**BUSINESS IMPROVEMENT FUND (BIF)**

**PROJECT PROPOSAL TEMPLATE**

*The project proposal provides background information on your company and the project details, including its scope, outcomes, and impact. The following serves as a guide to how your project proposal can be structured to support your BIF application. As the project proposal is a key consideration during the evaluation process, please provide as much relevant information as possible.*

**Overview**

|  |  |
| --- | --- |
| **Company Name[[1]](#footnote-2):**\* |  |
| **Tourism Industry[[2]](#footnote-3):**\* | Please select from drop-down list |
| **Company has at least 30% Local Equity[[3]](#footnote-4)**\* | Please select: Yes or No |
| **Company’s group[[4]](#footnote-5) sales turnover ≤ S$100m or group employment size ≤ 200**\* | Please select: Yes or No |
| **Project Title[[5]](#footnote-6):**\* |  |

\* Mandatory fields

**Completion Checklist [Only applicable to Tourism Company]**

|  |  |
| --- | --- |
| **Have you completed the STB Tourism Transformation Index (TXI)^ assessment within the last 6 months?** | Please select: Yes or No |

^**Tourism Transformation Index (TXI)** was designed to be a comprehensive assessment tool to measure all aspects of transformation in a tourism company. It covers not just technology but also customer engagement/marketing, human resource capability and literacy, business process, etc. **If you have not completed the TXI assessment within the last 6 months, please reach out to your contact person in STB immediately.**

**Instructions**

|  |  |  |
| --- | --- | --- |
| **If you are a …** | **Applying for …** | **Please complete:** |
| Tourism[[6]](#footnote-7) Company | Capability Development Initiative(s) | [**PART A**](#Part_A) |
| Technology Developer | Product Development for Tourism Companies | [**PART B**](#Part_B) |

**Whistleblowing Policy**

*STB provides the Company with a platform to report any wrong-doings, unlawful conduct or malpractices of STB staff that are against the public interest. The details of STB’s whistleblowing framework are set out below.*

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**PART A | Project Information – Capability Development Initiative(s) by Tourism Company**

1. **Project Objectives**
   * Please elaborate on the current state of your business operations or processes, highlighting the challenges faced or opportunities identified and how these will be addressed by the proposed project.
   * Please describe clearly how the project will resolve the challenges identified, improve current processes, and/or allow your company to seize new opportunities.
2. **Project Scope, Schedule, and Deliverables**
   * Please describe the project scope, including flowcharts and diagrams where relevant.
   * Please provide a Gantt chart detailing the project start and end date, each of the project phases and timeline, and deliverables. You may also use the following table:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Phase** | **Task/Description** | **Start/End Date**  **(Duration)** | **Company project team members involved** | **Consultancy Firm/Service Provider involved** | **Deliverables** |
| *E.g. 1* | *Key Activity / Process 1*   * + - * *business requirements gathering*       * *feasibility study*       * *gaps analysis* | *1 Dec 2015 – 31 Jan 2016*  *(2 months)* | *James Tan* | *Consultant MNO* | *Item 1*  *Item 2*  *Item 3* |
| *Key Activity / Process 2* | *1 Jun 2016 – 30 Jun 2016*  *(1 month)* | *Jill Tan, James Tan* | *Vendor PQR* | *Item 4* |
| *2* | *…* | *…* | *…* | *…* | *…* |

1. **Project Team Competency**
   * Please reflect the details of the company’s internal project team and their involvement at each of the project phases. You may use the following table and/or attach CVs if necessary:

|  |  |  |
| --- | --- | --- |
| **Phase** | **Name and Designation** | **Project Role and Responsibilites** |
| *E.g. 1* | *James Tan, Chief Financial Officer* | *Project leader; Establish project requirements and deliverables* |
| *Jill Tan, Technical Manager* | *Project member; Draft technical specifications* |
| *2* | *James Tan, Chief Financial Officer* | *Project member; Plan strategy and financial projections* |
| *3* | *David Lim, Operations Manager* | *Project member; Oversee implementation by vendor* |

* + Please indicate the reasons for your choice of consultancy firm(s)/IT vendor and/or solution provider(s) for the proposed project if applicable, and attach the relevant proposal/quotation from the consultancy firm/IT vendor or solutions provider.
  + If the proposed project consists of consultancy works (e.g. development of brand strategy, review of HR policies to improve talent management capabilities), data or IT system integration, upgrading of system to become cloud or API enabled, implementation of data warehouse, analytics or visualisation platform or engagement of solutions provider for sustainability initiatives, please elaborate on the following:
    - Engagement scope and role of third-party consultancy firm/IT vendor or solutions provider in this project
    - Capabilities/specialisation of the consultancy firm/IT vendor or solutions provider and the lead consultant(s) assigned to this project relevant to this project. You may also attach the CVs of the lead consultant(s) if necessary.
    - Details for at least one past project completed by the consultancy firm/IT vendor or solutions provider that was of a similar scale and/or relevance to this project. If the proposed project consists of adoption of internationally-recognised sustainability certification and/or standards, please elaborate on the scope and outcomes as well as the reason for the choice of the certification/standards.

1. **Project Impact**

* Please describe how the project will meet the projected quantitative benefits, where applicable:

|  |  |
| --- | --- |
| **Productivity Indicator** | **Projected Improvement** |
| Decrease in manhours / headcount | Reduce man-hours/headcount from:   * <x manhours / x headcount> as at <date e.g. 31 Dec 2021>   to   * <y manhours/ y headcount> as at <date e.g. 31 Dec 2022> for <process and/or department> |
| Incremental Cost Savings | Reduce costs from:   * <$x> for <period e.g. Jan-Dec 2021>   to   * <$y> for <period e.g. Jan-Dec 2022> |
| Increase in Revenue and Net Operating Profit before Tax | Increase in Revenue by:   * <$x or x%> from <$z> in <period e.g. Jan-Dec 2021>   to   * <$y or y%> by <period e.g. Jan-Dec 2022>   and    Increase in Net Operating Profit before Tax by:   * <$x or x%> from <$z> in <period e.g. Jan-Dec 2021>   to   * <$y or y%> by <period e.g. Jan-Dec 2022> |

* Please describe the qualitative benefits of the project per the considerations listed below:

1. Qualitative outcomes such as expected process/workflow improvements arising from this project, or new strategy, new products / services / ideas or capabilities that this project will help your company to build and how the project will contribute to your company’s growth plans
2. Impact that this project will bring to the industry that your company is in (e.g. increased industry productivity, scalability to the rest of the industry), if applicable
3. **Project Costs**
   * Please use the below Excel document to indicate **all** projected expenditure items for the Project and indicate the projected amount of project costs that would be paid to Singapore registered businesses.
   * Please provide details of the manpower involved (only applicable for tech enabler projects) per required in Annex A and justify how internal manpower would be more effective than engaging external professional service providers.

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1. **Project Financing** (if applicable)
   * Please elaborate on how your company plans to fund the proposed project if the project cost is more than your company’s profits in the last FY.

**PART B | Project Information – Technology Developer Creating Innovative Technology Products and Services for Tourism Companies to Improve Productivity and Competitiveness**

1. **Project Objectives**
   * Please provide details of the project such as aim and vision of the project, issues and/or opportunities that this project intends to address.
2. **Project Scope, Schedule, and Deliverables**
   * How does the new product/service work? Describe its functions/modules. Where possible, use flowcharts or diagrams for illustration.
   * Are there similar systems/solutions in the market? If so, what differentiates the project from the incumbents/competitors? How does the proposed approach better address the identified problem statement(s)?
   * Please provide a Gantt chart detailing the project start and end date, each of the project phases and timeline, deliverables, and consultants and/or your company’s internal project team members’ man-day/month involvement.
   * Please reflect details of the consultant/your company’s internal project team, such as their roles and responsibilities, and their involvement at each of the project phases. If your company’s internal project team members’ costs are proposed as part of the project costs, please provide the complete list of staff that is to be funded, actual monthly salary and the expected deliverable(s) for each staff. You may use the following table:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Designation** | **Project Role** | **Responsibility in Project**  **(Job Scope)** | **Involvement (months)/Project Duration (months)** | **Deliverables for Each Staff** | **Actual Salary\* ($)** |
| *E.g. James Tan* | *COO* | *Team Leader* | *- Supervise the project team*  *- Draft technical specifications* | *12 months/ 12 months* | *Item 1*  *Item 2* | *$8,500* |
| *Alice Wong* | *Programmer* | *Team Member* | *- Write app programme* | *8 months/*  *12 months* | *Item 3* | *$3,000* |

*\*Actual salary is gross salary (includes employee’s CPF contribution) plus employer’s CPF contribution. It excludes overtime payments, bonus payments, annual wage supplements (AWS), any other allowances, etc.*

* + Please indicate the reasons for your choice of consultancy firm(s) and/or solution provider(s) for the proposed project, if applicable, and attach relevant proposal from consultancy firm/solution provider.

1. **Market Potential and Strategy**
   * Highlight the target market in terms of customers, market niche and geographical coverage.
   * Outline the company’s pricing, promotion and distribution strategies. How will the product/service be priced? How does the company ensure that it will sell?
   * Please elaborate how your company is able to sustain the business model and how the tourism companies adopting the proposed product/service are able to sustain the adoption in the long term.
   * Please provide projection of this project’s profit & loss statement, by your company, for the next 3 financial years from project start date.
   * Please provide at least 1 committed and 4 interested tourism companies that will be adopting the proposed product/service, and attach the letters of intent from all the tourism companies. You may use the following table:

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Tourism Company** | **Contact Person’s Name, Designation, Phone No. & Email** | **Committed?** | **Letter of Intent Attached?** |
|  |  | Yes or No | Yes or No |
|  |  | Yes or No | Yes or No |
|  |  | Yes or No | Yes or No |
|  |  | Yes or No | Yes or No |
|  |  | Yes or No | Yes or No |

1. **Project Impact for Committed Tourism Company(s) and Its Industry(s)**
   * Please elaborate on the productivity improvement for each of the tourism companies adopting the proposed product/service, where applicable:

|  |  |
| --- | --- |
| **Productivity Indicator** | **Projected Improvement** |
| Decrease in manhours / headcount | Reduce man-hours/headcount from:   * <x manhours / x headcount> as at <date e.g. 31 Dec 2021>   to   * <y manhours/ y headcount> as at <date e.g. 31 Dec 2022> for <process and/or department> |
| Incremental Cost Savings | Reduce costs from:   * <$x> for <period e.g. Jan-Dec 2021>   to   * <$y> for <period e.g. Jan-Dec 2022> |
| Increase in Revenue and Net Operating Profit before Tax | * Increase in Revenue by:<$x or x%> from <$z> in <period e.g. Jan-Dec 2021>   to   * <$y or y%> by <period e.g. Jan-Dec 2022>   and    Increase in Net Operating Profit before Tax by:   * <$x or x%> from <$z> in <period e.g. Jan-Dec 2021>   to   * <$y or y%> by <period e.g. Jan-Dec 2022> |

* + Please describe the qualitative benefits of the project per the considerations listed below:
    - * 1. Qualitative outcomes such as how the project increases the competitiveness of each of the tourism companies adopting the proposed product/service, locally and/or globally
        2. How the industry(s) of the tourism companies adopting the proposed product/service will benefit from the project (e.g. increased industry productivity, more cost-competitive, scalability to the rest of the industry).

1. **Project Costs**

* Please use the below Excel document to indicate **all** projected expenditure items for the Project and indicate the projected amount of project costs that would be paid to Singapore registered business.
* Please provide details in the Excel (under Annex A) on the manpower involved and justify the need for the proposed internal manpower.

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1. **Project Financing** (if applicable)
   * Please elaborate on how your company plans to fund the proposed project if the project cost is more than your company’s profits in the last FY.

**Annex A – Details of Internal Manpower (Only applicable for tech developers and tech enabler projects)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Name** | **Designation** | **Role in Project** | **Project Involvement (in month(s))** | **Monthly Salary^ (SGD)** | * **If you are a tourism company:** Justify how internal manpower is more effective than engaging external professional service providers (for tech enabler projects only) * **If you are a technology developer:** Justify the need for the proposed internal manpower |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

*^ Monthly salary refers to gross salary (including employee’s CPF contribution) plus employer’s CPF contribution. It excludes overtime payments, bonus payments, annual wage supplements (AWS), any other allowances, etc*

1. Please ensure that the Company Name is the same as the ACRA Registered Company Name in the Company Profile on the Business Grants Portal (BGP). [↑](#footnote-ref-2)
2. “Hotels” refer to Hotels/Hostels with a valid license issued by the Hotels Licensing Board (HLB). For more information, please click [here](https://www.hlb.gov.sg/). [↑](#footnote-ref-3)
3. Shareholdings held by Singaporean Citizen/Permanent Resident. [↑](#footnote-ref-4)
4. Based on consolidated financial statements of the company’s ultimate parent company, including all its subsidiaries and associate companies. [↑](#footnote-ref-5)
5. Please ensure that the Project Title is the same as the Project Title in the Project Description of the BGP application. [↑](#footnote-ref-6)
6. Attractions, Cruise, Hotels (with a valid license issued by HLB), Integrated Resorts, MICE or Travel Agents industry. [↑](#footnote-ref-7)