



Annex C - Detailed Scope of Work

For STB Americas' PR Agency

RFP Ref No: STB/NY1/20-21/RFP13



Quick recap on STB Americas' work

The Singapore Tourism Board (STB) is the tourism arm under the Singapore Government, with the mission of championing tourism and building the sector into a key economic driver for Singapore.

STB Americas is currently based on New York. Our market coverage encompasses the entire Americas region with a primary focus on the US and Canada.

Our work can be broadly categorized as such:

- a. Leisure & Business Travel – To drive visitor arrivals and spend, and increase length of stay in Singapore among the Americas' leisure and business travelers.
- b. MICE – To anchor Singapore as a choice MICE destination by increasing the number of US MICE events held in Singapore.

Target Audience: Early Careers (20-34 yrs), Established Careers (40-49 yrs), Active Silvers (>55 yrs) and BTMICE travelers, who have the propensity to travel long-haul and are willing to spend on valuable experiences.

Target markets: Major gateway cities in the US and Canada:

- a. Primary: California, New York Tri-state, Washington
- b. Secondary: Texas, Florida, Illinois (US) and British Columbia, Ontario (Canada)



Passion Made Possible brand

Launched in August 2017 alongside Singapore’s Economic Development Board, Singapore’s Passion Made Possible brand will put forth Singapore’s unique attitude and mindset: a passionate, never-settling spirit of determination and enterprise that constantly pursues possibilities and reinvention. All of STB’s marketing efforts should incorporate Passion Made Possible messaging.

Destination Singapore is where passions meet and are made possible.

It is a compelling global destination with a myriad of possibilities through our iconic infrastructure, empowering business environment, multi-cultural experiences and distinctive lifestyle options. Powered by the never-settling spirit of our people, Singapore is a place that fulfils individual passions and inspires new possibilities – where one can be inspired not just by what one can do, but what one can be.

No matter where the visitors are from or what their passions might be, Singapore is able to feed their spirit of adventure and discovery, and enables them to deepen and share their passions.

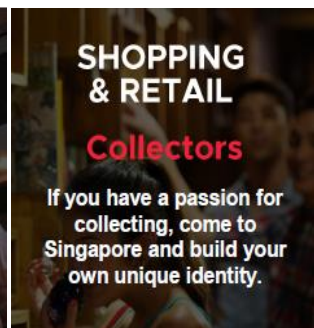
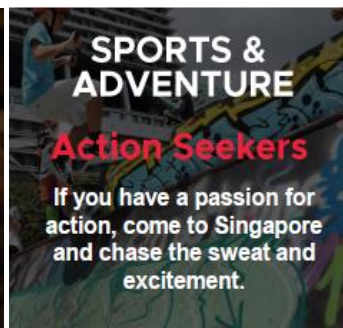


Key passion tribes for STB Americas:

Tier 1

 <p>FOOD & DINING Foodies If you have a passion for food, come to Singapore to and taste flavours in new ways.</p>	 <p>SIGHTSEEING & ATTRACTIONS Explorers If you have a passion for exploring, come to Singapore and discover places and spaces.</p>	 <p>ARTS & CULTURE Culture Shapers If you have a passion for culture, come to Singapore and create never-ending stories.</p>	 <p>MICE PLATFORMS Progressors If you have a passion for growth, come to Singapore and turn your ideas into reality.</p>
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Tier 2

 <p>NIGHTLIFE & ENTERTAINMENT Socialisers If you have a passion for socialising, come to Singapore and open yourself to meaningful encounters.</p>	 <p>SHOPPING & RETAIL Collectors If you have a passion for collecting, come to Singapore and build your own unique identity.</p>	 <p>SPORTS & ADVENTURE Action Seekers If you have a passion for action, come to Singapore and chase the sweat and excitement.</p>
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Introduction to Scope of Work

- The following Scope of Work (SOW) provides details on the deliverables for the appointed PR agency, based on a 12-month period.
- For the purpose of this RFP, it is assumed that the annual SOW will be the same throughout the contract duration.
- Please note that:
 - As per Para 6.2 of Requirement Specifications: Please ensure that all items here are accounted for and quoted in the Price Schedule. If not complied with, STB reserves the right to disqualify the proposal.
 - As per Para 6.5 of Requirement Specifications: During the course of the contract duration, STB Americas reserves the right to adjust the deliverables in its sole discretion within the contracted monthly retainer fees structure. This includes adjusting work items under the appointed agency's detailed scope of work with other critical initiatives. For example, if STB Americas require fewer Media Familiarization trips in a year, STB may request to instead increase the number of PR Activations, or in such manner as STB deems appropriate. Any such changes requests will be discussed with the PR Agency in advance, but subject ultimately to STB's discretion.
 - As per Para 6.6 of Requirement Specifications: Also, should STB Americas not fully utilize the scope of work in a given year period, STB Americas reserves the right to roll-over the deliverables to the following year at no additional cost to STB Americas.



Overall Expectations of PR Agency





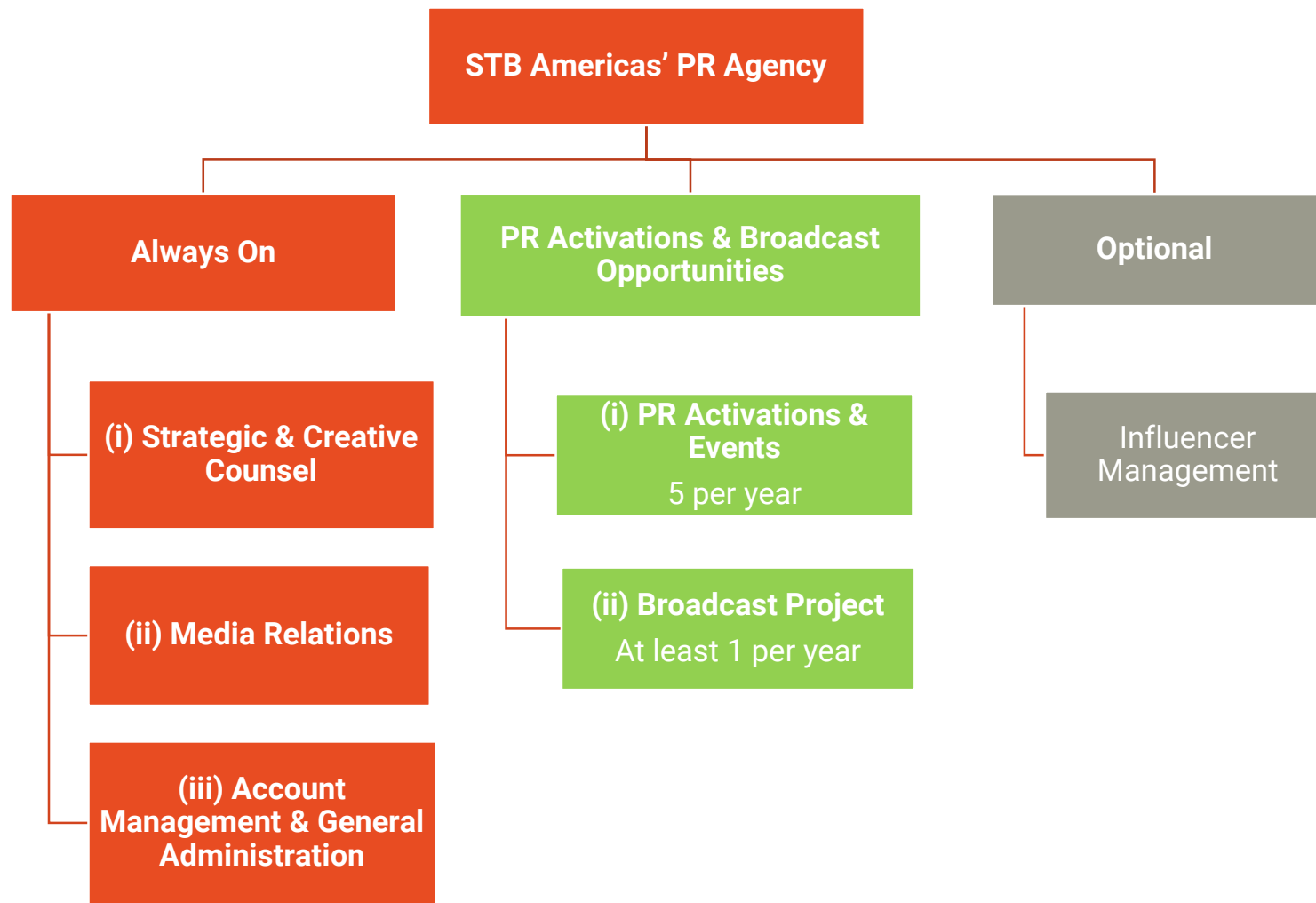
Overall expectations of the PR Agency

The PR agency will directly report to the STB Americas team in developing and driving PR and marketing promotional initiatives for Singapore tourism in the Americas to meet visitor arrivals and tourism receipt targets.

Work should include the following:

- **Engage media actively & effectively** to secure positive coverage for Singapore.
- **Provide ongoing strategic & creative counsel and recommendations across all areas of work, including leisure, BTMICE and other sectors identified by STB.**
- **Secure new broadcast and other new opportunities for the client**, going beyond traditional PR & earned media space (e.g. podcasts, webinars).
- **Lead client in PR activations/events/campaigns**, and support client on PR aspects of other brand partnerships & initiatives
- **Assist client in managing any crises or critical PR issues that may occur.**
- **Work closely with client's other appointed agencies** (e.g. digital and media planning agencies) to ensure consistent voice across touchpoints and to implement marketing campaigns/activations.
- **Apply Singapore's Passion Made Possible brand in all our work.**
- **Attend meetings with client** as and when required.

How our work is structured





Always On

(i) Strategic & Creative Counsel



■ PR & Communications strategy

- **Develop a year-long PR & Communications strategy, building upon foundation in previous years and in alignment with STB Americas' business objectives and target audience, and taking into consideration leisure and BTMICE travel and consumer trends in the Americas region.**

This includes, and not limited to:

- Current and forecasted consumer and travel trends, and media landscape analysis
- Recommendation of priorities, timelines, workplans, related KPIs and tracking mechanisms to measure the achievement of desired objectives
- In particular for the first contracted 12-month period, the agency should take into consideration the impact of COVID-19 pandemic on the resumption of international travel, and recommend back-up plan(s) in the event that the current situation is prolonged.



■ Holistic Strategic & Creative Counsel

- **Provide client with holistic creative counsel, point-of-view and recommendations on an ongoing basis, with regard to strengthening STB's communications and marketing outreach in the areas including, and not limited to:**
 - PR and communications opportunities
 - Potential media, broadcast and/or brand partnership opportunities



Creative Partnership & Opportunities

- **Agency should be able to coordinate at least 1 discussion per quarter (for a total of at least 4 per year) on potential creative partnerships and opportunities that have tangible leads for STB Americas.**

Agency's support to client include, and are not limited to:

- Be able to spot and nimbly leverage in-market consumer trends to inject Singapore into the conversations where relevant and appropriate.
- Proactively conceptualize innovative campaigns and partnership ideas, identify the right potential partners, initiate conversations with them on behalf of client, and present the ideas to client.
- Be bold and creative to propose partnerships/initiatives beyond traditional earned media platforms in order to best deliver client's brand message.

■ Issues and Crisis Management

- Assist client in handling any crises or critical PR issues that surface which may impact Singapore's image as a destination or STB's image as an economic development agency for Singapore, or have significant impact on Singapore's tourism and/or bilateral ties between Singapore and countries in the Americas region.

Support include:

- Media monitoring and analyzing reports on an immediate and daily basis **at no additional cost.**
- Provide advice and recommendation on response plan.
- Prepare media FAQs and/or write responses to media and the public for client's approval.
- Note: Based on historical incidence, PR issues / crises are not a regular occurrence and may take place about two to three times a year (on average).



(ii) Media Relations



Secure media coverage for Singapore

- **Actively engage with the media to effectively secure ongoing earned coverage through updates and news about Singapore, notable press opportunities, familiarization trips, etc.**
 - Deliver consistent brand messages across leisure and BTMICE efforts
 - Draft, adapt and revise press releases for the Americas market
 - Facilitate media engagement sessions
 - Assist client in drafting and clearing all inbound media queries
- **Craft & distribute at least 2-3 pitch topics per month, to maintain ongoing awareness of Singapore.**
 - Discuss and develop pitch angles and story content with client
 - Propose and pitch to target titles across print, online, broadcast, or other suitable platforms
 - Secure opportunities & compile coverage for reporting
- **Secure at least 5-6 feature stories (print/online) per year on Tier 1 titles** (e.g. New York Times, Washington Post, Los Angeles Times, Forbes, Conde Nast Traveler, Travel + Leisure, National Geographic, Successful Meetings, PREVUE and beyond)
 - A feature story is an in-depth story about the destination or highlights a key stakeholder or spokesperson that drives awareness to consumers or businesses. These stories are to be generated over and above those arising from media familiarization trips.



Media familiarisation (fam) trips

- **Coordinate at least 20* media fam trips to Singapore for key journalists/influencers per year.** This may also include supporting HQ-led group fam trips to Singapore that are usually held around a major leisure or BTMICE event/festival in Singapore (e.g. announcement of World's 50 Best Bars in Singapore, or attendance of travel trade show in Singapore), as and when required.

Expected work for fam trips involves, but not limited to:

- Recommend and secure the media (with confirmed letters of assignment stories) – this can include print, online, broadcast and even influencers, subject to client's approval.
- Pre-trip planning (e.g. itinerary development, budget approvals, logistics, PR messaging)
- Post-trip follow-ups with media to ensure maximum PR and/or social media coverage for Singapore
- Post-trip internal reporting & evaluations on learning points
- All other reasonable tasks that may arise.

** Given the COVID-19 pandemic where the path to resumption of mass travel is still uncertain (e.g. travel restrictions, availability of vaccine), the actual number of media trips STB could host might differ. Agency must therefore be able to re-channel the unutilized scope towards other strategic projects upon discussion with STB.*



Media database and material preparation

- **Maintain an updated database of targeted media for dissemination of news, pitches, invitations to events organized by STB, etc.:**
 - Media platforms – including but not limited to, print, broadcast and online media;
 - Topics – including but not limited to travel, lifestyle, fashion, F&B, arts & culture, entertainment, business, technology, BTMICE;
 - Geographical – top tier cities and major gateway cities to Singapore (**refer to Slide 2 or Requirement Specifications on key markets*)
- **Preparation of briefing documents prior to any media engagement** (e.g. media fam or event/activation), which should include media and journalists profiles, key messages, list of anticipated media questions & answers, soundbites and quotes.
- **Provide support by nominating media stories and filling up required entry forms for submission to various industry awards** (e.g. Travel Weekly Magellan Awards)

(iii) Account Management & General Administration



Media Monitoring, Analysis and Reporting

- **Provide a daily report of solicited and unsolicited media coverage on Singapore, including PDF clippings and summary of each article, and translations into English where necessary.**
 - Format for this daily report, search terms/words, and the list of monitored publications shall be approved by the client at the beginning of the contract.
 - Monitoring shall cover both print and online media. For broadcast media, tracking of coverage is required for all solicited coverage. The client may request for copies of the broadcast audio or video clippings.
 - In case of any PR crises, the agency is obliged to provide additional daily or urgent reports **at no additional charge**.
- **Conduct daily scan of industry news and trends related to tourism, Singapore and STB.** They may include competitor activities and initiatives, and the agency should alert the client of key opportunities or threats/areas of concern.
- Note that there is also a monthly report on the next slide.



Monthly Media Monitoring Report

- **Submit a detailed monthly report that captures all leisure and BTMICE-related coverage on Singapore (both solicited and unsolicited) to be tracked for message penetrations, tonality, reach, International Media Value (IMV) and other indicators as prescribed by STB, using a daily Excel tracker prescribed by the client.**

The monthly report is to be submitted by the 1st of the following month. Please see next slide for a screenshot of the tracker.



Sample of Monthly Tracker

Sample

Date	Publication	Heading	Singapore in headline? (1 for Y, 0 for No)	Page/Link	Circulation	Country	City	Source	Subject	Outlet	Tonality	Tonality	Message pull-through: Concentration	Message pull-through: Ease	Message pull-through: Renewal	Visual (1 if Yes, 0 if No)	Estimated International Media Value (IMV)	Remarks/Status
1/1/2014	UFC	UFC Singapore Prelims Fantasy Preview	1	LINK	714,815	USA	New York	Unsolicted	Events	Online	Y=Positive	20	0	0	0	1	16,612	Two of the...
1/1/2014	Art & Auction	Setting the Stage	0	LINK	20,100	USA	New York	Unsolicted	Arts Ent	Print	Y=Positive	20	0	0	0	0	186	Art Stage Si...
1/1/2014	Art & Auction	Heading East															186	The first of...
1/1/2014	Modern Painter	Close-Up															1,409	Use Meta Ba...
1/1/2014	Modern Painter	Portfolio: Asia															1,409	Art Stage Si...
1/1/2014	The Charleston	Revelers welcom															1,344	Celebrations
1/1/2014	Rapid City Jour	Millions around t															1,218	Fireworks ec...
1/1/2014	Private Clubs	The List															1,1754	Singapore's
2/1/2014	Bloomberg New	GSH Heads for															0	GSH now joi...
2/1/2014	The New York T	Near Singapore															154,458	mile island in
2/1/2014	Air Transpoty W	Singapore Airlin															N/A	Singapore A
2/1/2014	Peninsula Clark	Revelers welcom															151	Celebrations
3/1/2014	USA Today Sp	UFC Fight Night															12,083	UFC Fight Ni...
3/1/2014	Pensacola New	UFC encourage															1,397	The Ultimate
5/1/2014	Chicago Tribun	People, food, m															1,7091	Restaurant,
5/1/2014	Honokaa Stan	Serene isle sits															1,575	Pula Ubin, a
5/1/2014	The New York T	Where the Con															1,409	The four-sq...
5/1/2014	Bulletin	Russia island is a															1,271	Pulau Ubin,
5/1/2014	St. Augustine P	Destination: Sin															1,202	Thanks to a
5/1/2014	Savannah Mor	Destination: Sin															1,312	Thanks to a
7/1/2014	4 Hoteliers	Evolving habits															N/A	A survey sfc
7/1/2014	TravelBizMont	Singapore Airlin															0	Singapore A
8/1/2014	Bloomberg New	Singapore to Do															157,008	Singapore p
8/1/2014	Playbill	Tony-winning C															1,562	Richard Gre
8/1/2014	GlobaIPost	Cebu Pacific en															0	Cebu Pacific
9/1/2014	Bloomberg New	Tara-Singapore A															157,008	Singapore A
9/1/2014	Live Mint & The	Tata-Singapore Airlines orders Airbus A3															1,373	SingaporeF
9/1/2014	Popspoken	Explosive Punches at UFC's First Event															N/A	Ultimate Fgt
9/1/2014	Reuters	Exclusive: Singapore Airlines-Tata Indian															133,551	Singapore A

Tracked indicators include:

- Circulation
- Tonality
- Message Pull-Through
- Media Tier (level of importance attached to the media)
- Visual (whether there are images in the article)
- STB Quote

STB reserves the right to amend the format or structure of the daily tracker and/or monthly report.

Same spreadsheet for coverage on BTMICE





Other Account Management Matters

- **Assign senior consultant(s) and support staff who are full-time agency employees to handle STB's account.**
- **Organize bi-weekly meetings/calls with client for status updates** (e.g. discussions on media opportunities, pitch initiatives).
- **Assist with STB senior management visits to the US (up to 2 visits a year)**
 - Arrange key press deskside meetings and/or secure interviews (if required)
 - Prepare pre-meeting briefs and media FAQs, and any other tasks that may arise
- **Coordinate with client on our marketing strategy and initiatives, and work closely with client's other appointed agencies (e.g. digital and media planning agencies)** to ensure consistent voice across touchpoints, and to implement coordinated marketing campaigns/activations.
- **Provide a quarterly executive summary report on market intelligence** covering issues affecting tourism and outbound travel, competitors' initiatives, trends and market news.

PR Activations & Broadcast Opportunities

Note: The monthly retainer fee quoted in the price schedule **should not** include the cost of production/projects/partnerships, which STB Americas will typically secure separate funding for those purposes.



PR Activations & Events

- **Support STB in approximately 5 PR activations/events (planned or opportunistic, of varying support required) that will utilize an estimated total of 100 manpower hours* a year. On average, 1 out of the 5 would be a BTMICE-related PR activations/event.**

Agency are expected to conduct the following, and not limited to:

- Conceptualize and develop the PR activation campaign idea and plan
- Develop communications plan, press releases, talking points, media FAQs, pitches, etc.
- Provide on-ground support for the execution of PR activations and events, e.g. event planning, program schedule, setup and logistics, invitations and registrations.
- Work closely with client's appointed creative agency and media planning agency to ensure consistent voice when speaking to our target audience across various touchpoints
- Manage any third-party vendor(s), if necessary.

Note:

- **For avoidance of doubt, the PR agency contract will be based on 'scope'. The manpower hours indicated here is to serve as a guideline for agencies to understand the scale of such activations.*
- *Agency must factor this scope into the monthly retainer. Unused manpower must be able to be substituted for other scope or rolled-over for use in future years of the contract, if exercised.*
- *See following slides 24-26 for examples of past PR activations.*



Example 1: New York Botanical Garden Orchid Show

Summary:

- New York Botanical Garden (NYBG) featured Singapore as the theme of its 17th edition of the Orchid Show in Feb-Apr 2019.
- STB Americas thus partnered with NYBG to create further buzz about destination Singapore through our Passion Made Possible messaging and showcase of Singapore’s lifestyle offerings, via a “Crazy Real Singapore” creative series of chats showcasing Singapore creatives and helmed by actress Tan Kheng Hua who acted in Crazy Rich Asians, and a Singapore retail pop-up at NYBG store selling Singapore brands and products.

PR Agency’s tasks included:

- Securing top tier media attendance to attend media preview events
- Preparing press kit and materials, including press release, media FAQs, chat series’ suggested talking points, etc.
- Using the event to generate PR coverage (both traditional and social media) about Singapore’s lifestyle offerings and the Passion Made Possible
- Following up with press and influencers & further pitching to maximize coverage
- Compiling media coverage recap

Achieved outcomes: The Orchid Show: Singapore attracted over 230,000 visitors over 2 months, and captured 132mil earned media impressions



Example 2: Singapore Food Festival Virtual Masterclass

- Summary of the Virtual PR Activation:
 - Due to COVID-19, the annual Singapore Food Festival (SFF) went virtual for the first time.
 - STB Americas took advantage of the virtual SFF to drive awareness for Singapore's food & cocktail culture and sustain engagement with US media and influencers.
 - STB Americas worked closely with STB HQ and SFF to organize a special virtual cocktail Masterclass with Singapore's *Nutmeg & Clove* for the US media, influencers and leisure travel trade attendees with specially curated cocktail giftboxes, and conducted media outreach via gifting of both SFF snack boxes.
- PR Agency's tasks included:
 - Conducting outreach to top-tier media, influencers and trade partners to secure interest in received the SFF snack boxes, and attendance to the virtual cocktail masterclass.
 - Coordinating with third-party vendors such as restaurant and corporate gifting company on curation, procurement and delivery of cocktail giftboxes (*Note: these expenses were charged via Out-of-Pocket expenses and/or additional funding, i.e. not under Retainer Fees*).
 - Worked with client's digital agency to coordinate outreach with social influencers
 - Generating and maximizing PR coverage about SFF and Singapore's foodie scene.
 - Conducting multiple rounds of media follow ups to sustain conversations about Singapore
 - Compiling coverage and activities for event report
- Achieved positive PR outcomes and participants' feedback, including:
 - Capturing 33.8 mil media impressions and story feature on Forbes
 - IG stories posting by invited journalists & influencers





Other examples of PR & media engagements (planned & opportunistic)

- US debut of Singapore's Michelin starred restaurant Odette at Chefs Club New York
- Media & trade cocktail event to celebrate United Airlines' non-stop flight launch from Los Angeles
- North American premiere of award-winning film Pop Aye by Singaporean director Kirsten Tan
- West Coast media events in Seattle and Los Angeles
- Launch of STB's INSPIRE (incentives and rewards program) Global campaign at IMEX Americas



Secure broadcast partnership opportunities

- **Secure at least 1 top-tier, or at least 2 smaller yet impactful, broadcast partnership opportunities per year and conduct end-to-end support to help tell the Singapore story to a mass audience in line with STB's key target audience.**

Past examples of top-tier broadcast partnerships includes:

- Partnership with NZK Productions to feature Singapore in Season 24 of The Bachelor in 2019
- Partnership with ZPZ Productions to produce and promote the Singapore episode on Netflix's Somebody Feed Phil series

Agency are expected to conduct the following (and not limited to):

- Secure the broadcast opportunity and/or partnership
- Facilitate content curation with client and partner, and coordinate filming logistics
- Develop communications plan, press releases, media FAQs & pitches to promoting the show & Singapore
- Ensure earned media coverage via active pitching
- Organize any related PR activation/event (e.g. media screening events, campaigns) to promote the show and Singapore, and work with any relevant parties to ensure success of the activations/events
- Provide on-ground support for the execution of PR activations and events, e.g. event planning, program schedule, setup and logistics, invitations and registrations.

See following slides 29-30 for a past example.



Example: Somebody Feed Phil broadcast partnership (part 1)



Singapore was featured as one of the episode on the latest Season 4 of *Somebody Feed Phil*, a top-rated hosted food & travel programme, and the second-longest running food and travel original on Netflix, hosted by *Everybody Loves Raymond* creator Phil Rosenthal.

The season recently aired on October 30, 2020, and helped showcase the breadth and depth of Singapore’s vibrant culinary scene to a wider audience and to Phil’s foodie fanbase.

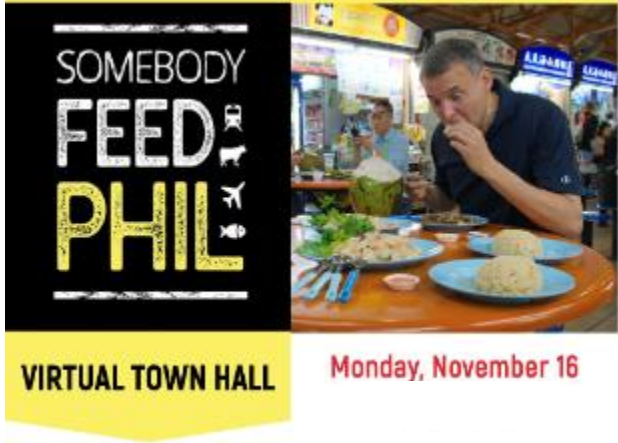
Agency’s tasks and support included:

- Identifying the opportunity and pitching to the production company to secure interest to film an episode in Singapore
- Assisting client in the negotiation and securing of broadcast partnership
- Coordinating filming schedule and production logistics, serving as a liaison between the production team and client
- Facilitating content curation through discussions with client and production company
- Coordinating media fam trips/earned media interviews aligned with filming to further amplify the episode when aired
- Working with production team to promote season launch/Singapore episode, utilizing Phil Rosenthal for earned coverage opportunities
- Identifying further opportunities to engage media, influencers, travel trade and general consumers to promote the season via virtual townhalls (i.e. an example of a PR activation) - see next slide for elaboration





Example: Somebody Feed Phil broadcast partnership (part 2)



Example of a promotional PR activation as part of the broadcast partnership

- Due to COVID-19, STB Americas pivoted to organizing 2 Virtual Townhalls (1 for travel trade & 1 for media/influencers & consumers) to celebrate the Singapore episode. Both sessions featured Phil Rosenthal, Singapore guests featured in the episode and STB Americas' regional director to promote Singapore, and provide an update on our tourism recovery plans.
- STB Americas also custom-curated and delivered 50 surprise cocktail & snack gift boxes to selected trade, media and influencers to encourage townhall participation.

Agency's tasks included:

- Ideating the concept and creating a project brief, for client's approval
- Securing approvals from Netflix, and participation from Phil and other panelists
- Developing all messaging materials incl. talking points, media FAQs & pitches, leveraging the town halls to generate further PR coverage about Singapore's foodie scene
- Conducting outreach to top-tier media, influencers and trade partners to secure attendance
- Working with digital agency to drive public awareness of townhall
- Providing event support incl. program schedule, Zoom logistics, test-runs, etc.
- Coordinating with third-party vendors on curation, procurement and delivery of giftboxes (*Note: these expenses were charged via Out-of-Pocket expenses and/or additional funding, i.e. not under Retainer*).
- Following up with press and influencers to maximize coverage, and compiling info for reporting



Positive outcomes: Total 400 participants; 47.2 million impressions generated, 1 million potential reach via social media coverage, secured top tier media and influencer attendance.

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Optional Item: Influencer Management

- As per Para 3.6 of Requirement Specifications: Agencies may propose and quote for this Optional Item for STB Americas to exercise at its discretion.
- Please note that the cost of this Optional Item **should not be quoted** under the scope of the Retainer Fees.

Optional: Influencer engagement

- Manage influencer/key opinion leader program, which include:
 - Stating clear objectives and action plan of the overall influencer engagement program (both earned and paid strategies)
 - Recommending or vetting potential influencers and platforms for relevant projects
 - Executing said approved influencer engagement and/or proposal, liaising with the influencers and making any necessary payments
 - Following up on the social media coverage and compiling the reports for success measurement
 - And any other reasonable tasks that may arise

Thank you!



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