinds' print and website.
- Undertake all advertising operations and activities to ensure advertisers advertisements show up accurately and timely.
- Media sales team will need to ensure programmatic ads are enabled on SilverKris.com for advertisers to locate in the open programmatic bidding market.
- Strong advertising operation support to ensure timely response to SIA and advertisers' advertising and business needs, eg, Ability to pull out ads when there is an ad suspension period enforced.
- Check and ensure proper invoicing and records of each and every single advertiser, and all sent to SIA and SilkAir on a monthly basis for billing of revenue.
- Consistently review advertising best practices, and advertisers' blacklist that will safeguard SIA and SilkAir's best interests.
- SIA and SilkAir will have the final say on what types of advertisers or advertisements that are not acceptable and the right to refuse any advertisement deemed offensive or inappropriate.
- The agency will need to seek SIA and SilkAir's written permission before entering into any advertising contract with any airline other than Singapore Airlines or SilkAir, or with any advertiser that could be deemed inappropriate for SIA and SilkAir.
- The agency will need to prepare a month consolidated statement of account that clearly states out the monthly revenue, expenditure and revenue split for SIA to bill for the revenue earned.
- The agency will need to prepare a yearly consolidated statement of account that clearly states the total revenue, expenditure and revenue split as part of performance review.
- The agency will need to prepare a final consolidated statement of account that clearly states the total revenue, expenditure and revenue split upon completion of the contract.

- **Annual Planning**

- Organise 1 workshop each Financial Year to brainstorm on the strategic directions SilverKris and SilkWinds should take in the next Financial Year. The workshop could be held in either SIA Singapore office or agency's Singapore office. The workshop should be attended by agency's senior management team to discuss high level and strategic

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plans for SilverKris and SilkWinds, and to achieve better results.



## ANNEX 4: VENDOR PROFILE MATRIX

Please fill out the following information and attach it with the written RFQ proposal.

Please complete the Matrix briefly (URLs are not acceptable). Additional information can be given as an attachment and / or in the relevant parts of your tender proposal.

Category/Section	Description
<b>Corporate Information</b>	
Company's Name and Address	
Year of Incorporation	
Parent Company Name and Address (if any)	
Mission and Direction	
Core Competencies / Business	
Revenue for the 3 most current year-end periods	
Net Profit for the 3 most current year-end periods	
Contact Person's Name, Job Title, email address, mobile & DID contact no., fax no.	
List of Global Offices	
Service Provider's website	
<b>Experience</b>	
Relevant Project Experience - number of years - state the projects title (a brief description can be given as attachment)	
Airline Project Experience - state the projects title (a brief description can be given as attachment)	
SIA Project Experience - state the projects title (a brief description can be given as attachment)	
Relevant Customer Reference (similar size and scope) - list three (3) references	
Award or Industry Recognition received	
<b>Resources</b>	
Total Number of Staff Worldwide	
Total Number of Staff in Singapore	
<b>Account Management</b> <i>(for each team member, all below details should be provided)</i>	
Number of Staff Managing Project	
Team Members' Name	
Team Members' Role and Responsibilities for this project	
Years of Experience - with current employer provider - with prior employer(s)	
Relevant Experience with social media management - with current employer	

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Category/Section	Description
– with previous employer(s)	

## ANNEX 5: QUOTATION SUMMARY TABLE

For each of the scenarios listed below, please provide a detailed cost breakdown to enable the airline (s) to assess the overall plan.

SCENARIO	PUBLICATION	DESCRIPTION	(1) Advertising revenue split ratio per Title	2) Minimum Guarantee per Title (SGD)
1	a. SilverKris (SIA)	Please refer to Annex 3 – Scope of Work for the <u>SilverKris (SQ) Content Production and Media Sales</u> requirements. (Pages 14 – 15)		
2.1	a. SilverKris and KrisWorld integrated (SIA)	Please refer to Annex 3 – Scope of Work for the <u>SilverKris (SQ), KrisWorld (SQ) Content Production, and media sales</u> requirements. (Pages 15 – 17)		
2.2	b. SilverKris (SIA)	Please refer to Annex 3 – Scope of Work for the <u>SilverKris (SQ), KrisWorld (SQ) Content Production, and media sales</u> requirements. (Pages 15 – 17)		
	c. KrisWorld (SIA)			
3	a. SilverKris (SIA)	Please refer to Annex 3 – Scope of Work for the <u>SilverKris (SQ), SilkWinds (MI) content</u>		

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	<b>b. SilkWinds (MI)</b>	<u>production and media sales</u> (Pages 17 – 19)		
<b>4.1</b>	<b>a. SilverKris and KrisWorld integrated (SIA)</b>	Please refer to Annex 3 – Scope of Work for the <u>SilverKris (SQ)</u> , <u>KrisWorld (SQ)</u> , <u>SilkWinds (MI) content production and media sales</u> (Pages 19 – 20)		
	<b>b. SilkWinds (MI)</b>			
<b>4.2</b>	<b>a. SilverKris (SIA)</b>	Please refer to Annex 3 – Scope of Work for the <u>SilverKris (SQ)</u> , <u>KrisWorld (SQ)</u> , <u>SilkWinds (MI) content production and media sales</u> (Pages 19 – 20)		
	<b>b. KrisWorld (SIA)</b>			
	<b>c. SilkWinds (MI)</b>			

- ☐ The agency confirms that the quote listed in the Quotation Summary Table will be valid till the completion of the RFP exercise.



## ANNEX 6: IPT DECLARATION BY VENDOR/CONTRACTING PARTY

### GENERAL

1. This Declaration is necessary to enable SIA to comply with Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited. If you are an Individual, please complete Form B-1. If you are a corporation, please complete Form B-2.
2. By completing Form B-1 or Form B-2 (as the case may be), you confirm that the information provided by you is true and correct and that SIA can rely on such information to comply with Chapter 9 of the Listing Manual.
3. Please complete Form B-1 or Form B-2 by making a tick, where appropriate, in the boxes provided. If you fail to tick any of the boxes, you shall be deemed to have declared that you are none of the persons specified in paragraphs 1 to 9 of Form B-1 or none of the persons specified in paragraphs 1 to 4 of Form B-2, as the case may be.
4. If you are a corporation, the form B-2 should be signed by an authorised officer of your corporation and affixed with your corporation's stamp.
5. Please refer to the Definitions attached, when completing the Form B-1 or Form B-2. If you are unsure, please seek clarification or advice, as may be appropriate.

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## FORM B-1 (To be completed by an individual)

To: Singapore Airlines Limited

I, ....., hereby declare as follows:  
(Name of Supplier/Contracting Party)

- |    |   |                          |
|----|---|--------------------------|
| 1. | I ..... am a *Director/CEO of SIA.  | <input type="checkbox"/> |
| 2. | I am a spouse of ..... who is a *Director/CEO of SIA.   | <input type="checkbox"/> |
| 3. | I am a child of ..... who is a *Director/CEO of SIA.  | <input type="checkbox"/> |
| 4. | I am an adopted child of ..... who is a *Director/CEO of SIA.   | <input type="checkbox"/> |
| 5. | I am a stepchild of ..... who is a *Director/CEO of SIA.  | <input type="checkbox"/> |
| 6. | I am a sibling of ..... who is a * Director/CEO of SIA.   | <input type="checkbox"/> |
| 7. | I am a parent of ..... who is a *Director/CEO of SIA.   | <input type="checkbox"/> |
| 8. | I am a trustee of a trust of which ..... who is a *Director/CEO of SIA or *his/her Immediately Family is a beneficiary or, in the case of a discretionary trust, is a discretionary object. | <input type="checkbox"/> |
| 9. | I am none of the above.   | <input type="checkbox"/> |

I confirm that the above information is true and correct. I understand that you require the information to comply with Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

Name : .....

Signature : .....

Designation : .....

Date: .....

Note: \* Delete as appropriate

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## FORM B-2 (To be completed by a Corporation)

To: Singapore Airlines Limited

We, \_\_\_\_\_, hereby declare as follows:  
(Name of Supplier/Contracting Party)

- |   | Yes / No  |
|---|---|
| 1. We are a company in which _____ the CEO of SIA and/or *his/her Immediate Family (directly or indirectly) have an interest of 30% or more.    | <input type="checkbox"/> <input type="checkbox"/> |
| 2. We are a company in which _____ a Director of SIA and/or *his/her Immediate Family (directly or indirectly) have an interest of 30% or more. | <input type="checkbox"/> <input type="checkbox"/> |
| 3. We are a company in which Temasek and/or its subsidiaries when taken together (directly or indirectly) have an interest of 30% or more.      | <input type="checkbox"/> <input type="checkbox"/> |

**If answer to paragraph 3 is yes, please also indicate below:**

- 3.1 Whether the shares in your company are held directly by Temasek and/or by Temasek subsidiaries/associates, and name such subsidiaries/associates, if any.

\_\_\_\_\_  
\_\_\_\_\_

- 3.2 Whether you are listed, or you are a member of a group of companies listed (name the company which is listed), on the Singapore Exchange Securities Trading Limited or any other exchange (name such exchange, if applicable). If you are, please state the names of the directors and audit committee members of the listed company.

\_\_\_\_\_  
\_\_\_\_\_

- 3.3 If the above answer is positive, please provide a list of your directors and the members of your audit committee (if you are listed) or (if you are a member of a listed group) a list of the directors and members of the audit committee of the group company which is listed.

\_\_\_\_\_  
\_\_\_\_\_

4. We are none of the above. ☐ ☐

We confirm that the above information is true and correct. We understand that you require the information to comply with Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

Name: ..... Signature: .....

Designation: Company Secretary Date: .....

**Note: \* Delete as appropriate**



## DEFINITIONS

- “Associate”** : (a) In the case of a Director or the CEO of SIA:
- (i) his Immediate Family;
  - (ii) the trustees of any trust of which he or his Immediate Family is a beneficiary or, in the case of a discretionary trust, is a discretionary object; and
  - (iii) any company in which he and his Immediate Family together (directly or indirectly) have an interest of 30% or more; or
- (b) *In relation to Temasek:***
- (i) its subsidiaries; or
  - (ii) any company in which Temasek and/or its subsidiaries when taken together (directly or indirectly) have an interest of 30% or more.
- “Immediate Family”** : In relation to a Director or the CEO of SIA:
- (a) his spouse;
  - (b) his child, adopted child or step-child;
  - (c) his sibling; and
  - (d) his parent.
- “SIA”** : Singapore Airlines Limited.
- “Temasek”** : Temasek Holdings (Private) Limited, a company incorporated in Singapore.

**ANNEX 7: DECLARATION OF PARTICIPATION BY  
RELATIVES/ASSOCIATED COMPANIES****DECLARATION FORM A**

The supplier must declare whether any associated company, business partner or relatives are bidding in this quotation exercise.

Tenderers who make false declarations will be disqualified.

Please complete the section which is applicable.

**Section I**

I declare that I have no associated company, business partner or relatives taking part in the quotation.

\_\_\_\_\_  
Signature                      Name & Designation                      Company Stamp

**Section II**

I declare that the following person/company is also bidding in the quotation:

<u>Name of Person/Company</u>	<u>Relationship to Bidder</u>
1 _____	_____
2 _____	_____
3 _____	_____

Please use new page if space is insufficient.

\_\_\_\_\_  
Signature                      Name & Designation                      Company Stamp