



## **Invitation to Tender**

“Brand Strategy and Rebranding Corporate Identity” of

SINGAPORE HUMAN RESOURCES INSTITUTE

Tender Number: SHRI-TDR-011016

# 1 INTRODUCTION

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- 1.1 Experienced organisations are invited to tender to the Singapore Human Resources Institute (SHRI) for the Rebranding (preparation of the re-launch) of the Non-Profit Organisation as defined below.
- 1.2 PLEASE NOTE THAT THIS IS A REVISION OF A PREVIOUSLY ISSUED TENDER. PREVIOUS APPLICANTS ARE INVITED TO APPLY.
- 1.3 The applicant will be expected to demonstrate value and justify for money in the delivery of all aspects of the brief.
- 1.4 The Singapore Human Resources Institute (SHRI) was officially registered on 24 November 1965 under its original name of the Singapore Institute of Personnel Management (SIPM) by a core of dedicated pioneers in personnel management and industrial relations with 34 members. A full-time SIPM Secretariat was set up on 1 March 1984 with two staff members – an Administrator and an Administrative Assistant.

In August 1984, an Academic Board was set up to oversee the Diploma in Human Resource Management (HRM) Programme. In 1993, the institute's name was changed to the Singapore Institute of Human Resource Management (SIHRM). A year later, members of the Industrial Relations Society (Singapore) were absorbed into SIHRM, and in 1998, the institute's name took on its present form.

Membership of the institute grew from strength to strength over the years, from 34 in 1965 to current members of over 3,000 by the end of 2015.

After five decades of Powering Singapore's Human Capital, SHRI is withdrawing its reserve fund to rebrand to coincide with these changes. The timeframes for implementation of the new brand will be short and tendering organisations will be required to evidence their ability to work to tight deadlines.

## 1.5 Tender Details

Tender No.	<b>SHRI-TDR-011016</b>
Published	25 April 2016
Offer Validity Duration	18 days
Tender Closing Date	13 May 2016
Launch Date	01 October 2016
Procurement Type	Services
Tender Type	Services
Procurement Nature	Non-Period Contract
Procurement Method	Open Tender
Request for Proposal	Yes
<b>(For all queries pertaining to this tender, please seek clarification from the person(s) listed below.</b>	
Contact Person (1) Name	Falilah Beer Mohamed
Contact Person (1) Designation	Deputy Director
Contact Person (1) Number	6438 0012 ext 29
Contact Person (1) Email	falilah@shri.org.sg
Contact Person (2) Name	Karen Chan
Contact Person (2) Designation	Marketing Manager
Contact Person (2) Number	6438 0012 ext 30
Contact Person (2) Email	karenchan@shri.org.sg
Awarding Organisation	Singapore Human Resources Institute (SHRI)

- 1.6 Applicants are to fill up their Profile using only the template provided, as attached under **Annex A**. Any additional details may be given as attachments. Annex A should be completed with sufficient information for SHRI to have a good understanding of the applicant. Any false or misleading statements found within Annex A could be grounds for disqualifications.

## 2 DECISION STAKEHOLDERS

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2.1 The Singapore Human Resources Institute (SHRI) will receive approval from:

2.1.1 SHRI Council Members\*

2.1.2 SHRI Members

2.1.3 SHRI Secretariat\*

\*Subcontractors are required to amend within the guidelines and adhere to the reasonable requests and timeframe.

## 3 TIMELINE OF EVENTS

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3.1 The proceedings shall be based on the timeline of events as follows. SHRI will not accept late submissions.

Event	Date
<b>Phase One: Pre-qualification &amp; Shortlisting</b>	
Invitation and Release of Tender	25 April 2016
Questions & Answers to SHRI	25 April – 3 May 2016
SHRI's Responses to Questions	6 May 2016
Deadline for Submission of Pre-qualification Documents	13 May 2016
<b>Phase Two: Interviewing Shortlisted Agencies</b>	
Notification of Shortlisted Agencies	27 May 2016
Interview for Shortlisted Agencies	15 June 2016
Notification of Awarded Agency	20 June 2016
<b>Phase Three: Presentations by Selected Agency</b>	
First Discussion & Meeting with SHRI	29 June 2016
First & Second Presentation	11 & 25 July 2016
Third & Fourth Presentation	15 & 29 August 2016
Final Presentation	13 September 2016
Official Launch	01 October 2016

Dates may be subjected to change. SHRI reserves the right to amend the above stated schedule and dates.

## 4 AIM & SCOPE OF WORK

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4.1 The key aim for the Brand Identity and Messaging is for it to articulate key elements of the organisations' strategy of 2017 – 2027 in a way that appeals to key audiences. In particular, the revised visuals and messaging aim to demonstrate the organisations' vision of: "An innovative HR organisation renowned internationally, with an unrivalled experience in developing the next generation of HR Leaders".

4.2 Our distinctiveness will be founded on SHRI's heritage brand and its advocacy for HR tumultuous landscapes; the connection should align with our engagement with SHRI Members, Partners and Tripartite.

We will work at the leading edge of our ability and professional practice, developing highly valued events, seminars, conferences, workshops and delivering research outcomes that together contribute to transforming Singapore and within the Region.

4.3 It also aims to clearly demonstrate the organisations' five strategic objectives:

4.3.1 Grow our professional reputation locally and internationally

4.3.2 Deliver brand promise and articulate communication

4.3.3 Internationalise our work

4.3.4 Build Sustainable HR Communities

4.4 The purposes of the new brand are to:

4.4.1 Revisit key messages, brand focus and repositioning its brand promise

4.4.2 Facilitate focus groups and discuss with SHRI Members

4.4.3 Have a relevant Brand Identity

4.4.4 Internationalisation

4.4.5 Manage negative impact of regression

4.5 The applicant will be required to develop:

4.5.1 A new brand identity with brand guide

4.5.2 A marketing strategy that will enhance the performance of the brand exercise and helps it meet its delivery targets

The new brand should be appealing to all stakeholders including Council Members, SHRI Secretariats, Members of SHRI and potential audiences.

- 4.6 The applicant may conduct comprehensive market research programme, including face to face interviews with: SHRI Members, prospective undergraduate and postgraduate students, lecturers, businesses, donors, alumni, existing Edinburgh Napier University students and Students' Chapter partners.

The applicant may conduct brand auditing to understand the overall market analysis for emerging trends, best practices and to understand the industry landscape for benchmarking with samples of case studies.

- 4.7 SHRI has procured a Fund Manager who will be involved in the consultation process and the new brand will require approval from the funding authority.

The applicant should describe in detail how they would approach the design of the new brand and provide a strong marketing strategy. The proposal should include the methodology that will be used and an action plan including the processes, a timetable and reporting and budget break down for the work.

- 4.8 The applicant is required to build a new brand identity that will work in all forms of advertising media which includes (but not limited to):

4.8.1 Television

4.8.2 Billboard

4.8.3 Out-of-Home (Paper/Digital)

4.8.4 Paid Search

4.8.5 Commute Advertising

4.8.6 Signages

4.8.7 Print (Pull-up banners, Newsletters, Magazines, Brochures, Flyers, etc)

4.8.8 Corporate Stationeries (Letterhead, Envelopes, Name cards, Certificates, etc)

4.8.9 E-mail & Direct Mail (Membership Kit, Membership Card, Press Folders, Inserts, etc)

4.8.10 Venue Spaces (Offices, Roadshows, Conferences, Partner venue, etc)

4.8.11 Website, Microsites, Blogs, Social Media, Apps and new integrated digital media

## 5 SUBMISSION REQUIREMENTS

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### 5.1 Deliverables for approval during **Phase One: Pre-qualification & Shortlisting:**

- 5.1.1 Application form (See Annex A)
- 5.1.2 Company Profile
- 5.1.3 Past Clients
- 5.1.4 Three Case Studies of Branding Projects
- 5.1.5 A full breakdown of the tender sum

### 5.2 Submission of Proposals for Phase One can be e-mailed or mailed to SHRI by 13 May 2016 at the following addresses respectively:

**Falilah@shri.org.sg AND KarenChan@shri.org.sg**

**OR**

**Singapore Human Resources Institute (SHRI)  
2 Serangoon Road  
The Verge, #06-01 to #06-14  
Singapore 218227**

### 5.3 Proposals sent via e-mail must be in a PDF file. The title of the file shall follow this format:

Your Business Name\_BrandingTender\_200516

### 5.4 The Proposal should be structured in a clear, straightforward manner and in accordance with the outline of the requirements stated. Applicants should exercise care to present only realistic, attainable commitments in their Proposal.

Non-compliance to meeting any requirements must be specifically stated with reasons by the Applicants.

### 5.5 Shortlisted agencies will be informed on 27 May 2016. The agencies will have to attend an interview with SHRI, where the Non-Disclosure Agreement will be signed. Only one agency selected by SHRI will be awarded the tender, and the agency will be notified on 20 June 2016.

## 5.6 Deliverables for approval during **Phase Three: Presentations by Selected Agency:**

### 5.6.1 Brand Blueprint (Unification of Vision & Mission)

- Attributes, Values & Promises
- Positioning & Personality

### 5.6.2 Tag Lines

### 5.6.3 Three Visual Identities (SHRI, SHRI Corporate Learning, SHRI Academy)

### 5.6.4 Colour palette, grid pattern or illustrations

### 5.6.5 Brand Identity to be adapted and superimposed on:

- Letterhead & DL Size Envelope
- Two tiers of name cards – Council Members & Secretariat
- Certification of Attendance
- Posters

The details and order of presentation for the above-mentioned items will be further discussed and confirmed with the selected agency during the first meeting & discussion with SHRI on 29 June 2016 (Refer to Timeline of Events).

## 6 ACCEPTANCE OF TENDER

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6.1 This document is by no means, a contractual offer from SHRI.

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

6.3 The applicant is required to sign, in advance, a Non-Disclosure Agreement to facilitate the release of a detailed document for Phase Two of the Tender Exercise.

Applicants who fail to submit the Agreement will be disqualified from Phase Two of the Tender Exercise if selected. Please see **Annex B** for the Non-Disclosure Agreement.

6.4 The issue by SHRI a Letter of Acceptance (LOA) (**Annex C**) and accepting the letter shall create a binding Contract on the part of the applicant to supply to SHRI the Goods and/or Services offered in the Tender. The Contract shall be governed by all pointers mentioned in this Invitation to Tender.



- 6.5 SHRI shall be under no obligation to accept the lowest or any tender. The Institute shall normally not enter into correspondence with any applicant regarding the reasons for non-acceptance of a tender.

## 7 SCHEDULE OF PRICES

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- 7.1 Tenderers are required to provide the breakdown of the tender sum in **Phase One: Pre-qualification & Shortlisting**.
- 7.2 The tendered prices shall include all incidental and contingent costs and expenses necessary to complete the Contract in accordance with all pointers mentioned in this Invitation to Tender.

## Annex A: Applicants' Profile

Agency Name	
Business Registration No.	
Business Registration Date	
Business Address	
Business Mission/Vision	
Existing & Past Clients	
Resources Available	
Applicant (1) Name	
Applicant (1) Designation	
Applicant (1) Number	
Applicant (1) Email	
Applicant (2) Name	
Applicant (2) Designation	
Applicant (2) Number	
Applicant (2) Email	

## Annex B: Non-Disclosure Agreement

I understand and agree that as a condition of my being approved by Singapore Human Resources Institute (SHRI) to deliver and perform services to or for the Institute or to be otherwise involved in such services, I am required to comply with the following and accordingly undertake as follows:

### 1 Secrecy and Non-Disclosure

- 1.1 All information, whether or not reduced in writing, and whether in any written, electronic or other form whatsoever, acquired by me in consequence of or in connection with my services to or for SHRI (including but not limited to materials, financial information, customer and stakeholder information, personnel and staffing information, organisational and business structures, processes and plans, and including those developed by me and comprising the services works referred to below or with my contribution in the course of my services to or for SHRI) is of a strictly secret and confidential nature.
- 1.2 SHRI's information and materials shall not be revealed, disclosed, made available, published or communicated by me to any other person in any form whatsoever except in the course of and as strictly required for the purposes of my services to or for SHRI, or as may be expressly required or sanctioned in writing by the President of SHRI.
- 1.3 My attention has been drawn to the Official Secrets Act (Chapter 213) and in particular to Section 5 thereof which relates to the safeguarding of official information. I understand that any breach or neglect of my undertaking of secrecy and non-disclosure may render me liable to prosecution under the Official Secrets Act.

## **2 Ownership**

- 2.1 All SHRI information and materials belong to and are the property of the Institute or its licensor(s).
- 2.2 For the avoidance of doubt, in consideration of the aforesaid approval by the Institute and subject to the definitions and agreed terms in all pointers mentioned in this Invitation to Tender, I hereby:
  - 2.2.1 Unconditionally, irrevocably and absolutely assign and transfer to the Institute, all rights, title and interests in the Foreground IP to or subsidising in any and all materials, text, creations, inventions, designs, developments and works that I author or make or contribute to the authorship or making of in the course of the performance of my services to or for the Institute;
  - 2.2.2 Undertakes and agrees that I shall not have nor shall I make, whether during or after completion or termination of my services to or for the Institute, any claim to any such services works;
  - 2.2.3 Undertake to make and maintain full and complete records of the services works and deliver up such records to the Institute by way of full and frank disclosure of the services works to the Institute in a timely manner at all times; and
  - 2.2.4 Undertake to co-operate with the Institute to seek and obtain registration of or otherwise protect or enforce any intellectual property or other rights to the services works as may be required by the Institute and provide such information and advice as may be necessary or desirable to enable the Institute to obtain such registration or otherwise protect or enforce the said intellectual property or other rights in any country in the world.

## **3 Delivery Up**

- 3.1 Upon the conclusion of my services or otherwise at the earlier request of the Institute, I shall return and/or deliver up to the Institute all information and materials, including the services works and all other documents (together with copies) including (without limitation) correspondence, notes, memoranda, plans and any other items or property relating to or concerning the affairs of the Institute which may then be in my possession or under my power or control, the property in all of which shall at all times be vested in the Institute.

#### **4 Survival**

4.1 The above undertakings shall apply both during and after completion or termination of my services to or for the Institute.

##### **Signed by:**

Full Name: \_\_\_\_\_

NRIC/Passport No.: \_\_\_\_\_

Organisation: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature & Date: \_\_\_\_\_

##### **Before Witness:**

Full Name: \_\_\_\_\_

NRIC/Passport No.: \_\_\_\_\_

Signature & Date: \_\_\_\_\_

## Annex C: Letter of Acceptance

Singapore Human Resources Institute (SHRI) hereby accepts your offer to Tender and issues this Letter of Acceptance (LOA) for the Goods and Services listed in the Invitation to Tender (Tender Number: SHRI-TDR-2016-04-001).

1. Tenderer's Particulars	
To:	
Business Registration No.:	
Supplier's Registered/Correspondence Address:	
Contact Person:	
Telephone & Fax No.:	

2. SHRI's Particulars	
Address of SHRI:	
Contact Person:	
Telephone & Fax No.:	

3. Details of Order	
(i)	Description of Goods/Services:
(ii)	Total Contract Value:
(iii)	Payment Details: <ul style="list-style-type: none"><li>• Payment shall be made within ____ days after delivery of Goods and/or completion of Services.</li><li>• Payment Invoice(s) and relevant original documents are to be forwarded to:  Singapore Human Resources Institute (SHRI) 2 Serangoon Road, The Verge, #06-01 to #06-14 Singapore 218227</li><li>• Payment shall be made by _____</li></ul>

As provided for in the Invitation to Tender, the Tenderer's offer and this LOA shall constitute a binding contract between us upon the terms set out in all pointers mentioned in this Invitation to Tender and the requirement specifications.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature & Appointment