



# Request for Proposal (RFP)

**Project Title** : Tender to appoint an agency/agencies to fulfill the social media management, campaign management and production needs of the Airline

**Tender Reference Number** : TR 1117

**Type of Document** : Main

**Organization** : Singapore Airlines Limited

**Date** : 11 April 2016

**Confidentiality:**

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**A. PUBLISHED VERSIONS**

S/No	Version/Description	Published date
1	<u>Version 1</u> Original Pre-Qualification document – 17 pages	11 April 2016



## **1. INTRODUCTION**

- 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 60 destinations in 35 countries, across 6 continents.
- 1.2 SIA is currently soliciting information from creative, social media, and content marketing agencies to aid in its evaluation and eventual selection of an agency/agencies to handle its social media requirements. Interested agencies should have integrated marketing communication capabilities, a strong track record in managing social media, **and/or** strong experience in production of creative works or social campaigns. Agencies should also have relevant experience in working with leading global brands.
- 1.3 The Tender Exercise will be conducted in two phases. The first stage will be a pre-qualification stage, followed by a full RFP exercise. The pre-qualification stage will:
- Serve as an initial brief for interested agencies to better understand SIA's social media and production requirements.
  - Establish a common response format to allow for an efficient, fair and meaningful evaluation of all proposals received.
  - Equip SIA with relevant and updated information on the various agency options and capabilities, and subsequently enable SIA to shortlist a number of agencies to be briefed on a full Request for Proposal (RFP) in its second selection phase.

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 not considered as confidential. Queries, if any, can be directed to Katherine Soh at [Katherine\\_Soh@singaporeair.com.sg](mailto:Katherine_Soh@singaporeair.com.sg) and Tan Han Cheng at [HanCheng\\_Tan@singaporeair.com.sg](mailto:HanCheng_Tan@singaporeair.com.sg).

- 1.4 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". The Tender reference number must be clearly marked at the top left hand corner of the envelopes.

In addition, prepare two (2) sets of thumb drives containing softcopies 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 tender reference number "TR 1117", project name "Singapore Airlines Social Media Agency RFP", your organization's name; and place them in an envelope marked 'SOFTCOPY Tender reference number "TR 1117".



The documents shall be submitted in sealed envelopes to:

**Singapore Airlines  
Marketing Communications & Development  
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 **28 April 2016, 1200 hours.**

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

Event	Date
<b>PHASE ONE (PRE-QUALIFICATION)</b>	
Invitation and release of RFP	11 April 2016
Period for questions & answers from agencies	11 – 18 April 2016
Responses to questions from SIA	21 April 2016
Deadline for submission of pre-qualification documents	28 April 2016, 1200 hours
Notification of shortlisted agencies	13 May 2016
<b>PHASE TWO (MAIN RFP)</b>	
Release of full RFP specifications to shortlisted agencies	13 May 2016
Period for questions & answers from agencies	13 – 17 May 2016
Responses to questions from SIA	20 May 2016
Deadline for submission of proposal	30 May 2016
Notification of shortlisted agencies for presentation	10 June 2016
Presentation of proposals to SIA	10 - 24 June 2016
Appointment of agency/agencies	1 August 2016
* Dates may be subject to changes	

SIA reserves the right to amend the above schedule and dates.

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

## **2. BACKGROUND**

- 2.1 SIA is undertaking a review of its social media agency. The company intends to appoint a partner agency/agencies, to assist in its social media requirements.

Qualified agencies that meet SIA's requirements for this RFP are invited to submit proposals for consideration.

For the first stage of the RFP, interested vendors will be required to submit their responses to the initial pre-qualification brief. Shortlisted agencies will be issued the tender documentation for Phase 2, and invited to submit a full response and bid.



Vendors should be prepared to make one or more presentations to an evaluation committee as required. These presentations will be held in Singapore at the Singapore Airlines corporate office.

2.2 SIA reserves the right not to appoint any vendor(s) for this Tender Exercise in the event that the vendors are deemed unsuitable.

2.3 For more background information on SIA, please refer to its website [singaporeair.com](http://singaporeair.com).

### **3. SCOPE OF WORK AND AGENCY REQUIREMENTS**

This section aims to provide interested agencies with an idea of SIA's social media requirements, how the company envision the partnership would work, and where the priorities are.

It shall be the agency's sole responsibility to ensure that they are able to critically assess the extent and implications of the requirements in this RFP.

It is important to note that while this is a search for an agency/agencies to fulfil SIA's social media requirements, primarily supporting the Singapore Airlines Head Office located in Singapore, local and regional agencies will have equal opportunities.

The following contains the pre-requisites of the agency/agencies:

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

- Ability to partner with SIA's internal Social Media Unit to achieve common goals
- Active involvement and commitment of agency's senior management on SIA's account
- Excellent project management and executional skills with ability to multi-task effectively and efficiently
- Possess in-depth knowledge of the digital and social media industry and consumer behaviour on digital and social media
- Good understanding of a large organization and the ability to deal with internal stakeholders and external parties
- Stable agency management supported by long-lasting relationships with clients
- Strong senior industry practitioners, who are passionate about communications, digital and social media, and brands they work with
- Strong understanding of client's business needs and the dynamic industry landscape the client is operating in
- Strong sense of accountability

**3.2 EXCELLENT SOCIAL MEDIA AND SOCIAL CAMPAIGN CAPABILITIES**

- Excellent track record in social media management and social campaigns for international and/or regional brands
- Proven track record in creation of quality, engaging content
- Possess in-depth knowledge of, and ability to, listen to relevant trends and topics on social media and make realistic recommendations
- Ability to make effective use of the latest social media developments to expand SIA's brand online
- Ability to adjust swiftly to changing social media developments and SIA's business requirements
- Confidence in delivering high quality work that is consistent on brief, within budget, and achieves measurable results

**4. INSTRUCTION TO SERVICE PROVIDERS****4.1 DEFINITION OF RFP DOCUMENT**

RFP Documents shall include items listed in the main RFP document as well as any other documents that may be issued prior to the deadline for submission of proposal.

The RFP Documents and additional materials that may modify or interpret, by additions, deletions, clarifications or corrections will become part of the contract when executed.

Until a contract is executed, the RFP Documents and clarifications shall be binding on the service provider(s).

All 5 Annexes listed within, which form part of this RFP, will be issued accordingly as stated below:

**Annex 1: Service Provider Profile Matrix**

Your company profile as in Annex 1: Service Provider Profile Matrix. Please submit information using only the template provided. Additional details may be given as attachments in either PowerPoint or PDF format.

If Respondent's parent company, subsidiaries or affiliates has an airline account as an existing client, please indicate and explain the relationship with this client.

Annex 1 should be completed with sufficient information for SIA to have a good understanding of the Service Provider. Please note that it is not acceptable to reference the relevant sections to e.g. websites, financial reports etc. Kindly fill in the required details. Any false or misleading statements found within the Service Provider Profile Matrix could be grounds for disqualification.



Service providers will be informed of SIA's acceptance of their proposals.

**Annex 2: IPT Declaration by Service Provider/Contracting Party**

Please complete the above form found in Annex 2, to ensure compliance with Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

**Annex 3: Declaration of Participation by Relatives/ Associated Companies**

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

**Annex 4: Case study**

Present your case study as per the requirements outlined in Annex 4. Summarize the salient points of your submission in no more than four (4) A4-sized pages.

**Annex 5: Non-Disclosure Agreement**

The Service Provider is required to sign, in advance, a Non-Disclosure Agreement to facilitate the release of a detailed RFP document for the second phase of the tender exercise.

Incomplete submission will disqualify the Service Provider from the second phase of the tender exercise.

SIA reserves the right to share your response to the RFP with its advisors, if required.

Note: Service providers must have Non-Disclosure Agreement(s) with their contractors (if any) if these contractors are engaged to work on the Singapore Airlines account.

**4.2 RECAP OF SCHEDULE OF EVENTS**

Event	Date
<b>PHASE ONE (PRE-QUALIFICATION)</b>	
Invitation and release of RFP	11 April 2016
Period for Questions & Answers from agencies	11 – 18 April 2016
Responses to Questions from SIA	21 April 2016
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Notification of shortlisted agencies	13 May 2016
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#### **4.3 RFP PROCEDURES**

##### Contact Persons

If there is a need to seek clarifications, requests should be sent to **all** of the following:

- Katherine Soh  
Katherine\_Soh@singaporeair.com.sg
- Tan Han Cheng  
HanCheng\_Tan@singaporeair.com.sg

ALL communication between the Service provider and SIA shall be through the above email addresses only.

When submitting questions, the identity of the Service Provider(s) representative must be clearly indicated. The email shall in such cases, follow the format of (1) Name of service provider and (2) Date of submission e.g. service provider XXX, Date. All questions must be sent to SIA before the deadline indicated in 4.2: Schedule of Events. SIA will collate and respond to the questions via email in totality. All the questions and the corresponding responses prior to the Submission of Proposal date will be made known to all Service providers (where possible) without revealing the identity of the source of the questions.

If the solution includes a partnership of service providers, the prime service provider will be the sole party that communicates with SIA during the RFP process.

#### **4.4 SUBMISSION OF PROPOSALS**

The proposal must be submitted via 4 hard copies by **28 April 2016, 1200 hours**. A soft copy of the documents should be stored in 2 thumbdrives, 1 original and 1 duplicate.

The documents shall be submitted in sealed envelopes to:

**Singapore Airlines  
Marketing Communications & Development  
25 Airline Road  
09-D Airline House  
Singapore 819829**

#### **4.5 FORMAT OF PROPOSAL**

Each proposal should be structured in a clear, straightforward manner and in accordance with the outline of the respective sections herein. Service provider(s)





should exercise care to present only realistic, attainable commitments in their proposal.

Non-compliance to meeting any requirements must be specifically stated with reasons by the Service provider(s).



## ANNEX 1: VENDOR PROFILE MATRIX

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)	
Details of top 3 major shareholders and % of shareholdings	
Mission and Direction	
<u>Organization structure &amp; details of key management executives</u> Please supply your agency's organization chart, with details on job titles and role descriptions. You may submit this as an appendix in PPT or PFT format.	
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>	
<u>Relevant Project Experience</u> - number of years - state the project titles (a brief description can be given as attachment)	
<u>Leading Office Experience</u> - number of years - state the clients/accounts (or similar size and scope) in which the project team has won directly - state the project titles (a brief description can be given as attachment)	
<u>Airline Project Experience</u> - state the project titles (a brief description can be given as attachment)	
<u>SIA Project Experience</u> - state the project titles (a brief description can be given as attachment)	
<u>Relevant Customer Reference (similar size and scope)</u> - list three (3) references - brief information on the work done for the client - number of years client has been with the agency	
Award or Industry Recognition(s) received	
<b>Manpower Resources</b>	
Total Number of Staff Worldwide	
Total Number of Staff in Singapore	



Category/Section	Description
Total Number of Staff broken down by regions operated by Singapore Airlines	
<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 <ul style="list-style-type: none"> <li>– with current employer provider</li> <li>– with prior employer(s)</li> </ul>	
Relevant Experience for social media management <ul style="list-style-type: none"> <li>– with current employer</li> <li>– with previous employer(s)</li> </ul>	
Relevant Experience for production of social campaign and/or creative works <ul style="list-style-type: none"> <li>– with current employer</li> <li>– with previous employer(s)</li> </ul>	
<b>Resources and Capabilities</b>	
(Indicate whether your lead office that would be managing the SIA account provides the following services (Yes or No))	
<u>Services</u> <ol style="list-style-type: none"> <li>1. Social media strategy and consultation</li> <li>2. Social media content creation</li> <li>3. Social media listening</li> <li>4. Social media measurement, tracking, and reporting</li> <li>5. Social paid media strategy and planning</li> <li>6. Production of social campaigns</li> <li>7. Production of films, animations, and other visuals</li> </ol> <p>For &lt;&lt;Yes&gt;&gt; to any of the above, please outline briefly your dedicated staff, structure, and organization to provide these services. This can be submitted in PPT format.</p> <p>For &lt;&lt;No&gt;&gt; to any of the above, please indicate whether you can currently provide these services through affiliation or partnership with other agencies. This can be submitted as an appendix in PPT format.</p> <p>Please describe your organization and process for integrating your marketing communications disciplines and resources on behalf of your clients, both internally within your agency, and externally working with other agency offices, affiliates or partners. This can be submitted as an appendix in PPT format.</p>	



## **ANNEX 2: 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.



**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



**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 3: 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



**ANNEX 4: CASE STUDY**

Provide one case study that best portrays your firm's track record for each of the following:

1. Creation of social media content
2. Use of social listening
3. Creation of a social campaign

Illustrate how your agency met business goals and achieved success through the tracking of measurable results, including media spends if any.

The team who developed the above campaign must be from the office that is pitching for this SIA Account.

The case studies presented should be an example within the last two years.

If the case was undertaken in collaboration with other marketing agencies or partners, describe the different roles and responsibilities that the agency, client and partners played.

