

CALL-FOR-PROPOSAL SPECIFICATIONS
FOR THE SINGAPORE RETAIL FESTIVAL (SRF) 2026 – 2028

19 JANUARY 2026

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CALL-FOR-PROPOSAL (CFP) FOR THE SINGAPORE RETAIL FESTIVAL (SRF) 2026 – 2028

BACKGROUND

About Singapore Retailers Association (SRA)

1. Singapore Retailers Association (SRA) was founded in 1977, originally as the Singapore Retail Merchants Association by 10 leading retailers. It is a non-profit, independent/non-governmental retail trade body in Singapore, funded entirely by the private sector. Led by 18 Council Members from leading companies and SMEs, SRA's vision is to be the respected and collective voice of the retail industry and advance the interests of the retail industry via insights, education and strategic collaborations. SRA organises a wide range of year-round programmes ranging from industry events and conferences, market insights sharing sessions, training and masterclasses, local learning journeys and overseas study missions as well as professional guidance and mentorship for retailers' brand growth and business development. Our membership of almost 600 members reflects the diversity and vibrance of Singapore's retail industry – Fashion Apparel/& Accessories, Furniture and Furnishings, Electrical & Electronics, Watch & Accessories, Beauty & Wellness, Telecommunications, Specialty and Food Retail, Department Stores and Supermarket/Convenience Stores. Collectively, they employ more than 80,000 workers, own or resell more than 4,500 brands, own more than 14,000 local stores, and account for more than \$30 billion in operating receipts annually.

Singapore Retail Festival (SRF)

2. The Singapore Retail Festival (SRF) is an industry-wide national initiative designed to rejuvenate Singapore's retail sector by reigniting consumer excitement in visiting physical stores, while showcasing innovation, creativity, and digital transformation across the retail ecosystem. SRF serves as a platform to bring together retailers, malls, brands, ecosystem partners, and consumers through a coordinated mix of experiential, digital, and offline engagements, positioning Singapore as a vibrant retail destination for both locals and international visitors.

The objectives of SRF are to:

- Rejuvenate Singapore's retail vibrancy
- Drive local and overseas consumer footfall and spending
- Showcase innovative, experiential, and digital retail formats
- Engage retailers of all sizes across heartlands, malls, and online platforms

CFP OBJECTIVES

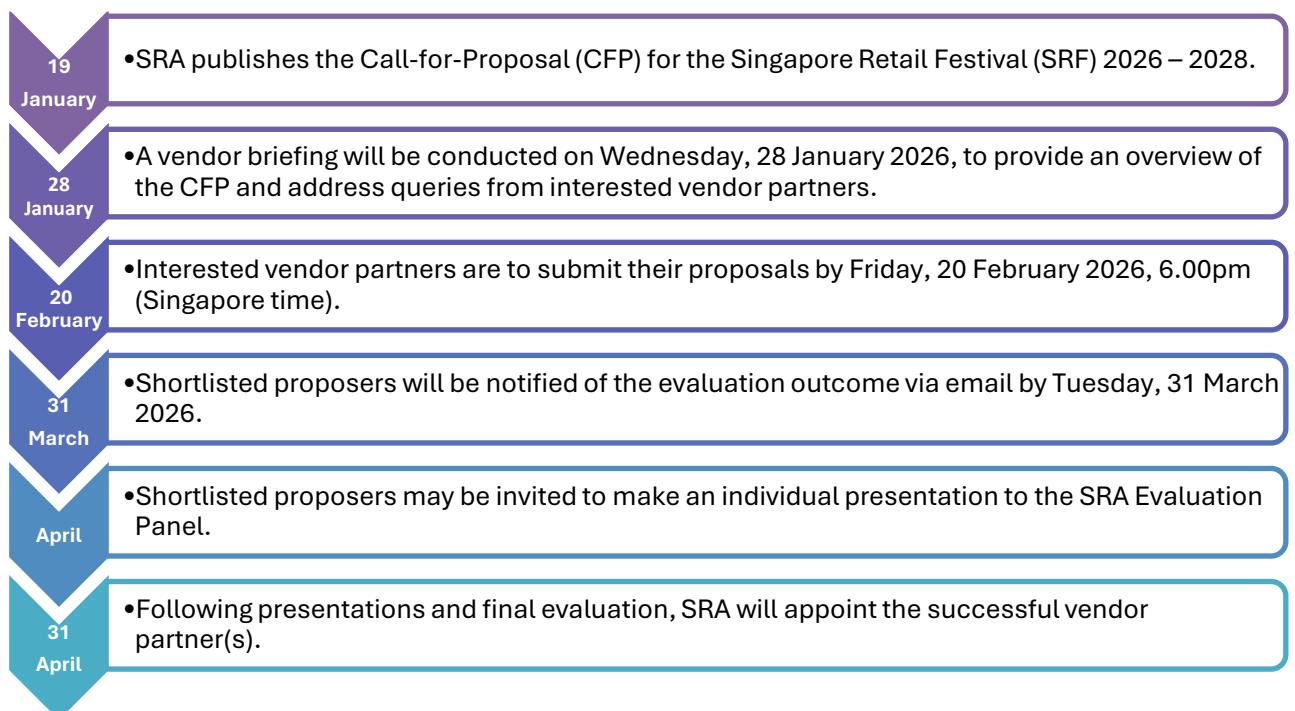
3. This CFP seeks to solicit one or more vendor partner(s) to conceptualise, execute, and scale the SRF for the period 2026 – 2028. This CFP does not constitute a financial appointment or funding commitment. Vendor partner(s) will be selected at the conclusion of this CFP, and any appointment or engagement shall be subject to the issuance and acceptance of a formal Letter of Appointment by SRA.

The appointed vendor partner(s) shall work closely with SRA and shall comply with all requirements set out in this CFP and any subsequent Letter of Appointment issued by SRA.

Proposers should refer to **Annex A**, which includes:

- Background and key highlights of SRF 2025
- Photo documentation of past activations
- Reference programmes and benchmarks
- Indicative project fees disbursement schedule of SRF 2025

4. SRA will adhere to the following structured process flow for initiating the CFP:



KEY PARAMETERS OF SRF

Festival Period

5. Proposed Festival Period for SRF 2026: 4 July – 21 July 2026 (The proposed festival period is indicative. Proposers may suggest alternative dates, subject to SRA's review and agreement.)

The festival period is negotiable and open for discussion. Proposers may also propose festival periods for subsequent years as part of their multi-year proposal.

SRF Launch Party: The official SRF launch will be held in conjunction with the SRA Retail Awards & Gala Dinner on 3 July 2026. This date is confirmed and not subject to change.

Proposed Theme for SRF 2026

6. Proposed Concept Direction: Engage Online, Experience Offline

This is a proposed concept direction and not a fixed tagline. Proposers can refine or reinterpret the concept in their proposals.

Budget Options

7. Proposers may submit proposals for any or all of the following budget tiers per project year (preferably both):

- S\$2 million
- S\$1 million

Commercial and Revenue-Sharing Framework

8. SRA is open to revenue-sharing models with the appointed vendor partner(s) to support the commercial sustainability of the SRF, including (but not limited to):

- Sponsorships
- Bookings and paid activations
- Commercial partnerships
- Venue rentals or commissions
- Product sales or commissions
- Consulting, merchant management, or programme management fees

Minimum Revenue Requirement and Contractual Obligations

9. Proposers must propose strategies to generate and guarantee at least 35% revenue based on project budget for SRA, to ensure the long-term sustainability of SRF.

Where the minimum 35% revenue threshold is not achieved, the appointed vendor partner(s) shall be contractually liable to return an amount equivalent to the shortfall to SRA.

SCOPE OF APPOINTMENT AND DELIVERABLES

10. The appointed vendor partner(s) shall be responsible for designing and delivering SRF 2026 – 2028, with clearly defined performance, revenue, and sustainability obligations.

Table 1: Scope of Appointment and Deliverables

S/N	Scope of Work	Deliverables
1	Festival Concept and Strategy	<ul style="list-style-type: none"> • Develop an overarching festival identity, creative concept, and thematic direction (including strategic positioning for SRF 2027, in celebration of SRA's 50th Anniversary) • Propose engagement strategies (including social commerce and livestreaming) targeting consumers, retailers, malls, precincts, and social media partners • Recommend the festival's operating model such as physical activations, hybrid touchpoints, digital engagement, or neighbourhood / thematic clusters • Identify and profile a few local retail brands (both young and emerging brands and established/heritage brands) during the festival
2	Programme Design and Activation	<ul style="list-style-type: none"> • Curate a comprehensive suite of festival programmes (e.g., workshops, exclusive promotions, pop-ups, brand collaborations, masterclasses, experiential showcases) • Propose integrated marketing and public engagement plans to drive awareness, traffic, and participation • Recommend innovative engagement components such as gamification, loyalty mechanics, AR/VR experiences, and other interactive digital formats • Plan and execute the SRF Launch Party during the SRF Retail Awards & Gala Dinner on 3 July 2026, at Ritz-Carlton Hotel
3	Industry and Stakeholder Engagement	<ul style="list-style-type: none"> • Recruit and onboard retailers across categories (large chains, SMEs, up and coming local brands, heartland retailers, eCommerce retailers) including a few anchor brands. SRA will support with its database and contacts and assisting with retailer outreach and onboarding where necessary. • Propose collaboration models with malls, precincts, ecosystem partners, and media platforms • Recommend sponsorship packages and identify and bring onboard prospective sponsors • Propose and operationalise ideas for experiential retail activities that retailers and malls can adopt or customise

		<ul style="list-style-type: none"> Develop a coordinated local and overseas marketing plan which includes the identification and engagement of local and overseas marketing partners, e.g. Public Relations agencies and Key Opinion Leaders, to jointly develop content to gather more interest in the SRF
4	Design and Re-Development of the SRF Microsite and Social Media Pages	<ul style="list-style-type: none"> Review and refine the existing SRF microsite to improve on the user interface and functions for more consumer engagement and interaction, e.g. daily highlights, workshops sign-ups, upcoming promotions, paid ads, etc. Source an eCommerce marketplace or e-payment platform that supports centralised payment collection and allows consumers to make purchases, bookings, or sign-ups directly through the SRF microsite or linked digital platform
5	Outcomes and Impact Reporting	<ul style="list-style-type: none"> Meet the KPIs and deliverables to be finalised with SRA, which may include quantifiable metrics such as number of participating retailers, number and variety of experiential activities, footfall uplift, sales conversion, marketing reach and impressions Propose a measurement framework and methodology for assessing festival impact and return on investment (ROI)

11. The mandatory deliverables for SRF 2026 – 2028 are set out in Table 2 below. These deliverables are non-negotiable and form a core basis for evaluation and appointment. Proposers will be assessed on their ability to deliver all mandatory deliverables in an integrated and timely manner, in accordance with the objectives and scale of SRF.

Table 2: List of Mandatory Deliverables (Non-Negotiable)

1	Festival master blueprint / proposal concept deck for SRF 2026 – 2028
2	Detailed programme and activation calendar (minimally required for 2026)
3	Marketing and PR campaign plan (mandatory only for 2026)
4	SRF Launch Party planning and execution (mandatory only for 2026)
5	Merchanism to collect outcomes, impact and feedback from retailers and partners (mandatory only for 2026)

Deliverables shall be benchmarked against SRF 2025, with enhancements and mark-ups calibrated against a S\$1 million project reference.

PROJECT QUANTUM

12. The indicative project quantum is S\$1 – 2 million per project year, depending on the scope, scale, and approach proposed by the vendor partner(s).

PROJECT FEES DISBURSEMENT MODEL

13. The project fees will be disbursed by SRA to the appointed vendor partner(s) upon the successful completion of agreed project milestones and deliverables and upon submission of the required supporting documentation.

Details on the indicative disbursement schedule, benchmarks, and reference programmes are provided as an example in **Annex A**. Vendors are expected to factor appropriate milestone planning into their project timelines and pricing proposals.

TERMS OF APPOINTMENT

14. SRA will appoint the successful vendor partner(s) for a period of three (3) years from the date of appointment.

15. SRA may appoint a master vendor to oversee and coordinate the overall planning, management, and delivery of the SRF, with sub-vendor(s) engaged to execute other individual components of the Festival (e.g. a separate vendor partner appointed to execute the SRF launch event). At any time during the period of appointment, SRA reserves the right to conduct interim evaluations and/or seek additional clarifications to ensure that the appointed vendor partner(s) continue to meet the requirements and obligations for SRF 2026 – 2028.

16. SRA reserves the right to appoint one or more vendor partner(s), or not to appoint any vendor partner, depending on the suitability of proposals received and prevailing programme requirements.

SUBMISSION OF INFORMATION

17. Proposers are invited to submit the following information via softcopy to CFP@sra.org.sg no later than **20 February 2026, 6.00pm** (Singapore Time). Late submissions will not be accepted.

Required documents include:

- Company's **ACRA Bizfile generated in year 2025**;
- Company's latest **full financial statements for the past two (2) years**;
- Completed Declaration of Proposal (**Annex B**), signed by company authorised personnel;
- Proposal based on templates in **Annexes D1 – 4**.

18. A Shortlisting Committee will assess whether a proposer is shortlisted and suitable to proceed to the next stage of the CFP.

19. Shortlisted proposers may be invited to present their proposals to an Evaluation Panel. SRA will notify shortlisted proposers of the presentation details and allocated timeslot in the month of April 2026.

EVALUATION CRITERIA

20. All proposals will be evaluated in accordance with the criteria set out in **Annex C**, as follows:

- Innovation and Concept (50%)
- Credibility and Track Record (30%)
- Cost-Effectiveness (20%)

CONFIDENTIALITY OF INFORMATION

21. Proposers shall maintain strict confidentiality of all information and materials provided by SRA or other parties in relation to this CFP, and shall not under any circumstances disclose any information, either in part or in full, to any third parties without prior written approval from SRA.

USE OF PROPOSAL

22. All proposals will be treated as strictly confidential. SRA will only share submitted proposals with the SRA Shortlisting Committee, Evaluation Panel and relevant partnering government agencies involved in SRF. Concepts and materials will not be shared with other competing agencies or vendors.

SUBMISSION INSTRUCTIONS

23. Proposers must submit their proposals and supporting documents via softcopy to CFP@sra.org.sg

Please use the following email subject line when submitting the proposal:
SRF CFP 2026 – [Vendor Company Name] Proposal Submission

CLOSING DATE OF SUBMISSION

24. The closing date and time for proposal submission is **20 February 2026, 6.00pm** (Singapore Time) sharp. Late submissions will not be accepted.

ENQUIRIES

25. All enquiries relating to this CFP shall be submitted in writing to: Shaan.liew@sra.org.sg and Elise.lee@sra.org.sg

CFP BRIEFING

26. A CFP briefing will be conducted to provide an overview of the CFP and an opportunity to seek clarifications. Attendance for the briefing is optional. Each organisation may send up to two (2) representatives to the briefing session.

27. Details of the briefing session are as follows:

Date: Wednesday, 28 January 2026

Time: 3.00pm to 5.00pm

Venue: SRA office located at 1 Coleman Street, #05-17, the Adelphi Singapore 179803

28. Interested vendor partners are required to register for the briefing **by Monday, 26 January 2026** via this link: <https://tinyurl.com/SRASRFCFP2026Briefing>

LEGAL DISCLAIMER AND RIGHTS OF SRA

29. SRA reserves the right to reject any or all proposals, waive any irregularities or informalities, and accept or reject any component of any submission. This CFP does not constitute a contract, tender, or commitment to award, and SRA may amend the requirements, timeline, or scope at its sole discretion.

Annex A: Singapore Retail Festival 2025



The Singapore Retail Festival (SRF) successfully completed its inaugural edition from 26 September to 12 October 2025, delivering a bold, island-wide celebration of retail innovation, experience and collaboration. SRF is a first-of-its-kind, islandwide celebration of retail that reimagines the shopping journey for today’s consumers. From interactive pop-ups along Orchard Road to immersive in-store activations and online campaigns, SRF brought together retailers, creators, and shoppers to rediscover the joy of retail through innovation, creativity, and collective impact. Designed to spotlight Singapore as a vibrant shopping destination for both locals and international visitors, the Festival invites everyone to step out, explore, and experience retail in fresh and memorable ways.

SRF aims to go beyond traditional sales events, shifting the focus from pure discounting to immersive engagements such as interactive pop-ups, in-store activations, online campaigns, and curated limited-time product collaborations.


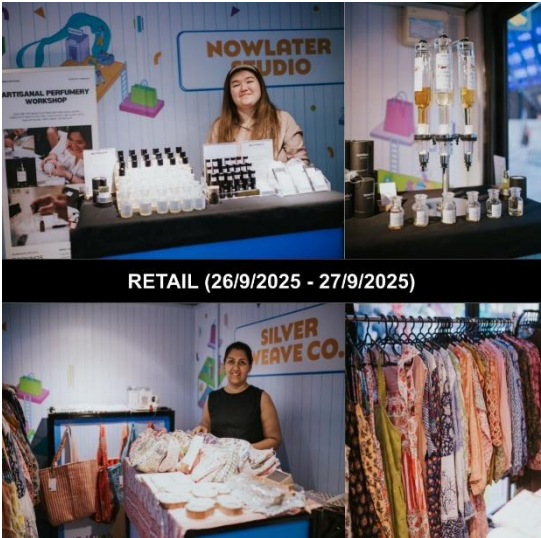
Throughout the 17-day period, SRF unfolded at venues across Singapore, featuring:

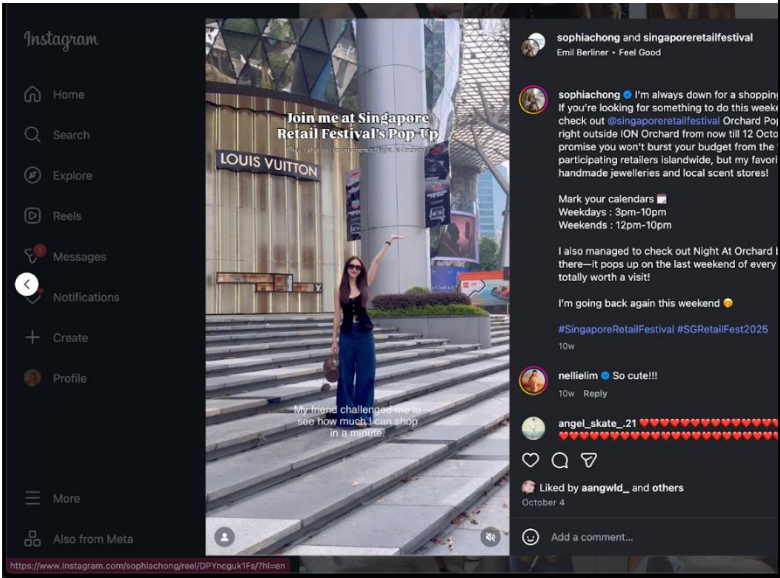
- Pop-up activations along prominent precincts such as Orchard Road.
- In-store immersive experiences inside partnering retail outlets.
- Online campaigns and digital engagements that extend the festival reach beyond physical space.

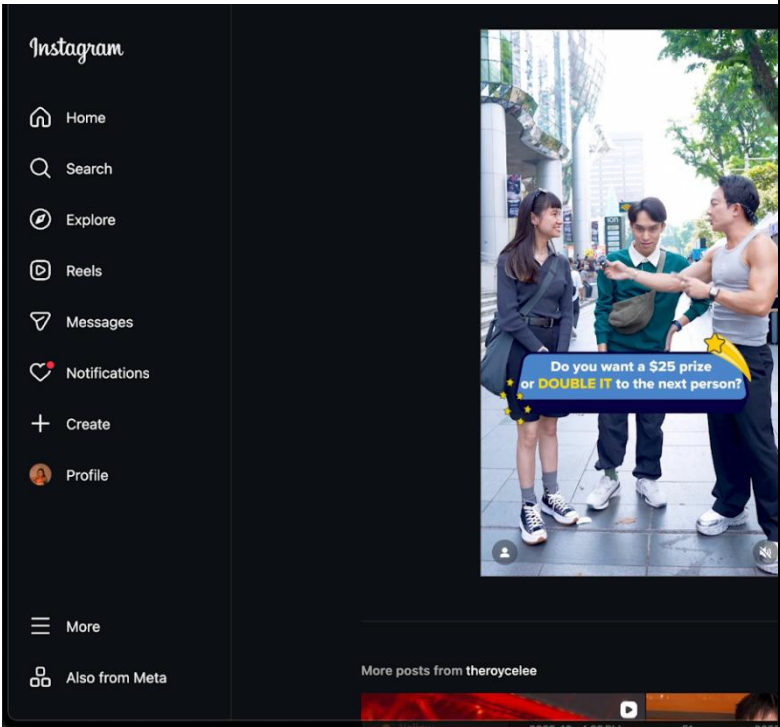
Supported by the Singapore Retailers Association (SRA) in collaboration with major retail brands and stakeholders including household names and emerging challengers, SRF reflects a unified industry commitment to transform how retail is experienced in Singapore. Looking ahead, the insights gleaned from this inaugural edition will inform future editions of SRF—optimising participation, deepening engagement, and broadening impact. The successful first step marks a key milestone in the collective effort to revitalise Singapore’s retail sector and deliver inspiring retail experiences for both consumers and industry.

Summary of Participating Retailers	
Total Number of Participating Brands (UENs)	160
Total Number of Fashion & Lifestyle Brands	46
Total Number of Food & Living Brands	52
Total Number of Health & Wellness Brands	25
Total Number of Tech & Entertainment Activation	19
Total Number of Experience-based Brands	6
Total Number of Retail Hubs	12

Project Deliverables for Singapore Retail Festival (SRF) 2025

S/N	Deliverable	Achievement of Deliverables
1	At least 100 participating retailers, of which at least 60 retailers must offer physical experiences and/or thematic product bundles.	<ul style="list-style-type: none"> Total of 114 Participating Retailers Total of 60 Experiential/Thematic Retailers  <p>MAISON MUGEN WORKSHOP (26/9/2025)</p>
2	At least 15 retailers to be collectively showcased at standalone physical venue(s) and delivering experience activations. These 15 retailers can be part of the above 60 retailers.	<ul style="list-style-type: none"> Total of 23 Showcased Retailers at SRF Orchard Road Popup Experience  <p>RETAIL (26/9/2025 - 27/9/2025)</p>
3	At least 50% of participating retailers to have at least a 5% overall increase in sales during SRF period as compared to the	<ul style="list-style-type: none"> 53.9% of the retailers saw their overall sales improve during the 2 weeks.

	same period before SRF.	
4	At least 50% of the participating retailers to have at least a 10% overall increase in footfall during the SRF period as compared to the same period before SRF.	<ul style="list-style-type: none"> 60.8% of the retailers saw their overall footfall increase during the 2 weeks.
5	Design and execute engagement initiatives that create a connected experience across all SRF locations, activations or experiences and maintain active audience interaction throughout the festival period. Some examples could include influencer-led engagements such as shopping challenge.	<ul style="list-style-type: none"> Engagement Initiatives and Connected Experiences <p>Key initiatives included:</p> <ul style="list-style-type: none"> “Join Me for the SRF Shopping Challenge” “Come Along With Me” series XHS & Instagram content narratives such as “Your Ultimate Guide to the Singapore Retail Festival” and “Ultimate Shopping Therapy” 

		
6	<p>Achieve the following PR & marketing outcomes:</p> <p>a. At least 1M campaign impressions</p> <p>b. At least 300,000 social media reach</p> <p>c. At least 3 A-List local influencers and 3 overseas influencers^ to produce SRF content</p> <p>d. At least 5 social commerce content creators with min 30k followers to feature at least 2 retail brands each on XiaoHongShu or TikTok</p> <p>e. Mainstream media coverage (i) Minimum 3 pieces of Tier 1* media coverage featuring EnterpriseSG mentions (ii) At least 5 features in Tier 2** media</p>	<p>a. 6.21M impressions garnered across multi-platforms.</p> <p>b. >300,000 social media reach</p> <p>Across owned social platforms:</p> <ul style="list-style-type: none"> Facebook achieved a cumulative total post reach of 1,180,163 during the campaign period, driven primarily by paid distribution and supported by consistent organic growth. Instagram recorded a total post reach of 1,502,186, with reach peaking in November despite reduced posting volume, reflecting the effectiveness of targeted paid amplification. <p>c. 3 A-List local influencers and 3 overseas influencers</p> <p><u>A-List Local KOLs</u></p> <ol style="list-style-type: none"> @melissackoh @sophiachong @theroycelee

Overseas KOLs

1. @sylviacendana (Indonesia)
2. @alexissueann (Malaysia)
3. Drasson (China)



- d. 5 social commerce content creators with min 30k followers

Social Commerce Content Creators (XHS)

1. 笑笑子在新加坡 @xiao564082
2. ChinChinIsabella @1562368478
3. Starry秋秋 @SG_90822265
4. 林林 @Blinling
5. 卡布奇诺惟小姐

		<p>e. SRF achieved extensive mainstream and lifestyle media coverage, strengthening public awareness and positioning the festival as a national retail milestone.</p> <p>1. Tier 1 Media: Secured 27 features spotlighting <i>Enterprise Singapore</i>'s involvement and the festival's alignment with national retail transformation efforts — including coverage in CNA, The Straits Times, ST Business and Lianhe Zaobao.</p> <p>2. Tier 2 Media: Attained 10 additional features across prominent lifestyle and digital publications such as 8world, Yahoo.com, Sethlui.com, Retailnews.asia, highlighting SRF's experiential offerings, retail collaborations, and SG60 celebrations.</p> <p>The 46 earned exposures amounted to \$3,593,773.80 in total PR value.</p>
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Disbursement Schedule of SRF 2025 (for reference only)

Milestone	Milestone Deliverables	Remarks
Upon Letter of Appointment (LOA) Acceptance	Cash advancement (CA) upon LOA acceptance	Upon receipt of signed LOA, CA of 20% of total grant amount will be disbursed, subject to receipt of funds disbursement from the funding government agency.
Post-Event	<p>1. At least 100 participating retailers, of which at least 60 retailers must offer physical experiences and/or thematic product bundles. (30% weightage)</p> <p>2. At least 15 retailers to be collectively showcased at standalone physical venue(s) and delivering experience activations. These 15 retailers can be part of the above 60 retailers. (15% weightage)</p>	Grant disbursement after deduction of balance from the previous disbursements upon submission of required claim documents and subject to receipt of funds disbursement from the funding government agency.

	<p>3. At least 50% of participating retailers to have at least a 5% overall increase in sales during SRF period as compared to the same period before SRF. (5% weightage)</p> <p>4. At least 50% of the participating retailers to have at least a 10% overall increase in footfall during the SRF period as compared to the same period before SRF. (10% weightage)</p> <p>5. Design and execute engagement initiatives that create a connected experience across all SRF locations, activations or experiences and maintain active audience interaction throughout the festival period. Some examples could include influencer-led engagements such as shopping challenge. (15% weightage)</p> <p>6. Achieve the following PR & marketing outcomes: (25% weightage)</p> <ul style="list-style-type: none"> a. At least 1M campaign impressions b. At least 300,000 social media reach c. At least 3 A-List local influencers and 3 overseas influencers^ to produce SRF content d. At least 5 social commerce content creators with min 30k followers to feature at least 2 retail brands each on XiaoHongShu or TikTok. e. Mainstream media coverage <ul style="list-style-type: none"> (i) Minimum 3 pieces of Tier 1* media coverage featuring EnterpriseSG mentions (ii) At least 5 features in Tier 2** media. <p><i>^A-list influencers should have at least 100k followers and overseas influencers should have at least 50k followers</i></p> <p><i>*Tier 1 media: Straits Times, Business Times, Lianhe Zaobao, CNA, Mediacorp News</i></p> <p><i>**Tier 2 media: Shin Min Daily, The New Paper, Mothership, The Smart Local, lifestyle specific media</i></p> <p>Tracking Indicators</p> <p>Submission of Final Report on key achievements which can include (but not limited to):</p> <ul style="list-style-type: none"> a. PR and marketing outcomes, including measurement metrics (e.g. media value, 	
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	<p>impressions, reach, engagement rate) for paid and earned media</p> <p>b. Total sales generated</p> <p>c. Total footfall achieved</p> <p>d. Performance of experience activations and thematic product bundles implemented</p> <p>e. Top performing retail brands/ categories</p> <p>f. Participating retailers' feedback and consumer sentiments</p> <p>g. Challenges encountered of SRF 2025, and action plan for SRF 2026</p>	
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Annex B: Declaration of Proposal

PROPOSAL REF: SRA-SRF-CFP-2026

To: Singapore Retailers Association (SRA) 1 Coleman Street #05-11B the Adelphi Singapore 179803	Name(s) of Vendor: Address:
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1 We, _____ (Name(s) in Block Letters) hereby submit our Proposal (“Proposal”), in response to the Call for Proposal for the Singapore Retail Festival (SRF) 2026 – 2028, in accordance with the Call for Proposal Specifications.

2 We confirm that our Proposal is fully consistent with, and does not contradict or derogate from, any provision in the CFP documents. We acknowledge that SRA is entitled to reject our Proposal if it is found to be inconsistent with or in contradiction of the CFP Documents.

3 We further undertake to provide any additional information, clarification, or supporting documentation that SRA may reasonably require in connection with the evaluation of our Proposal.

4 We warrant, represent and declare that:

(a) we are submitting the Proposal as principal; and not as an agent, intermediary, or nominee for any other party;

(b) we have the full legal capacity, authority and power to (i) submit this Proposal, (ii) comply with all requirements and obligations set out in the CFP Documents, (iii) receive instructions, provide information, and engage in communications with SRA in connection with this Proposal, and (iv) perform all obligations that may arise if we are appointed; and

(c) a copy of the document conferring the necessary authority on the undersigned to submit this Proposal and bind the Vendor is attached herewith.

Vendor’s Company or Business Registration No/ UEN: Name: Designation: Date of Submission:	Authorised Signature and Company’s Official Stamp:
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Notice: This Declaration, duly completed and signed, must accompany every Proposal. Any amendment, modification, or deviation from the wording of this Declaration may render the Proposal liable to disqualification.

Annex C: Evaluation Criteria for the Call for Proposal for SRF 2026 – 2028

All proposals will be evaluated in accordance with the evaluation framework and criteria set out in this Annex C. The evaluation will be conducted by SRA's Evaluation Panel and relevant stakeholders.

Rating Scale (Applicable to All Evaluation Criteria)

Each evaluation criterion will be rated on a four-point scale as defined below.

Rating	Descriptor	Definition
1	Poor	Proposal does not meet the requirements of the criterion, or contains significant weaknesses, gaps, or risks.
2	Fair	Proposal partially meets the requirements, but contains notable weaknesses, limited clarity, or concerns in feasibility or relevance.
3	Good	Proposal meets the requirements adequately, with reasonable clarity, feasibility, and relevance. Minor gaps may exist but are manageable.
4	Very Good	Proposal fully meets and exceeds the requirements, demonstrating strong clarity, feasibility, relevance, and value with minimal or no weaknesses.

Weighted Scoring Matrix

The rating awarded for each criterion will be multiplied by the corresponding multiplier below to determine the weighted score. Based on the rating scale and weighting multipliers, the maximum total weighted score under the evaluation framework is forty (40) points.

Criteria	Multiplier
Innovation and Concept	x5
Credibility and Track Record	x3
Cost-Effectiveness	x2

S/N	Criteria	Weightage
1	Innovation and Concept	50%
<p>Proposals will be assessed on the extent to which the proposed concept demonstrates:</p> <ul style="list-style-type: none"> • The level of innovation and strategic relevance of the proposed festival concept in meeting SRF objectives • Commercial viability and scalability across different retailer segments • Creativity and effectiveness in bringing the SRF theme to life across both online and offline touchpoints • Clarity, coherence, and feasibility of the proposed festival experience, programme design, and execution approach <p>Proposers should demonstrate how their proposed concept and programmes will deliver measurable outcomes aligned to SRF deliverables. Illustrative examples, references to comparable projects, and practical implementation details are strongly encouraged.</p>		

2	Credibility & Track Record	30%
<p>Proposals will be evaluated based on the proposer's ability to demonstrate:</p> <ul style="list-style-type: none"> • Proven experience in delivering large-scale, multi-stakeholder, or thematic events, preferably within the retail, lifestyle, or consumer sectors • A strong track record in festival management, retail activations, or nationwide marketing campaigns • Capability to manage project timelines, operational complexity, and multiple stakeholders effectively • Strength of project team composition, expertise, and relevant credentials • Demonstrated ability to engage and onboard retail brands and larger retail chains <p>Proposers are required to provide a list of corporate clients using Annex D2.</p> <p>Proposals should provide evidence of strong project track records for relevant projects undertaken over the past two (2) years, supported by outcomes achieved and client references where available.</p>		
3	Cost-Effectiveness	20%
<p>Proposals will be assessed on:</p> <ul style="list-style-type: none"> • Competitive and transparent pricing aligned with the proposed scope, deliverables, and scale of SRF • Strength and feasibility of proposed revenue-generation strategies (e.g., sponsorships, partnerships, and other commercial returns supporting SRF sustainability) • Flexibility of proposed payment terms, taking into account disbursement model and milestone-based delivery • Clarity and soundness of cost assumptions and the overall budget management approach <p>Proposers will be assessed comparatively based on the overall value-for-money and competitiveness of proposed costings across all proposals received.</p>		
TOTAL		100%

Annex D1: Proposal Submission Requirements and Format

Proposers are required to structure and submit their proposals strictly in accordance with the sections set out in this Annex D1. The information provided will form the basis of SRA's evaluation under Annex C (Evaluation Criteria).

Failure to comply with the required format or omission of any mandatory section may result in the proposal being marked down or disqualified.

About the Company	<p><i>Please include company logo</i></p> <p><i>Provide a brief profile of the company, including (where applicable):</i></p> <ul style="list-style-type: none"> • <i>Company background</i> • <i>Core business focus and strategic objectives</i> • <i>Target customer segments</i> • <i>Key competitive advantages and differentiators</i> • <i>Overview of business and service offerings</i>
Proposal Overview and Strategies	<p><i>Proposers shall submit a comprehensive proposal outlining the overall approach to delivering SRF 2026 – 2028, including:</i></p> <ul style="list-style-type: none"> • <i>Overall strategy and vision for SRF 2026 – 2028</i> • <i>Proposed creative concept(s) and thematic interpretation</i> • <i>Programme design and activation approach across online, offline, and hybrid formats</i> • <i>Alignment with SRF objectives and the proposed concept direction</i> • <i>Execution approach, including governance structure and risk mitigation measures</i> <p><i>Proposers shall clearly articulate how the proposed strategy and concept will:</i></p> <ul style="list-style-type: none"> • <i>Drive retailer participation and consumer engagement; and</i> • <i>Be scalable and adaptable across project years.</i>
Programme Design and Marketing Plans	<p><i>Proposers shall provide details of the proposed programmes and marketing approach, including:</i></p> <ul style="list-style-type: none"> • <i>Description of key festival programmes and activations</i> • <i>Retailer and partner engagement strategy, including onboarding approach</i> • <i>Marketing and public relations plan, including channels, messaging, and indicative timelines</i> • <i>Digital, social media, experiential, and social commerce engagement strategies</i> • <i>Approach to integrating online and offline touchpoints into a cohesive festival experience</i> <p><i>Where applicable, proposers should indicate:</i></p> <ul style="list-style-type: none"> • <i>Estimated scale (e.g. number of retailers, brands,</i>

	<p>venues, or locations); and</p> <ul style="list-style-type: none"> • Anticipated reach and impact (e.g. footfall, engagement, media reach).
Execution and Delivery Approach	<p>Proposers shall outline their execution methodology, including:</p> <ul style="list-style-type: none"> • Project management structure and governance model • Roles, responsibilities, and accountability of key personnel • Approach to coordinate with SRA, retailers, partners, malls, etc • Quality assurance, monitoring, and performance management measures • Key risks, dependencies, and mitigation strategies
Marketing and Company Outreach Strategies	<p>Describe the marketing, outreach, and engagement strategies that the company intends to adopt in support of SRF, including:</p> <ul style="list-style-type: none"> • Approach to engaging retailers, brands, and ecosystem partners • Strategy to reach and engage consumers (online and offline) • Channels, partnerships, or platforms that may be leveraged • How the proposed outreach strategy supports SRF objectives and sustainability
Track Records	<p>Proposers shall provide information on the company's background and capability, including:</p> <ul style="list-style-type: none"> • Track record of similar projects undertaken over the past two (2) years (refer to <u>Annex D2</u>) • Key clients and strategic partnerships • Composition, roles, and profiles of the proposed project team (refer to <u>Annex D3</u>)
Commercial Proposal and Cost Breakdown	<p>Proposers shall submit a detailed commercial proposal, including:</p> <ul style="list-style-type: none"> • Itemised cost breakdown by components (refer to <u>Annex D4</u>) • Clear identification of: <ul style="list-style-type: none"> ○ fixed and variable cost components; ○ optional add-ons (if any); and ○ assumptions underpinning the costing • Applicable taxes, duties, or fees, where relevant • Proposed revenue-generation strategies and assumptions supporting the minimum 35% revenue requirement for SRA • Proposed payment terms, aligned to milestone-based delivery <p>All pricing shall be quoted in Singapore Dollars (SGD).</p>

Project Timeline for 2026	<p><i>Proposers shall provide an indicative project timeline for SRF 2026, including:</i></p> <ul style="list-style-type: none"> <i>Key project phases and milestones</i> <i>Indicative timelines for major deliverables and festival activations</i> <p><i>Timelines should demonstrate feasibility, readiness, and capacity to commence upon appointment.</i></p>
Supporting Documents	<p><i>Proposers shall submit the supporting documents listed under Submission of Information in the main CFP, including (but not limited to):</i></p> <ul style="list-style-type: none"> <i>Company's ACRA Bizfile generated in year 2025; Company's latest full financial statements for the past two (2) years;</i> <i>Completed Declaration of Proposal (Annex B), signed by company authorised personnel;</i> <i>Any additional information or documentation required under the CFP.</i>

Important Notes:

- Proposers should ensure that information provided across all sections and annexes is consistent, accurate, and complete.
- SRA reserves the right to seek clarifications or additional information during the evaluation process.
- Any deviation from the prescribed format or omission of required information may adversely affect the evaluation outcome.

**Annex D2: Submission Format for Track Record of Projects Undertaken
Over the Past Two (2) Years**

(For projects started or ended between year 2024 – 2025)

Proposers are required to provide details of relevant projects undertaken over the past two (2) years that demonstrate their capability to deliver projects of a similar scale, complexity, and relevance to the Singapore Retail Festival (SRF).

S/N	Actual / Estimated Project Start and End Date (MM/YY)	Company / Client	Project Title & Brief Project Description (≈ 100 words)	Attach Evidence of Client Satisfaction (“Nil” is accepted)	Examples of Outcomes Achieved
<i>1</i>	<i>MM/YY to MM/YY</i>	<i>Company name and UEN If more than one company / client is involved, list all</i>	<i>e.g., Who, What, Where, When, Why, How, including how the project is related to SRF or large-scale retail / consumer events and number and type of retail brands, malls, or stakeholders involved</i>	<i>Attach viewable evidence such as email feedback or testimonial. Indicate “Nil” if not available.</i>	<i>Key outcomes achieved (e.g. footfall, sales uplift, reach, participation, partnerships)</i>

Important Notes:

- All fields (column) must be completed.
- Multiple projects involving the same client may be listed separately.

Annex D3: Submission Format for Proposer’s Capability, Capacity, and Availability of Resources to Support SRF

Proposers are required to provide details of the key personnel who will be assigned to manage SRF 2026 – 2028.

[Core Creative or Project Team – Employees under Contract-of-Service Only]

S/N	Name	Designation	Years of Experience	Industry Expertise	Attach CV
1	Alvin	Principal Consultant			Please see attached
2	Aisyah	Senior Consultant			Please see attached
3	Alwyn	Project Manager			Please see attached

[Support Personnel (Marketing, Operations, Admin, etc.) – if applicable]

S/N	Name	Designation	Years of Experience	Industry Expertise	Attach CV
1	Jolyn				Please see attached
2	John				Please see attached
3	Juliana				Please see attached

Important Notes:

- All fields must be fully completed, including attached CVs.
- Each personnel should be listed once only (i.e. not repeated across tables).
- Core team personnel are expected to lead, manage, and perform the project work.

Annex D4: Breakdown of Costs by Components

Proposers are required to provide a detailed and itemised cost breakdown for the delivery of SRF, aligned to the proposed scope, deliverables, and scale of the Festival.

S/N	Components	Costing
<i>1</i>	<i>Design / Creative</i>	<i>e.g. \$1,000</i>
<i>2</i>	<i>Campaign Execution</i>	
<i>3</i>	<i>Venue Rental</i>	
<i>4</i>	<i>Marketing and Media</i>	
<i>5</i>	<i>Other Costs (please specify)</i>	

Important Notes:

- Costing should be clear, itemised, and aligned with the proposed scope and deliverables.
- Any assumptions (e.g. volumes, duration, inclusions/exclusions) should be clearly stated in the proposal.
- Proposers will be assessed based on the competitiveness, transparency, and reasonableness of costs, relative to the scale of SRF.