



EVENT INDUSTRY RESILIENCE ROADMAP

SACEOS
Meetings • Incentives • Conventions • Exhibitions • Events
SINGAPORE



**Enterprise
Singapore**

SG **singapore**
Passion Made Possible

NEW RULES FOR A RESILIENT INDUSTRY

The COVID-19 pandemic has fundamentally changed the way we live, work and play — and the global Meetings, Incentives, Conventions and Exhibitions (MICE) and Events industry, among the hardest hit, is now at a strategic crossroads. In order to confront the challenges and opportunities that lay ahead, the Singapore Association of Convention and Exhibition Organisers and Suppliers (SACEOS), with the support of the Singapore Tourism Board (STB) and Enterprise Singapore (ESG), have come together to formulate the Event Industry Resilience Roadmap (IRR).

This public-private partnership was forged in an effort to balance the health considerations that remain paramount in this ever-evolving situation with the need to support livelihoods and enterprise resilience in Singapore's MICE and Events industry.

With this in mind, we created the IRR which has three strategic objectives: Establishing best-in-class standards for the implementation of STB's Safe Business Event (SBE) Framework (based on prevailing Safe Management Measures for MICE Events); creating agile business models with a focus on hybridisation; and developing pathways for professional development as we help the industry reinvent themselves, and pivot into new markets and products.

As we traverse these uncertain times together, we will continue to update the IRR regularly to ensure our enterprises are equipped with the necessary skills and capabilities to drive success in the months and years ahead, enabling them to emerge stronger from the pandemic. This first edition of the Roadmap includes:

- **SG SafeEvent Standard** – A guide for event organisers, suppliers and venues to 'operationalise' STB's Safe Business Event (SBE) Framework. This will be underpinned by an **industry-led accreditation programme**, which will be launched in September.
- **Hybridisation** – A playbook that outlines innovative solutions for hybrid events.
- **Capabilities & Skills** – Facilitating national and globally-recognised professional development to upskill and strengthen workforce capabilities.
- **Business Model Innovation** – Methodologies and practical scenarios that will allow MICE and Events professionals to analyse risk and growth opportunities.
- **Event Community Network** – A qualified list of industry players to ensure an inclusive approach to future growth strategies.

The Roadmap seeks to position Singapore as the world's most trusted, safe and innovative MICE destination, and a competitive and vibrant global-Asia city in a COVID-19 world.



Aloysius Arlando
President,
SACEOS



Keith Tan
Chief Executive,
Singapore Tourism Board



Png Cheong Boon
Chief Executive Officer,
Enterprise Singapore

CONTENTS

SG SafeEvent Standard	04	Capabilities and Skills	64
What is the SG SafeEvent Standard?	04	Emerging Stronger	64
Mapping the Customer Journey	08	Never Let a Good Crisis go to Waste	65
Checklists for Event Organisers	09	New Educational Pathways	66
Checklists for Venues	21	Next Steps	67
Checklists for Suppliers	33		
<hr/>		Business Model Innovation	68
Hybridisation	42	Events Community Network	69
What is a Hybrid Event	43	Glossary	71
The Case for Hybrid Events	44	Credits	72
Benefits of Hybrid Events	45	Supporting Partners	73
Unique Challenges and Opportunities	46		
Essentials of a Hybrid Event	49		
The 3Cs of Content	53		
The 5 Pillars of Hybridisation	54		
How to Get Started	58		
The Hybridisation Checklist	60		

WHAT IS THE

| SG SAFE EVENT STANDARD? |

The SG SafeEvent Standard is a mark of assurance that your event meets the necessary requirements for safety, compliance and wellbeing in a COVID-19 world. These standards will help event organisers, venues and suppliers to 'operationalise' and implement STB's Safe Management Measures for MICE and Events. The national directives and best practice recommendations outlined here are based on prevailing Safe Management Measures (SMMs) for MICE Events. SMMs on other live events will depend on prevailing government directives.

The **SG SafeEvent Standard** is to be used in conjunction with WHO Guidelines and all other prevailing Singapore national standards, such as SG Clean, to ensure you can organise and execute your event in a safe, sustainable and responsible manner. The SG SafeEvent Standard will also be underpinned by an **industry-led accreditation programme**, which will be made available online shortly.

SAFE BUSINESS EVENTS **FRAMEWORK**

Outlined below are the guiding principles that every SG SafeEvent stakeholder must observe, based on STB's Safe Business Event Framework.

1 Hygiene and Sanitation

2 Safe Distancing

**3 Emergency Management
and Contact Tracing**

SAFE BUSINESS EVENTS

| **FRAMEWORK** |

HYGIENE AND SANITATION		
IMPLEMENT INFECTION CONTROL MEASURES PRE- AND POST-EVENT	ENSURE A SAFE AND CLEAN ENVIRONMENT FOR BOTH ATTENDEES AND STAFF	
<p>Clear protocols and communication plans to monitor health of local and foreign visitors before and after event.</p>	<p>Masks must be worn at all times, where feasible.</p> <p>Greater caution towards activities that may increase the risk of airborne transmission.</p> <p>Greater caution towards activities where masks are not practicable, and thus less likely to be worn at all times.</p> <p>Equip deployed staff with adequate face masks, gloves and appropriate PPE, where relevant.</p> <p>Adhere to prevailing Singapore national standards and guidelines (i.e. MOH advisories, MOM workplace safe management measures, where applicable).</p>	<p>High level of hygiene to be practised (including cleaning of common surfaces and personal hygiene).</p> <p>Greater caution towards management of high-touch surfaces and activities which involve multiple objects and / or surfaces. Remove the need for contact with these surfaces, where possible.</p> <p>Adhere to prevailing measures of Singapore government agencies (i.e. NEA disinfection procedures, SG Clean sanitation and hygiene measures, where applicable).</p>

SAFE BUSINESS EVENTS

| **FRAMEWORK** |

SAFE DISTANCING		EMERGENCY MANAGEMENT AND CONTACT TRACING
LIMIT OVERALL DENSITY OF PERSONS, ESPECIALLY IN ENCLOSED AREAS	LIMIT OPPORTUNITIES FOR AND NUMBER OF CLOSE CONTACTS BETWEEN INDIVIDUALS	PREPARE FOR EMERGENCIES RELATED TO COVID-19
<p>Ensure at least 1m spacing between individuals at all times.</p> <p>Avoid crowding and close contact (Ensure an operating capacity of 10sqm per attendee for event spaces >930sqm).</p> <p>Implement control measures if prolonged contact is expected.</p> <p>Discourage unnecessary activities and / or interactions.</p>	<p>Limit number of attendees in each zone to ≤ 50 pax (excluding EO staff) at any one time, and to ≤ 20 pax within each cohort. Within each cohort and zone, individuals must continue to maintain at least 1m spacing between individuals at all times.</p> <p>Ensure no intermingling between different cohorts at all times (including during social functions, sightseeing tours, meals and transport between destinations).</p> <p>Stagger arrival and departure timings, where possible.</p> <p>Greater caution towards activities that are inherently social in nature (eg. religious activities, group recreational activities, social functions).</p>	<p>Clear procedures on management of COVID-19 emergencies.</p> <p>Appoint SG SafeEvent Ambassador to enforce all safe event standards (individual to undergo certified training and accreditation).</p> <p>Appoint SG SafeEvent Data Officer to handle all data management matters (individual to undergo certified training and accreditation).</p> <p>Conduct contractual risk assessment and ensure all stakeholders are informed of any regulatory declarations and / or legality waivers relevant to COVID-19, including PDPA waiver conditions and liability exclusions.</p>

MAPPING THE CUSTOMER JOURNEY

PRE-EVENT	DURING EVENT	POST-EVENT
HYGIENE AND SANITATION	SAFE DISTANCING	EMERGENCY MANAGEMENT AND CONTACT TRACING
EVENT ORGANISER	VENUE	SUPPLIER
<p>Pre-arrival</p> <p>International event attendees must follow MOH travel advisories and healthcare protocols assigned to their country of origin, such as “Green Lane” access into Singapore, testing and quarantine requirements.</p> <p>Arrival in Singapore</p> <p>Keep safe in Singapore with nation-wide-technology such as SafeEntry and TraceTogether. Choose venues that comply with SG Clean sanitation and hygiene measures.</p>	<p>Event Arrival</p> <p>MICE and Events in Singapore live up to the SG SafeEvent Standard.</p> <p>Event Participation</p> <p>Look out for SG SafeEvent Officers, who monitor health and safety throughout the event.</p>	<p>Event Departure</p> <p>Keep safe in Singapore nation-wide technology such as SafeEntry and TraceTogether. Choose venues that comply with SG Clean sanitation and hygiene measures.</p> <p>Departure from Singapore</p> <p>International event attendees must follow MOH travel advisories when departing Singapore and adhere to necessary healthcare protocols upon arrival in their home country. If the attendee tests positive for COVID-19 within 14 days of departure from Singapore they are required to call the MOH Safe Singapore toll-free reporting line.</p>

SG SAFE EVENT STANDARD
CHECKLISTS FOR
EVENT ORGANISERS

- » **PRE-EVENT**
- » **DURING EVENT**
- » **POST-EVENT**

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****PRE-EVENT****HYGIENE AND SANITATION****GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT**

Work with venues that adhere to prevailing sanitation and hygiene measures published by the National Environmental Agency (“NEA”) and SG Clean sanitation and hygiene measures. Please refer and adhere to the latest advisory from NEA^[1] as well as the SG Clean MICE Venues checklist^[2].

Best Practices

1. Work only with certified **SG SafeEvent Venues** and **SG SafeEvent Suppliers**.
2. Encouraged to work with SG Clean certified accommodation.
3. Establish plentiful, easy to find sanitising and hand washing stations throughout venue.
4. Ensure the purchase, storage, distribution and use of PPE is appropriately managed. This includes vetting all suppliers, conducting quality checks, and maintaining tight inventory control (such as monitoring used-by dates and disposal procedures).

Certification

1. Attain **SG SafeEvent Organiser** Certification.
2. Personnel to undergo training and Certification.

Admission Guidelines

1. Restrict entry to persons below the age of 12 or above the age of 65.. Also consider restricting entry to persons exhibiting flu-like symptoms and persons who may be more susceptible, such as pregnant women and persons with chronic illness.

Registration Management

1. Ensure adequate health screening by asking advance questions in the registration process about attendees’ health status.
2. Implement adequate health screening with clear signage, thermal cameras and temperature checks at all entry points.

Communication

1. Ensure penalties for non-adherence to national measures are communicated effectively to all attendees and stakeholders.
2. Ensure all stakeholders are informed of any regulatory declarations and / or legality waivers related to COVID-19.
3. Identify communication channels relevant to each stakeholder group such as a dedicated event website, social media channels, mobile app, attendee / guest advisory letters, on-site signage, public address system, and push notification systems.

^[1] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines>

^[2] <https://www.sgclean.gov.sg/join/for-owners/assessments/#mice>

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****PRE-EVENT****SAFE DISTANCING****GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT**

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Implement a detailed monitoring plan and appoint a Safe Management Officer (“SMO”) to assist with implementation of and compliance with all SMMs at the workplace and relevant premises. 2. Implement a one-way traffic flow at the event space as well as exclusive entry and exit points for each zone, where practicable. 3. Identify hotspots for potential bunching (e.g. entry / exit points, washrooms) and propose a control mechanism to prevent / disperse crowds (e.g. frequent reminders over public announcement system, staff to manually disperse crowds, provision of visual markers for safe distancing). 4. Event organisers must arrange pick up for all foreign attendees by private transport upon arrival at Changi Airport and between the locations within the event itinerary. | <ol style="list-style-type: none"> 5. Limit number of attendees in each zone to ≤ 50 pax (excluding EO staff) at any one time, and to ≤ 20 pax within each cohort. Within each cohort and zone, individuals must continue to maintain at least 1m spacing between individuals at all times. Cordon off or otherwise physically segregate the zones. Ensure that a solid partition with height of at least 1.8m is used to segregate attendees of different zones. In the event that a solid partition is not practicable, ensure that other physical barriers such as queue poles or cones are used to clearly demarcate at least 3m spacing between zones. 6. Develop a signage plan and implement signs reminding attendees to practise safe distancing and good hygiene practices. 7. Arrange for attendees to register themselves, print their name badges, and assemble their name badges and lanyards in advance of the relevant component of the event / event itinerary, where reasonably practicable. |
|---|---|

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****PRE-EVENT****SAFE DISTANCING****Best Practices**

1. Appoint **SG SafeEvent Ambassador(s)** to monitor and enforce all safe distancing measures during the event.
2. To be clear on responsibilities between venue operator and event organiser on cost relating to safe distancing measures within designated event space.
3. Create clearly marked one-way paths for entry and exit, as well as throughout the event space.
4. Consider use of transparent / non-transparent partitions in all areas where safe distancing rules are difficult to maintain and to make more efficient use of available space.
5. Place signage at potential hotspots to remind attendees to maintain at least 1m spacing between individuals at all times and not to mix with different zones or cohorts.
6. Ensure event space features clear signage and maps to highlight to remind all attendees and stakeholders of routing layout.

Technology Adoption

1. Consider adopting available technology to facilitate contactless registration (QR codes, RFID badge, facial recognition), and contactless health screening (AI temperature scanner, constant temperature monitoring token, disinfection mist tunnel, anti-microbial coating of common surface areas).
2. Robotics can also be harnessed for disinfection and to help enforce hygiene and distancing rules.

Registration Management

1. Where contactless registration is not practicable, organise access control early, starting from pre-event registration of all stakeholders, to ensure the number of people on-site at any one time adheres to Safe Management Measures.
2. Distribute tickets or badges ahead of time to reduce touchpoints upon entry.
3. Consider setting-up a temporary exterior or interior entranceway with modular booths to facilitate health screening outside or behind your regular entrance where applicable.

Communication

1. Ensure all stakeholders (venue, suppliers) are well informed of build guidelines, staggered entry and exit, and health and safety measures before arrival on-site.

Conference Management

1. Ensure room layout and seating arrangement adheres to safe distancing requirements.
2. Avoid activities such as icebreakers, team building, networking, and activities involving the consumption of alcohol.

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****PRE-EVENT****EMERGENCY MANAGEMENT
& CONTACT TRACING****GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT**

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Submit the official event programme as well as itinerary details of all foreign attendees to STB before event commencement. Foreign attendees must submit their request for entry into Singapore via 'fast lane' travel arrangements. The event itinerary must include details of the timing and location of the event, as well as any pre- or post-event social functions, team building activities, sightseeing tours, free-and-easy components or any other activities that involve prolonged close interactions between individuals. 2. Map out SMMs based on the various touchpoints of the attendees' itineraries. Should there be changes to the approved event itinerary, event organisers are required to inform STB at least 3 days in advance for further review. 3. Ensure all foreign attendees adhere to the requirements of the SafeTravel Pass. Please refer and adhere to ICA's Terms and Conditions on SafeTravel Pass^[1]. 4. Organise a pre-departure briefing for all foreign attendees approved under SafeTravel Pass to ensure all requirements are clearly communicated, including the requirement to submit to testing, to reside only at the contracted hotel, to use and enable the TraceTogether app and the requirement for all foreign attendees to report their health condition to the event organiser up to 14 days after the event, even if overseas. | <ol style="list-style-type: none"> 5. Remind all attendees to download, use and enable the TraceTogether app or to use the TraceTogether wearable device, and to register their details on the SafeEntry platform at the event venue and all other places in Singapore where SafeEntry is made available. 6. Appoint a clear decision-making authority within the event organising team and an agreed procedure to modify, restrict, postpone or cancel the event if the prevailing COVID-19 situation worsens. 7. Develop and implement responses to situations such as handling attendees or staff who are found to display COVID-19 symptoms, seeking medical treatment for any such attendees (e.g. determining nearest medical facilities and opening hours), coordinating information flow with all relevant parties (e.g. who to contact, how to facilitate contact tracing, informing the relevant authorities, and dealing with external communications), and handling uncooperative attendees. 8. Ensure detailed procedures are developed and implemented in the event any attendee or staff member is found to display COVID-19 symptoms (e.g. isolating the individual in a safe area, closing off affected sections / areas, cleaning and disinfecting potentially contaminated surfaces, establishing a protocol for proper waste management, especially biohazardous waste). 9. Establish a reporting framework with venues and MOH to report any suspected and confirmed cases amongst attendees and staff during or after the event. |
|---|---|

^[1] <https://safetravel.ica.gov.sg/>

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****PRE-EVENT****EMERGENCY MANAGEMENT
& CONTACT TRACING****Best Practices**

1. Appoint **SG SafeEvent Ambassador** to oversee the development and implementation of all necessary requirements, liaise with STB for review, and ensure awareness and compliance throughout event.

Emergency preparedness

1. Establish a fast-response team comprising medical personnel, security and internal **SG SafeEvent Ambassador(s)**.
2. Prepare a standby team in case of incident detection.
3. Assess various virus outbreak-related scenarios and conduct drills with dedicated response team.
4. Encourage all staff to use TraceTogether app.

Medical and Incident Management

1. Establish multiple medical service points where staff and visitors can receive medical attention. This may involve rendering assistance, advice, performing a health screening test, or, in the future, performing a COVID-19 test. Staff such service stations with properly trained and qualified personnel, and ensure they are easy to find. Make the number of such service points dependent on emerging requirements, i.e. number of halls, number of expected visitors, distances between stations, and likely points of high usage, such as near main entry / exit or thoroughfares.
2. A medical service point can also be used as an educational tool. Displaying signs, offering additional information about personal hygiene, health and safety can enhance the value of your medical service points as conveyors of information in addition to direct medical assistance.

Legal framework defining duties and responsibilities

1. Codify the duties and responsibilities of all stakeholders in your COVID-19 health and safety plan as much as possible, outlining specific roles in the case of incident detection. Ensure this is clearly communicated to all stakeholders.
2. Work with your legal department or an external legal advisor help draw up and approve a framework of responsibilities.
3. Ensure all PDPA waiver conditions and liability exclusions (between stakeholders) are communicated effectively. Advise stakeholders to check personal insurance coverage exclusion (if any).

Communication

1. Prepare guidebook that outlines emergency procedures and ensure this is available to all attendees and staff via dedicated communication or event website / app. For fast dissemination of emergency information on-site, establish an active channel of communication, such as push notifications and loud-speaker announcements.
2. Establish process to collect itinerary details and health declarations of all foreign attendees and stakeholders during pre-event registration. Online registration forms should include pandemic / COVID-19 related clauses to ensure that event organisers are covered against user-generated submission.

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****DURING EVENT****HYGIENE AND SANITATION****GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT**

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Ensure the purchase, storage, distribution and use of PPE is appropriately managed. This includes vetting all suppliers, conducting quality checks, and maintaining tight inventory control (such as monitoring use-by dates and disposal procedures). 2. For guidance on safe food and beverage procedures, follow the WHO COVID-19 and Food Safety: Guidance for Food Businesses^[1]. 3. Indicate the number of staff (including contractors) on-site, and their job functions. | <ol style="list-style-type: none"> 4. Require attendees and staff to wear masks at all times, except where allowed under the Control Order (e.g. where eating, drinking or taking medication, etc.). 5. Ensure attendees and staff are screened for COVID-19 symptoms before they are allowed to enter the event venue or any premises. Ensure entry is refused to any individual that refuses to comply with or fails the screening or is known to be subject to a quarantine order or stay-home notice. 6. Utilise technology where reasonably practicable to enable touch-less interactions e.g. e-registrations, e-ticket sales. |
|--|---|

Best Practices

1. Promote and facilitate a 'low touch' event by encouraging people to avoid handshakes where possible. Minimise exchange of namecards and leverage scan and QR codes to exchange details.
2. Provide hand sanitising and / or washing stations.
3. To be clear on responsibilities between venue operator, event organiser and suppliers on cost relating to hygiene and sanitation matters within designated event spaces.
4. Frontline staff to be fully and adequately equipped with necessary PPE if deemed appropriate.

^[1] <https://www.who.int/publications/i/item/covid-19-and-food-safety-guidance-for-food-businesses>

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****DURING EVENT****SAFE DISTANCING****GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT**

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Ensure attendees (whether local or foreign) and staff maintain at least 1m spacing between individuals at all times. 2. Monitor hotspots for potential bunching (e.g. entry / exit points, washrooms) and enforce a control mechanism to prevent / disperse crowds (e.g. frequent reminders over public announcement system, staff to manually disperse crowds, provision of visual markers for safe distancing). 3. Limit number of attendees in each zone to ≤ 50 pax (excluding EO staff) at any one time, and to ≤ 20 pax within each cohort. Within each cohort and zone, individuals must continue to maintain at least 1m spacing between individuals at all times. 4. Maintain composition of individuals within each cohort throughout the event with no close interaction between any other cohorts at any time. Event staff attached to each cohort must also have no close interaction with attendees or staff of other cohorts at any time. 5. During social interactions and networking sessions, refrain from serving food and drinks to attendees or allowing attendees to consume food and drinks. Removal of masks when consuming food and drinks, combined with individuals speaking to each other, increases risk of transmission. | <ol style="list-style-type: none"> 6. During meals or any other scenario where individuals are permitted to remove their masks, the following shall apply: <ol style="list-style-type: none"> (i) Number in each group must not exceed 5 pax; (ii) Composition of each such group of 5 must be maintained during the scenario and throughout the duration of the event for all activities where masks need not be worn; and (iii) Groups of 5 pax must not intermingle. 7. Where approval has been given for events with multiple zones: <ol style="list-style-type: none"> (i) Stagger the movement of attendees to / from each zone to ensure that attendees of each zone will not meet attendees from other zones. 8. For sightseeing tours, please refer and adhere to STB's latest guidelines for SMMs for tours^[1]. 9. For events with merchandising, please refer and adhere to the latest advisory from Enterprise Singapore (ESG)^[2]. |
|---|--|

^[1] <https://www.stb.gov.sg/content/stb/en/home-pages/advisory-for-tours.html>

^[2] <https://www.enterprisesg.gov.sg/covid-19>

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS****DURING EVENT****SAFE DISTANCING****Best Practices****Crowd Management**

1. Monitor time-allocated entry and exit points.
2. Monitor people density maps and visitation data in real-time to help with health safety assessments, and, if necessary, adjust layout.
3. Depending on venue and event type, consideration should be given to monitoring people flow in and around access routes to venue, parking areas and interior thoroughfares.
4. Implement or enhance split team arrangements to avoid cross-deployment and limit physical interaction between teams. If cross-deployment cannot be avoided, additional safeguards must be put in place to minimise risk of cross infection.

Technology Adoption

1. Consider adopting technology to facilitate crowd monitoring, safe distancing alerts (such as RFID token that blinks red when persons within 1m of each other), and movement tracking (via beacon or Bluetooth technology).

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS**

DURING EVENT

EMERGENCY MANAGEMENT & CONTACT TRACING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

1. Ensure the purchase, storage, distribution and use of PPE is appropriately managed. This includes vetting all suppliers, conducting quality checks, and maintaining tight inventory control (such as monitoring used-by dates and disposal procedures). Where event organisers have provided TraceTogether-compatible devices to foreign attendees for use, ensure that the TraceTogether app remains installed and enabled in the device for the duration of the event itinerary and all data is retained for at least 14 days after the departure of foreign attendees.

Best Practices

1. **SG SafeEvent Ambassador(s)** to monitor use of SafeEntry, enforce safe distancing and adherence to health and safety regulations.

Enforcement Measures

1. Consider security as the backbone to safety and ensure the security function is COVID-19 risk-resilient. Work with security providers who exhibit knowledge in having developed their own best practice procedures in relation to COVID-19.

Medical and Incident Management

1. Implement protocol to properly, effectively and emphatically treat persons who 'fail' an initial health screening. When assisting the person from isolation room to transport, it is critical they follow a predetermined, predesignated route so they do not cross paths with others or contaminate other areas.
2. Monitor medical service points.

SG SAFE EVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS**

POST-EVENT

SAFE DISTANCING**GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT**

- | | |
|--|---|
| <ol style="list-style-type: none">1. Stagger the movement of attendees to / from each zone to ensure that attendees of each zone will not meet attendees from other zones. | <ol style="list-style-type: none">2. Event organiser must arrange pick up for all foreign attendees by private transport upon arrival at Changi Airport and between the locations within the event itinerary. |
|--|---|

SG SAFEVENT STANDARD CHECKLISTS FOR **EVENT ORGANISERS**

POST-EVENT

EMERGENCY MANAGEMENT & CONTACT TRACING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. All attendees and staff to use SafeEntry upon entry and exit of event venue. 2. Develop reporting frameworks to monitor health of local and foreign attendees after event. 3. Submit 2 post-event reports to STB. The first report to be submitted 1 day after the end of the event, detailing any incident relevant to the SMMs; providing photographic evidence of SMMs being deployed pre-event, during the event and post-event as well as attendee surveys and feedback on their overall experience of the event. The second report will be submitted 14 days after the end of the event to report on the monitoring of the health of all attendees (both local and foreign). 4. Where event organisers have provided TraceTogether-compatible devices to foreign attendees for use, ensure all data is retained for at least 14 days after the departure of foreign attendees. | <ol style="list-style-type: none"> 5. Remind all attendees at the end of the event to monitor their health for COVID-19 symptoms for 14 days and to request all attendees to report to EOs within this period if any of them has displayed the symptoms, and encourage them to test for COVID-19 if they do have any such symptom. 6. Inform STB immediately of any attendee (whether local or foreign) or staff member confirmed to have COVID-19 (up to 14 days after attending the event). 7. If a confirmed case is made known, work with MOH to immediately conduct contact tracing. |
|--|--|

Best Practices

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Appointed SG SafeEvent Ambassador to report any detected COVID-19 cases to all event stakeholders. 2. Send reminders to all staff and attendees to ensure any TraceTogether apps remain active for 14 days following the event. | <ol style="list-style-type: none"> 3. Remind international delegates to contact consular officials if they test positive for COVID-19 within 14 days of departure from Singapore. 4. If a positive case of COVID-19 is detected among international attendees while in Singapore, event organiser must notify relevant consular officials. |
|--|--|

SG SAFE EVENT STANDARD
CHECKLISTS FOR
VENUES

- » **PRE-EVENT**
- » **DURING EVENT**
- » **POST-EVENT**

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

PRE-EVENT

HYGIENE AND SANITATION

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

SMM requirements of Singapore government agencies and SG Clean sanitation and hygiene measures include, but are not limited to, the following:

1. Adhere to NEA advisories on surface cleaning and refuse management^[1], pest control^[2] and cleaning of toilets^[3].
2. Adhere to SG Clean^[4] sanitation and hygiene measures for MICE Venue.
3. Develop and implement a detailed cleaning and disinfection plan and schedule. Ensure event spaces and common areas are cleaned and disinfected before and after use, including high-touch areas such as tables, chairs, handrails, door handles, interactive kiosks and lift buttons.
4. Provide at all times easily accessible disinfecting agents like hand sanitisers, disinfectant sprays, paper towels and wipes for the free use of visitors and staff, including near high-touch surfaces such as handrails, door handles, interactive kiosks and lift buttons.
5. Ensure the deployment and use of contact tracing measures (i.e. SafeEntry) for entry into and exit from the event venue (including an event hall, a meeting room or a function room).
6. Ensure all ventilation and air-conditioning systems are regularly cleaned, particularly for small and confined areas such as lifts and toilets. Monitor indoor air quality closely, in accordance with SS554^[5]. For air-conditioned living space without mechanical ventilation, install mechanical ventilation system as soon as possible, with an outdoor air processing unit that can provide the minimum ventilation rates required by SS553.
7. Where F&B services are provided, the sale or provision of pre-packed food and drink is permissible, however self-service buffet is not allowed. Please refer and adhere to ESG's latest guidelines for SMMs for F&B establishments^[6].
8. Communicate relevant SMMs to all staff.

^[1] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines>

^[2] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines/cleaning-and-disinfection/advisories/general-sanitation-and-hygiene-advisory-for-premises-owners-and-operators>

^[3] https://www.nea.gov.sg/docs/default-source/our-services/good-cleaning-and-sanitation-practices_english-compressed.pdf

^[4] <https://www.sgclean.gov.sg/join/for-owners/assessments/#mice>

^[5] https://www.singaporestandardseshop.sg/Product/GetPdf?fileName=180331105407SS%20554-2016_Preview%28vA1382715%29.pdf&ptid=8ee48ab1-38f5-4dae-a469-b8612a05876f

^[6] <https://www.enterprisesg.gov.sg/covid-19/safe-distance#FB>

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

PRE-EVENT

HYGIENE AND SANITATION

Best Practices

1. Dispense hand sanitiser at all entry points and restrooms, ensure proper colour coding of cleaning appliances for different uses, and deploy air ionisers (MERS-14 / HEPA filters to be used).
2. Plan and prepare adequate supply of appropriate PPE (e.g. masks, disposable gloves) and medical equipment (e.g. thermometers).

Air Ventilation & Filtration

1. Increase ventilation for indoor air dilution.
2. Air flushing and purging should be provided two hours before and after occupancy.
3. Increase outdoor air intake. Outdoor air intake should be adjusted to the maximum during occupancy, including maximum opening of outdoor air dampers, high speed mode of fresh air fans.
4. Reduce indoor air recirculation, and recirculation air dampers should be adjusted and set to minimum.
5. High efficiency filters, preferably MERV 14 or F8 and above, should be considered for treating recirculation air in Air Handling Units (AHUs).
6. Localised air-cleaning with portable air cleaners.
7. Consider the use of Ultraviolet Germicidal Irradiation (UVGI) in AHUs. Please note that UVC is harmful, and should not be used at occupied areas unless safety measures are implemented.
8. Dispense hand sanitiser at all entry points and restrooms, ensure proper colour coding of cleaning appliances for different uses, and deploy air ionisers (MERS-14 / HEPA filters to be used).
9. Consider the use of ionic purifiers to send ions into living spaces via supply duct.
10. Whenever practical, install mechanical ventilation systems e.g. inlet fan (preferably with filter in case of haze) and / or exhaust fans to assist air flow.

No-Touch Technology

1. Eliminate use of jet air dryer, hand dryer or blowers in toilets as these can escalate spread of the virus.

Recommended No-Touch Technology

1. Install sensor-activated taps, soap dispensers and toilet flush, sensor-activated hand sanitisers, toilet seat sanitisers, and foot pulls to allow for hands-free door opening.
2. Placement of hand sanitising dispensers should be increased to also include:
 - central corridors
 - lift lobbies
 - entrances / exits to exhibition and conference halls
 - ATM, Self-help kiosks, vending machines
 - concierge counters or helpdesks
3. Anti-microbial surface coating on common areas like hand rails, lift buttons, automated top-up machines, toilet cubicle doors etc.

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

PRE-EVENT

HYGIENE AND SANITATION

Best Practices

Communication

1. Implement use of signage to encourage and educate visitors to wash hands (using the right technique), flush toilets with lid down and sanitise hands frequently.
2. In contracts, clearly stipulate roles and responsibilities regarding cleaning regime and provision of OHSAS materials.

Waste Management

1. Implement a safe waste collection and disposal process that features:
 - An increased number of closed bins (with 'hands-free' lid) dispersed throughout the venue.
 - Dedicated toxic waste bins for potentially hazardous waste.
 - Increased frequency of waste collection.

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

PRE-EVENT

SAFE DISTANCING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Implement a detailed monitoring plan and appointing a Safe Management Officer (“SMO”) to assist with implementation of and compliance with all SMMs at the workplace and relevant premises. 2. Design and configure the space such that visitors (whether local or foreign) and venue staff (including contractors) maintain at least 1m spacing between individuals at all times. 3. Ensure queue markers with at least 1m spacing between visitors are implemented where queues are expected e.g. at registration counters. Ensure all seats that are not fixed to the floor are spaced at least 1m apart, and alternate seats that are fixed to the floor are demarcated as seats not to be occupied. 4. Implement an operating capacity of 10sqm per visitor where the total visitor-accessible floor area reserved for use for all event spaces exceeds 930sqm. 5. Theatre seating arrangement to observe at least 1m distance between each chair and distance between rows of chairs to ensure a 1.5m gap from the back of the front chair to the front cushion of the back seat. | <ol style="list-style-type: none"> 6. Banquet tables to seat no more than 5 guests and back-to-back distance between seats of adjacent banquet tables to be maintained at least 1m apart. 7. Implement solutions to monitor and control the operating capacity within event venue to ensure capacity does not exceed allowable operating capacity. 8. Implement a one-way traffic flow at the event space as well as exclusive entry and exit points for each cohort, where practicable. 9. Identify hotspots for potential bunching (e.g. entry / exit points, washrooms) and propose a control mechanism to prevent / disperse crowds (e.g. frequent reminders over public announcement system, staff to manually disperse crowds, provision of visual markers for safe distancing). 10. Adhere to prevailing MOM workplace measures^[1]. In particular, implement a detailed monitoring plan, and indicate the number of staff (including contractors) on-site, and their job functions. 11. Adhere to ESG advisory on safe distancing at F&B establishments^[2]. This includes: <ul style="list-style-type: none"> • Using a queue management system to reduce no. of people gathering. • Utilise mobile ordering and payment to avoid waiting at the counter. • Pre-ordering solutions are encouraged using F&B kiosks. |
|---|--|

^[1] <https://www.mom.gov.sg/covid-19/requirements-for-safe-management-measures>

^[2] <https://www.enterprisesg.gov.sg/covid-19/safe-distance#FB>

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

PRE-EVENT

SAFE DISTANCING

Best Practices

1. Appoint **SG SafeEvent Ambassador(s)** to ensure compliance measures are implemented.
2. Queue markings 1m apart to be made at each entry / exit point.
3. Keep exit doors clear by 6m to avoid crowding.

Event Layout

1. Consider the use of transparent partitions where safe distancing measures are difficult to achieve.
2. Set up clear floor demarcations / signage to allow for single directional movement of human traffic (foyers to be split into bi-directional movement).
3. Signage at potential hotspots to remind visitors to maintain at least 1m spacing between individuals at all times.

Managed Access

1. Restrict entry to event organisers and contractors with a fixed schedule to limit the number of persons in the venue at one time.
2. Each tenanted event space should have pre-determined dedicated toilet, entry / exit points, lift and escalators, water dispensers etc. to ensure no mixing of visitors / attendees.
3. Name list of contractors to be submitted prior to bump-in with details of allocated timings and respective zone / area.
4. Explore touchless access control and related technology.

Communication

1. Set-up signage in the venue, including lifts and escalators, to encourage safe distancing and alternative greetings (without touching).
2. Ensure revised venue capacity is communicated and distributed to all visitors and organisers to help them understand space limitations due to safe distancing.

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

PRE-EVENT

EMERGENCY MANAGEMENT & CONTACT TRACING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT	
<ol style="list-style-type: none"> 1. Install SafeEntry checkpoint at entry / exit points throughout the venue. 	<p>Communication</p> <ol style="list-style-type: none"> 1. Staff must be trained to handle distressed / concerned visitors and communicate all the safety plans that the venue has in place.

Best Practices	
<p>Key Action(s)</p> <ol style="list-style-type: none"> 1. Appoint SG SafeEvent Ambassador(s) to be the central point of contact for all enquiries related to SG SafeEvent Standards. This should be clearly communicated to all stakeholders. <p>Emergency preparedness</p> <ol style="list-style-type: none"> 1. Work with the event organiser(s) to establish a dedicated 'isolation room' in case of incident detection. Access to the isolation room should be carefully managed. The room should be placed in an open-air environment (not within aircon area) and out of view from the public. 2. When assisting person(s) to the isolation room, it is critical they follow a predetermined route and do not cross paths with any other visitors to reduce risk of potential infections. 3. Review of risk scenarios with stakeholders and ensure emergency plans / procedures are in place by conducting drills with internal SG SafeEvent Ambassador(s) and crisis management team. 4. Prepare a standby team in case of incident detection. 	<ol style="list-style-type: none"> 5. Codify the duties and responsibilities of all stakeholders in your COVID-19 health and safety plan as much as possible, outlining specific roles in the case of incident detection. Ensure this is clearly communicated to all stakeholders. 6. Work with your legal department or an external legal advisor help draw up and approve a framework of responsibilities. Also assess insurance policies and update where necessary. <p>Communication</p> <ol style="list-style-type: none"> 1. Consider establishing a dedicated hotline for clients, vendors or other stakeholders with questions about accessing your facility. 2. Ensure internal comms team has messaging templates for crisis communications in the case of COVID-19 detection.

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

DURING EVENT

HYGIENE AND SANITATION

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

<p>SMM requirements of Singapore government agencies and SG Clean sanitation and hygiene measures include, but are not limited, to the following:</p> <ol style="list-style-type: none"> 1. Adhere to NEA advisories on surface cleaning and refuse management^[1], pest control^[2] and cleaning of toilets^[3]. 2. Adhere to prevailing MOM workplace measures^[4]. 3. Require visitors and staff to wear masks at all times, except where allowed under the Control Order (e.g. where eating, drinking or taking medication, or while hosting broadcasts for virtual / hybrid events). 	<ol style="list-style-type: none"> 4. Ensure visitors and staff are screened for COVID-19 symptoms before they are allowed to enter the event venue or any premises. Ensure entry is refused to any individual that refuses to comply with or fails the screening, or is known to be subject to a quarantine order or stay-home notice. 5. Where F&B services are provided, the sale or provision of pre-packed food and drink is permissible, however self-service buffet is not allowed. Please refer and adhere to ESG’s latest guidelines for SMMs for F&B establishments^[5]. 6. Utilise technology where reasonably practicable to enable touch-less interactions e.g. e-registrations, e-ticket sales.
---	--

Best Practices

<ol style="list-style-type: none"> 1. Ensure high-traffic areas are regularly cleaned (at least twice daily) and apply a self-disinfecting coat on lift buttons, door release buttons and handles etc. 2. Monitor air quality. 	<p>AV Equipment</p> <ol style="list-style-type: none"> 1. In cases where AV equipment is owned and managed by the venue, it is the venue’s responsibility to ensure that all forms of equipment will be cleaned and sanitised after each use. 2. Clean rostrum and replace microphone after each use. <p>Waste Management</p> <ol style="list-style-type: none"> 1. Monitor waste collection and disposal.
--	---

^[1] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines>
^[2] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines/cleaning-and-disinfection/advisories/general-sanitation-and-hygiene-advisory-for-premises-owners-and-operators>
^[3] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines>
^[4] <https://www.mom.gov.sg/covid-19/requirements-for-safe-management-measures>
^[5] <https://www.enterprisesg.gov.sg/covid-19/safe-distance#FB>

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

DURING EVENT

SAFE DISTANCING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

- 1. Maintain a safe distance of at least 1m at all times, this includes in lifts and on escalators.
- 2. Monitor all other safe distancing measures to ensure compliance and prevent crowd bunching.

- 3. Develop a signage plan and implement signs reminding attendees to practise safe distancing and good hygiene practices.

Best Practices

Crowd Management

- 1. Monitor time-allocated entry and exit points and make use of signage to remind all visitors and stakeholders of one-way traffic and routing layout.

Recommended Crowd Management

- 1. Monitor people density / heat maps and visitation data in real time to help with health safety assessments, and, if necessary, make adjustments in layout.

Communication

- 1. Encourage safe distancing with regular public announcements in common areas.
- 2. Signage at potential hotspots to remind attendees to maintain at least 1m spacing between individuals at all times.

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

POST-EVENT

EMERGENCY MANAGEMENT & CONTACT TRACING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

1. Ensure the deployment and use of contact tracing measures (i.e. SafeEntry) for entry into and exit from the event venue or any premises in the event itinerary (including an event hall, a meeting room or a function room).

Medical and Incident Management

1. If an incident is detected, the venue must engage a NEA-accredited specialised cleaning partner to disinfect all contaminated areas, with focus on isolation room and affected routes, immediately after handling COVID-19 cases.
2. Where a confirmed case has been detected, refer to NEA guidelines^[1].

Best Practices

Enforcement Measures

1. Encourage staff to use TraceTogether app.
2. Consider security as the backbone to safety, and ensure the security function is COVID-19 risk-resilient. Work with security providers who exhibit knowledge in having developed their own best practice procedures in relation to COVID-19.

Medical and Incident Management

1. Implement protocol to properly, effectively and emphatically treat persons who 'fail' an initial health screening.
2. When assisting the person from isolation room to transport, it is critical they follow a predetermined, predesignated route so they do not cross paths with others or contaminate other areas.

^[1] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines/cleaning-and-disinfection/guidelines/guidelines-for-environmental-cleaning-and-disinfection>

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

POST-EVENT

HYGIENE AND SANITATION

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Adhere to NEA advisories on surface cleaning and refuse management^[1], pest control^[2] and cleaning of toilets^[3]. 2. Develop and implement a detailed cleaning and disinfecting plan and schedule. Ensure event spaces and common areas are cleaned and disinfected before and after use, including high-touch areas such as tables, chairs, handrails, door handles, interactive kiosks and lift buttons. | <ol style="list-style-type: none"> 3. Provide at all times easily accessible disinfecting agents like hand sanitisers, disinfectant sprays, paper towels and wipes for the free use of visitors and staff, including near high-touch surfaces such as handrails, door handles, interactive kiosks and lift buttons. |
|--|--|

Best Practices

1. Implement or enhance split team arrangements to avoid cross-deployment and limit physical interaction between teams. If cross-deployment cannot be avoided, additional safeguards must be put in place to minimise risk of cross infection.

^[1] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines>

^[2] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines/cleaning-and-disinfection/advisories/general-sanitation-and-hygiene-advisory-for-premises-owners-and-operators>

^[3] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines>

SG SAFEVENT STANDARD CHECKLISTS FOR VENUES

POST-EVENT

EMERGENCY MANAGEMENT & CONTACT TRACING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

Medical and Incident Management

1. If an incident is detected, the venue must engage a NEA-accredited specialised cleaning partner to disinfect all contaminated areas, with focus on isolation room and affected routes, immediately after handling COVID-19 cases.
2. Where a confirmed case has been detected, refer to NEA guidelines^[1].

Best Practices

1. Appointed **SG SafeEvent Ambassador** to report any detected COVID-19 cases to all event stakeholders, along with any content or data needed for event organisers' post event report.
2. Encourage all staff to ensure TraceTogether app is active for 14 days following the event.
3. Implement or enhance split team arrangements to avoid cross-deployment and limit physical interaction between teams. If cross-deployment cannot be avoided, additional safeguards must be put in place to minimise risk of cross infection.

^[1] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines/cleaning-and-disinfection/guidelines/guidelines-for-environmental-cleaning-and-disinfection>

SG SAFE EVENT STANDARD
CHECKLISTS FOR
SUPPLIERS

- » **PRE-EVENT**
- » **DURING EVENT**
- » **POST-EVENT**

SG SAFEVENT STANDARD CHECKLISTS FOR SUPPLIERS

PRE-EVENT

HYGIENE AND SANITATION

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Adhere to prevailing MOM workplace measures^[1]. Some examples are: <ul style="list-style-type: none"> • Require attendees and staff to wear masks at all times, except where allowed under the Control Order (e.g. where eating, drinking or taking medication, etc.) • Communicate relevant SMMs to all staff. 2. Suppliers deploying construction account workers (Work Permit and S-Pass holders under Construction sector to construction sites) will need to apply to BCA before resumption of project can take place). | <ol style="list-style-type: none"> 3. Check all staff have not been in contact with a person with COVID-19 within 14 days prior to event. 4. COVID-Safe Restart Criteria^[2] includes: <ul style="list-style-type: none"> • COVID-Safe Workforce: Construction account workers must download and activate TraceTogether & SGWorkPass App, undergo periodic COVID-19 testing, and completion of BCA's COVID-Safe Training for Workers online. • COVID-Safe Accommodation / Transport: Dedicated accommodation and transport between worksite and accommodation. |
|--|---|

Best Practices

1. All equipment to be sanitised before deployment.

Certification

1. Attain the **SG SafeEvent Supplier** certification.

^[1] <https://www.mom.gov.sg/covid-19/requirements-for-safe-management-measures>

^[2] <https://www1.bca.gov.sg/docs/default-source/bca-restart/covid-safe-restart-criteria.pdf>

SG SAFEVENT STANDARD CHECKLISTS FOR SUPPLIERS

PRE-EVENT

SAFE DISTANCING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Implement a detailed monitoring plan and appointing a Safe Management Officer (“SMO”) to assist with implementation of and compliance with all SMMs at the workplace and relevant premises. 2. Size of site meeting rooms should be pre-planned in anticipation of requirements. Attendees in meetings should be limited and seated at least 1m apart. | <ol style="list-style-type: none"> 3. Implement safe distancing, reducing close interactions (e.g. staggered work and lunch hours) and touch points (e.g. common laptop / iPad); and implement telecommuting and a business continuity plan (e.g. team A / B arrangement). |
|--|---|

Best Practices

1. Appoint **SG SafeEvent Ambassador(s)** to monitor and enforce all safe distancing measures while on-site.
2. Virtual meetings should take precedence over physical operational meetings whenever possible.
3. Duration of operational meetings should be kept as brief as possible.

SG SAFEVENT STANDARD CHECKLISTS FOR SUPPLIERS

PRE-EVENT

EMERGENCY MANAGEMENT
& CONTACT TRACING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. All crew members to use SafeEntry upon entry and exit of event venue. 2. Develop and implement responses to situations such as handling staff who are found to display COVID-19 symptoms, seeking medical treatment for any such attendees (e.g. determining nearest medical facilities and opening hours), coordinating information flow with all relevant parties (e.g. who to contact, how to facilitate contact tracing, informing the relevant authorities, and dealing with external communications). | <ol style="list-style-type: none"> 3. Indicate the number of staff (including contractors) on site, and their job functions. 4. Provide training for staff to ensure they are able to respond to emergency situations and carry out procedures relating to COVID-19. |
|---|--|

Best Practices

1. Appoint **SG SafeEvent Ambassador(s)** as a decision-making authority to plan, implement, and communicate SafeEvent Standard.
2. Encourage all crew members to use TraceTogether app.

SG SAFEVENT STANDARD CHECKLISTS FOR SUPPLIERS

DURING EVENT

HYGIENE AND SANITATION

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

1. Require attendees and staff to wear masks at all times, except where allowed under the Control Order (e.g. where eating, drinking or taking medication, etc.)

Best Practices

Personal Hygiene

1. Suppliers should encourage all staff to observe good personal hygiene, such as regular hand washing with soap and water, avoid physical contact, refrain from touching face or sharing food.
2. Hand sanitisers to be provided at all on-site service counters. Hand sanitiser to be placed backstage.
3. Suppliers to ensure that machinery and equipment shared between staff is cleaned and disinfected before changing hands. Staff should avoid sharing of tools or equipment if possible. Disinfectant spray should be provided at machinery, equipment points and key work areas.

Minimise Touchpoints

1. Contactless payment should be encouraged. Contractors should also conduct frequent cleaning and disinfection of touchpoints or areas with high volumes of human traffic, such as service counters, meeting rooms, meal locations, vehicles for transporting staff, etc.
2. No sharing of hand-held microphones between panellists during event.
3. Avoid using 'roving' or shared microphones for Q&A sessions. Questions from audience should be submitted digitally via an event app.
4. All equipment, including microphones and clickers, to be sanitised after each session.

Others

1. If sharing of equipment is unavoidable during a single session, a two-clicker system must be used. Stagehand must wipe down each clicker after each speaker before sharing can be permitted.
2. Frontline staff to be fully and adequately equipped with necessary PPE if deemed appropriate.
3. To be clear on responsibilities between venue operator, event organiser and suppliers on cost relating to hygiene and sanitation matters within designated event spaces.

SG SAFEVENT STANDARD CHECKLISTS FOR SUPPLIERS

DURING EVENT

SAFE DISTANCING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

1. Maintain a safe distance of at least 1m at all times.

Best Practices

Safe Distancing

1. Companies must demarcate safe physical distance with visual indicators or through physical means, especially where congregation or queuing is likely to take place, such as site customer service counters, operations offices.
2. Consider use of clear screen to separate personnel where they might be within confined space for long period.
3. Safe distancing measures within designated supplier work site and related equipment / hardware are the responsibility, and at the cost of supplier.

Break Hours

1. Companies should stagger break hours as much as possible to reduce congregation of staff in common areas.
2. Companies should ensure that staff do not socialise or congregate on-site unnecessarily.

SG SAFEVENT STANDARD CHECKLISTS FOR SUPPLIERS

DURING EVENT

EMERGENCY MANAGEMENT & CONTACT TRACING

GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT

<ol style="list-style-type: none"> 1. Adhere to NEA guidelines^[1] for environmental cleaning and disinfection of areas exposed to confirmed case(s) of COVID-19 in non-healthcare premises. 2. Ensure detailed procedures are developed and implemented with event organiser, in the event that a staff member is found to display COVID-19 symptoms (e.g. isolating the individual in a safe area, closing off affected sections / areas, cleaning and disinfecting potentially contaminated surfaces, establishing a protocol for proper waste management, especially biohazardous waste). 	<ol style="list-style-type: none"> 3. Temperature screening, as long as mandated by government, should be conducted twice daily on all work sites. Anyone who is unwell or has a temperature above 37.5 degrees Celsius will be denied entry to the work site. Ensure regular checks of staff who are unwell on site or exhibit COVID-19 related symptoms.
---	---

Best Practices

<p>Implement Shifts or Split Teams</p> <ol style="list-style-type: none"> 1. Companies should split staff into shifts or teams wherever possible. 2. Avoid or minimise having staff work in more than one team or work / event site. If cross-deployment cannot be avoided, additional safeguards must be put in place to minimise risk of cross infection. 3. Encourage all standby crew members to download and activate TraceTogether app. 	<ol style="list-style-type: none"> 4. Companies should keep track of staff attendance on-site, including arrival and departure time to facilitate contact tracing where necessary. 5. SG SafeEvent Ambassador(s) shall file temperature screening records and present for checks upon request.
---	---

^[1] <https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines/cleaning-and-disinfection/guidelines/guidelines-for-environmental-cleaning-and-disinfection>

SG SAFEVENT STANDARD CHECKLISTS FOR SUPPLIERS

POST-EVENT

HYGIENE AND SANITATION

Best Practices**Housekeeping & Waste Management**

1. Stringent housekeeping of site and operation offices must be observed by suppliers.
2. Suppliers should ensure proper cleaning and disinfection of deployed items after each deployment period.
3. Disinfectants suitable for coronavirus disinfection are to be used to ensure effective cleaning.
4. Rental items that require regular contact, such as touch screens and remote controls, should be cleaned and disinfected regularly by renters.
5. Ensure refuse bins are covered at all times. Proper disposal of contaminated items and waste must be ensured by all suppliers operating in the event venue on a regular basis.

SG SAFEVENT STANDARD CHECKLISTS FOR **SUPPLIERS**

POST-EVENT

**EMERGENCY MANAGEMENT
& CONTACT TRACING****GOVERNMENT SAFE MANAGEMENT MEASURES REQUIREMENT**

1. All crew members to use SafeEntry upon exit of event venue.

Best Practices

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Encourage all crew members to ensure TraceTogether app is active for 14 days following the event. | <ol style="list-style-type: none"> 2. Appointed SG SafeEvent Ambassador to report any detected COVID-19 cases among crew to all event stakeholders. Provide support on content or data needed for event organisers' post event report. |
|--|--|

| HYBRIDISATION |

THE SHOW MUST GO ON(LINE)

The need for digital transformation has been accelerated by COVID-19. For a resilient industry, the experience of travelling and attending events has also been fundamentally altered. While many businesses and attendees have already made the ‘pivot’ to digital events, it’s important to note that ‘live’ event formats cannot simply be replicated online – content and engagement must be redesigned for the virtual world. Rather than a ‘copy and paste’ approach, businesses and attendees should navigate this new virtual terrain with ingenuity and leverage opportunities to enhance live events.

When it comes to virtual events, the organiser isn’t just curating a one-time experience, but establishing an online community that will continue to interact after the event is over; transcending into a full digital experience. The live event becomes a valuable platform where these communities can meet face-to-face, while the digital experience serves to extend these face-to-face interactions. When used effectively in tandem, the live and digital experiences have the potential to be highly engaging. This synergistic marriage is the mark of a successful hybrid event.

While this chapter is not meant to be definitive, we hope it will prove valuable in helping event organisers maximise digital platforms and experiment with hybrid event formats. Future editions of the IRR will include further information on how to monetise hybrid events.

WHAT IS A

| **HYBRID EVENT?** |

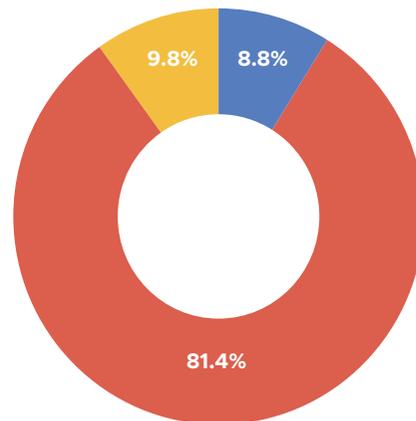
A hybrid event is an event where some attendees are connected virtually while others are present in person. This can allow event professionals to achieve the best of both worlds, as demonstrated in the table below:

Physical event	Hybrid event	Virtual event
<ul style="list-style-type: none"> • A large multi-session event with a limit set on the attendees present • Benefits from face-to-face interaction and the opportunity to network • Leads to a fear of missing out (FOMO) amongst consumers who are unable to attend 	<ul style="list-style-type: none"> • Combination of a live face-to-face event with virtual perks and components • Opportunities to facilitate interactions and engagements amongst offline and online attendees 	<ul style="list-style-type: none"> • Tends to be a large multi-session event with a wide reach • Might be free or chargeable • A confluence of online attendees with a virtual marketplace, without a physical limitation of numbers for both exhibitors and attendees

THE CASE FOR HYBRID EVENTS

In a recent survey commissioned by STB and SACEOS^[1], 91% of event organisers said they are looking to subscribe to a hybrid model. Of these, 81% also said that they are still learning and experimenting with this new format.

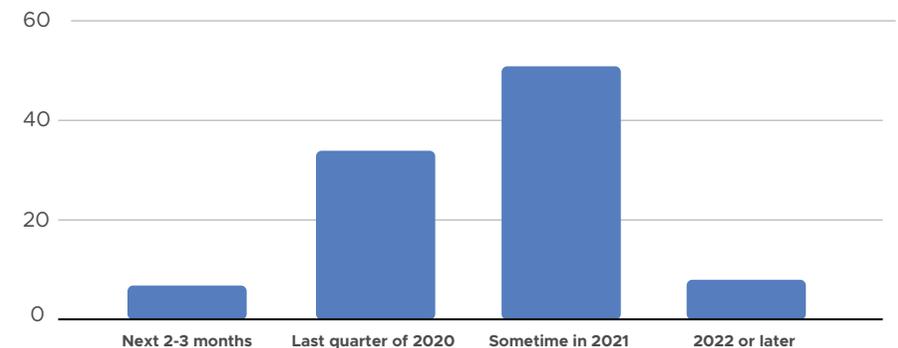
Are you planning on transforming your future events into a Hybrid model (i.e. physical + virtual)?



- No, I believe only in face to face
- Yes, but I am still learning and exploring how to get it done
- Yes, I'm ready to go

This learning process must be accelerated because attendees remain hesitant to gather in large numbers. According to a poll commissioned by STB in June, close to 60% of event attendees said they would feel uncomfortable attending a business event of more than 300 people before 2021.

When at the earliest would you feel comfortable attending a large business event, such as a meeting or tradeshow (over 300 pax)?



While this does make a compelling case for hybrid events, it must be said that there is a clear discrepancy between the price one is willing to pay to attend a live event and the price one is willing to pay to attend a virtual event. 15% of event professionals polled believe that digital events should be free, while around 76% believe that a digital event should be less than half the price of a live event. More than 50% feel that the price of a digital event should not be higher than a quarter of the price to attend a live event.

While it is encouraging to know that most consumers are willing to pay for online engagement, it is important to note that monetisation remains a challenge, and one that requires a creative value proposition to overcome.

^[1] Poll conducted with audience at 2 webinars: WIT Virtual & SACEOS Igniting Virtual & Hybrid Events.

BENEFITS OF | HYBRID EVENTS |

While we cannot deny the palpable impact of face-to-face connections, integrating digital tools can complement the physical meeting. Creating a hybrid model, therefore, presents a range of tangible benefits.

Extend the Event Lifetime:

In a hybrid model, your digital content can continue to create value even after the physical event is over. For example, videos and session recordings can be made available online and accessed 'on demand' for a nominal fee, thus extending your potential monetisation capabilities. Further brand and lead-generation options for sponsors could also be made available online.

Extend the Event Reach:

The introduction of a virtual space can dramatically increase your event reach. Hybrid events immediately counter the problem of a limited physical space by giving participants the option to join virtually. This also opens up opportunities to attract new audience segments, as consumers who may not be able to travel to the physical event can now be part of the virtual experience. This will allow you to expand your audience size at a relatively low cost.

Increase ROI:

With an increase in reach, organisers will be able to increase the return on investment, which is an attractive prospect to all stakeholders. By charging a nominal fee for virtual attendance, organisers can counterbalance costs of the physical event, and potentially increase revenue. The reach achieved by digital components can be increased, while decreasing the cost-per-head of the event. Moreover, the event becomes highly scalable, presenting a variety of options for brands and sponsors.

Virtual Perks:

Virtual features allow for more flexible attendee management and data mining capabilities. Once registered, attendees can be privy to an interactive and engaging digital environment that allows for actions such as one-on-one chat rooms, a live Q&A forum, curated resources, interactive polling options and direct calls to action. Such fluid interactivity, without the constraints of time and space, is only possible in the digital sphere where the audience has quick access to both content and a community of peers — all from the comfort of their own homes.

Interaction in such a space also allows organisers to be more attuned to the tendencies and actions of their event attendees. Organisers can track the activity and actions of their potential prospects and event goers, thus generating qualified leads. This also results in more data-driven decisions that can inform programming, format and content for future events.

| HYBRIDISATION |

UNIQUE CHALLENGES & OPPORTUNITIES

No longer an afterthought, virtual event components must be strategically implemented to ensure the experience of online attendees is purposeful — simply providing a live stream of the physical event is not going to cut it. Here are some key considerations when it comes to designing a hybrid experience:

Speakers

For the foreseeable future, some speakers may not be willing to travel due to safety concerns or travel restrictions. Managing remote speakers is crucial to the success of any hybrid event.

Challenges

- Ensuring the speaker's internet connectivity is of a good standard and that his / her technology does not fail during the live event.
- Preparing a contingency plan in case remote speakers fail to turn up, due to time zone difference or any other unforeseen circumstances.

Opportunities

- The inclusion of remote speakers allows the event organiser to overcome geographical barriers and possible clashes in schedule, potentially resulting in a wider speaker pool.
- Remote speakers are also more cost-effective as you will be able to save on travel and accommodation costs, while retaining the knowledge and expertise they bring to the table.

| HYBRIDISATION |

UNIQUE CHALLENGES & OPPORTUNITIES

Sponsors

Hybrid events can drastically increase brand exposure opportunities for sponsors due to the increased reach of digital platforms. Now, sponsors can enhance their presence on two fronts — the digital and the physical.

Challenges

- Some sponsors prefer face-to-face interaction for lead generation purposes, so it can be challenging to attract sponsors to an event with a higher proportion of virtual attendees.

Opportunities

- The digital component of the event allows sponsors to measure brand engagements with more precision.
- Frictionless lead generation can be achieved. When a lead visits a sponsor's page or digital booth, actions like scanning the visitor's badge become obsolete and leads can be captured automatically.
- A digital exhibition booth can be made available to attendees at all hours of the day, beyond the duration of the physical event.
- Sponsors can set up online rooms that connect directly to attendees.

| HYBRIDISATION |

UNIQUE CHALLENGES & OPPORTUNITIES

Attendees

Ultimately, the attendees are the focal point of any event and curating a positive experience through both physical and digital means will be the key to success. Combining the physical and virtual worlds with creativity will be an important factor.

Challenges

- Without the energy of a live experience, engaging online attendees can prove challenging.
- Bridging the gap between attendees who physically attend the event and attendees who join virtually.
- Deciding on the time zone in which the event will be set so that attendance is feasible for as many attendees as possible.

Opportunities

- The multitude of digital features will allow for unique modes of engagement with event attendees.
- Digital engagement is cheaper and more efficient for attendees — virtual attendees can sign in and immediately start engaging with your event content.
- Eradicate the hassle of queues! Thousands of people will be able to join simultaneously without having to worry about queueing.

ESSENTIALS OF A

| HYBRID EVENT |

1. AN INTEGRATED EVENT MANAGEMENT PLATFORM

An event management platform that integrates various technology suppliers will prove critical to the success of a hybrid event — and can assist with pre-event compliance, on-site management during the event, and post-event analysis. Be sure to consider the following:

1. Navigable event website
2. Comprehensive e-marketing strategy
3. Easy pre-registration for attendees
4. Exhibition service manual
5. Business matching systems
6. Mobile apps
7. Gamification
8. Social networking features
9. On-site registration booths
10. Live Q&A sessions
11. Lead exchanges
12. Heat maps and data analytics

Like any face-to-face event, organisers of hybrid events will need to create, connect, and measure each step of the event journey to ensure successful integration of all components.

ESSENTIALS OF A

| HYBRID EVENT |

2. RELIABLE DIGITAL PLATFORMS

For a hybrid event, you technically have two venues: the physical venue (hotel, ballroom, meeting room, convention centre), and the digital venue.

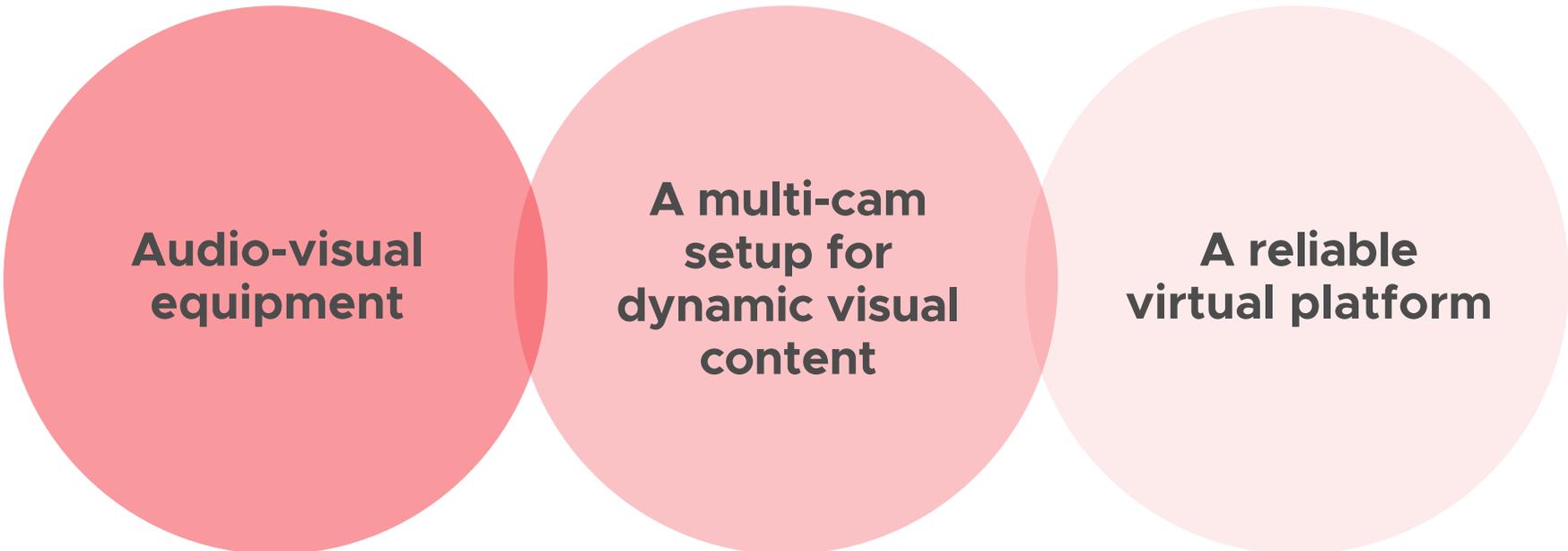
Running the virtual component of your event requires a “digital venue”, better known as a Virtual Event platform. It should be easy to navigate for attendees, straightforward to build for the organiser, and provide metrics for measuring the key data analytics of the event.

Above all else, the technology used must be reliable. It should be highly secure, capable of supporting a large volume of attendees and be built with HTML5 for easy access on any browser or device. It is important to note that some attendees may access the event remotely via their smartphones and mobile devices, so compatibility with popular mobile operating systems is definitely something to consider.

ESSENTIALS OF A **HYBRID EVENT**

3. STREAMING TOOLS

When virtual components are integrated into the event, planners must consider the additional tools and requisite skillsets required to facilitate the smooth running of virtual facilities. Such tools include, but are not limited to, the following:



**Audio-visual
equipment**

**A multi-cam
setup for
dynamic visual
content**

**A reliable
virtual platform**

ESSENTIALS OF A

| HYBRID EVENT |

4. CYBERSECURITY AND DATA PROTECTION

Event organisers and their partners are obliged to deliver a secure virtual meeting environment that is compliant with all regulatory needs and ensures all aspects of data privacy and security are met. The framework below is a broad-based set of SOPs, which extends to event organisers, event technology platform providers, IT subcontractors and any other stakeholder dealing with data:

- Appropriate authentication protocols to secure meeting access.
- Security of data, its storage, and encryption measures.
- Methodology of information protection and concomitant sharing obligations, inclusive of any global and local regulations that may apply, such as Personal Data Protection Act and General Data Protection Regulation.
- Organisers should specifically check compliance aspects of offering solutions like lead generation or marketing services to third parties.
- Obtaining the relevant rights and consent from participants.
- Authentication protocols for internet connections (wifi or Ethernet based).
- Fulfilling the requirement to appoint a Data Protection Officer (DPO) depending on various factors and obligations of all parties involved.

Event organisers are urged to understand the privacy and security features of technology platforms in detail, and wherever required, involve internal IT teams or third-party consultants to ensure all boxes are ticked. Often, your event platform partner will be the best consultant and source of information with regards to cybersecurity.

In case of a data breach, prepare an action plan that outlines liabilities and stakeholder management. For additional reading and practical guidance see:

- [PDPC's Advisories on Collection of Personal Data for Contact Tracing.](#)
- [Practical guide on building secure websites and ensuring proper data governance from Cyber Security Agency of Singapore and PDPC.](#)

| THE 3Cs OF CONTENT |

Whether your event is live, virtual or hybrid, content is (still) king. Keep virtual audiences engaged with broadcast-style format that features:

Captivating Content

Leverage multimedia like videos and infographics to bring your agenda to life. Using visual content like motion graphics or animations, not just as a precursor to the event, but during the event via snippets or video introductions for speakers, will help ensure attendees remain engaged throughout the event.

Well-utilised advertising panels, logo banners, exciting media walls with an assortment of content and virtual backgrounds for your hosts or speakers will help keep attendees' attention on their screens. Interactive content, such as live polls, can make sessions more engaging and provide insights to help tailor content in real-time.

Event organisers should anticipate that virtual attendees will be multitasking while they're tuning in to your event, and will likely be more easily distracted by their physical surroundings. To overcome this, content should be carefully curated, with sessions taking no more than an hour each — however some exceptions can be made for keynote speakers or content champions. Shorter sessions rolled out over multiple days (and later made available on demand) will make content easier to consume.

Cinematic Content

A theatrical experience, or 'wow-moment', is the bedrock of live events. In the virtual world, this can translate into a cinematic experience.

With a plethora of cinematic content options available, organisers should design content to cater for the likely demographics and intentions of attendees. Cinematic content should be snappy, featured prominently, and updated regularly to entice constant viewing — like a viral Tik-Tok video, informative TED talk, or Netflix special. Be sure to identify the right type / tone of cinematic content for various stages of the event.

Live sessions should be utilised to create impactful moments that can only be had in-person, with a focus on creating shared and memorable experiences.

Collaborative Content

The appeal of a hybrid event is the ability to create a decentralised community where both attendees and speakers can collaborate and co-create. Utilising virtual break-out rooms, dedicated groups on social media, or live forums that exist beyond the parameters of the scheduled event can help to foster a collaborative spirit and generate more value for both attendees and sponsors.

THE 5 PILLARS OF
HYBRIDISATION



THE 5 PILLARS OF

HYBRIDISATION**1****Community Building**

Without the limits of space and time, hybrid events allow for the creation of non-localised communities that gather around a shared purpose or value. It is the responsibility of the organiser to build and nurture this virtual community, ensuring it is as inclusive as possible. Simplifying access points for some event activities and offering subtitles to webinars can help to ensure attendees feel equally part of a nascent virtual community.

A focus on community needs (and target audience) is paramount. Crowdfund ideas and co-create activities with participants to allow them to voice opinions and ideas. Ask them what they want to gain from the event and find a way to deliver on those expectations.

With hybridisation, there is also an opportunity to leverage existing platforms like WhatsApp, LinkedIn, Slack or even Facebook to create sub-groups and foster ongoing collaboration.

2**Digital Engagement**

Event organisers should be laser-focused on delivering the right engagement for the appropriate platform — be it physical or digital. The virtual world has different demands compared to the physical, so activities and agendas should be redesigned accordingly.

While face-to-face interaction cannot be replicated, social networking can be encouraged by hosting virtual ‘happy hour’ with home-delivered beverages, or games played on virtual platforms.

As mentioned above, collaborative content and peer interactivity help to keep attendees engaged, as does a speaker or moderator with a certain level of charisma. Polls, Q&A sessions and gamification can also stimulate engagement (both online and offline), especially when participation is rewarded with prizes, promo codes, or sponsor-backed deals.

THE 5 PILLARS OF

HYBRIDISATION**3****Learning
Opportunities**

The ability to add value and transmit information in an easy-to-digest way is another key element. Steer clear of gimmicks and ‘hard-sell’ pitches. Instead, focus on providing inspirational and thought-provoking content, and make use of audience data analytics to present different perspectives, address generational gaps and create meaningful debate.

To maximise the conduciveness of the learning environment, ensure content shared is not only digestible, but that it flows seamlessly from one idea to the next. Create a content storyboard and map this against the customer journey of a physical and virtual event attendee. A central hub or content dashboard with on-demand content will also increase learning opportunities.

4**Defining
Practical
Outcomes**

It is crucial for the event organiser to run meetings and sessions on time in accordance with the agenda. Ensure that realistic targets are set, and key event takeaways are clearly delineated. These should all contribute to an overarching purpose and goal — be it to generate business or foster knowledge exchange.

Don’t be afraid to ask attendees what they want to get out of the meeting or event and steer the content and flow accordingly. Attendees should receive relevant and targeted recommendations over the course of the event, while sponsors and exhibitors should obtain relevant leads or gain brand exposure.

THE 5 PILLARS OF

| HYBRIDISATION |

5

Commerce

The commercialisation of hybrid events is at a nascent stage. Event organisers should focus on creating value for attendees (via online content or products), which can then be monetised.

With digital content, there is an opportunity to turn an annual event brand into a 365-day suite of products for an industry community, which in turn, provides additional revenue streams. Establishing ancillary revenues through online sales and the monetisation of data analytics are other means of reaping commercial benefits of the event.

The sales approach for hybrid event format should be met with new and creative marketing solutions. Most importantly, ensure that the event can be executed before going into the market.

HOW TO GET | **STARTED** |

Hybrid Event Tech Providers in Singapore

A list of Singapore-based event technology companies that provide products and solutions to power hybrid events can be found at www.saceos.org.sg.

Government Support and Grants for Digitalisation

There are various levels of support and grants^[1] from the Singapore Government that can help MICE and Events businesses across these areas:

- Development of Innovative Technology / Product
- Organising Events in Singapore
- Upgrade Business Capabilities
- Venture Overseas

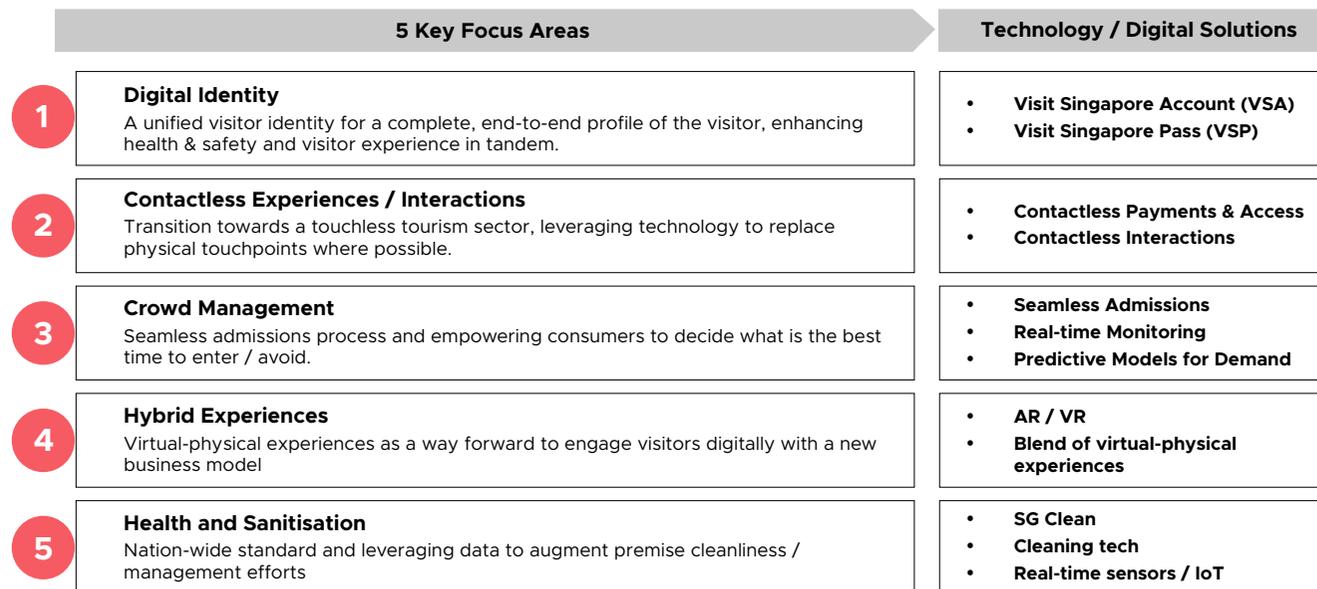
A summarised list can be found at www.saceos.org.sg.

^[1] Out of 16 Singapore respondents, 89% of them shared that public investments are “either necessary or essential and necessary” in digitalisation (25th edition of “UFI Global Exhibition Barometer” research, July 2020).

HOW TO GET STARTED

Harnessing Technology to Emerge Stronger – 5 Key Focus Areas for a Safe, Seamless Experience

The need for digital transformation has been accelerated by COVID-19. For a resilient industry, the experience of travelling and attending tourism events will also be fundamentally altered, reinforcing the urgency for the tourism industry to transform^[1]. Given these consumer shifts and industry challenges, the STB has developed 5 key focus areas for the industry to consider adopting that can enhance the safety and experience of visitors at the physical event.



We encourage members to adopt STB's "Learn-Test-Build" initiatives. More information can be found [here](#).

^[1] Out of 16 Singapore respondents, 63% of them shared that there is increase in investment in the area of digitalisation due to COVID-19 (25th edition of 'UFI Global Exhibition Barometer' research, July 2020).

THE HYBRIDISATION | CHECKLIST |

Programming

1. Curate agendas to cater to time zones of targeted regions
2. Four to six hours of content per day is recommended, with short breaks and session durations not exceeding an hour
3. Integrate the programme with tech to create a well-rounded experience
 - Ensure frequent use of interactive tools to make sessions interactive
 - Customised agendas should allow for a combination of selected sessions, networking, group chats, virtual booth visits, etc.

Technology, Data and Cyber Security

1. Select Virtual Event Platform
2. Evaluate for ease of integration of registration data from online and offline registration
3. Select Live Video Production Tool
 - This can be produced internally or outsourced
4. Select Live Streaming Tool
 - Ensure live streams are accessible to your audience (e.g. audience from China, Indonesia and the Middle East may face restrictions on some popular live stream platforms)
5. Select Digital Venue (aka Virtual Event Platform)
 - Evaluate for ease of use, navigation, branding, bearing in mind that this platform determines the Customer Experience of the digital event
 - Evaluate for built-in engagement tools (e.g. Chat, Live Q&A), and / or the possibility to easily integrate other engagement tools
 - Ensure Service Level Agreements for real-time support meets your requirements during the day(s) of the event

THE HYBRIDISATION | CHECKLIST |

6. Ensure reliable and secure wifi internet connection for participants at physical venue
 - Implement a password for your event restricted to participants only
 - Restrict bandwidth usage for video uploads and downloads on-site
7. Ensure dedicated wired ethernet connection of at least 10mbps speed for uploading of videos for live streaming at venue
 - Ensure internet line is segregated and relevant firewall systems are in place
8. Ensure compliance with Data Protection regulations
9. Ensure Cyber Security Testing is performed on your digital properties

Networking and Matchmaking

1. Ensure initial participants and companies profiles creation on the event platform is done to allow the algorithms to do accurate matchmaking
2. Ensure participants are onboarded and the benefits communicated clearly to ensure good participation rate
3. If possible, promote the ability to sign in using social media accounts
4. Consider creating special interest groups that will enable networking in smaller groups

Community Building, Integration and Engagement

1. Engage participants through tools like chats, polls, questions and answers (Q&A), quizzes
2. Gamify the event through strategies like rewards for most active participants, voting for best questions and recognize the winners

THE HYBRIDISATION | CHECKLIST |

3. Merge physical and virtual community
 - Acknowledge and recognise online participants at physical event
 - Make Live polls, Q&A and quizzes available to both online and physical participants
 - Consider a virtual emcee as the “voice” of the online participants
 - If relevant, create a Chat room accessible to both online and physical participants
 - If relevant, allow one-on-one video calls and chat among participants

Metrics and Measurement

1. Ensure activities and engagement online are captured properly
Some examples are participant demographics, tracking who logged in for a specific talk, how much time spent, how many and who downloaded a particular white paper, who visited a virtual booth, etc.
2. Ensure the event platform gives the relevant reports for the metrics important for your event

Operations

1. Onboard stakeholders (speakers, sponsors and exhibitors) at least 4 to 6 weeks prior to the event
2. Conduct training and rehearsals with stakeholders as the experience may be new to many of them.
Allow sufficient time for repeat rehearsals
3. Prepare a run sheet down to the minute listing down all the activities during the event
4. Prepare for contingency plans in case live streams break down. Consider polls, surveys or pre-recorded videos
5. Have a clear and concise Frequently Asked Questions (FAQ) document for participants

THE HYBRIDISATION | CHECKLIST |

Supplier / Venue Management

1. Identify the solution providers. A typical value chain will include venue, Audio Visual (AV) production company, event platform provider, and in some cases telco / broadband services providers
2. Space design at mainstream venues (hotels, conventions centres) to consider layout, lighting, online and physical participant interaction. Note that hybrid venues, such as recording studios, come fully integrated with all technology and also offer space to accommodate mid-size audiences
3. Structure project team communications with internal team (Information Technology, Operations, etc.) and suppliers
4. Plan meetings to test technology and integrations
5. Adhere to SG Clean hygiene and sanitation measures, a nationwide mark of assurance of good sanitation and hygiene practices, and adopt technology solutions such as cleaning technology and real-time indicators to maintain these health and sanitation standards

| CAPABILITIES AND SKILLS |

EMERGING STRONGER

Beyond establishing a safe environment in which live, digital and hybrid events can take place, the long-term resilience of Singapore's MICE and Events ecosystem will depend upon the development and integration of new skills and abilities.

MICE and Events professionals build communities and create marketplaces for the exchange of business and ideas. MICE and Events are a catalyst for economic recovery — driving Singapore's knowledge and innovation economy and reaffirming the brand equity of Singapore as a safe, vibrant and inspiring place to meet.

To ensure MICE and Events continue to be economic enablers, we cannot default to a 'business as usual' approach once venues and borders reopen. COVID-19 has fundamentally changed consumer behaviours, so we too must change.

CAPABILITIES AND SKILLS

NEVER LET A GOOD CRISIS GO TO WASTE

This crisis has provided the opportunity for SACEOS, STB, ESG and the industry at large to come together and better appreciate how MICE and Events can be harnessed as a platform for economic, trade and business growth. In essence, this boils down to the need to continue to create value — for customers, government, and industry stakeholders.

As value chains continue to shift, we must create resilience through capability and adaptability.

Re-engineering educational pathways to help instill the skills needed for future success is a critical first step. This includes shifting capability and skills development away from operational and project management (which makes up the majority of tertiary education content) and focusing instead on the following areas:



| CAPABILITIES AND SKILLS |

NEW EDUCATIONAL PATHWAYS

Much of the existing academic curriculum for aspiring MICE and Events professionals is focused on logistics and operations, but operational management in itself is not a value-creator.

The IRR is working with various higher learning institutes and global industry associations to develop new programmes for (1) 'resilient industry' training and certification, (2) internships and traineeships, and (3) tertiary education. These programmes are event agnostic and will include:

- SG SafeEvent training and certification
- Bite-sized modules and accredited certification made available online
- 15-hour certifiable courses through Singapore Management University (SMU) – available from September 2020
- Courses with Singapore Polytechnic and Institute of Technical Education (ITE)
- BSc in Event Management at Singapore University of Social Sciences (SUSS)
- Internships that bring skills from adjacent industries into MICE, such as digital and broadcasting expertise

| CAPABILITIES AND SKILLS |

NEXT STEPS

A five-week webinar to introduce the business fundamentals mentioned above will soon be made available to SACEOS members.

A proposed Bachelor of Science in Events Management at SUSS was recently established, and the SACEOS, in partnership with STB and ESG is working closely with the Ministry of Education to ensure the curriculum is reflective of current and future working environments.

Further details on training and certification will be announced in due course, along with corresponding government support and grants.

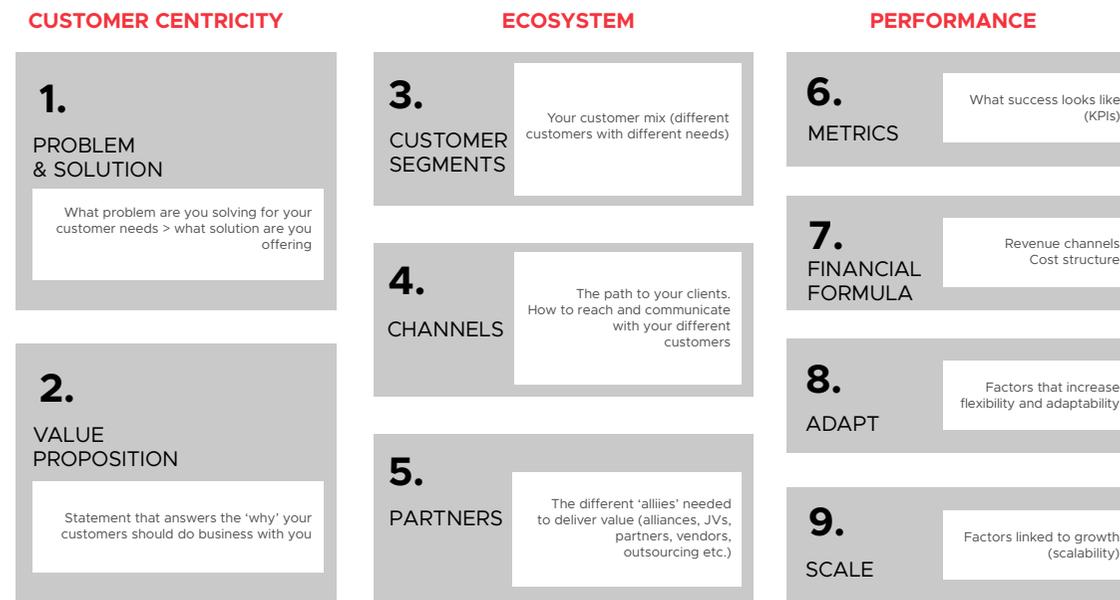
BUSINESS MODEL INNOVATION

BUSINESS TRANSFORMATION

For a resilient industry, the only certainty is uncertainty — this much, we know. As an industry, we also know that new roles, rules of engagement and market needs will be created. Therefore, we can define plausible scenarios in order to be better prepared and better equipped.

While every stakeholder in the future MICE and Events ecosystem will have different needs, factors such as customer centricity, scalability and sustainability will remain integral factors across the board.

The framework below will help in assessing how organisations can capture and deliver value moving forward.



Based on the approach above, SACEOS is currently developing a methodology that will help various MICE and Event industry stakeholders chart a course for the future. This methodology will be a step-by-step process that will allow participants to walk away with a tactical set of recommendations that can be implemented and monetised. This proprietary methodology will be rolled out in the months ahead.

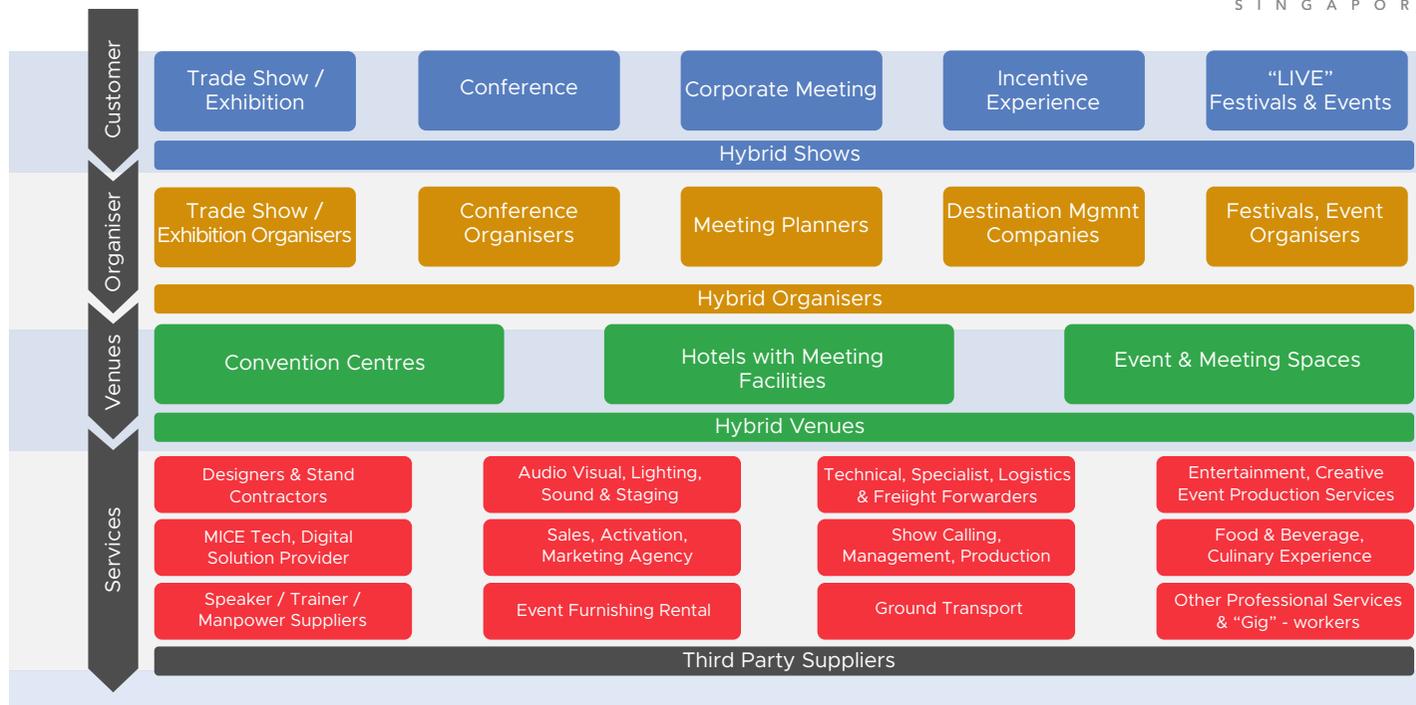
EVENTS COMMUNITY NETWORK

FUTURE-FOCUSED

In order to galvanise the industry in future-proofing itself, we are also creating an Events Community Network. This is a qualified list of industry stakeholders (and corresponding SSIC codes) that will help Singapore’s MICE and Events industry measure and communicate the value that we create.

A strategic objective of the IRR is to engage the entire MICE and Events ecosystem to create a network that generates ideas exchange, and business-to-business opportunities for future growth. Key industry stakeholders include:

MICE & Events Ecosystem

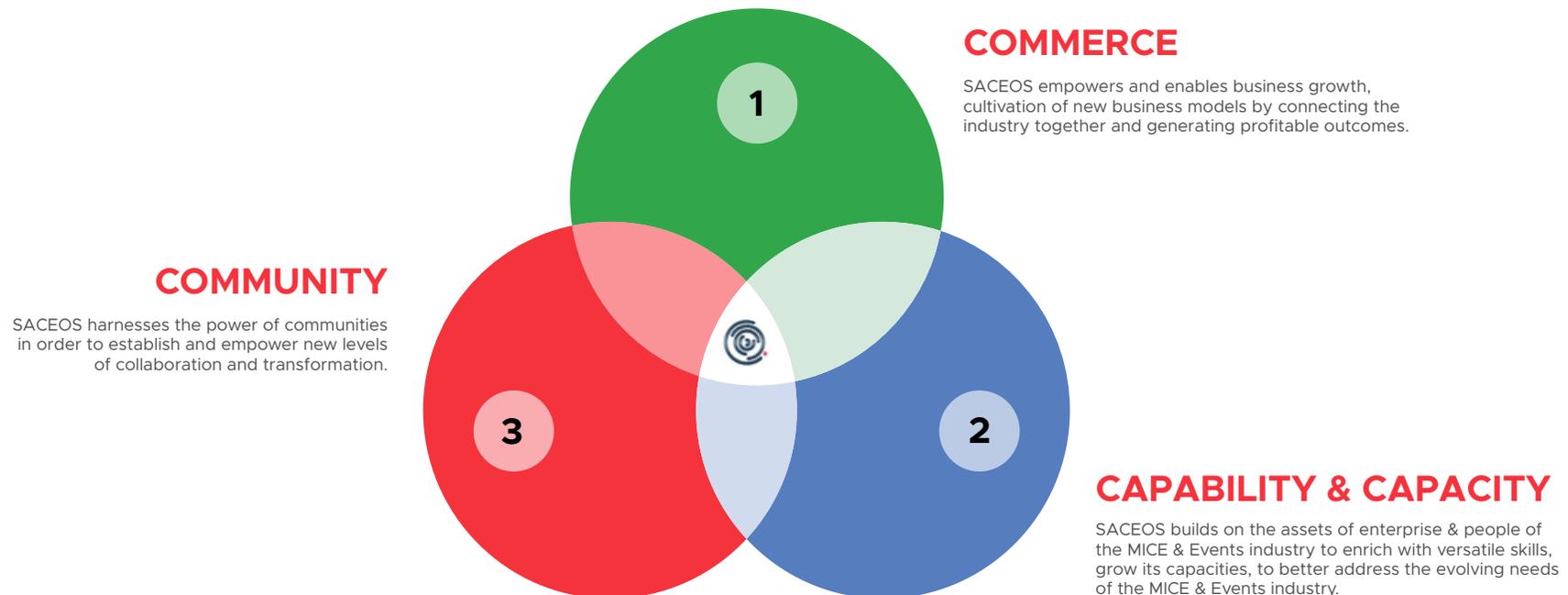


EVENTS COMMUNITY NETWORK

FUTURE-FOCUSED

Similar to new business models and capabilities, the transformation of Singapore's MICE and Events industry will require the power of community, and a united industry voice. We are currently collecting data in order to ensure future grants and training programmes are as inclusive as possible.

We need your input to make this happen. If you feel your business could be suitably placed in the Events Community Network, please contact the SACEOS secretariat at: Secretariat@saceos.org.sg



| GLOSSARY |

GLOSSARY OF TERMS

ESG	Enterprise Singapore	PAX	people / persons / occupants
ICA	Immigration & Checkpoints Authority	PDPA	Personal Data Protection Act
MICE	Meetings, Incentives, Conventions/ Conferences, Exhibitions	PPE	Personal protective equipment
MOE	Ministry of Education	SACEOS	Singapore Association of Convention & Exhibition Organisers & Suppliers
MOH	Ministry of Health	SFA	Singapore Food Agency
MOM	Ministry of Manpower	STB	Singapore Tourism Board
NEA	National Environment Agency	WHO	World Health Organisation

CREDITS

ACKNOWLEDGEMENTS

The IRR has been prepared in consultation and with the support of the MICE and Events ecosystem in Singapore, including government authorities, event organisers, venues and suppliers. IRR Working Group Members include:

CO-LEADS

YAP Chin Siang
Deputy Chief Executive,
Singapore Tourism Board

Aloysius ARLANDO
President, SACEOS
Chief Executive Officer,
SingEx Holdings

PUBLIC AGENCY REPRESENTATIVES

Edward KOH
Executive Director,
Singapore Tourism Board

Andrew PHUA
Executive Director,
Singapore Tourism Board

KEE Ai Nah
Executive Director,
Enterprise Singapore

INDUSTRY REPRESENTATIVES

Oscar CEREZALES
Vice President, Industry & Enterprise,
SACEOS
Global Executive Vice President,
Corporate Division,
Chief Operating Officer, Asia Pacific
Region, MCI Group

Anthony CHONG
Group Managing Director,
Exhibitions and Thematic,
Kingsmen Creatives

Abdul GHANI Bin Zainolabidin
Deputy Managing Director,
APT Showfreight

Veemal GUNGADIN
Vice President, Digital & Innovation,
SACEOS
Chief Executive Officer,
Global Sign.In

Richard IRELAND
Vice President, Professional
Development, SACEOS
Managing Director, Clarion Events

Chris KILBEE
Executive Director, ASEAN,
Informa Markets

Mathias KUEPPER
Managing Director,
Koelnmesse Pte Ltd

Mike LEE
Vice President, Sales,
Marina Bay Sands

Arun MADHOK
Chief Executive Officer,
Suntec Singapore

Gerard RODRIGUES
Managing Director,
Expo AV-Insync & DK Studios

Selina SINCLAIR
Vice President, Community,
Advocacy & Communications, SACEOS
Global Managing Director,
Pacific World

Dylan SHARMA
Director,
TRICOM Events

Nancy TAN
Managing Director,
Ace:Daytons Direct

Don TSAI
Honorary Treasurer, SACEOS
Director, First Wave

SECRETARIAT

Bitu SEOW
Executive Director, SACEOS

Christine LEE
Contributor

Eileen HAIR
Contributor

Lauren ARENA
Editor

SUPPORTING PARTNERS

Government Agency Partners

Singapore Tourism Board
Enterprise Singapore
Infocomm Media Development Authority
Workforce Singapore

Institutes of Higher Learning

Institute of Technical Education
Singapore Management University
Singapore University of Social Sciences
Singapore University of Technology and Design

Association

Singapore Association of Convention & Exhibition
Organisers & Suppliers

Private Sector Organisations – MICE

Venues

Marina Bay Sands Pte Ltd
Resorts World at Sentosa Pte Ltd
SingEx Holdings Pte Ltd
Suntec Singapore International Convention &
Exhibition Centre

Organisers

Ace:Daytons Direct (International) Pte Ltd
BCD Meetings & Events Asia Pacific Pte Ltd
Clarion Events Pte Ltd
First Wave Pte Ltd

George P Johnson (Singapore) Pte Ltd
HRM Asia Pte Ltd
Hustle & Bustle Pte Ltd
Informa Connect
Informa Markets
International Conference Services
Koelnmesse Pte Ltd
MCI Group Asia Pacific Pte Ltd
Pacific World Meetings & Events Singapore Pte. Ltd.
RELX (Singapore) Pte Ltd
TRICOM Events Pte Ltd

Suppliers

APT Showfreight (S) Pte Ltd
Expo AV-Insync Pte Ltd
Freeman Pte Ltd
GlobalSign.In Pte Ltd
Globibo Singapore
Kingsmen Exhibits Pte Ltd
MP Singapore Pte Ltd
NEO.TM Pte Ltd
PICO

Private Sector Organisations - Experiential, Live Events

AC Music Entertainment Pte Ltd
Anschutz Entertainment Group
BASE Entertainment Marina Bay Sub Pte Ltd
BookMyShow Singapore

Collective Minds Pte Ltd
Feld Entertainment Inc.
Global Spectrum Pico
Group One Holdings Pte Ltd
H.A.H Entertainment
Lagardère Sports and Entertainment
LAMC Productions Pte Ltd
Live Nation Singapore Concerts Pte. Ltd
Lushington Entertainments Pte Ltd
One Championship
PouchNATION (Easy Touch Pte Ltd)
Red Spade
Showtec Communications Pte Ltd
Singapore GP Pte. Ltd
SISTIC.com Pte Ltd
Sliding Doors Entertainment Pte. Ltd.
sportfive
Sunshine Nation Pte Ltd
TEG Pty Ltd
The Star Performing Arts Centre
TicketMaster
UnUsUaL Entertainment Pte Ltd
Web in travel

Partners from Adjacent Associations & Organisations

SGTech
Tencent Cloud