SINGAPORE TOURISM BOARD (STB)

INVITATION TO TENDER FOR APPOINTMENT OF A CREATIVE AGENCY TO DEVELOP MICE MARKETING ASSETS

TENDER REF NO: STB/BTD2/12-13/T74
SECTION 1: DEFINITIONS

1.1 Prospective candidates are invited by the Singapore Tourism Board to submit proposals for the Board’s consideration in relation to the selection of an agency or agencies to develop and produce Meetings, Incentives, Conventions, Exhibitions (MICE) marketing assets.

1.2 Throughout this Invitation To Tender (ITT) and any resultant Contract, unless the context otherwise requires, the following definitions shall apply:

(a) "Board" or "STB" means the Singapore Tourism Board having its principal office at Tourism Court, 1 Orchard Spring Lane, Singapore 247729 and includes any officer authorised by the Singapore Tourism Board to act on its behalf.

(b) "Agency" means selected agency

(c) "Conditions of Contract" means the Conditions of Contract, attached with the Invitation To Tender (ITT). All capitalised terms which are not defined in this tender or any documents enclosed herewith, shall be as defined in the Conditions of Contract.

(d) "Contract" means the resultant binding contract formed between the Agency and the Board after the issue of the Letter of Acceptance by the Board to the Agency and which is governed by all the terms and conditions set out in the Tender Documents.

(e) “Contract Price” means the total price (exclusive of Singapore Goods and Services Tax) for the applicable Services and Deliverables based on the rates set out in the Price Schedule unless otherwise stated by the Board in the Letter of Acceptance or the relevant Work Order.

(f) "Invitation To Tender" means the invitation to participate in this tender and comprises all tender documents forwarded to interested agencies inclusive of the Covering Letter entitled Invitation for Request for Proposal, Instructions to interested agencies, Conditions of Contract, Requirement Specifications, and Price Schedule, Evaluation Criteria and any other documents and forms enclosed.

(g) “MICE” means the Meetings, Incentives, Conferences and Exhibitions industry.

(h) “Handover Plan” means the plan for the transition and migration of the Board-designated services, functions or responsibilities from an incumbent supplier or vendor to the Contractor, which shall include the following:
i. overall schedule for the Transition In Services;
ii. scope of the handover;
iii. roles and responsibilities of all parties involved in the handover;
iv. report on the status of any work-in-progress and problems that are not resolved;
v. contact details of all key personnel involved in the handover exercise;
vi. documentation of all past work carried out during the contract period

(i) Save as set out above, all other terms referred to in the other documents of the Invitation to Tender shall have the same meaning as those given in the Conditions of Contract.
SECTION 2: INTRODUCTION

2.1 The Singapore Tourism Board is conducting an Invitation to Tender (ITT) for the purpose of appointing a creative agency to develop and produce MICE marketing assets based on the existing MICE brand equities.

2.2 Interested agencies should respond in the indicated format, answering all the required sections and clearly indicating any assumptions used or exceptions made in responding. Respondents will be evaluated based on the written submissions and face-to-face presentation to STB. Agencies should be prepared for additional oral presentations, validation or queries should the need arise.

2.3 Requirements for the creative agency are specified in this document and agencies must address all areas specified in their proposal.

2.4 STB reserves the right, by notice in writing, to revise the scope of work of an appointed agency according to its changing needs. Respondents are required to ensure that their proposals and pricings are sufficiently flexible to be responsive to STB’s changing needs.

2.5 Agencies that are interested must be registered with the Singapore Government procurement portal GeBIZ (www.gebiz.gov.sg).

2.6 Interested agencies will be invited for a tender briefing to address any questions that the agencies might have.

2.7 All enquiries from agencies should be directed to STB as an attachment in Word document format. Please send enquiries to:

    Ms. Pamela Wong  
    Business Tourism Development  
    pamela_wong@stb.gov.sg

When submitting questions, please clearly state your agency’s contact details and the tender reference number provided by STB. All questions and answers will be shared in a Corrigendum. All agencies are encouraged to check GeBIZ regularly till the tender closes for any Corrigendum that might be included.
2.8 The tender proceedings are expected to be conducted on the following schedule. Late submissions will not be entertained.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitation and release of tender</td>
<td>25 March 2013</td>
</tr>
<tr>
<td>Tender Briefing</td>
<td>28 March 2013</td>
</tr>
<tr>
<td>Agencies to submit proposals</td>
<td>15 April 2013</td>
</tr>
<tr>
<td>Notification of shortlisted agencies for face-to-face presentation to STB</td>
<td>19 April - 23 April 2013</td>
</tr>
<tr>
<td>Face-to-face presentation for shortlisted companies to STB (*)</td>
<td>24 April – 30 April 2013</td>
</tr>
<tr>
<td>Appointment Announced</td>
<td>Mid May</td>
</tr>
</tbody>
</table>

(*) Face-to-Face Presentation Requirements:
Please refer to Section 11 for the Face-to-Face Presentation requirements.

STB reserves the right to amend the above schedule and dates, as it deems necessary.
SECTION 3: BACKGROUND

3.1 STB is charged to lead the tourism industry which is a key economic driver for Singapore. The continued building of a strong MICE branding for Singapore is part of the overall strategy for Singapore’s tourism industry. The appointed Agency will assist STB in building the MICE brand through the scope described in this tender.

3.2 In 2010, STB launched a MICE marketing campaign which included the development of the Board’s MICE brand and a series of MICE marketing assets, namely bid videos, print ads and advertorials. The communication objective then was to establish Singapore as a compelling business events destination and a top-of-mind partner for creating innovative and content-driven business events, based on the then-business objective of increasing the number of business events organised in Singapore, which would ultimately drive foreign delegate attendance and spend.

3.3 Since then, the MICE competitive landscape has changed, with the Singapore MICE landscape transformed with new attractions, hotels and venues being launched in the last 2 years especially. Thus, new MICE marketing assets are required to allow STB to continue to effectively market Singapore as a choice MICE destination.

3.4 For more information on the Board’s marketing activities, please visit the following websites:
   Corporate website – www.stb.gov.sg
   MICE website – www.mice.yoursingapore.com
SECTION 4: SCOPE OF WORK

4.1 The appointed Agency is expected to develop a series of MICE marketing assets, with the understanding of STB’s MICE competitive landscape and challenges, which would serve STB’s MICE business objectives.

4.2 The appointed agency shall ensure that all creative work communicates the MICE brand positioning and that all resulting work adheres to overall STB’s approved MICE brand proposition and logo application guidelines.

4.3 The appointed Agency is expected to work together with the Board’s appointed creative, digital and media agencies, as well as STB’s appointed PR and other marketing representatives / agencies / individuals globally whenever required.

4.4 The Scope of Work (SOW) for the appointed Agency is set out below as a guide. It should be noted that the SOW is subject to refinements by STB based on STB’s evolving marketing needs and requirements.

4.4.1 Advertorials
Develop Full Page Full Color (FPFC) Advertorials for use for placement in media publications and business event show brochures

4.4.2 Bid Video
Develop one bid video for use by STB when bidding for events, showcasing Singapore’s offerings as a choice business events destination. Video will be for global use and will be used mainly for trade and channel partners.

4.4.3 Brochure showcasing business events venues
Develop a Meeting Planner Guide which showcases what Singapore has to offer as a choice MICE destination/venue.

4.4.4 Brand Video
Develop one brand video for use by STB which showcases Singapore’s offerings as a choice business events destination. Videos will be for global use and will be used mainly for trade and channel partners.

4.4.5 Print Advertisements
Develop Full Page Full Color (FPFC) Print Advertisements for use for placement in media publications and business event show brochures

4.4.6 Images
Develop a collection of 250 stock images showcasing Singapore’s offerings as a choice business events destination, including the use of talents. Images will be used across all platforms (web, collateral etc) and shared with relevant parties (media partners etc) as and when needed. Images will be part of STB’s digital image library.
4.5 Please refer to Annex A for the proposed Scope of Work.

4.6 Based on Annex A, Respondents are required to present a Price Schedule using the Fee Proposal Template attached in Annex C.
Section 5: AGENCY REQUIREMENTS

The appointed creative agency will be required to provide the services stated below:

Client Servicing:

- Display strong project management ability.

Strategic and Creative Capabilities:

- Possess the ability to bring to life STB’s MICE strategy through the delivery of high quality creative executions that are on brand and on brief, according to STB’s MICE needs and within approved budget.

- Proactively propose ideas and execute solutions that are innovative and relevant to the brief.

- Have a good understanding of the MICE industry and business needs.

Operations and Budget Management:

- Have in place efficient processes that reduce wastage, cost and cycle time.

- Proactively manage and track allocated budgets to ensure projects are delivered within budget, with transparent management of third parties including costs relating to third parties if required.

- Work collaboratively and effectively with STB’s appointed creative, media, digital and digital production agency, STB’s appointed PR and other marketing representatives / agencies / individuals globally, as well as relevant STB’s departments including STB regional offices, in supporting the development and implementation of its MICE marketing plans as and when necessary and required by the Board.
SECTION 6: OTHER REQUIREMENTS

6.1 The Agency shall possess the relevant experience, track record and expertise in order to meet the requirements and needs of the Board as outlined in this tender.

6.2 The Agency shall provide adequate resources and ensure that all the personnel assigned to the team to service STB are equipped with the right skill set and experience to undertake the endeavour, particularly undertaking the learning of STB MICE’s business.

6.3 The Agency shall submit a detailed project organisation structure specifying the duties and responsibilities of all personnel assigned to this Contract. Curriculum Vitae of key personnel in the Account Team shall be provided to the Board. The Agency’s designated personnel for the Contract may be interviewed during the RFP evaluation period.

6.4 The Agency shall render prompt, effective and efficient account servicing in the delivery of the assets. If a member of the team should leave or be dismissed, the agency must ensure that a suitable replacement is found immediately to ensure continuity of the project.

6.5 The Agency shall monitor and manage its third party sub-contractors. All matters that require interfacing between the third party sub-contractors shall be coordinated by the Agency to ensure harmony in the relationship among all parties concerned and to establish a common understanding of STB’s requirements.

6.6 It shall be noted that the procurement of third party services on the Board’s behalf must adhere to procurement guidelines which include scoping the procurement specifications, obtaining a minimum of three quotations on the same day and justification for award. STB’s approval must be obtained before execution. Where it is not possible to adhere to such procurement guidelines, the Agency need to provide strong justifications in writing for STB’s prior written approval.

6.7 STB may engage other third party vendors to undertake works or supply services intended to support the Board’s needs. The Agency’s project manager shall cooperate fully with all such third party vendors to ensure proper integration of works and services so provided.

6.8 The Agency, together with STB, shall meet as often as required to discuss the operations and any other topics pertaining to STB’s MICE marketing and communication needs.

6.9 Upon the award of tender, the Agency shall work with STB’s exiting creative agency or the relevant party on taking over all current MICE marketing assets. All costs relating to the transition will be considered as costs borne by the Agency to learn STB’s MICE business needs, and will not be borne by STB.

6.10 Should there be any standard operating procedures (“SOP”) (e.g. relating to procurement and financial matters) that the Agency would like to be applied to the Contract, the Agency shall provide a summary of their SOPs to STB for review during this tender process. STB reserves
the right to accept and reject any standards and procedures proposed. No changes to the SOPs will be made once the agency has been appointed.

6.11 The Agency may be required to adopt STB’s methodologies and procedures; including those that may be introduced from time to time during the Contract Period should STB determine that it is necessary.

6.12 The Agency shall be responsible for the provision of adequate and suitable documentation of all work carried out during the contract period. The documentation must be adequate and suitable for handover in the future and must include all necessary details including but not limited to copies of the final artwork, specifications and contact details of third parties which the Board may need to contract to extend usage rights. Please refer to the definition of Handover Plan to ascertain the documentation required,
SECTION 7: REMUNERATION

7.1 Based on the above Scope of Work, respondents are required to present a Price Schedule using the Fee Proposal Template attached in Annex C.

7.2 All deliverables rate card proposed in Annex C, unless otherwise stated and/or agreed to by STB, will be fixed for the Contract period (from date of Letter of Acceptance till 31 March 2014, both dates inclusive).

7.3 Upon appointment of the selected Agency, STB reserves the right to set out in Work Orders to be issued from time to time the specific nature and details of each of the items to be supplied under the Contract. The Agency is expected to resource accordingly and submit a fee proposal when they receive the Work Order from STB, working within the maximum fees quoted in Annex C.

7.4 The Agency shall be paid after each marketing asset (Section 4.4) is completed according to STB’s requirements.

7.5 Any work that is not indicated in Annex A shall be considered out of scope and will be paid for based on the out of scope rates as proposed by the Agency in Annex C. Payment to agencies for out of scope work will be carried out in the same manner as payment to the Agency for third-party services as stated below in Section 7.5.

7.6 For costs incurred by the Agency through procurement of third party services approved by STB, STB shall only make payment to the Agency on a reimbursement basis, after completion of the performance of such services by third parties, subject to such services being delivered to the satisfaction of STB. Should it not be possible for the Agency to be reimbursed after completion of the performance of such services, the Agency shall be required to seek prior written approval from STB and provide reasons in writing. The Agency should note that STB will not pay pass-through fees.

7.7 All monies to be paid to the Agency shall be in Singapore Dollars. Any exchange rates applied to monies to be paid shall follow the exchange rates provided by STB.
SECTION 8: TERMS AND CONDITIONS

8.1 The Contract period for the appointed agency is from date of Letter of Acceptance till 31 March 2014, both dates inclusive, in accordance with the terms and conditions of the Contract.

8.2 STB shall have the absolute discretion to accept or reject any submission made pursuant to this tender exercise, whether in whole or in part, without having to give any reasons whatsoever for doing so. For the avoidance of doubt, STB shall be entitled to award the Contract for the supply of only a portion of any Services or Deliverables contained in the proposal and to purchase any Services or Deliverables contained in the proposal directly from third parties.

8.3 STB reserves the right to award the tender in part or in full and is not bound to accept the lowest cost proposal. STB shall not be obliged to enter into correspondence with any interested Agencies regarding the reasons for non-acceptance of a proposal. For the avoidance of any doubt, the Agency shall not be entitled to any compensation of damages arising from rejection or non-acceptance of their proposal or any part thereof.

8.4 All costs incurred by the Respondent in the submission of the tender proposals, including but not limited to the face-to-face presentations to STB, shall be borne solely by the Respondent concerned.

8.5 The Respondent shall be deemed to have satisfied itself of the correctness and sufficiency of all amounts tendered and all matters and things necessary for the proper submission of the tender proposal and performance of all works for the Board in the event the tender proposal is accepted. In no event shall the Board entertain any claim made or invoices submitted by the Respondent in its tender proposal, unless otherwise provided in writing.

8.6 All amounts tendered by the Respondents shall be exclusive of Goods and Services Tax but should be deemed, unless otherwise provided, to include without limitation all fees and charges payable for licenses, materials and labour in the performance of the works for which the tender proposal is submitted.

8.7 STB reserves the right to retain and shall not be required to return, the Proposals, documents, plans, drawings, and information and/or other materials submitted pursuant to this tender exercise by the Agency to the Board for future references. Each Agency confirms and acknowledges that all information and/or particulars sent or submitted by it in its Proposal may be used by the Board in any manner, including without limitation using the information and/or particulars in revising its Requirement Specifications and/or Conditions of Contract and/or incorporating such information and/or particulars into any subsequent Request for Proposal or tender exercise related to this project.

8.8 All deliverables produced by the Agency in fulfilling this Contract, shall become the property of STB. Approval shall be obtained from STB for any reproduction and distribution of deliverables produced by the Agency for STB.
SECTION 9: FORMAT OF SUBMISSION

9.1 All submissions must be presented in the following format:

9.2 AGENCY PROFILE

9.2.1 The Respondent’s company profile should be provided in the format as set out in Annex B (Agency Profile). Please submit information using only the Excel template provided. Additional details may be given as attachments in either Powerpoint or PDF format.

9.2.2 If the Respondent’s parent company, subsidiaries or affiliates has a national tourism organisation account as an existing or past client, please indicate and explain the relationship with this client.

9.3 PRICE SCHEDULE

9.3.1 Respondents should present their proposed prices in the form of the price schedules in Annex C (Agency Price Schedule).

Please note that prices submitted in the price schedule will be fixed for the whole contract period (from date of Letter of Acceptance till 31 March 2014, both dates inclusive).

9.4 PORTFOLIO OF PAST WORK AND CASE STUDY

9.4.1 Respondents should submit relevant case studies, work and achievements to demonstrate the following:

a) Portfolio of past work over the last 2 years

Please present relevant examples similar to that of our proposed Scope of Work in Annex A.

b) Case Study

Please highlight a case study, preferably MICE-related/ business-to-business case, that best portrays the respondent’s track record in implementing a client’s brief i.e. how the agency’s proposed initiatives addresses client’s needs. Please include:

- Brief by Company/Client (Project Scope)
- Proposed creative solution
- Execution
- Measurement and Success Metric

9.4.2 Respondents should summarise the salient points of each example in powerpoint format as set out in Annex D. Please ensure no more than 30 slides as succinctness is necessary to ensure fair and effective evaluation.
9.5 Submission

9.5.1 The information provided should reflect the Agency’s current operations. If the Agency chooses to supplement information with future plans, please clearly and explicitly communicate that in the submission.

9.5.2 Agencies are required to indicate interest via GeBiz (www.gebiz.gov.sg) and send the hardcopy submission to the Singapore Tourism Board.

9.5.3 As part of the submission, please include the following documents:

- A completed, stamped and signed Form of Proposal;
- 4 sets (printed) of Executive Summary. Please limit this to no more than 2 pages, with a minimum 12-point font size, single-spacing;
- 4 sets (printed) of the required documents in Section 9.2 – 9.4 above; and
- 2 sets of CDs containing the soft copy of the tender proposal. All submissions are to be in Microsoft Excel, Powerpoint or Word format for documents and in PDF and Mpeg format for creative work. Please ensure that materials submitted can be viewed on a standard Microsoft Windows Vista based PC running Microsoft Office 2007. CDs must be labelled with the project name “Singapore Tourism Board Creative Agency Tender - MICE” and the agency’s full name and place them in an envelope marked “SOFTCOPY Tender Reference STB/BTD2/12-13/T74.

9.5.4 All respondents are to submit their proposals in sealed envelopes, by 15 March, 4pm (Singapore time). Late submissions will not be entertained.

The documents are to be submitted in sealed envelopes to:

    Tender Box 4
    Singapore Tourism Board
    Tourism Court
    1 Orchard Spring Lane
    Singapore 247729

For easy identification, the tender number must be clearly marked at the top left corner of the envelopes and documents.
SECTION 10: FACE-TO-FACE PRESENTATION (ONLY FOR SHORTLISTED AGENCIES)

10.1 STB reserves the right to evaluate the submitted proposals and shortlist agencies to present their proposals in a face-to-face presentation to STB’s panel for final evaluation.

10.2 Shortlisted agencies will be notified by 19 April 2013.

10.3 The venue of the face-to-face presentation is:

Singapore Tourism Board
Tourism Court
1 Orchard Spring Lane
Singapore 247729

10.4 For the face-to-face presentation, each agency will be given 40 minutes for presentation and 20 minutes for Q&A.

10.5 The presentation would cover:

a) Presentation of case study submitted in Proposal

Please highlight your case study, preferably MICE-related/business-to-business case, that best portrays the agency’s track record in implementing a client’s brief i.e. how the agency’s proposed initiatives addresses client’s needs. Please include:

- Brief by Company/Client (Project Scope)
- Proposed creative solution
- Execution
- Measurement and Success Metric

b) Shortlisted agencies will also be asked to provide a simple case analysis of materials provided by the Board at least 3 days before your presentation date. The objective is to understand the agency’s analytical thinking processes.

10.6 Please limit your attendees/presenters to a maximum of five (5) persons. Prior to the presentation date, Respondents will be required to submit attendee details as per the template to be given by STB. In this face-to-face presentation, one of the objectives is to assess the day-to-day team, their competencies and fit with STB. As such, we mandate that only team members on the Account Team allocated to STB be the Respondent’s key presenters.
SECTION 11: EVALUATION CRITERIA

11.1 This section provides the evaluation criteria for the Board in considering each Proposal. The Board’s objective is to select what the Board considers to be the Agency or Agencies that best serves the Board’s marketing needs.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CLIENT SERVICE</strong></td>
<td>• Agency’s financial stability and sense of accountability.</td>
</tr>
<tr>
<td></td>
<td>• Experience of key personnel in brand management</td>
</tr>
<tr>
<td></td>
<td>• Functional expertise of key personnel</td>
</tr>
<tr>
<td><strong>PORTFOLIO OF PAST WORK</strong></td>
<td>• Track record in building up a reputable brand, targeting an international/global audience and execution of initiatives across various marketing assets.</td>
</tr>
<tr>
<td></td>
<td>• Proven track record of similar scope of work (Strength in developing similar marketing assets).</td>
</tr>
<tr>
<td><strong>CASE STUDY</strong></td>
<td>• Quality of creative solutions proposed.</td>
</tr>
<tr>
<td></td>
<td>• Success of campaign: Evidence that the marketing assets produced assisted in achieving the clients’ objectives, e.g. increasing brand awareness or increase in sales.</td>
</tr>
<tr>
<td></td>
<td>• Innovative approach towards ideas and execution across various marketing assets.</td>
</tr>
<tr>
<td><strong>COMPETITIVE PRICING</strong></td>
<td></td>
</tr>
</tbody>
</table>

11.2 Additional evaluation criteria for shortlisted agencies

<table>
<thead>
<tr>
<th><strong>PRESENTATION (BY SHORTLISTED AGENCIES)</strong></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Presentation reflects strong understanding of STB’s MICE business needs, and demonstrates how ideas on assets development best expresses the STB MICE brand proposition and key messages.</td>
</tr>
<tr>
<td></td>
<td>• Key team members demonstrated healthy dynamics and competency.</td>
</tr>
</tbody>
</table>
SECTION 12: Queries

12.1 All enquiries from agencies should be directed to STB as an attachment in Word document format. Please send enquiries to:

Ms. Pamela Wong  
Business Tourism Development  
pamela_wong@stb.gov.sg

When submitting questions, please clearly state your agency’s contact details and the tender reference number provided by STB. All questions and answers will be shared in a Corrigendum. All agencies are encouraged to check GeBIZ regularly till the tender closes for any Corrigendum that might be included.
ANNEXES

Annex A: SCOPE OF WORK

Please refer to Annex A for the Scope of Work for the Contract Period (from date of Letter of Acceptance till 31 March 2014, both dates inclusive).

Annex B: AGENCY PROFILE

The Respondent’s company profile should be provided in the format as set out in Annex B (Agency Profile). Please submit information using only the Excel template provided. Additional details may be given as attachments in either Powerpoint or PDF format.

If the Respondent’s parent company, subsidiaries or affiliates has a national tourism organisation account as an existing or past client, please indicate and explain the relationship with this client.

Annex C: PRICE SCHEDULE

The Respondent must submit information as required in this Fee Proposal using the Excel template as set out in Annex C (Price Schedule), supplemented with PPT/PDF attachments if necessary. The Respondent must use this template as a checklist against their own Excel submission.

Annex D: PORTFOLIO OF PAST WORK

Respondents should submit relevant case studies, work and achievements to demonstrate the following:

a) Portfolio of past work over the last 2 years

Please present relevant examples similar to that of our proposed Scope of Work in Annex A.

b) Case Study

Please highlight a case study, preferably MICE-related/B2B case, that best portrays the track record in implementing a client’s brief i.e. how the agency’s proposed initiatives addresses client’s needs. Please include:

- Brief by Company/Client (Project Scope)
- Strategy Used
- Implementation
- Measurement and Success Metric
FACE-TO-FACE PRESENTATION (ONLY FOR SHORTLISTED AGENCIES)

Shortlisted agencies will be notified by 19 April 2013, to present their proposals in a face-to-face presentation to STB’s panel for final evaluation.

The presentation would cover:

a) Presentation of case study submitted in Proposal

Please highlight your case study, preferably MICE-related/business-to-business case, that best portrays the agency’s track record in implementing a client’s brief i.e. how the agency’s proposed initiatives addresses client’s needs. Please include:

- Brief by Company/Client (Project Scope)
- Proposed creative solution
- Execution
- Measurement and Success Metric

b) Shortlisted agencies will also be asked to provide a simple case analysis of materials provided by the Board at least 3 days before your presentation date. The objective is to understand the agency’s analytical thinking processes.

Each agency will have 40 minutes for presentation and 20 minutes for Q&A. Please limit your attendees to a maximum of five (5) persons. Prior to the presentation date, Respondents will be required to submit attendee details as per the template to be given by STB. In this final presentation, one of the objectives is to access the day to day team and their competency and fit with STB. As such, we mandate that only core team members on STB’s account be the Respondent’s key presenters.