



Software-as-a-Service (SaaS) Solutions

Call for Collaboration

Public Document

19 June 2012

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CFC PROPOSAL FORM

1. IMPORTANT NOTICES

- 1.1 For the avoidance of doubt, this Public Document for the SaaS Solutions Call for Collaboration shall be read with and shall be subject to the Important Notices as set out in **Annex A**.
- 1.2 The shortlisted Consortium will receive an application form to be filled and submitted to IDA.
- 1.3 A definition of terms used in this document can be found in **Appendix A**.

2. OBJECTIVES

- 2.1 The Call for Collaboration (“**CFC**”) aims to catalyse:
 - a) the development and adoption of impactful SaaS solutions that will address sector-specific requirements, bring about mass adoption and deliver productivity gains to the various sectors;
 - b) the development of innovative, high-growth, and exportable SaaS solutions that will address critical gaps of Enterprise Users.
- 2.2 The SaaS solutions proposed shall enable the Small & Medium Enterprises (SMEs) and Enterprise Users to:
 - a) increase productivity; and
 - b) increase customer reach or improve customer engagement; or
 - c) develop new lines of business or alternative business models.
- 2.3 The SaaS solutions proposed should also promote user confidence in SaaS by inculcating industry best practices in the areas of data security, integrity, privacy, recovery and portability.
- 2.4 The types of solutions expected from this CFC include:
 - a) Sector-Specific SaaS Solutions that address the specific and homogeneous business requirements of a sector; incorporate the best

sector practices and compliance requirements; realise significant productivity gains and catalyse mass adoption within a sector;

- b) Collaborative SaaS Platforms that facilitate multiple enterprises within one sector or across multiple sectors in carrying out Business-to-Business (B2B) and Business-to-Government (B2G) transactions through adopting industry-accepted messaging standards while also providing enhanced or new functionalities;
- c) Enterprise SaaS Solutions that are innovative, high-growth, exportable, and address critical needs of an Enterprise User; or
- d) Any combination of the above.

3. BACKGROUND

- 3.1 The CFC is a multi-agency effort led by the Infocomm Development Authority of Singapore (“**IDA**”), in collaboration with SPRING Singapore (“**SPRING**”), Ministry of Community Development, Youth and Sports (“**MCYS**”), Ministry of Education (“**MOE**”), and NTUC’s Employment and Employability Institute (“**e2i**”).
- 3.2 This CFC is also supported by the following government agencies: Maritime and Port Authority of Singapore (“**MPA**”), Council for Estate Agencies (“**CEA**”), and Council for Private Education (“**CPE**”).
- 3.3 Many enterprises are still not fully harnessing infocomm technology to enhance their productivity. Apart from Accounting & Finance software, only 3 in 10 enterprises used at least one other enterprise software in 2010¹. The barriers to infocomm adoption commonly cited by SMEs and Enterprise Users

¹ Source: IDA Annual Survey on ICT Usage by Enterprises, 2010

are: “Technology is too complicated” and “Cost of infocomm expenditure is too high”.

- 3.4 SaaS is an easy-to-adopt, scalable and cost-effective option to many enterprises. Upon subscription, an enterprise can start using it with minimum customisation. The enterprise can also readily access the new functionalities added and extend the application to new users, as its business grows. As the cost of using SaaS is subscription-based, there is no upfront capital outlay; and the recurrent costs become predictable.
- 3.5 SaaS is well-suited to drive mass ICT adoption within a sector. The sector approach enables best practices, compliance requirements, as well as enterprise-to-enterprise interactions to be readily incorporated into the solution and rolled out to the many enterprises on the SaaS platform. Aside from sector wide productivity benefits, this model has the added advantage of enabling increasing participation, and lowering overall costs through the aggregation of demand.
- 3.6 Benefits can also be realised by Enterprise Users who can introduce new and improved business processes by leveraging on common requirements with the scalable and collaborative potential of SaaS. New business models can be created by linking, sharing and combining resources using SaaS in an entire business ecosystem.
- 3.7 Some examples of potential SME target sectors are: Private Education Institutes (PEIs), Pre-Schools, Real Estate Agencies, Security Agencies, Cleaning Companies, Attractions, Shipping Agents and Bunker Traders. Some examples of potential Enterprise User target sectors are: Oil and Gas, Hospitality, Financial Services Institutions and Logistics.

- 3.8 Vendors working with SME sectors and Enterprise Users to co-develop new SaaS will gain access to aggregated demand, critical domain knowledge and/or business processes.
- 3.9 The CFC envisages that ICT Vendors will also be able to leverage the lead demand generated to develop impactful, scalable, and exportable SaaS solutions with sustainable business models.

4. SCOPE OF CFC

- 4.1 An identified list of SaaS solutions required by specific sectors is described in **Annex B**. These are developed in consultation with the respective sector representatives and government agencies.
- 4.2 The SaaS solutions proposed can be for any sector and need not be limited to those listed in **Annex B**, as long as they support the objectives described in paragraph 2.

5. CFC REQUIREMENTS

5.1 For Proposals Targeting Sector-Specific SaaS Solutions and/or Collaborative SaaS Platform

5.1.1 Consortium Composition

- a) Companies are encouraged to form Consortia with relevant business partners with the necessary expertise, experience and domain knowledge to participate in this CFC.

- b) Each Consortium shall clearly identify a Consortium Lead for the purpose of managing and coordinating the activities of the Consortium. The Consortium Lead shall be responsible for submitting the Proposal on behalf of all its partners. The Consortium Lead can be an Enterprise User, SME, ICT Vendor, a trade association, etc.
- c) The Consortium shall minimally comprise of:
 - One (1) ICT Vendor; and
 - At least ten (10) interested enterprises.

5.1.2 SMEs

- a) Every SME participating in the CFC shall be a legitimate entity registered in Singapore with the Accounting & Corporate Regulatory Authority (ACRA), or with the relevant government authorities.
- b) The SME shall NOT participate in more than one Proposal for similar SaaS solutions.
- c) The SME shall illustrate the projected benefits they expect to gain from the proposed SaaS solutions as outlined in paragraph 2.
- d) For Sector-Specific Solutions and Collaborative SaaS Platforms, the SME shall indicate their intent in writing to commit to use the proposed SaaS solutions for a minimum of two (2) years. This is to ensure that the SME has sufficient time to realise the benefits of the SaaS solutions.

- e) It is highly encouraged that any productivity gains from the use of the proposed SaaS solution shall also be shared with the SME's workforce (especially low-wage workers) through higher remuneration.

5.1.3 ICT Vendors

- a) Each ICT Vendor participating in the CFC shall be a legitimate entity registered in Singapore with the Accounting & Corporate Regulatory Authority (ACRA).
- b) If the ICT Vendor is NOT the product principal of the SaaS solution proposed, it shall provide valid evidence to prove that it is an authorised reseller/partner for the proposed SaaS solution.
- c) The ICT Vendor shall be committed and aligned to the target sector's long-term needs, to ensure that the proposed SaaS solution provided is kept relevant to the sector's changing requirements in a timely manner.
- d) The ICT Vendor shall show that adequate resources will be put in place to manage the administration, communication and provide after-sales support to the SMEs.
- e) The ICT Vendor shall undertake all works (eg. customisation, development, configuration, setup, training, support, etc) relating to the proposed SaaS solutions in Singapore.
- f) The proposed SaaS solution and the enterprise data shall be hosted in Singapore.

- g) The proposed SaaS solution shall be accessible via common and modern web browsers (eg. Internet Explorer, FireFox, Google Chrome, Safari).
- h) The proposed SaaS solution shall be modular, such that different modules can be turned on/off to allow for different service bundles.
- i) The proposed SaaS solution shall allow multiple concurrent users and be scalable to allow for more user sessions.
- j) The proposed SaaS solution shall adopt non-proprietary interface standards to ease interoperability with other systems (eg. GS1-XML).
- k) The ICT Vendor shall provide the following security measures:
 - Username and password authentication for every user login; and
 - Module-level authentication for permissions to be granted to valid users of each SaaS module.
- l) The ICT Vendor shall provide the SMEs with self-service options in the proposed SaaS solutions to:
 - Download entire database content in a non-proprietary standard format (eg. text, csv, excel, ascii or html); and
 - Upload entire database content in a non-proprietary standard format from external sources; and
 - Access specifications for interpreting the uploading and downloading formats.

m) The ICT Vendor shall provide a proposed a Service Level Agreement (SLA) to every SME that meets their requirements, which should minimally defines the following areas:

- Data Ownership, which shall reside with the SMEs;
- Security safeguards to prevent unlawful access/claim to data or use of solution (Note: This shall include but not limited to infrastructure robustness, data centre access control, administrator access control, authentication process for accessing the system, process of identifying authorised personnel to grant approval of access);
- Minimum percentage of uptime per year, which shall not be less than 99%;
- Frequency of full data backup (eg. daily, weekly, monthly);
- Disaster recovery turnaround time (eg. 8 hours, 24 hours);
- Data uploading and downloading turnaround time (eg. <1 hour for 1GB data);
- Problem resolution turnaround time (eg. 4 hours for critical problems);
- Penalty for non-compliances (including compensation for irrecoverable data); and
- Other industry standard best practices in IT service management relevant to the sector (eg. ITIL standards from <http://www.itil-officialsite.com>).

n) The ICT Vendor shall aim to develop a pricing model that is commercially viable and such prices shall not be raised for the awarded SME throughout the grant period.

- o) The ICT Vendor shall demonstrate that the Total Cost of Ownership to the SME for adopting the proposed SaaS solution over a 5-year period is lower than that of an equivalent 'on-premise' solution.
- p) The ICT Vendor shall share with the SMEs details of the proposed pricing plans, such that the SMEs are aware of all aspects of costs to be incurred in the use of the proposed SaaS solutions.
- q) The ICT Vendor is preferred to have strong expertise and knowledge of the target sector (which could be via partnerships with other parties, local or foreign).
- r) The proposed SaaS solution is preferred to be IPv6 compliant.

5.2 **For Proposals Targeting Enterprise SaaS Solutions**

5.2.1 **Enterprise Users**

- a) Every Enterprise User participating in the CFC shall be a legitimate entity registered in Singapore with the Accounting & Corporate Regulatory Authority (ACRA), or with the relevant government authorities.
- b) The Enterprise User shall demonstrate that the critical gaps addressed by the proposed SaaS solution can serve as a reference case for export to regional markets.
- c) The Enterprise User shall procure, or demonstrate their intent to procure, the proposed SaaS solution upon its successful development.

- d) The Enterprise User shall provide a senior executive who has strong expertise and knowledge of the target sector to participate in the Proposal.

5.2.2 ICT Vendors

- a) Each ICT Vendor participating in the CFC shall be a legitimate entity registered in Singapore with the Accounting & Corporate Regulatory Authority (ACRA).
- b) The ICT Vendor shall demonstrate that the proposed SaaS solution will target an underserved market with a critical domain gap and low SaaS adoption rate. The proposed SaaS solution is preferred to be innovative with high growth potential which can include:
- New SaaS solutions; or
 - New features that are not available in the market; or
 - New usage of SaaS solutions in different domains.
- c) The ICT Vendor shall demonstrate the ability to realise significant benefits for users, in areas such as cost savings, productivity increase, revenue growth, etc. Proposals with benefits extending to the external network of companies are strongly encouraged.
- d) The ICT Vendor shall demonstrate strong domain experience in the target domain. This can be achieved by:
- Applicant vendor having extensive prior experience in the target domain; or
 - Forming partnerships with vendors who have extensive prior experience in the target domain.

- e) The ICT Vendors shall be committed and aligned to the target sector's long-term needs, to ensure that the proposed SaaS solution provided is kept relevant to the sector's changing requirements in a timely manner.
- f) The ICT Vendor shall undertake all works (eg. customisation, development, configuration, setup, training, support, etc) relating to the proposed SaaS solutions in Singapore.
- g) Proposals shall include a business plan with a go-to-market strategy to export the SaaS product. The business plan should include:
 - Target domains, geographies, user segments (MNC/SME);
 - Decision-maker required in the Enterprise User for the adoption of proposed SaaS solution.
- h) Proposals shall include a letter-of-intent to deploy the proposed SaaS Solution by at least one (1) Enterprise User.
- i) Proposals which involve partnerships between local and overseas ICT Vendors can be considered.

6. CFC FUNDING SUPPORT

- 6.1 A budget of up to \$21 million has been set aside to support the successful Proposals in the CFC.
- 6.2 Proposals may be awarded grants for adoption or development costs (up to 70% of the qualifying costs). The adoption grant can also support up to two (2) years of the SaaS subscription costs.

- 6.3 The funding support for selected Proposal(s) will be determined upon the assessment of the merit of the successful Proposals.
- 6.4 The terms and conditions of any approved funding shall be made in agreement between the selected Consortia and IDA.

7. SCHEDULE

7.1 Timeline of Events

Date	Event
19 June 2012 (Tuesday)	Issuance of CFC
27 June 2012 (Wednesday) <i>Choice of :</i> (9:30am–11:30am) or (2:00pm – 4:00pm) or (4:30pm- 6:30pm)	CFC Public Briefing Auditorium, Mapletree Business City 10 Pasir Panjang Road, Singapore 117438
11 July 2012 (Wednesday) (10:00am – 2:00pm) or (2:00pm – 6:00pm)	CFC Networking cum ICT Vendor Showcase Auditorium, Level 2, Singapore Chinese Chamber of Commerce & Industry (SCCCI) 47 Hill Street, Singapore 179365
31 August 2012 (7:00pm)	Deadline for CFC Proposal Submission 10 Pasir Panjang Road, #10-01, Singapore 117438
First Quarter of 2013	Announcement of Selected Proposals and Award of Grants

7.2 **Public Briefing and Networking**

- a) Enterprises, ICT vendors, trade associations and educational institutions are all invited to attend the “CFC For SaaS Solutions” Public Briefing and Networking Session. This briefing will be conducted on 27 June 2012 by IDA and will cover the details of the CFC, including the events leading to the final award of the grants.’
- b) IDA will also be hosting a CFC networking event cum IT vendor showcase on 11 July 2012 for interested parties to network with each other. ICT Vendors can request for a booth space to showcase your company’s products, services, or ideas at the event.
- c) Registration for both events is to be made via email to saas_cfc@ida.gov.sg, no later than 6:00pm on 25 June 2012. In the registration email, please include the following information:

CONFIRMATION OF PARTICIPATION FOR BOTH EVENTS
Company Name: Industry: Name: Designation: Department: Mobile Number: Email:
☐ YES, I would like to attend the CFC Briefing on 27 June 2012 at * 9:30am / 2:00pm / 4:30pm (<i>*please delete accordingly</i>)
☐ YES, I will be attending the CFC Networking cum IT Vendor Showcase on 11 July 2012 at * 10:00am / 2:00pm (<i>*please delete accordingly</i>)
☐ I would like to request for booth space on 11 July 2012 (<i>Tick if applicable</i>).

- d) Confirmation of attendance and booth space will be made known to registered parties via email.

8. EVALUATION PROCESS AND CRITERIA

8.1 **The Proposals** will be reviewed and evaluated by an Evaluation Committee led by IDA, along with representatives from SPRING, e2i, and the relevant government agencies participating in this CFC. Enterprise SaaS solutions will also be reviewed by a panel of expert users selected by IDA.

8.2 Only complete Proposals will be evaluated by IDA and considered for the award of a grant. Shortlisted Consortia may be required to make a presentation of their Proposal(s) (at their own cost and expense) and answer questions on the project in response to the Evaluation Committee. The shortlisted Consortia may be required to invite all their members to attend the presentation.

8.3 Proposals shall be evaluated based on the following criteria:

- a) The evaluation and ranking of each proposal will be guided by the overall impact it creates in accordance with the CFC objectives described in paragraph 2.
- b) For proposals submitted targeting Sector-Specific SaaS Solution and/or Collaborative SaaS Platform, they shall be evaluated based on:
- Compliance with the requirements described in paragraph 5.1;
 - Significance of the expected benefits to SMEs as a result of the adoption (eg. cost savings, productivity increase, value-add);
 - Cost-effectiveness of the proposed SaaS solutions relative to similar “on-premise” solutions; and
 - Potential for pervasive adoption over the next 3 years.

- c) Consortia are strongly encouraged to garner as many committed and potential SMEs as possible, beyond the minimum required, in their Proposals.
- d) For proposals submitted targeting Enterprise SaaS solutions, they shall be evaluated based on:
- Compliance with the requirements described in paragraph 5.2;
 - Ability of the SaaS solution to address a critical domain gap in an underserved market with low SaaS adoption rate;
 - Ability to realise significant benefits for Enterprise Users;
 - Potential for export based on business plan provided;
 - Innovativeness of proposed SaaS solution; and
 - Strength of domain experience for the project team.
 -
- e) Where a Proposal is selected by IDA for consideration for the award of a grant, the relevant Consortium will be notified by IDA. The terms of the project, project milestones, and co-funding terms will be separately negotiated and agreed upon between the parties.
- f) While the SMEs are only required to indicate their intent in writing at point of Proposal submission, they shall demonstrate their commitment by their acceptance of quotations from ICT Vendor before a grant award will be extended to them if they are selected for grant support.
- g) IDA reserves the right to interview every enterprise participating in the CFC, to verify any information provided in conjunction with their participation.

- h) IDA reserves the right to disqualify or reject any Proposal in the event of a withdrawal of any Consortium member, or where any material representation within the Proposal is discovered to be inaccurate, misleading, false or out of scope.
- i) Selected Consortia are required to work in consultation with the respective supporting agencies to implement the proposals.

9. DISCLAIMERS

- 9.1 For the avoidance of doubt, the selection of any Proposal by IDA may not necessarily lead to the award of a grant; and does not constitute an endorsement of the Consortium or proposed solution by IDA or any of the government agencies supporting this CFC.
- 9.2 IDA shall have the absolute discretion to accept or reject any Proposal submitted to IDA without being liable to give any reason thereof. IDA reserves the right to retain the Proposals submitted by all parties without liability for the costs of such documents.

10. SUBMISSIONS

10.1 Format of Submissions

Submissions shall use the **Proposal Submission Form** template that can be downloaded from the website <http://www.ida.gov.sg>. Consortia shall furnish all necessary information and documents as required in the template. All assumptions used should be stated clearly in the Proposal.

10.2 Place and Time of Submission

- a) Two (2) hardcopies and one (1) softcopy (in a CD-ROM) of the Proposal should reach IDA no later than 31 August 2012 (Friday) at 7:00pm. All Proposals must be clearly marked, and addressed to:

SaaS Solutions CFC

Infocomm Development Authority of Singapore
10 Pasir Panjang Road #10-01
Mapletree Business City
Singapore 117438

- b) IDA reserves the right not to accept late submissions.
- c) Proposals may also be submitted in person at the IDA reception desk on the 10th floor of Mapletree Business City.

10.3 Contact Details

- a) Enquiries regarding this CFC should be addressed to:
saas_cfc@ida.gov.sg
- b) No further enquiries regarding this CFC will be entertained after 31 August 2012.

Appendix A

The terms used in this CFC document are defined below:

1. **Software-as-a-Service (SaaS) Solutions**² refer to the capability provided to enterprises when using an ICT vendor's applications running on a cloud infrastructure. These applications are accessible from various client devices through either a thin client interface, such as a web browser (eg. web-based email), or a program interface. Cloud Infrastructure mentioned above displays the following characteristics:
 - a. **On-demand self-service** - An enterprise can unilaterally provision computing capabilities, such as server time and network storage, as needed automatically without requiring human interaction with each service provider.
 - b. **Broad network access** - Capabilities are available over the network and accessed through standard mechanisms that promote use by heterogeneous thin or thick client platforms (eg. mobile phones, tablets, laptops, and workstations).
 - c. **Resource pooling** - The ICT vendor's computing resources are pooled to serve multiple enterprises using a multi-tenant model, with different physical and virtual resources dynamically assigned and reassigned according to enterprise demand.
 - d. **Rapid elasticity** - Capabilities can be elastically provisioned and released, in some cases automatically, to scale rapidly outward and inward commensurate with demand.

² Source: National Institute of Standards and Technology (NIST) Special Publication 800-145 "The NIST Definition of Cloud Computing"

- e. **Measured service** - Resource usage can be monitored, controlled, and reported, providing transparency for both the ICT Vendor and enterprise of the utilized service.
- 2. **Small Medium Enterprise (SME)** refers to a business which is owned by at least one Singaporean or Singapore permanent resident (with minimum 30% shareholding), and with annual sales turnover of not more than S\$100 million or employing no more than 200 staff.
- 3. **Enterprise User** refers to any ACRA-registered Singapore company that has significant market presence in their domain.
- 4. **Infocomm (ICT) Vendor** refers to any ACRA-registered Singapore company who owns, provides or develops SaaS solutions.