SECTION B

REQUIREMENT SPECIFICATIONS

INVITATION TO TENDER FOR SOCIAL MEDIA MARKETING & MEDIA BUYING SERVICES FOR THE SINGAPORE ART MUSEUM

singaporeartmuseum
CONTEMPORARY ART IN SOUTHEAST ASIA

REQUIREMENT SPECIFICATIONS

1. Introduction

1.1. The Singapore Art Museum (SAM) seeks to appoint a social media marketing agency hereinafter known as "Contractor" to plan, conceptualise and execute an integrated marketing strategy with media buys across SAM-owned social platforms till 31 March 2022, with an option to extend for another two (2) years ("the Project").

1.2. The Contractor may be organised as a Consortium of partnering companies by jointly submitting for the tender. In the case of a Consortium submission, the Lead Member will be the Main Contractor and all parties will be bound by Section 17 of the Conditions of Contract (Section E) of this Invitation to Tender.

2. Background

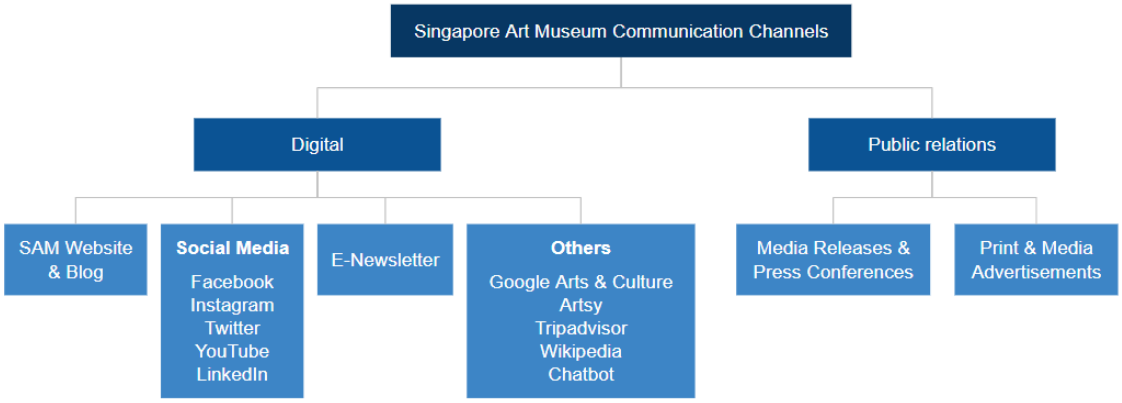
2.1 Singapore Art Museum is a contemporary art museum which focuses on art-making and art-thinking in Singapore, Southeast Asia and Asia, encompassing a worldwide perspective on contemporary art practice. SAM advocates and makes accessible interdisciplinary contemporary art through research-led and evolving curatorial practice.

2.2 Since it opened in January 1996, SAM has built up one of the most important collections of contemporary art from the region. It seeks to seed and nourish a stimulating and creative space in Singapore through exhibitions and public programmes, and to deepen every visitor's experience. These include outreach and education, research and publications, as well as cross-disciplinary residencies and exchanges.

2.3 SAM occupies two buildings: the old St Joseph's Institution on Bras Basah Road, built in 1855 and now a National Monument; and SAM at 8Q, a conservation building across the road on Queen Street that was the old Catholic High School. The museum buildings are currently closed for a major building redevelopment, with museum programming continuing at partner venues until the buildings re-open.

2.4 Based on SAM's annual visitor surveys, 75% of SAM's visitors are within the 15-39 age band, with a skew towards women. More than 7 in 10 visitors hold a university degree or higher qualifications and are predominantly single. Prior to the pandemic, 40% of our total visitorship were tourists.

2.5 SAM's existing communication channels are indicated below:



2.6 The existing digital communication channels include:

2.6.1 SAM website (www.singaporeartmuseum.sg) is the key source of information for on-going exhibitions, events and programmes. It also houses the museum's educational resources, media releases and blog. The blog is the main platform for news and stories about SAM as well as its redevelopment.

2.6.2 Social Media Platforms

a) Facebook – information hub where the audience can learn and find out more about SAM, our exhibitions and programmes.

b) Instagram – discovery engine that presents a visual story of SAM to drive brand awareness and serve as a platform for inspiration.

c) Twitter – currently mirrors content on Instagram. Used also for dissemination of news.

d) YouTube – video hub for the audience to delve deeper into contemporary art.

e) LinkedIn – connect with professionals and upkeep SAM's brand image as a thought leader in contemporary art.

f) SAM uses the social media analytics and management platform, Iconosquare, to track the performance of the museum's Facebook and Instagram channels.

2.6.3 E-Newsletters are sent to SAM's subscriber database to keep them updated on upcoming exhibitions, events and programmes as well as any new initiatives that have been rolled out.

2.7 The existing public relation channels include:

a) Media releases & press conferences aims to increase awareness and notify the media on the museum's upcoming exhibitions, events and milestones.

b) Print & Media advertisements with both lifestyle and mainstream media is used to reach out to members of the public on ongoing exhibition highlights and events.

2.8 SAM also uses other outreach methods such as educational talks, access programmes, and out-of-home advertisements for promotion and brand awareness.

3. Objectives and Outcomes

3.1. As part of SAM's intention to extend its public outreach efforts to raise the brand awareness of SAM and nurture the appreciation of contemporary art, SAM has developed a "Museum in Action" message framework that will guide the development of a digital marketing campaign (MIA campaign) to be launched on 18 May 2021. More details of the MIA message framework are set out in Annex A of this section.

3.2. SAM is mounting the MIA campaign as a response to the challenges of lower visibility of the museum due to our redevelopment. SAM is also shifting its strategic direction as a museum, and hence the campaign is expected to help promote the museum's new vision and mission to the public.

3.3. The Contractor is thus expected develop the overall strategy for the multi-year MIA campaign lasting till 2024, but for evaluation purposes, only a Creative Proposal and Media Plan for the first year is required.

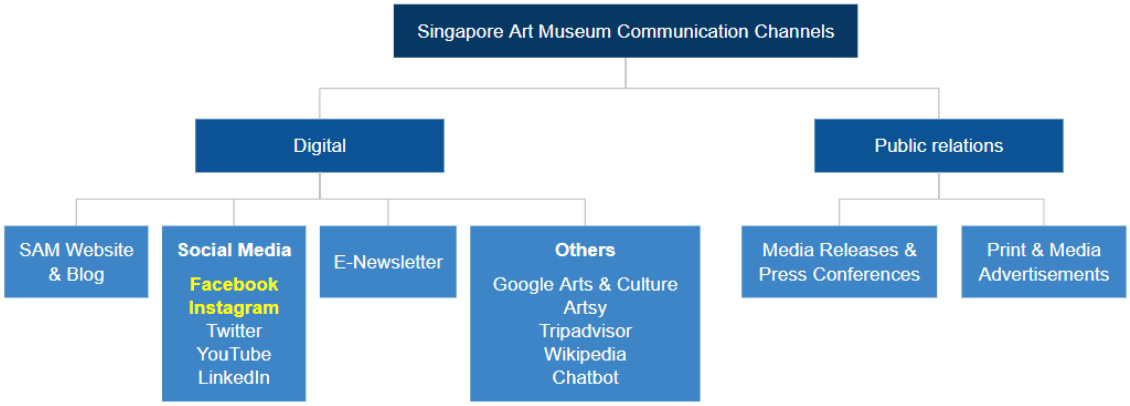
3.4. For the campaign to be deemed successful, the campaign strategy and its execution must:

a) Heighten awareness and recall of SAM as a "Museum In Action" amongst our target audiences;
b) Position SAM as a thought-leader in the contemporary art landscape by growing our reach to a wider audience via the museum's digital and social channels;
c) Increase engagement with existing audiences through inspiring content;
d) Strengthen SAM's social media platforms as an accessible and inviting space for interaction with contemporary art via a holistic content strategy that is appealing to the public and ultimately reaching out more effectively to our audiences.

3.5. SAM will conduct independent visitor research to benchmark message recall and awareness of the MIA campaign and findings will be shared with the Contractor at the end of each year. As part of the multi-year campaign strategy, the Contractor must optimise the strategy to improve performance on the metrics of message retention and recall, as well as general engagement levels with SAM.

3.6. The diagram below shows the channels that are to be executed under the Project. The Contractor may utilise any channel as part of the creative proposal, but a heavier weightage

should be allocated to the channels highlighted in yellow. The scope of work is further elaborated below in Paragraph 5 and 6:



3.7. The Contractor shall meet the following Key Performance Indicators (KPIs):

3.7.1 Facebook specific KPIs by end of the first year:

a) Number of Facebook followers: 86,000
b) Average engagement rate on reach per post: 4.5%
c) Average 3-sec views per video: 1,500

Formula for Engagement Rate on Reach per post = Total number of Engagement (likes, comments, clicks and shares) divided by Total Reach, and divided again by Total number of Posts.

3.7.2 Instagram specific KPIs by the end of the first year:

a) Number of Instagram followers: 52,000
b) Average engagement rate on reach per post: 7.5%
c) Average views per video: 2,300

Formula for Engagement Rate on Reach per post = Total number of Engagement (likes, comments, saves) divided by Total Reach, and divided again by Total number of Posts.

3.7.3 Website specific KPIs by the end of the first year:

a) Website Pageviews: 420,000

3.6 As an integrated campaign, the Contractor is therefore required to devise a Media Plan that supports the Creative Proposal in achieving the KPIs, keeping in mind that the total spend should fall within the allocated $90,000 media budget. For Consortium submissions, where the roles of creative and media buying are separated, it is the responsibility of the Lead Member to coordinate all marketing activities to optimise the ROI for SAM's media buys.

3.7 In the event of failure to meet the KPIs by the end of the Contract, the Contractor will be responsible for the development of suitable content assets, implementation and running of media buys to achieve the KPIs at no additional cost to SAM.

3.8 The Contractor may propose additional metrics to measure effectiveness for the platforms in their proposal submission, including the rationale for doing so.

3.9 Where the KPIs above are no longer relevant, the Contractor shall propose appropriate alternative KPIs as replacements, and such proposed alternative KPIs shall be subject to SAM's approval.

4. Strategy Work Plan Meeting

4.1. SAM will conduct a meeting with the appointed Contractor after the contract is awarded to finalise the strategy work plan which will include but is not limited to:

a) Final set of KPIs
b) Integrated Content Calendar including execution timeline
c) Crisis and issue management framework (if exercised as an option)

4.2. The contract signatory from SAM and the appointed Contractor will sign off the finalised strategy work plan which will form part of the Contract.

4.3. In accordance to Sub-Clause 12.2 and 12.3 in the Conditions of Contract, SAM has the right to terminate the Contract upon giving 7 working days' notice if the Parties are unable to finalise the Strategy Work Plan and Integrated Content Calendar within 1 month from the date of the Letter of Acceptance without SAM being liable to the Contractor in any damages or compensation whatsoever. SAM will not be required to make any payment whatsoever to the Contractor under this Contract in the event of such termination.

5. Scope of Work

5.1. Mandatory and Optional Items

During the Contract duration, the Contractor shall develop and execute the campaign strategy and support services required for the SAM MIA campaign, which will include, but is not limited to, the services stated in these Specifications. For the avoidance of doubt, unless otherwise specifically agreed between the Parties via a variation agreement:

a) the services stated in these Annex D, Part A of these Specifications shall be provided by the Contractor as mandatory services during the initial Contract period and during any extended period of the Contract (if SAM exercises the option to extend the Contract); and

b) the services stated in Annex D, Part B of these of these Specifications shall be made available to SAM as optional services (i.e. to be activated upon SAM's request) during the initial Contract period and during any extended period of the Contract (if SAM exercises the option to extend the Contract).

5.2. **Creative Services**

5.2.1 Drawing from the SAM MIA Message framework, the Contractor will plan and execute a digital marketing campaign to proliferate SAM's positioning as a "Museum In Action", actively engaging with the public despite our redevelopment. The campaign will kick off on 18 May 2021 as part of International Museum Day and will shift into sustenance mode to promote the rest of SAM's exhibition and programming calendar as part of business-as-usual ("BAU") content pillars.

5.2.2 The Message Framework for SAM's position as a "Museum In Action" is included in Annex A. In summary, SAM's strategic direction will shift towards the diffusion of contemporary art into the community and infused into everyday life (as opposed to being displayed at a hallowed, singular, brick-and-mortar museum space), and also to realise our aspiration to transform the museum into a public space which places relationships with artists, the public and our partners at the core of what we do.

5.2.3 A draft key visual and logomark has been developed in-house to support the MIA campaign. While Contractors are encouraged to use these as part of the Creative Proposal, they may also build upon the in-house designs and suggest enhancements and variants. SAM has shared the rationale and thinking underlying the in-house designs in Annex B for further context to guide any additional design work.

5.2.4 All designs and creative assets proposed for the SAM MIA campaign must be versatile so as to offer a consistent visual mark to brand SAM's social and digital output throughout the year as an overarching motif, especially where exhibitions and programmes may already have their own distinct branding.

5.2.5 Beyond the launch mechanism and KVs, a bulk of the creative services required also involves the steady creation of creative assets to sustain SAM's overall social media engagement effort. This involves the strategizing, executing and maintenance of Integrated Content Calendar in support of SAM's line up of exhibitions and programmes.

5.2.6 Where optional campaign activations and extensions are proposed in the Creative Proposal, it must be marked clearly within the proposal whether these elements are included within the quotation (either as mandatory or optional items). Contractors should not propose optional extensions that are critical towards the fulfilment of the objectives and KPIs of the project.

5.3. **Media Buying Services**

The Contractor and its appointed account servicing team shall possess the experience and competency in providing the following (but not limited to) services for online media.

5.3.1 Strategic Media Planning Services

a) Make recommendations on the right target audience to focus on based on SAM's objectives and devise an audience acquisition plan using tested and proven market methodologies (programmatic or otherwise).

b) Developing media proposals and plans to support content marketing on SAM's channels: Social (primarily Facebook and Instagram) and Digital (display ads, content discovery networks, among others);

c) Work closely with SAM's appointed agencies to ensure maximum ROI on media investment for SAM's content marketing efforts.

d) Negotiating with media owners – striving for value by way of discounts and meaningful value-added services;

e) Proactively recommending appropriate new delivery networks and digital platforms relevant to SAM where required.

5.3.2 Implementation and Coordination Services

a) Implementing Media Plans, including the buying and booking of media inventory;

b) Liaising with media owners for all amendments, adjustments and changes made to the bookings during the contract period and auditing all placed advertisements to ensure fulfilment from the media owners;

c) Executing all placements and ensure that placements are positioned strategically. If the desired placement is not available, the Contactor is required to promptly advise SAM on the next best alternative. Where there are cancellation clauses and / or fees imposed by any media owner, it is the responsibility of the Contractor to inform SAM prior to the media booking by including these clauses and / or fees in the draft media plan. SAM is not obliged to pay any cancellation fees or abide by any third-party clauses unless SAM has approved the same in the Media Plan(s). In the event the Contractor defaults in the performance of its obligations under this Contract (including the failure to perform within the specified timeline(s)), the Contractor should remedy the default to SAM's satisfaction within 10 days of the date of notice of default. This service shall be rendered to SAM at no additional costs;

d) Monitoring and ensuring, in every aspect deemed by industry standards, the delivery of goods and services by media owners to achieve the full effectiveness of the various mediums. The Contractor shall also obtain proof of delivery or implementation of all media buys from media owners;

e) Financial administering, invoicing and any other requirements by SAM;

f) Coordinating with SAM's appointed agencies and other partners of SAM on material submissions to various media owners and implementation of the Media Plans, in accordance to deadlines agreed among the relevant parties;

g) Attending work-in-progress (WIP) meetings with SAM and its appointed agencies / partners where required, as determined by SAM;

h) Collating, providing and returning all master copies of any creatives and final artworks that were used by media owners to SAM.

5.3.3 Evaluation Services

a) Evaluating the effectiveness of implemented Media Plans in accordance to the campaign objectives and any key performance indicators ("KPIs") agreed between SAM and the Contractor in writing. This includes the provision of media indexes applicable to the media.

b) The Contractor is to provide milestone reports (weekly, unless otherwise agreed by SAM) tied to milestone KPIs as a health check on performance-based indicators derived from campaign objectives. Upon activation of specific campaigns, remedial measures agreed upon before the commencement of the campaign must be included should the milestone KPIs are not met.

c) Working with and coordinating with appointed digital agencies or other agencies / partners of SAM to provide a comprehensive post campaign analysis report.

5.4. **Deliverables**

The Contractor, through writing, shall deliver the following but not limited to:

5.4.1 Creative Proposal

a) The Creative Proposal must address the brief in developing a strategy for a marketing campaign to proliferate SAM's "Museum In Action" positioning. The Proposal should not exceed twenty (20) slides and should cover plans and tactics for campaign launch, KVs and creative assets, specific activations as well as plans for an Integrated Content Calendar that will sustain the MIA campaign for the rest of the year.

b) During the sustenance phase, the proposed Integrated Content Calendar must support and promote SAM's exhibition and programme line-up to drive physical visitorship and digital engagement. SAM expects to put out at least ten (10) social media posts per month on Facebook, with adaptations for other channels such as Instagram.

5.4.2 Media Plan(s)

a) The Media Plan(s) should not exceed $90,000 for the first year and must include all costs negotiated with online media owners and relevant 3rd parties. The plans must present a consolidated overview of the effects and results of various types of platforms recommended with recommended investment levels. The plans shall avoid the use of jargons. Where technicalities are unavoidable, they should be clearly explained in the plans.

b) The Media Plan(s) must be aligned to:

   i. Communication objectives, content pillars and specific target groups of campaigns by SAM developed in partnership with SAM's appointed social media marketing agency;
   ii. A set of quantifiable industry KPIs based on a reasonable budget by industry standards that is mutually agreed in writing between the Contractor and SAM;
   iii. KPIs must be in the form of tangible end goals as determined by SAM in Paragraph 3 above. Proxy measures can be included but performance-based measures must be part of the plan. This includes but is not limited to sessions to a web property, conversions from SAM website to external websites, signups for electronic newsletters, fan/follower acquisition to social media platforms, online video views, offline event registrations.

c) In the event of any dispute between all relevant parties in the implementation of any media plans, the Contractor shall be ready to exercise its expertise to settle the dispute with the final decision resting on SAM. In the course of the settlement, should there be any compromise that is deemed to be a disadvantage to SAM, SAM reserves the right to request the Contractor make good the compromise in any form within an agreed timeframe in writing between the Contractor and SAM.

5.4.3 Post-Campaign Analysis Final Report (Media Buys)

SAM requires one (1) post campaign analysis final report from the Contractor. The Contractor shall propose details of the report in its draft Media Plan which is subject to the SAM's approval. the Contractor shall provide the report, at no additional cost to SAM within one (1) month after the airing of the last media placement. The report should cover, but is not limited to:

a) Return of Investment ("ROI") in terms of advertising value from SAM's investments;

b) Savings achieved through the Contractor's rebate, i.e. actual expenditure versus original cost; and

c) Proofs of delivery or implementation.

5.4.4 Monthly Media Buy Utilisation Reports

a) To facilitate budget tracking of the Contract, the Contractor shall provide a monthly utilisation report, broken down by campaign / project codes, free of cost, to SAM on a monthly basis, on the cumulative total media expenditure and savings from rebates (to SAM).
b) Candidates are to indicate the percentage of media rebate that will be returned to SAM from the advertisement rate proposed for the Media Plan, as well as agency fees in Annex C (Price Table).

5.4.5 Weekly Social Media Statistics

A reporting template will be shared with the Contractor upon appointment. The template comprises the following metrics:

a) Total number of media posted across both Facebook and Instagram platforms, including screenshots and a brief description (no more than 100 words)
b) Total impressions of all posts published during the week
c) Net follower growth, number of new follows and unfollows

6. Contract Management

6.1. All decisions shall be made in consultation with the SAM. The SAM reserves the right to make final decisions on all matters.

6.2. The Contractor must seek clearance from the SAM (approval or endorsement by email) on all relevant projected costing, timelines and content before commencing work.

6.3. If the Contractor is outsourcing parts of the services required outside of the Consortium, the Contractor must inform the SAM on the new sub-contractor and the sub-contractor's responsibilities. The appointment of sub-contractors to fulfil the Contract is subject to prior consent of the SAM before work commitment.

6.4. Any proposed changes to Consortium membership must be approved in writing by SAM, with an advance notice period of at least one (1) month.

6.5. **Personnel**

6.5.1 Throughout the contract period, the Contractor shall appoint an Account Servicing Team to work closely with the SAM's appointed personnel throughout the Contract Period. As part of the tender submission, the credentials of the team members must be submitted.

6.5.2 The Account Servicing Team should have a track record in marketing campaigns and media buying on behalf of art spaces, non-profits or other related industries.

6.5.3 The Contractor should be responsive to the SAM's requirements within two working days and should respond within the same working day for urgent requests.

6.5.4 If any member of the Account Servicing Team should leave the company/project or is dismissed, the Contractor must ensure that equivalent (or senior) and suitable replacements are available to immediately undertake the duties and responsibilities of the predecessor fully. The Contractor shall inform SAM at least two weeks prior to any replacement of personnel. Should SAM at any time request a change in the composition of the team, the Contractor shall comply promptly.

6.6. **Payment**

6.6.1 All invoices must be accompanied by proof of delivery, third party invoices (for verification of sub-contracted services from a third party), final artwork/masters and working files for the project to be considered complete.

6.6.2 The payment schedule would generally be according to the services provided and the completion of deliverables to the satisfaction of SAM. The items will be paid upon the completion of service on the basis as listed in the table below:

S/N	Payment Milestone	Amount Due
1	Upon the submission and approval of the Strategy Work Plan and Integrated Content Calendar	10% of creative costs
2	Upon submission and approval of content types, weekly reports, monthly reports for Apr – Jul 2021	20% of creative costs
3	Upon submission and approval of content types, weekly reports, monthly reports for Aug – Sep 2021	20% of creative costs
4	Upon submission and approval of content types, weekly reports, monthly reports for Oct – Dec 2021	20% of creative costs
5	Upon submission and approval of content types, weekly reports, monthly reports and Final Report for Jan – Mar 2022	30% of creative costs
6	Media Cost, Commissions, Reports and other related media buying costs.	To be billed on monthly basis as part of Media Plan endorsed by SAM

6.6.3 Invoices received by SAM by the 7th of the month will be paid by the end of the same month. For invoices received later than the 7th of the month, payment will be made by the end of the following month. If the 7th falls on a weekend, then invoices must be submitted earlier for payment to be made in the same month.

7 <u>Contractor's Responsibilities</u>

7.6 The Contractor shall exercise all reasonable skill, care and diligence in the performance of its services and shall act in a reasonable and professional manner at all time.

7.7 All produced material resulting from this Project (foreground intellectual property) shall become the property of the SAM. SAM shall have ownership of all data and copyright derived from this Project. However, background intellectual property (such as existing copyrighted material and brands) reflected or subsisting in the same shall remain vested with the Contractors or other third parties as the case may be.

7.8 All information related to the Project is confidential. The Contractor (including their sub-contractors) will be requested to complete a Non-Disclosure Agreement with SAM. The Contractor shall make reasonable effort to ensure that all personnel involved (including their sub-contractors) do not disclose or allow disclosure, any information or data provided to, made available to, or obtained in the course of its participation to the projects.

8 Documents to be Submitted

SAM will disqualify proposals with incomplete information. The Contractor is advised to study the submission requirements carefully and prepare the following:

8.6 Price Quotation Table (Annex D) for all services quoted. All mandatory items must be quoted for or the submission will be deemed as incomplete and disqualified.

8.7 A Creative Proposal for the SAM Museum in Action campaign (in PPT format, under 20 slides). The proposal must include:

a) A first-year strategy (Apr ’21 to Mar ’22) to promote SAM’s positioning as a “Museum in Action” (MIA) as outlined in Annex A, capitalising on SAM’s current social and digital channels;
b) The strategy must have a substantial launch on 18 May 2021 (International Museum Day), before tapering into a sustenance phase that will be supported by BAU content pillars, planned exhibitions and programming;
c) The strategy must support the day-to-day social media output required by SAM on Facebook and Instagram as priority, with other channels where needed, including the period from the start of the contract till launch of the MIA campaign;
d) A set of proposed concept visuals and KVs for the launch of the SAM MIA campaign, as well as designs for BAU content during the sustenance phase. The Contractor should reference the in-house designs for the SAM MIA campaign and further enhance or extend the designs where needed.

8.8 A Media Plan (Annex C) to support the Creative Proposal. The Media Plan must:

a) Not exceed $90,000 (exclusive of GST) and include costs negotiated with online media owners and relevant 3rd parties. The plans must present a consolidated overview of

the effects and results of various types of platforms recommended with recommended investment levels. The plans shall avoid the use of jargons. Where technicalities are unavoidable, they should be clearly explained in the plans.

b) Be aligned to:
   - Communication objectives, content pillars and specific target groups of campaigns for the MIA message framework;
   - A set of quantifiable industry KPIs based on a reasonable budget by industry standards that is mutually agreed in writing between the Contractor and SAM;
   - KPIs must be in the form of tangible end goals as determined by SAM in Paragraph 3 above. Proxy measures can be included but performance-based measures must be part of the plan. This includes but is not limited to sessions to a web property, conversions from SAM website to external websites, signups for electronic newsletters, fan/follower acquisition to social media platforms, online video views, offline event registrations.

c) The net media value, after deducting for agency commissions and other fees, will be assessed for Price Competitiveness.

8.9 Track Record of Contractor and Credentials of the Account Servicing Team

a) Contractors must complete the Prescribed Forms in Section D of this ITT when submitting company track records. Where there is insufficient space, a separate PDF/PPT may be attached.

b) Contractors are to list down key personnel who will be working throughout this Project that will form the Account Servicing Team. The names submitted must be working on the Project and not brought in specifically for the pitch.

8.10 All Prescribed Forms as set out in Section D of this ITT, which includes:

a) Form of Tender
b) Schedule of Persons Empowered to Act
c) GST Status
d) Track Record and Credentials of the Account Servicing Team (as mentioned in Para 8.4 above)
e) Information on Major Shareholders
f) Non-Disclosure Agreement
g) Background Information

9 Project Timeline

Date	Description
By 30 Mar ‘21	Appointment of the Contractor
1 Apr ‘21	Start of Contract
Week of 1 May ’21	Finalise Strategy Work Plan

18 May ‘21	Launch of SAM MIA Campaign
4 Apr ’20 – 31 Mar ‘22	Weekly reports
Apr ‘20 – Mar ‘22	Execution of Strategy Work Plan Monthly reports
31 Mar ‘22	Annual performance and review reports

List of Annexes

S/N	Description	Attachment
1	**Annex A: SAM's Museum in Action Message Framework**	Annex A - SAM_ITT_2021_003-SA
2	**Annex B: Creative Concept and Rationale**	Annex B - SAM_ITT_2021_0003_C
3	**Annex C: Media Plan Template**	Annex C - SAM ITT_2021_003_Media F
4	**Annex D: Price Table**	Annex D - SAM_ITT_2021_003_Pri