



**REQUEST FOR PROPOSALS FOR  
PUBLIC RELATIONS CONSULTANCY SERVICES  
IN SINGAPORE  
SIA PA 01/2018 DATED 27 APRIL 2018**

**1. About Singapore Airlines Group**

Singapore Airlines (SIA) is the flag carrier of the Republic of Singapore. It is a global company dedicated to providing air transportation services of the highest quality and to earning good returns for its shareholders.

To achieve its mission, the Company presents itself as a modern, reliable, international airline, offering services of the highest quality, and is committed to the principles of competition in a free market environment. It also presents itself as a responsible carrier conscious of the needs and demands of the industry and stakeholders (including media) and is supportive of welfare and community activities in the countries to which it operates.

The Singapore Airlines Group is a publicly listed company, on the Singapore Stock Exchange. Temasek Holdings Pte Ltd, a Singapore Government investment corporation, holds around 56% of the Group's shares. Institutional investors in Singapore, the UK and the USA hold the remaining shares predominantly.

Singapore Airlines is not financially supported or subsidised by the Government of Singapore and operates according to recognised international accounting standards and subject to the listing rules and laws of Singapore.

Subsidiaries under the Singapore Airlines Group include SIA Engineering Company, SilkAir (a full service regional arm of the parent company) and Scoot.

The SIA Group's passenger route network covers 137 destinations in 37 countries and territories within Africa, Asia, Europe, the Middle East, North America and the South West Pacific.

**1.1 Singapore Airlines (SQ)**

From its hub at Singapore's world-renowned Changi Airport, SIA operates a global network of 62 passenger destinations in 32 countries and territories.

The Airline is the world's most awarded and is recognised as an industry leader. It was the launch customer for the Airbus A380 and the Boeing 787-10, and will again be the launch customer for the Airbus A350-900ULR. Singapore Airlines remains committed to operating one of the most modern fleets of any major airline.

## **1.2 SilkAir (MI)**

SilkAir, the regional wing of Singapore Airlines, is a full-service airline that operates to 52 destinations in 16 countries. It extends the Singapore Airlines Group's footprint in Asia by offering customers seamless connections through the Changi Airport hub with its young fleet of Airbus A319, A320 and Boeing 737 aircraft.

SilkAir provides a full suite of products and services, which includes delectable Asian meals, a full-service bar, in-flight entertainment on SilkStudio and a wide selection of reading materials intended to enhance customers' onboard experience whenever they travel.

## **1.3 Scoot (TR)**

Scoot is the low cost carrier of the Singapore Airlines Group, operating to 65 destinations in 17 countries and territories. Launched in November 2011, Scoot's first flight took off from Singapore on 4 June 2012 to Sydney.

On 25 July 2017, Scoot and Tigerair merged to operate under a single brand, Scoot. This merger is part of the long-term growth strategy and to enable a more seamless travel experience for customers.

Operating a modern fleet of Airbus A319, A320 and Boeing 787-8 and 787-9 aircraft, Scoot was named Asia/Pacific's Best Low Cost Airline in 2018 by [Airlineratings.com](http://Airlineratings.com).

## **2. Objectives**

Singapore Airlines is one year into a three-year transformation programme, and recently unveiled its Digital Innovation Blueprint. It is inviting suitably qualified and experienced public relations agencies and consultancies to submit proposals for engagement to assist in communicating initiatives related to the transformation programme and Digital Innovation Blueprint, among other initiatives, to achieve the following broad objectives in the Singapore market:

**2.1 To proactively publicise and promote the Airline's products and services:** to communicate that the Airline is the market leader in offering new products and services for the comfort and convenience of the customer.

This would include publicity programmes for the Airline's introduction of new aircraft and cabin products, the International Culinary Panel, the ever popular in-flight entertainment system, *KrisWorld*, featuring audio and video on-demand in all classes, SIA's e-commerce services, a balanced route network (including publicity surrounding destinations, connectivity through the SQ/MI/TR network), comprehensive codeshare arrangements with other airlines and the Star Alliance, and the famed in-flight service fronted by the iconic Singapore Girl.

**2.2 To proactively publicise the Airline's modern fleet/technology and significant digital investments:** to communicate the Company's multi-billion dollar investments in new aircraft, engines, cabin products, IT systems, etc.

**2.3 To develop and cultivate good contacts: beyond travel writers, trade media and other broad consumer media** to help SIA achieve the core objectives stated above.

**2.4 General strategic counsel, research and translation services** as required.

**2.5 Build online credibility through social media and digital public relations:** Assist in the facilitation and engagement with suitable online influencers and bloggers to create brand exposure opportunities.

### **3. Requirements for on-going service**

The Agency should provide the following services to SQ.

**3.1 Message development.** The Agency should assist SIA to review and develop appropriate messages for both consumers and trade in the Singapore market.

- Support Singapore Airlines and the Group's PR objectives as identified in **point 2**
- Develop a strategic communications plan as well as communications material to reach out to media representatives, customers, investors, current and potential employees, as well as the general public
- Monitor and analyse media coverage pertaining to the Airline and the Group

**3.2 Strategic counsel.** The Agency should:

- Advise SIA on major in-market trends and announcements that are likely to impact SIA's outreach efforts in Singapore
- Identify channels / ways that SIA can reach out to the target audience, including possible participation as speakers in conferences
- Identify and alert SIA on special in-market events that SIA could participate in
- Make recommendations on initiatives that will meet SIA's objectives

**3.3 Media engagement and outreach.** The Agency should:

- In consultation with SIA propose and contribute editorial pieces to be placed in targeted media
- Immediately flag contentious issues and propose follow-up plans, where relevant

#### **3.4 Media handling**

- Executing story pitches to local news outlets
- Assist to craft communication messages as necessary, e.g. talking points for media conferences, responses to FAQs, holding statements etc
- Assist with media familiarisation programmes

#### **3.5 Media relations enhancement**

- Assist the Airline and the Group in identifying new media and influencers to reach out to

- Assist the Airline and the Group with regular media engagement activities to build strong media relationships
- Provide and update local media database of key media targets

#### **4. Add-on services**

As an add-on beyond the basic scope of work identified in **point 3**, the Agency can provide the following services to SQ where available and required:

##### **4.1 Media training**

- The Agency should identify an appropriate media trainer to guide and educate key SIA personnel on how to speak to both media and non-media audiences

#### **5. Working arrangements**

**5.1** Account overview and guidance will come from SIA's Head Office Public Affairs team in respect of corporate and international communications.

**5.2** The Agency will develop a Work Plan, which will guide the objectives and deliverables of the Agency. The Agency will be subject to a Performance Review based on achievements of goals in the work plan, and Work Assessment Indicators (WAI) to measure performance over time. The WAI is attached in **point 9**.

**5.3** The Agency will be retained by Agreement for an initial three-month period, and thereafter will be subject to renewal based on performance and SIA requirements. Appointment will take place on or after 1 June 2018.

**5.4** The Agency will be paid a monthly retainer, and some allowance will be made for disbursements.

#### **6. Proposals**

**6.1** For the purpose of the pitch, the proposal should focus on a strategic communications plan – covering both external communications and internal communications – to enhance awareness and understanding of our Digital Innovation Blueprint. Singapore Airlines announced the launch of the blueprint in January 2018, as part of its ongoing transformation programme under which it is significantly boosting its digital capabilities.

**6.2** Proposals should include a plan to support Singapore Airlines' efforts to be the leading digital airline in the world, by detailing a communications approach catered to various target audiences, including communication platforms that can be used. In addition, the proposal should include media publications, new media and influencers that can be reached out to.

**6.3** Proposals should include a timeline and work process detailing how Singapore Airlines and the Agency can work together to see the communications programme through.

**6.4** Proposals should include details of the team that will work on the account in a significant capacity, including their background and experience, both with the firm and prior.

**6.5** Proposals should be specific as to work and time limitations, if any. Billing arrangements are to be transparent, and SIA will expect monthly invoices, with all charges substantiated, or agreed in advance in writing.

**6.6** The Agency, if selected, will provide any reports as required, as well as attend work in progress meetings as well as review and planning meetings as and when required.

**6.7** The Agency, if selected, shall retain copyright and ownership of all materials, documents, electronic messages and displays, and material produced by it and third party suppliers contracted by it at SIA's request, until all invoices issued to SIA are paid. Upon payment of invoices, copyright and ownership of all material passes to SIA immediately.

## **7. Pre-Requisite to Proposal**

**7.1 The Agency must outline whether it is currently engaged by any other airlines** - especially competitors to SIA, and if so, who, and declare any relationships – commercial or otherwise – with any other airline or travel industry client. This does not affect the Agency's work for another airline at another of its offices outside Singapore, provided that the Agency is prepared to enter into a confidentiality undertaking.

**7.2** If selected, all proprietors and directors of the Agency will be asked, prior to engagement, to declare any involvement, shareholding or securities held by them in SIA or any of its subsidiary companies, or any competitor airlines or businesses to SIA. It would be expected that any future transactions of such a nature after engagement would be brought to SIA's attention and be the subject of some consultation. Further, the account team will be required to undertake not to trade in shares or securities in SIA or any of its subsidiary companies while working on the SIA account. Acknowledgement of these conditions is required in the proposal.

**7.3** The Agency must advise in its proposal whether it holds professional indemnity insurance and public liability insurance, to what level (limit of liability) and any special conditions that may apply. The successful proponent will be required to provide certificates of currency of any applicable and relevant insurance policies and may be requested to join Singapore Airlines to the policies as an 'interested party'.

**7.4** The Agency must warrant in its proposal that its business practices comply with the laws of Singapore in which it undertakes operations, especially trade practices and fair trading laws, privacy and data protection and other laws. In particular the Agency must undertake to work subject to law and to act ethically.

**7.5** The Agency must indicate its preparedness to enter a contract with Singapore Airlines for the provision of services outlined in this brief.

**7.6** The Agency should be aware that Singapore Airlines may, at its discretion, perform checks on proponents shortlisted to pitch to the selection committee, including reference checks.

## **8. Submission requirements and process**

**8.1** A written proposal addressing the key areas addressed in this Request for Proposal (RFP) are to be submitted to SIA via email by **12:00 noon on Friday, 11 May 2018**, to the following addressee:

Loh Jun Qi  
Assistant Manager Public Relations  
Singapore Airlines Limited  
Public Affairs Department  
JunQi\_Loh@singaporeair.com.sg

**8.2** The proposal must address the Agency's expected retainer for the work outlined, and explain precisely how the retainer is arrived at: transparency will be essential.

**8.3** Five current client contacts should be provided in the submission for the purpose of referee checks should the proponent be shortlisted.

**8.4** Shortlisted agencies will be asked to make a pitch to a selection panel shortly after the submission deadline. The pitching session will be held in Singapore. The submission of a proposal does not obligate SIA to invite any agency to make a pitch.

**8.5** Agencies making a pitch must involve both the management and the proposed account team from the agency in the pitch. The selection of the account team will require client approval. It is important to note that we expect to interact regularly with the people we want to work on our business. The proposed servicing team must be involved in the pitch. Agencies that do not involve the proposed account team in the pitch will not likely be selected.

**8.6** It is possible pitches will be scheduled on **Monday, 21 May 2018** subject to availability of those involved from the Airline.

**8.7** Questions regarding SIA's request or queries on this document must be addressed in writing by e-mail to: JunQi\_Loh@singaporeair.com.sg; **No telephone queries or requests will be accepted in relation to this RFP.** Any query and the answer to it will be provided to all agencies invited to submit proposals. However, the identity of the proponent asking the question will be held in confidence by SIA and not communicated to any other proponents.

## **9. Work Assessment Indicators**

Contract performance will be measured against three categories: qualitative, quantitative and hygiene assessments.

### **9.1 Qualitative**

### **9.1.1 Proactivity in market**

- Level of active engagement with media (press, radio, television, internet) in promoting SIA product
- Relative quality of media stories generated, this includes, size, position and sentiment
- In-depth thought to editorial opportunities: are the stories suitable and do they hit the mark in terms of content, publications in which they appear, target audience style? Simply, how effectively does the communication reach the intended audience?

### **9.1.2 Creativity**

- Quality of new story ideas, new promotional ideas, new ways of using old ideas to garner fresh media support. Does the consultant seek and then use different angles to obtain coverage in non-traditional or new forums to push messages to new audiences, or existing audiences with revived gusto?
- Quality of developed messages for consumers and trade in the Singapore market
- Identification of channels and platforms to reach out to the target audience, including the speakership strategy
- Development of social media posts to drive increased awareness and engagement with SIA's brand and product offering
- The extent to which creative and acceptable solutions to SIA's challenges are offered by the Agency

### **9.1.3 Initiative**

- Level of motivation demonstrated by consultant.
- Number of new media contacts introduced to SIA by the Agency.
- Number of meetings/briefings proposed by the Agency for SIA to attend with key media and/or opinion leaders
- Versatility of the Agency to manage unforeseen and unplanned events or issues and in doing so, proactively provide advice and guidance to SIA

### **9.2 Quantitative**

- Number of pro-active/locally developed releases distributed to media agencies over given timeframe (monthly etc)
- Number of stories run on/in each medium
- Number of pictures run
- Number of stories with pictures run
- Number of SIA or SIA product/service mentions
- Number of positive mentions
- Number of stories in each key media area: travel, trade, business, aviation

### **9.3 Hygiene Factors**

#### **9.3.1 Consultants:**

- Maintain current industry and SIA knowledge
- Responsiveness and proactivity
- Capacity to respond to events and issues that occur without much notice
- Conduct themselves in professional manner at all times
- Prepare for, attend and document regular work-in-progress meetings

- Maintain a consistent high level of attention to detail and quality of work
- Implement and provide regular reports on progress
- Are contactable and accessible at all times: nominated staff are also the staff doing the actual work
- Are courteous and helpful
- Charge fees in line with proposal
- Maintain confidentiality
- Maintain house rules of punctuality and effective follow up