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# TOURISM INNOVATION CHALLENGE FOR THE ATTRACTIVE INDUSTRY

## CHALLENGE DOCUMENT



Date: 7 January 2019

Version: 1.0

1. The Singapore Tourism Board (STB) partnered the Association of Singapore Attractions (ASA) to launch a Tourism Innovation Challenge for Attractions. We are calling out to solution providers for innovative proposals that can address existing problems faced by the Attractions industry.
2. STB would like to invite interested Participants to attend a briefing session held on **Monday, 14 January 2019, 1400hrs**, at the **Singapore Flyer Event Hall, 30 Raffles Avenue #02-03 Singapore 039803**, to understand the requirements and challenge process better.
3. Your solution proposal submission will have to adhere to guidelines stipulated in Section 7 of this Tourism Innovation Challenge Document.
4. Please submit your grant proposals via **electronic mail (e-mail)** to [innovation@stb.gov.sg](mailto:innovation@stb.gov.sg) by **Monday, 1 April 2019, 1800hrs SGT**.
5. We look forward to your participation. Thank you.

Yours faithfully,

Poh Chi Chuan  
Director  
Digital Transformation / Technology Transformation Group

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## 1. BACKGROUND

### ATTRACTIONS INDUSTRY BACKGROUND

- 1.1. The Attractions industry is a core pillar of the tourism sector, bringing about both direct economic benefits and demand for related industries such as accommodation, retail, and dining.
- 1.2. Attractions play an integral role in making Singapore an exciting destination for tourists. The industry is a competitive one, set against the backdrop of a rapidly changing global environment and evolving visitor expectations. With growing competition and emerging trends such as digitalisation, the Attractions industry needs to constantly evolve to stay relevant.
- 1.3. The long-term success of Singapore's Attractions industry is thus contingent upon the ability to enhance visitor experience, strengthen industry capabilities, innovate and collaborate to deliver relevant products and services to visitors, so that Singapore can remain as a competitive destination in the global attractions scene.

### TOURISM INNOVATION CHALLENGE FOR ATTRACTIONS

- 1.4. To foster technology adoption, STB partnered ASA to launch the Tourism Innovation Challenge for Attractions, "Attractions Innovation Challenge", as a means to crowd-source amongst the technology community for new and innovative solutions to address problems faced by Attractions in Singapore.
- 1.5. To uncover key challenge statements for the Attractions industry, a series of interviews, industry workshop and industry engagement had been conducted. Several gaps and opportunities were uncovered, and these were translated into challenge statements to be addressed in this Tourism Innovation Challenge. More details can be found in Section 5.
- 1.6. Organisations taking part in this Challenge will be known as Participants, and can include (but not limited to) technology providers, software developers, consortiums, Institutes of Higher Learning (IHLs), Research Institutes (RIs), etc. Participants are to address these challenge statements, and submit innovative proposals by **Monday, 1 April 2019, 1800hrs**. Participants will be eligible for funding support of up to 70% of qualifying costs from STB for development of the solution prototype, if they secure at least one (1) committed Attractions partner ("Committed Pilot Partner"). Details of the Tourism Innovation Challenge process and funding support can be found in Sections 4 and 8 respectively.
- 1.7. Padang and Co has been appointed by STB to be the organising vendor for the Attractions Innovation Challenge.

## **2. OBJECTIVES**

2.1. The objectives of the Attractions Innovation Challenge are to:

- 2.1.1. Identify opportunities and to address business gaps and challenges, where existing solutions are not available or are inadequate in resolving
- 2.1.2. Uncover new ideas through innovative solutions for these areas, to drive productivity outcomes in Attractions and / or deliver more enhanced experiences for customers
- 2.1.3. Develop and scale these ideas into commercial-ready solutions through a prototyping process, for wider industry adoption

### **3. VALUE OF PARTICIPATION**

3.1. Participants in the Attractions Innovation Challenge will gain:

- 3.1.1. Access to industry partners – STB will be facilitating networking platforms, to provide the opportunity for Participants to engage Attractions stakeholders, to understand their needs and garner insights, so as to develop customised solutions and enable collaboration
- 3.1.2. Awareness and recognition – Solutions that are supported by STB and successfully developed will have the opportunity to be showcased through relevant industry platforms. Participants may leverage these platforms to create more awareness of the solutions
- 3.1.3. Financial support – Successful Participants will be funded up to 70% of project qualifying costs. This will help to lower the business risks of new product development, through support for the prototype development and adoption costs

## 4. CHALLENGE PROCESS

4.1. The Attractions Innovation Challenge process timeline are as indicated:



### IMPORTANT DATES TO NOTE

Date	Milestones
14 Jan 2019	Attractions Innovation Challenge Launch and Tech Briefing Day
29 Jan 2019	Deadline for Shortlisting Submission
Week of 11 Feb 2019	Follow ups and briefing with shortlisted companies
Week of 18 Feb 2019	Pitch Clinics (by-invitation)
27 Feb 2019	Industry Matchmaking (afternoon)
1 Apr 2019	Deadline for Grant Proposal Submission
Month of Apr 2019	Grant Proposal Evaluation

4.2. Participants are to note that the dates indicated are subject to change, and as such, STB encourages Participants to check the STB website (<https://www.stb.gov.sg/Pages/Attractions-Innovation-Challenge.aspx>) for updated details.

### CALL FOR PROPOSAL AND SUBMISSIONS

#### **Attractions Innovation Challenge Launch and Tech Briefing Day**

4.3. The Attractions Innovation Challenge will be launched on **Monday, 14 January 2019**, with the publication of the Challenge documents on the STB website (<https://www.stb.gov.sg/Pages/Attractions-Innovation-Challenge.aspx>).

#### **Shortlisting Submission**

4.4. Participants would be required to submit their proposal concept for shortlisting for participation in the Industry Matchmaking session by **Tuesday, 29 January 2019, 1800hrs SGT** to [submissions@padang.co](mailto:submissions@padang.co) and copy [innovation@stb.gov.sg](mailto:innovation@stb.gov.sg) with the email title “Attractions Innovation Challenge – Proposals for Shortlisting”.

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- 4.5. Participants are required to submit a proposal for shortlisting using the template provided in Annex A. Shortlisting criteria and guiding questions are listed in Section 6.
- 4.6. Padang & Co would contact shortlisted participants by Tuesday, 12 February 2019 for 1-1 pitch clinics in preparation for the Industry Matchmaking session on 27 February 2019.
- 4.7. Participants may be contacted for clarifications on their proposals or/and assumptions made.

### **Pitch Clinics**

- 4.8. The pitch clinics would be conducted in the week of 18 February 2019.
- 4.9. The pitch clinics offers guidance to the participants and to ensure:
  - 4.9.1. Participants understand the expectations of the Pitch Day.
  - 4.9.2. Participants are able to give a clear presentation of who they are and what they do.
  - 4.9.3. Participants can clearly articulate their solution or use case and their minimal viable product (MVP) for the Attractions industry, in response to a specific Challenge Statement.
  - 4.9.4. Participants are able to develop a sustainable business model around the solution.

### **Industry Matchmaking**

- 4.10. STB will be organising an Industry Matchmaking Day on **Wednesday, 27 February 2019** for participants to pitch their proposed solutions and network to seek pilot partners from the Attractions industry.
- 4.11. Shortlisted Participants will be invited to pitch and showcase their solution proposals, allowing them to seek feedback from the Attractions stakeholders before their final proposal submission.

### **Grant Proposal Submission**

- 4.12. Details of grant proposal submission can be found in Section 7.
- 4.13. Participants who are not shortlisted for the Pitch Clinics may still submit a grant proposal to STB for evaluation, as long as they secure a committed Pilot Partner.

## EVALUATION

- 4.14. The evaluation criteria can be found in Section 6. Close-door presentations on the submitted proposals to a panel of evaluators are to be expected in April 2019 and clarifications would be required during this period. For clarifications, contacted Participants will be expected to respond within 3 working days.

## PROTOTYPE DEVELOPMENT

- 4.15. Successful Participants will be informed of the results of their proposals in Q2 2019.
- 4.16. Depending on the complexity of the solution proposal, the development and implementation period could span approximately 6 months. The exact duration should be proposed by each Successful Participant, for STB's consideration.

## SOLUTION SHOWCASE AND INDUSTRY ADOPTION

- 4.17. Successful prototypes, where appropriate, may be showcased at relevant industry platforms. STB may also work with Successful Participants to scale the adoption of successful proposals for the larger Attractions industry, where appropriate.



## 5. CHALLENGE STATEMENTS

5.1. The challenge statements for the Attractions Innovation Challenge are as follows:

No.	Challenge Statements
1	How might we better connect and train suitable casual labour to available opportunities at various attractions?
2	How might we automate ticketing sales and its verification process, so that manpower may be optimised to enhance visitor experience?
3	How might we improve wayfinding within Attractions to maximise visitor experience?
4	How might we overcome language and cultural barriers in a sustainable manner to deliver better service for visitors?
5	How might we overcome physical constraints within Attractions to deliver and refresh content and experiences so as to improve experiences and drive revenue?
6	How might we reduce the need for queuing and/or enhance the queuing experience?
7	How might we better track visitor movement and behaviour so as to gain a deeper understanding of visitor interests in order to deliver a better experience, and/or improve resource deployment?

## 6. EVALUATION CRITERIA

6.1. The evaluation criteria for Participants' proposals are as follows:

No.	Evaluation Criteria	Description
1.	<b>Strength of Proposal (80%);</b> <i>Innovativeness of the solution and the ability to address the challenge statement effectively</i>	<p>Effectiveness (30%)</p> <ul style="list-style-type: none"> <li>• How effective is this solution in solving the problem(s) identified?</li> <li>• What is the business impact of the solution to identified target group, e.g. in terms of productivity gains, cost savings, revenue increase, and/or enhanced visitor experience?</li> </ul> <p>Innovativeness (30%)</p> <ul style="list-style-type: none"> <li>• How does this proposed solution compare to the next best alternatives?</li> <li>• What are the differences compared to existing solutions and/or business models that are found in the Singapore Attractions industry?</li> </ul> <p>Feasibility and Scalability (20%)</p> <ul style="list-style-type: none"> <li>• Are the business assumptions made reasonable?</li> <li>• In terms of time, effort, and cost, how likely will the Attractions industry adopt and implement this solution on a wider scale?</li> </ul>
2	<b>Company Assessment (20%);</b>	<p>Credentials (20%)</p> <ul style="list-style-type: none"> <li>• Experience &amp; skill-sets</li> <li>• Track record</li> <li>• Past projects / client references</li> </ul>

6.2. The following factors will count against the quality of the proposal:

- 6.2.1. Replicating commercial off-the-shelf solutions without any customisation for the industry
- 6.2.2. Consultancy services (i.e. only expert advice without actual solutions / prototypes)
- 6.2.3. Increasing resources (e.g. manpower, time, etc)

## 7. GRANT PROPOSAL SUBMISSION

- 7.1. Participants are required to submit a proposal using the template provided in Annex B. Participants are to include the Expression of Interest Letter from the Committed Pilot Partner (with their company letterhead) to indicate commitment using the template provided in Annex C.
- 7.2. Should the Participants be a consortium of providers, only 1 proposal is required for the consortium, with clear indication on the lead provider.
- 7.3. The submission deadline is **Monday, 1 April 2019, 1800hrs SGT**. Grant proposals received after Monday, 1 April 2019, 1800hrs SGT will not be considered.
- 7.4. While Participants are allowed to submit more than one (1) proposal, each proposal should only address one (1) challenge statement. Participants should not submit multiple proposals for the same challenge statement.
- 7.5. The Participants who have made submissions are eligible to amend their respective submission, provided the respective submission deadlines have not been reached.
- 7.6. Participants are required to submit their proposal via **email**, to the following email address: [innovation@stb.gov.sg](mailto:innovation@stb.gov.sg)
- 7.7. Proposals submitted via any other means, and / or received after the stated deadline, will not be accepted.

## 8. FINANCIAL SUPPORT

- 8.1. Subject to successful grant application to STB and compliance therewith, STB will co-fund up to 70% of the prototype development costs, for qualifying costs. As an indicative summary:
  - 8.1.1. Qualifying costs include third-party costs related to professional services, audit, testing and certification associated with the development of the solution proposal and delivery of projects, processes, and services meeting the desired standards, training that are an intrinsic component of the project, hardware / equipment and software associated with the proposed concept, and internal manpower.
- 8.2. Non-qualifying costs include hardware / equipment and software costs not related to the project (e.g. solutions for basic business functions), off the shelf packaged solutions, maintenance costs, and marketing costs.

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- 8.3. The funding will be disbursed on a reimbursement basis, subject to key project milestones which could include but not limited to successful development and completion of the solution prototype, and / or trialling the solution in the Committed Pilot Partner's actual operating environments, etc. Applicants would need to engage a third party auditor to audit qualifying costs before submitting a claim to STB.
- 8.4. Applicants shall submit third-party audited documents on qualifying costs for the disbursement of grants, unless otherwise stated.
- 8.5. STB shall not be obliged to disburse any grant if the solution prototype is not able to perform as described in the submitted proposal.
- 8.6. To be eligible for co-funding support, the Participant must be an entity that is registered in Singapore.
- 8.7. The approval of such grant application, and corresponding qualifying costs, for support shall be at STB's sole discretion and subject to separate terms and conditions to be agreed upon under STB's grant and acceptance of the Letter of Offer upon grant approval. Nothing herein shall be taken as obliging STB to provide co-funding to Participants, or as taking precedence over the terms and conditions of STB's grant.

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## **9. PROTOTYPE DEVELOPMENT**

- 9.1. During the prototype development phase, Successful Participants are required to work closely with the Committed Pilot Partner to develop a prototype of the proposed solution.
- 9.2. At the end of the prototyping phase, the Participant will have to demonstrate how the prototype addresses the challenge statement in the Committed Pilot Partner's live operating environment, and how it can achieve the stated desired outcomes.
- 9.3. STB will request for updates on the progress of the development on a periodical or need-to basis.

## 10. CONTACT DETAILS

- 10.1. The Participants and other interested parties may post questions or clarifications on the Attractions Innovation Challenge via email to the following contacts: [submissions@padang.co](mailto:submissions@padang.co) and copy [innovation@stb.gov.sg](mailto:innovation@stb.gov.sg).
- 10.2. All correspondence throughout the Attractions Innovation Challenge must be written in English.
- 10.3. Each Participant shall keep any correspondence between STB and himself relating to the Attractions Innovation Challenge confidential and without disclosure to any third party, except with the prior written of STB.

## 11. OTHER CONDITIONS OF PARTICIPATION

- 11.1. By participating in the Attractions Innovation Challenge, Participants will need to agree to the conditions stated below. Note that Participants refer to companies; which include but not limited to, technology providers, consortiums, IHLs and RIs for this Challenge. “We”, “us” or “Organiser” refer to STB.

### CHALLENGE PERIOD

- 11.2. Submissions for the Challenge will only be accepted between Friday, **14 January 2019 and Monday, 1 April 2019, 1800hrs SGT**. In order to be eligible for consideration, the Participant must submit all required information (refer to Section 7) by the stated deadline. Submissions received after this time will not be considered.

### PARTICIPANTS

- 11.3 The Challenge is not open to current employees of STB, and / or any other persons who are involved in administering or organising the Challenge.
- 11.4 If the Participant is a consortium or a team of individuals, any changes to the composition of the Participant can be made at any time up to and including **Monday, 1 April 2019, 1800hrs SGT** via email to STB at [innovation@stb.gov.sg](mailto:innovation@stb.gov.sg).
- 11.5 The Participant must appoint a main contact point for the Organiser (“Main Contact”) and emails sent by the Organiser to the email address provided by the Main Contact will be considered delivered to the Participant. If the Participant is a team of companies, the Participant must similarly appoint a main contact point. It is responsibility of the main contact point to inform the companies in the team.
- 11.6 No changes of the Participant will be allowed after **1 April 2019, 1800hrs SGT** unless approved by the Organiser.

### PROPOSAL SUBMISSIONS

- 11.7 All submissions must meet the following criteria:
- 11.7.1 Incomplete or indecipherable solution proposals will be deemed invalid and disqualified.
- 11.7.2 All submission materials must be presented and/or submitted in English language.

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- 11.7.3 All solution proposals submitted for the Challenge must not be past winning proposals of any previous Challenges or similar endeavour.
- 11.7.4 By submitting a solution proposal in this Challenge, the Participant represents to STB and confirms in good faith that, to the best of the Participant's knowledge and belief that the solution proposal meets all requirements set forth above and in the Conditions for Participation; and
- 11.7.5 Any solution proposal that does not fulfil any of the above conditions will be deemed ineligible and will be disqualified.

## INTELLECTUAL PROPERTY RIGHTS

- 11.8 All submissions to the Challenge remain the intellectual property of the Participants that developed them. In cases where the Participant comprises a consortium or a team of individuals, the ownership of any intellectual property created for the purposes of and in connection with the participation in this Challenge shall be a matter privately agreed between such persons prior to the submission of their solution proposal. By participating in Challenge, and entering a submission, the Participant grants STB (or any third party acting on STB's behalf) an irrevocable, perpetual, paid-up, non-exclusive, royalty-free, worldwide license to feature them in websites or other media for publicity or education purposes. Challenge solution proposals that do not fulfil the above criteria will be deemed ineligible and will be disqualified.
- 11.9 STB is not under any obligation to use the Participant's solution proposal for any purpose whatsoever (even if it has been short-listed).
- 11.10 If STB or a third party (such as another government agency or a private entity) wishes to work with the Participant to further use, modify and/or develop the solution proposal (or to obtain such rights to do so), separate negotiations and agreements (subject to such agreement being reached) will be entered into pertaining to such work. Such negotiations and agreements do not fall within the scope of these Conditions of Participation.
- 11.11 Each Participant considering accessing, leveraging and incorporating or otherwise using intellectual property from any third party shall adhere to the terms and conditions of the agreement with the respective third parties. The Participants are advised to review and/or consider such terms of use carefully before signing any agreements for collaboration. The arrangement between the Participant and respective third parties is a matter between them, and the Organiser shall not be held responsible for any outcome thereunder for the purposes of participation in this Challenge.

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11.12 In cases where the submitted Tourism Innovation Challenge proposals include intellectual property rights which the Participant does not own, the Participant shall declare and acknowledge the original owner of the intellectual property. The Participant shall ensure it has the necessary agreement with the original intellectual property owner to the right of use of the intellectual property for himself under the Tourism Innovation Challenge and for the sub-licensing purposes under Clause 11.8.

## OTHER CONDITIONS

11.13 By entering this Challenge, each Participant further agrees:

- a. To abide by these Conditions of Participation and other conditions in the Challenge Document;
- b. To abide by and accept as final and binding on the Participant, all of STB's decisions on all matters related to this Challenge;
- c. That the Participant is subject to Singapore law, these Conditions of Participation shall in all respects be construed in accordance with Singapore law and the Participant hereby agree to submit to the exclusive jurisdiction of the courts of Singapore in all matters relating to this Challenge;
- d. To be fully liable for and at all times completely indemnify and hold harmless STB, its employees, agents and partners from any all loss, claims, liability or damage whatsoever that may arise as a result of the Participant's participation and conduct, including but not limited to any breach of the Conditions of Participation and any applicable law in connection with the Challenge;
- e. To accept all risks of personal injury or property damages of any nature whatsoever that may arise from the Participant's making or creation of the solution proposal or participation in this Challenge and, if the Participant attends any events related to the Challenge, to accept all risks of personal injury or property damages of any nature whatsoever that may arise from the Participant's attendance at the event; and the Participant will not in any way hold STB responsible for any liability, loss, damage, expense and cost which the Participant may sustain or incur as a result of the Participant's participation or attendance, except for liability which cannot be excluded by law;
- f. To keep STB and its respective directors, officers, employees and agents indemnified against any and all such claims by third parties for any losses or damages arising from the Participant's submission of the Challenge proposal solution, the Participant's participation in the Challenge, and STB's evaluation of the Challenge solution proposal;

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- g. That if, for any reason, any aspect of the Challenge is not capable of running as planned, including by reason of infection by computer virus, network failure, bugs, tampering, unauthorised intervention, fraud, technical failures or any cause beyond the control of STB which corrupts or affects the administration, security, fairness, integrity or proper conduct of the Challenge, STB may at its sole discretion cancel, terminate, modify or suspend this Challenge, or invalidate any affected submissions, and shall not be liable for any claims, action, damage, or loss as results of such cancellations, termination, modification, suspension or invalidation;
- h. That STB shall not be responsible for any loss, damage, cost or expense howsoever arising or incurred by the Participant in connection with this Challenge, including the collection and subsequent use of the grant amount, and any unreadable, incomplete, mutilated, tampered or irregular entry, any breakdown or malfunction in any computer system or equipment and any notice which is misdirected or lost;
- i. That no third party that is not a party to this Agreement shall have any right under the Contracts (Right of Third Parties) Act Cap. 53B to enforce any term of this Agreement.
- j. To allow the STB (or any third party acting on STB's behalf) to publish personal data of the Participant, including any actual name of an individual, nationality and/or age, whether online, in print, or in any other media, in connection with publicity relating to this Challenge without any other payment or compensation to the Participant;
- k. To allow STB (or any third party acting on STB's behalf) to use information that the Participant provides during the course of the Challenge to be used for marketing purposes. If the Participant does not consent to such use, the Participant must not participate in this Challenge;
- l. To allow STB (or any third party acting on STB's behalf) to:
  - i. take photographs and videos of the Participant at the Challenge briefing session and other Challenge-related events (if STB chooses to do so);
  - ii. retain full ownership rights of such photographs and recordings without any payment or compensation to the Participant; and
  - iii. broadcast and publish at STB's sole discretion any or all of such photographs or recordings on any media to showcase the Challenge for promotional purposes;
- m. To participate in publicity activities relating to this Challenge (or other future publicity activities) without any payment or compensation to the Participant.

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- n. The decision of the Organiser on all matters relating to the Challenge, including the eligibility of the Participants and the selection of the short-listed Participants and award, is final and no correspondence will be entertained.
- o. The Organiser reserves the right to amend these Conditions of Participation at any time at its absolute discretion without any further notice, including but not limited to the eligibility terms and criteria, the selection of winners, the timing of any act to be done and all the Participants to this Challenge shall be bound by these amendments. Updates will be published on the STB website: <https://www.stb.gov.sg/Pages/Attractions-Innovation-Challenge.aspx>
- p. In the event of any inconsistency between these Conditions of Participation and any document, brochures, marketing or promotional materials relating to the Challenge, these Conditions of Participation, and all its subsequent variations, shall prevail. In the event of any inconsistency between these Conditions of Participation and the terms and conditions of STB's grant, the latter shall prevail.

– End –