



NANYANG ACADEMY OF FINE ARTS

TENDER DOCUMENT

Appointment of Integrated Brand and Marketing Strategy, Social Content
and Digital Performance Agency / Agencies

TENDER NO: NAFA/MCO/00006

UEN Registration No.: 201006523M

EduTrust Certification No.: EDU-2-2020

Validity: 16 October 2023 – 15 October 2027

INVITATION TO TENDER

Nanyang Academy of Fine Arts (NAFA) invites sealed tenders from suitably qualified and experienced companies to provide the following services:

1. Description of Services:

Appointment of Integrated Brand and Marketing Strategy, Social Content and Digital Performance Agency / Agencies

2. Contract Period:

The proposed appointment will be on a three-year retainer basis (1 + 2 years), commencing in September 2026. The initial appointment will be for 12 months, with continuation into Years 2 and 3 subject to satisfactory performance reviews.

3. Closing date of submission

The closing date for submission of tender is as follows:

Tender closing date (stage 1): 8 July (Wednesday) 2026

Tender closing date (stage 2): 27 July 2026 (Monday), 2.00pm

Late submissions will not be accepted. The Tenderer shall complete and submit all the below mentioned documents.

The following documents form part of this Tender Document and shall be submitted at stage 2:

- Tender Guidelines
- Conditions of Contract
- Form A – Tenderer's Offer
- Form B – Tenderer's Profile
- Annex A – Scope of work

TENDER GUIDELINES

1. Definitions

All capitalised terms used in these Tender Guidelines shall, unless otherwise defined, have the meanings ascribed to them in the Conditions of Contract.

2. Submission of Tender

2.1 Tenderers shall complete, sign, and submit all required forms in this Tender Document.

2.2 Tender submissions shall be subject to the following:

- (a) Tenders shall be submitted **electronically only**. Hardcopy submissions will not be accepted.
- (b) Tender submissions shall be password-protected and emailed to nafatender@nafa.edu.sg by the closing date and time.
- (c) Passwords shall **not** be submitted before the closing date and time.

- (d) Passwords shall be provided only upon request by NAFA after the closing of the tender.
- (e) Tenderers are advised to submit their tenders at least thirty (30) minutes before the closing time.
- (f) Maximum attachment size is 100MB. Tenderers may use file-sharing platforms if required.

2.3 NAFA shall not be responsible for tenders not complying with the above requirements.

2.4 All costs and expenses incurred in the preparation and submission of the tender shall be borne solely by the Tenderer.

3. Goods and Services Tax (GST)

3.1 Prices quoted shall be exclusive of GST.

3.2 Tenderers shall declare their GST registration status and provide their GST registration number, if applicable.

3.3 Where the Tenderer is GST-registered, GST shall be paid by NAFA in addition to the Contract Price.

4. Queries

4.1 Any queries relating to this Tender Document shall be submitted in writing to the Contact Person before the specified dateline.

4.2 NAFA reserves the right not to entertain or respond to any query deemed inappropriate or improper.

5. Presentation

NAFA may require shortlisted Tenderers to make a presentation on their proposal.

6. Validity Period

Tenders submitted shall remain valid for acceptance for **120 days** from the closing date.

7. Award of Tender

7.1 NAFA is not obliged to accept the lowest or any tender.

7.2 NAFA may accept the tender in whole or in part.

7.3 A binding contract shall be formed upon issuance of a Letter of Acceptance or Purchase Order by NAFA.

8. Debarment

NAFA reserves the right to debar any Tenderer who withdraws its tender after the closing date from participating in future tenders.

CONDITIONS OF CONTRACT (SERVICES)

1. Scope of Services

1.1 The Contractor shall provide the services strictly in accordance with the scope, deliverables, and specifications stated in the Tender Document and the Contractor's accepted proposal.

1.2 The Contractor shall use all reasonable skill, care, and diligence in the performance of the Services.

2. Deliverables and Milestones

2.1 The Contractor shall deliver the services and deliverables in accordance with the agreed timeline.

2.2 Deliverables shall be subject to NAFA's review and acceptance.

3. Liquidated damages for Delay

3.1 If the Contractor fails to meet any milestone, delivery date, or completion date specified in the Contract, and such delay is not caused by NAFA or approved in writing by NAFA, NAFA shall be entitled to impose liquidated damages.

3.2 The liquidated damages shall be calculated at the rate of 0.1% of the Contract Price for each day of delay, subject to a maximum of 10% of the Contract Price.

3.3 The parties agree that the liquidated damages represent a genuine pre-estimate of the loss likely to be suffered by NAFA and are not a penalty.

3.4 NAFA may deduct any liquidated damages from any monies due or becoming due to the Contractor.

3.5 The imposition or recovery of liquidated damages shall not relieve the Contractor from its obligation to complete the Services, nor shall it prejudice NAFA's rights under this Contract, including the right to terminate under Clause 7.

4. Contract Price and Payment

4.1 Payment shall be made within thirty (30) days upon NAFA's acceptance of deliverables, unless otherwise specified.

5. Personnel

5.1 The Contractor shall deploy suitably qualified personnel.

5.2 Key personnel shall not be replaced without NAFA's prior written consent.

6. Confidentiality

6.1 The Contractor shall not disclose any confidential information relating to NAFA.

7. Termination

7.1 Termination for Convenience

NAFA may terminate this Contract for convenience by giving the Contractor not less than thirty (30) days' written notice. Upon such termination, NAFA shall pay the Contractor for Services properly performed and accepted up to the effective date of termination. The

Contractor shall not be entitled to any compensation, loss of profit, or damages arising from such termination.

7.2 Termination for Default

NAFA may terminate this Contract immediately by written notice if the Contractor:

- (a) commits a material breach of this Contract and fails to remedy such breach within fourteen (14) days of receiving written notice;
- (b) fails to perform the Services with due diligence or in accordance with agreed timelines;
- (c) becomes insolvent, bankrupt, enters judicial management, or has a receiver or liquidator appointed;
- (d) ceases or threatens to cease carrying on business;
- (e) engages in any conduct which, in NAFA's reasonable opinion, may bring NAFA into disrepute.

7.3 Consequences of Termination

Upon termination of this Contract for any reason:

- (a) the Contractor shall immediately cease the Services;
- (b) the Contractor shall hand over to NAFA all deliverables, documents and materials (completed or in progress);
- (c) NAFA may complete the remaining Services by engaging third parties;
- (d) any rights and remedies accrued prior to termination shall not be affected.

7.4 Survival

Clauses relating to confidentiality, intellectual property, indemnity, limitation of liability, data protection, and governing law shall survive termination.

8. Insurance

The Contractor shall maintain appropriate insurance coverage, including Professional Indemnity and Public Liability insurance, as required by NAFA.

9. Indemnity

The Contractor shall indemnify and hold NAFA harmless against all claims, demands, losses, damages, costs and expenses arising out of or in connection with the performance of the Services, to the extent caused by the negligence, breach, or wilful misconduct of the Contractor.

10. Limitation of Liability

10.1 The total liability of the Contractor to NAFA arising out of or in connection with this Contract (whether in contract, tort, negligence or otherwise) shall not exceed the total Contract Price.

10.2 The limitation of liability shall not apply to liability arising from:

- (a) breach of confidentiality obligations;
- (b) infringement of intellectual property rights; or
- (c) wilful misconduct or fraud.

11. Intellectual Property Rights

11.1 All reports, documents, materials, data and deliverables produced by the Contractor specifically for NAFA under this Contract shall vest in NAFA upon payment.

11.2 The Contractor retains ownership of its pre-existing intellectual property, methodologies and know-how ("Background IP").

11.3 The Contractor grants NAFA a perpetual, royalty-free, non-exclusive licence to use any Background IP incorporated into the deliverables for NAFA's internal and institutional purposes.

12. Data Protection

12.1 Where the performance of the Services involves the processing of personal data, the Contractor shall comply with the Personal Data Protection Act 2012 (PDPA) and all applicable data protection laws.

12.2 The Contractor shall use personal data solely for the purposes of performing the Services and shall not disclose such data without NAFA's prior written consent.

13. Sub-contracting

13.1 The Contractor shall not sub-contract or assign any part of the Services without the prior written approval of NAFA.

13.2 The Contractor shall remain fully responsible for the acts and omissions of any approved sub-contractor.

14. Conflict of Interest

14.1 The Contractor shall disclose to NAFA, at the time of tender submission and throughout the Contract period, any actual or potential conflict of interest which may arise in connection with the performance of the Services.

14.2 Where a conflict of interest arises or may arise, NAFA reserves the right to require the Contractor to take such measures as NAFA may reasonably direct to resolve or manage the conflict, or to terminate the Contract if the conflict cannot be satisfactorily resolved.

15. Compliance with Laws

The Contractor shall comply with all applicable laws, regulations, codes of practice and professional standards relating to the performance of the Services.

16. Publicity and Use of Name

The Contractor shall not, without the prior written consent of NAFA, make any public announcement, press release, or promotional material that refers to NAFA or the Services, or use NAFA's name, logo or trademarks in any manner.

17. Governing Law and Dispute Resolution

This Contract shall be governed by the laws of Singapore. Any dispute shall be referred to arbitration in Singapore.

TENDERER'S OFFER		FORM A
To: Nanyang Academy of Fine Arts 80 Bencoolen Street, Singapore 189655		Tender No: NAFA/MCO/00006
Name of Tenderer:		
Tenderer Address & Telephone No:		
<p>We, _____ (name in block letters) hereby offer and undertake on the acceptance of this tender to supply, deliver, install, test, commission and maintain all the works and items as mentioned in the Technical Specifications and subject to the Conditions of Contract.</p> <p>Our tender is made to subject to the Conditions of Tender and we agree that our tender remains open for consideration for a period of 120 days commencing on the closing date for the submission of tenders i.e., on 27 July 2026 (Monday), 2.00pm.</p> <p>We understand that you are not bound to accept the lowest or any tender you may receive and that you reserve the right to and we agree that you may accept our tender in whole or in part in accordance with of Tender Guidelines.</p> <p>Unless and until a formal agreement is executed, as may be required by you in the Tender Guidelines, our offer with any authorised Variations and your written acceptance thereof shall constitute a binding agreement between us.</p> <p>We agree that as and when requested by NAFA, we shall extend the validity of this offer for one or more periods not exceeding in total _____ calendar months.</p> <p>Our price (herein referred to as the "Contract Price") for the equipment and services to be supplied, installed and provided by us is: S\$_____, excluding GST.</p> <p>A breakdown of the Contract Price for the equipment and services is given in the Priced Schedule attached hereto.</p> <p>We further undertake to give you any further information, which you may require.</p> <p>Dated this _____ day of _____, 2026.</p>		
Tenderer's Company or Business Registration No:	Tenderer's official Stamp:	
Authorised Signature:		
Name:	Telephone/Handphone No: Fax:	
Designation:	Email:	
<p><i>NOTICE : This Form must be duly completed and signed. Any change to its wordings may render the Tender liable to DISQUALIFICATION.</i></p>		

TENDERER'S PROFILE		FORM B
Company's Name:		
Address:		
Country of Incorporation:		
Year of Establishment:		
Ownership:		
EPPU/BCA/NPA No. <i>(State Financial Category)</i>		
GST Registration No.		
Total Paid-up Capital:		
<p><i>Please attach copy of the following:</i></p> <ul style="list-style-type: none"> • <i>Organisation Chart</i> • <i>Latest Audited Balance Sheet and P&L Statement</i> • <i>List of Reference Customers</i> 		

ANNEX A: Invitation to Tender

APPOINTMENT OF INTEGRATED BRAND AND MARKETING STRATEGY, SOCIAL CONTENT AND DIGITAL PERFORMANCE AGENCY / AGENCIES

1. INTRODUCTION

The Nanyang Academy of Fine Arts (NAFA), a founding member of the University of the Arts Singapore, invites interested agencies to submit proposals for the appointment of an integrated brand and marketing agency, or agencies, to support NAFA's next phase of institutional positioning, audience engagement and student recruitment.

NAFA is seeking a strategic partner that can work with the Marketing & Communications Office (MCO) to develop a coherent brand and marketing strategy, and translate this strategy into effective social content, digital performance marketing, audience engagement and campaign execution.

This appointment is not limited to social media management or content production. The appointed agency, or agencies, must be able to help NAFA sharpen its positioning, modernise audience perception, strengthen reputation and thought leadership, support enrolment priorities, and align PR, social, website, content and digital marketing efforts under one clear direction.

NAFA may appoint one integrated agency across all workstreams, or appoint up to two agencies across clearly defined workstreams, depending on the quality, relevance and value of the submissions. Agencies may bid for one or more of the workstreams outlined in this tender.

For clarity, NAFA may award the tender in one of the following ways:

1. **One integrated agency** appointed for all three workstreams: Strategy, Social and Content, and Digital Performance Marketing.
2. **One agency appointed for Strategy and Digital Performance Marketing**, with another agency appointed for Social and Content.
3. **One agency appointed for Strategy and Social and Content**, with another agency appointed for Digital Performance Marketing.

NAFA's final decision will depend on the strength of the proposals, the relevance of the agency's expertise, team resourcing, operating model and commercial value. Tenderers are therefore required to itemise their proposed deliverables and costs clearly by workstream.

Tender Details

Item	Details
Institution	Nanyang Academy of Fine Arts, a founding member of the University of the Arts Singapore
Office	Marketing & Communications Office
Issue Date	June 2026
Proposed Appointment	Three-year retainer (1 + 2 years, starting September 2026)
Contract Structure	Initial 12-month appointment, subject to performance review before continuation into years 2 and 3
Award Structure	NAFA may appoint one agency for all workstreams or up to two agencies across clearly defined workstreams. Tenderers must itemise fees and deliverables by workstream.
Workstreams	Brand and Marketing Strategy, Social and Content, Digital and Performance Marketing
Primary Contact	Wei Chong Chin, Director, Marketing & Communications
Secondary Contact	Ashton Chong, Manager, Sherry Ong, Manager

Appointment Model

This tender is structured around three workstreams:

- 1. Workstream A: Brand and Marketing Strategy**
- 2. Workstream B: Social and Content Strategy and Production**
- 3. Workstream C: Digital and Performance Marketing**

Agencies may bid for one or more workstreams. However, NAFA expects the strategy component to be closely connected to execution. As such, NAFA does not intend to appoint a standalone strategy-only agency.

NAFA reserves the right to appoint one agency or up to two agencies, depending on the quality, relevance, capability and commercial value of the submissions.

For example, NAFA may appoint:

- **one integrated agency** to undertake Workstreams A, B and C;
- **one agency for Workstreams A and B**, and another agency for Workstream C;
- **one agency for Workstreams A and C**, and another agency for Workstream B.

The final appointment model will depend on the strength of proposals received. Agencies should therefore itemise their proposed fees and deliverables clearly by

workstream, so that NAFA can assess each workstream individually and in combination.

Where more than one agency is appointed, NAFA will define the lead and support roles. All appointed agencies will be expected to work constructively with NAFA and with each other to ensure one coherent brand and marketing direction.

2. ABOUT NAFA

Founded in 1938, NAFA is Singapore's pioneer arts institution and has played a significant role in shaping the country's artistic identity and cultural development. It has nurtured generations of artists, educators, creative professionals and cultural leaders across Singapore and Southeast Asia.

NAFA's mission is to inspire learning and growth through the arts. Its longer-term ambition, reflected in the NAFA100 Strategic Vision Masterplan, is to be a leading arts institution enriching lives and communities through education and practice.

NAFA offers a lifelong pathway in arts education, nurturing creative growth at every stage of life. From early exposure through Arts Preschool and School of Young Talents, to diploma, degree and postgraduate programmes, and continuing through adult learning opportunities at the Centre for Lifelong Education, learners can develop their artistic interests and talents across a lifetime.

In parallel, NAFA's narrative and cultural arc is also anchored in the 4Cs: Craft Mastery, Care for Community, Cross-Cultural Exchange and Courage to Create. These are important to how NAFA expresses its identity, values and distinctiveness.

The primary scope of this tender focuses on NAFA's tertiary education programmes, including diploma, degree and postgraduate arts education. From time to time, the appointed agency may also be engaged to support affiliated entities and initiatives across the wider NAFA ecosystem, including Arts Preschool, School of Young Talents and Centre for Lifelong Education.

3. STRATEGIC CONTEXT AND CHALLENGE

NAFA is at an important point in its institutional journey. As Singapore's pioneer arts institution and a founding member of the University of the Arts Singapore, NAFA has deep heritage, strong artistic foundations and generations of alumni who have contributed significantly to Singapore and the region.

At the same time, the arts education landscape is becoming more competitive and complex. Prospective students and parents are comparing NAFA not only with other arts institutions, but also with polytechnics, universities, private education providers and overseas pathways. Audiences

are also consuming information across many touchpoints, from search and social media to peer recommendations, media coverage, alumni stories, student works and campus experiences.

NAFA therefore seeks a strategic agency partner, or partners, to help sharpen its brand and marketing strategy, strengthen its reputation, modernise audience perception, support student recruitment, and create stronger coherence across PR, social, content, website, digital marketing and enrolment campaigns.

The objective is not simply to produce more content or run more campaigns. It is to build one coherent brand and recruitment engine that helps NAFA present a clearer, more compelling and more contemporary story to students, parents, alumni, industry, media, partners and the wider arts community.

4. OBJECTIVES OF ENGAGEMENT

The appointed agency, or agencies, will support NAFA in achieving the following objectives:

4.1 Modernise Brand Perception

Strengthen how NAFA is perceived among prospective students, parents, alumni, industry, media and the wider arts community. The strategy should help NAFA balance its heritage and artistic foundations with a more contemporary, future-facing and relevant expression.

4.2 Strengthen Reputation and Thought Leadership

Elevate NAFA's profile as a leading institution for arts education, creative practice, cultural leadership, research and industry engagement in Singapore and the region.

4.3 Support Enrolment and Recruitment Priorities

Build stronger awareness, consideration and intent among prospective students and parents, and support key recruitment cycles including Open House, Early Admissions Exercise, programme campaigns and application periods.

4.4 Align PR, Social, Content, Website and Digital Marketing

Create stronger coherence across paid, owned, earned and shared channels, so that NAFA presents one clear story across all major audience touchpoints.

4.5 Improve Resource Prioritisation and Campaign Impact

Help NAFA focus its marketing and communications resources on high-impact institutional priorities, while creating scalable models for always-on content, campaign support and stakeholder-led initiatives.

5. SCOPE OF SERVICES

The scope of services will be organised across three workstreams. Agencies may bid for one or more workstreams. NAFA reserves the right to appoint one agency across all workstreams, or appoint separate agencies based on demonstrated capability, fit and value.

Tenderers should respond clearly to the workstream or workstreams they are bidding for. Tenderers bidding for more than one workstream should explain how the workstreams will be integrated. Tenderers bidding for only one workstream should explain how they will work with NAFA and any other appointed agency.

Workstream A: Brand and Marketing Strategy

The appointed agency is expected to provide strategic counsel and planning support to help NAFA define and implement a coherent brand and marketing direction.

This workstream is intended to serve as the strategic spine for NAFA's marketing and communications efforts. It should guide how NAFA builds reputation, supports enrolment, strengthens content, and aligns paid, owned, earned and shared channels.

Scope

The appointed agency should provide the following:

1. Brand, content and channel audit

Conduct a high-level audit of NAFA's current brand expression, content, social platforms, campaign activity, website touchpoints and digital channels. Identify strengths, gaps, opportunities and areas requiring sharper alignment.

2. Audience and competitor review

Review NAFA's positioning against relevant arts institutions, polytechnics, universities, private education providers and other pathways considered by prospective students and parents. Identify key audience segments and their motivations, concerns and decision drivers.

3. Audience framework

Develop an audience framework covering, where relevant:

- prospective students
- parents

- current students
- alumni
- faculty and staff
- industry partners
- schools and educators
- media
- government and cultural stakeholders
- the wider arts and creative community

4. Messaging framework

Develop a messaging framework that clarifies what NAFA should say to each priority audience, with attention to:

- NAFA's institutional identity
- programme strengths
- student outcomes
- career pathways
- faculty expertise
- alumni achievements
- arts practice and research
- industry relevance
- heritage and contemporary relevance

5. Channel architecture

Recommend the role of each channel within NAFA's wider marketing ecosystem, including:

- website
- Instagram
- TikTok
- LinkedIn
- YouTube
- Facebook
- Telegram
- email
- search
- paid social
- programmatic
- earned media
- partner channels
- events and campus experiences

6. Integrated annual campaign and content roadmap

Develop an annual campaign and content roadmap aligned to major institutional priorities, enrolment cycles, reputation-building opportunities and always-on storytelling.

7. Measurement framework

Establish a practical measurement framework across:

- brand awareness
- audience engagement
- website traffic

- search performance
- content performance
- media and share of voice indicators where relevant
- lead generation
- Open House registrations
- application-related actions
- campaign conversion indicators

8. Strategic review

Provide quarterly strategic reviews to assess effectiveness, market shifts, audience response, campaign performance and recommended adjustments.

Workstream B: Social and Content Strategy and Production

The appointed agency is expected to translate NAFA's brand and marketing strategy into compelling content and social storytelling.

This workstream should support both long-term brand-building and short-term campaign priorities. It should not be limited to campus life or event coverage. It should help NAFA tell stronger stories about students, faculty, alumni, programmes, practice, research, industry engagement and outcomes.

Scope

The appointed agency should provide the following:

1. Social and content strategy

Develop social and content pillars aligned to NAFA's institutional priorities, audience needs and recruitment cycles.

2. Platform-specific playbooks

Develop platform-specific approaches for:

- Instagram
- TikTok
- LinkedIn
- YouTube
- Facebook
- Telegram
- other relevant platforms where appropriate

3. Rolling content calendar

Develop and maintain a rolling monthly content calendar with sufficient lead time for internal review, stakeholder input and approval.

4. Short-form and mid-form video production

Produce recurring digital video formats, including but not limited to:

- student stories
- alumni profiles
- faculty features
- programme explainers
- student works
- campus life
- behind-the-scenes content
- event highlights
- parent and student testimonials where relevant
- industry and career pathway features
- Podcasts

5. Baseline content volume

Agencies should propose a monthly content production model. For planning purposes, NAFA expects up to 12 unique short-form or mid-form videos a month, ranging from approximately 15 to 180 seconds, subject to final scope and commercial proposal.

6. Editorial and storytelling formats

Propose recurring editorial formats that can help NAFA build consistency and recognition over time. These may include:

- “Why NAFA” stories
- programme spotlight series
- student work showcases
- alumni impact stories
- faculty perspectives
- arts career pathways
- day-in-the-life formats
- portfolio and admissions guidance
- myth-busting content for parents and students
- thought leadership explainers

7. Thought leadership content

Identify opportunities to package NAFA’s thought leadership, research, cultural initiatives and industry engagement into accessible content formats for social and digital channels.

8. Event and campaign content

Support key institutional moments through pre-event, live and post-event content. This may include:

- NAFA Open House
- Early Admissions Exercise
- Graduation Show
- Convocation
- major exhibitions and showcases
- Centre of Lifelong Education, School of Young Talents, Arts Preschool
 - key performances and recitals
 - major research and thought leadership platforms
 - other institutional launches and initiatives

9. Social media management

Provide platform management support where required, including:

- caption development
- content scheduling
- posting
- basic community management
- tagging and link hygiene
- coordination with internal stakeholders
- monthly reporting

10. Performance analysis

Provide monthly performance reports with actionable recommendations on content themes, formats, platform behaviour, audience response and opportunities for improvement.

Workstream C: Digital and Performance Marketing

The appointed agency is expected to support NAFA's paid media, search and performance marketing needs, particularly in relation to enrolment and key campaigns.

This workstream should help NAFA reach the right audiences at the right time, support recruitment cycles, optimise digital spend, and connect digital activity with content, website and campaign objectives.

Scope

The appointed agency should provide the following:

- **Annual Planning** Support annual media planning, budgeting and strategic recommendations aligned with NAFA's recruitment priorities and organisational objectives.
- **Paid media strategy and planning**
Develop paid media plans aligned to NAFA's campaign calendar, audience segments, programme priorities and recruitment cycles.
- **Campaign management**
Manage relevant digital advertising channels, which may include:
 - search engine marketing
 - paid social
 - programmatic display
 - video advertising
 - retargeting
- amplification of always-on content
- amplification of thought-leadership content
 - other relevant digital channels
- The appointed agency should be responsible for campaign setup, implementation, optimisation and ongoing performance management

across all approved channels.

- **Enrolment campaign support**
Support major enrolment-driven campaigns, including:
 - Open House
 - Early Admissions Exercise
- **NAFA Foundation Programme**
 - diploma recruitment
 - degree recruitment
- **masters recruitment**
 - postgraduate recruitment
 - programme-specific campaigns
 - application-related campaigns
- **Funnel planning**
Recommend how digital campaigns should support the audience journey across:
 - awareness
 - consideration
 - intent
 - conversion
 - advocacy where relevant
- **Media planning and budget allocation**
Advise on media mix, budget allocation, campaign phasing and optimisation. Agencies should clearly explain the rationale behind each recommended channel and budget allocation.
- **Audience targeting**
Advise on audience targeting across student, parent and other relevant segments, including age, interest, behaviour, search intent, remarketing and location considerations.
- **Regional market recommendations and channel strategy** Develop strategies and implement campaigns for prioritised markets according to the Overseas International Outreach Team
 - **Analytics and reporting**
Provide regular reporting and insights across:
 - impressions
 - reach
 - clicks
 - click-through rate
 - cost per click
 - conversions
 - **traffic**
 - cost per conversion
 - landing page performance
 - search terms and campaign learning
 - audience behaviour

- recommendations for optimisation
- monthly performance reports and quarterly strategic reviews, including campaign performance, insights, optimisation recommendations and emerging opportunities.
- **Tracking, Martech and digital hygiene**
Advise on:
 - UTM structures
 - campaign tagging
 - landing page tracking
 - conversion setup
 - dashboarding
 - reporting hygiene
 - attribution considerations where possible
 - google tag manager tagging fixes for attribution
 - develop measurement frameworks and advise on attribution methodologies to better understand the contribution of digital channels across the student decision-making journey.
- **Website and landing page recommendations**
Provide practical recommendations on landing pages, user journeys, messaging and conversion points, working with NAFA's internal web and relevant teams where relevant.
- **Coordination with content and social**
Work closely with NAFA's content, social, admissions and web teams to ensure that campaign assets, media plans and audience journeys are aligned.
- **Conversion Optimisation**
recommend and implement A/B testing opportunities across landing pages, forms, ad creatives, messaging and calls-to-action to improve campaign performance and conversion rates.
- **Competitor and Market Intelligence** Monitor relevant competitor activity, search trends, audience behaviour and market opportunities, and provide recommendations to strengthen campaign effectiveness.
- **Conversion monitoring** Monitor conversion trends and enquiry performance where data is available, and provide recommendations to improve recruitment outcomes.

6. PRIORITY EVENTS AND CAMPAIGN SUPPORT

NAFA manages a wide range of events, campaigns, school activities, public programmes and stakeholder-led initiatives. The appointed agency, or agencies, must be able to support NAFA in prioritising work based on institutional impact, audience value, reputation value, enrolment relevance and available resources.

NAFA will work with the appointed agency, or agencies, to refine a tiering framework. For proposal purposes, agencies should respond to the following indicative model.

Tier 1: Institutional Priority Campaigns and Events

These are major institutional priorities that may require integrated support across strategy, content, social, digital, PR alignment, website and reporting. NAFA Open House

- Early Admissions Exercise
- NAFA Graduation Show
- UAS and NAFA Convocations
- Southeast Asian Arts Forum
- Art & Design Practice Research Exchange
- Centre of Lifelong Education, School of Young Talents, Arts Preschool
 - major centre launches
 - major brand or recruitment campaigns
 - key University of the Arts Singapore related milestones where relevant

Expected support may include:

- strategic campaign planning
- creative concept development
- content production
- social media calendar
- paid media support
- website and landing page recommendations
- PR and messaging alignment
- live or event coverage where relevant
- post-campaign reporting

Tier 2: Strategic Profile-Building Initiatives

These are initiatives that may support reputation, thought leadership, research, industry engagement or institutional profile.

Examples may include:

- selected major exhibitions
- selected school showcases
- selected performances and recitals
- selected cultural or research initiatives
- selected alumni or industry initiatives

Expected support may include:

- content packaging
- social media support

- selective paid amplification
- thought leadership angles
- event highlights
- stakeholder coordination
- limited reporting

Tier 3: Ad Hoc or Stakeholder-Led Activities

These are smaller events, talks, workshops, exhibitions or school-led activities that may not require full MCO or agency support.

Expected support may include:

- advisory
- templates
- selective resharing
- listing support where appropriate
- light content guidance
- basic amplification where strategically justified

NAFA reserves the right to determine the final support level for each initiative based on strategic priority, available resources and institutional needs.

7. AGENCY OPERATING MODEL AND GOVERNANCE

Agencies are required to propose a clear operating model that can function effectively in a complex, multi-stakeholder higher education environment.

NAFA will not accept a model where one account manager is expected to hold all strategic, content, digital, operational and reporting responsibilities without sufficient backup.

Required Operating Model

Agencies should propose:

1. Senior strategic oversight
A senior lead who can provide strategic counsel and participate in key reviews.
2. Dedicated day-to-day account lead
A primary account lead responsible for coordination, timelines, approvals and delivery.
3. Workstream leads
Where applicable, agencies should identify separate leads for:
 - strategy
 - social and content
 - digital and performance marketing

- analytics and reporting
- 4. Creative and production capability
Agencies should identify personnel responsible for:
 - creative direction
 - videography
 - editing
 - copywriting
 - design
 - content planning
- 5. Business continuity
Agencies must provide a clear backup and continuity plan in the event that key account personnel are unavailable or leave the agency.
- 6. Weekly work-in-progress meetings
Agencies should propose a weekly WIP structure to track ongoing work, upcoming deadlines, stakeholder inputs and approvals.
- 7. Monthly reporting
Agencies should provide monthly performance reporting relevant to their appointed workstream.
- 8. Quarterly strategic reviews
Agencies should participate in quarterly reviews to assess strategy, campaign performance, audience response and upcoming priorities.
- 9. Escalation process
Agencies must provide an escalation process for urgent matters, missed deadlines, quality issues or campaign risks.
- 10. Peak-period resourcing
Agencies must explain how they will resource major peak periods, such as Open House, Early Admissions Exercise, Graduation Show, Convocation and other major institutional priorities.
- 11. Multi-agency collaboration
If NAFA appoints more than one agency, each appointed agency must work constructively with the other appointed agency or agencies, and with NAFA's internal teams.

8. PRICING STRUCTURE AND COMMERCIAL MODEL

Mandatory Pricing Submission Tables

Agencies must itemise costs and deliverables by workstream. This allows NAFA to evaluate proposals individually and in combination, and retain the flexibility to appoint one agency or up to two agencies across the three workstreams.

TABLE 1: STANDALONE WORKSTREAM PRICING

Workstream	Core Deliverables Included	Fees to be Quoted	Remarks / Assumptions
A. Brand and Marketing Strategy	Brand audit; audience framework; competitor review; messaging framework; channel architecture; annual campaign roadmap; measurement framework; quarterly strategic reviews	One-time fee: SGD [●] Monthly retainer, if any: SGD [●] Ad hoc costs: SGD [●]	State assumptions, exclusions and whether pricing changes if bundled with Workstream B and/or C.
B. Social and Content Strategy and Production	Content strategy; content calendar; platform management; video production; copywriting; posting; event coverage; social media management; monthly reporting	Monthly retainer: SGD [●] One-time fee, if any: SGD [●] Ad hoc costs: SGD [●]	State number of videos/content assets included per month, turnaround time, carry-forward policy and exclusions.
C. Digital and Performance Marketing	Paid media planning; SEM; paid social; programmatic; campaign optimisation; analytics; dashboarding; UTM tracking; landing page recommendations; monthly reporting	Monthly management fee: SGD [●] One-time setup fee, if any: SGD [●] Ad hoc costs: SGD [●] Paid media spend: quoted separately	State media management assumptions, reporting scope, tracking requirements and exclusions.

Note: For Digital and Performance Marketing, paid media spend must be quoted separately from agency management fees.

TABLE 2: BUNDLED PRICING OPTIONS

Bundle Option	Workstreams Included	Fees to be Quoted	Cost Efficiencies / Value-Adds
Option 1	A + B Brand and Marketing Strategy + Social and Content Strategy and Production	Bundled monthly retainer: SGD [●] One-time fee, if any: SGD [●]	State cost efficiencies, value-adds, assumptions and exclusions.
Option 2	A + C Brand and Marketing Strategy + Digital and Performance Marketing	Bundled monthly retainer: SGD [●] One-time fee, if any: SGD [●]	State cost efficiencies, value-adds, assumptions and exclusions.
Option 3	A + B + C Integrated appointment across Strategy, Social and	Bundled monthly retainer: SGD [●]	State cost efficiencies, value-

	Content, and Digital Performance Marketing	One-time fee, if any: SGD [●]	adds, assumptions and exclusions.
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Agencies should clearly state which workstream or workstreams they are bidding for, the team assigned to each workstream, fixed versus variable costs, assumptions, exclusions, and any items that will be charged separately.

Indicative Annual Budget Envelope

For planning and proposal purposes, NAFA is providing the following indicative annual budget envelope. This is intended to help agencies assess the scale of the engagement and propose an appropriate team, operating model and scope.

The figures below are indicative only and do not represent a committed spend. Final appointment value will depend on the approved scope, proposed fees, campaign priorities, internal approvals and annual budget availability.

Workstream	Indicative Annual Budget Guidance	Notes
A. Brand and Marketing Strategy	Up to \$100,000 or to bundle with other workstreams	Agencies may propose this as a one-time strategy development fee, a monthly advisory retainer, or as part of a bundled integrated retainer.
B. Social and Content Strategy and Production	Up to SGD 360,000 per year Broken down into a) Main retainer that includes 12 shortform videos a month, planning, coordinating. + b) Rate card draw down for a list of comprehensive ad hoc services	Social/content planning, social media management and up to 12 unique videos or content assets per month. Retainer + drawdown model
C. Digital and Performance Marketing: Agency Management Fee	Up to SGD 540,000 per year	Covers paid media planning, campaign setup, campaign management, optimisation, reporting, analytics and coordination.
C. Digital and Performance Marketing: Paid Media Spend		Paid media spend must be quoted separately from agency management fees and will be subject to NAFA's campaign priorities and approval.

Ad Hoc Support	Up to SGD 200,000 for CLE, SYT, APS. To be quoted separately	Includes additional production, event coverage, urgent turnaround, workshops, translation, additional reporting, dashboards or other services outside the agreed retainer.
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Agencies must itemise costs and deliverables by workstream. Agencies bidding for more than one workstream should also provide bundled pricing and indicate any cost efficiencies, value-adds or assumptions.

NAFA reserves the right to appoint one agency across all workstreams, or up to two agencies across selected workstreams, depending on the quality, relevance, capability and commercial value of the submissions.

8.1 Workstream A: Brand and Marketing Strategy Agencies should provide pricing for:

- Initial strategy development
- brand, content and channel audit
- audience and competitor review
- messaging framework
- channel architecture
- annual campaign and content roadmap
- measurement framework
- quarterly strategy reviews
- strategic advisory hours

Agencies should indicate whether the strategy component is:

- a one-time project fee
- a monthly advisory retainer
- included as part of a broader integrated retainer
- another proposed commercial arrangement

Agencies should also state whether strategy pricing changes if they are appointed for Workstream A together with Workstream B, Workstream C, or both.

8.2 Workstream B: Social and Content Strategy and Production

For social and content, agencies should provide:

1. Monthly retainer
 - A fixed monthly fee covering:
 - social and content planning
 - account management

- editorial calendar
- creative concepts
- copywriting
- platform management where applicable
- monthly reporting
- up to 12 unique short-form or mid-form videos per month, subject to agency proposal

Agencies bidding only for Workstream B should also explain how they will align their social and content work with NAFA's overarching brand and marketing strategy, or with the appointed lead strategy agency if one is separately appointed.

Inclusive of 12 unique videos a month and social media management. Agencies may propose alternative models if they can demonstrate stronger value or a more effective delivery structure.

2. Asset production rate card for additional draw down charges

Agencies should provide a fixed unit cost sheet for:

- short-form video
- mid-form video
- long-form video
- 30-40 min podcasts
 - reels or TikTok edits
 - multi-image carousels
 - photography
 - copywriting only
 - posting only
 - design assets
 - animation or motion graphics
 - translation where relevant

3. Event coverage packages

Agencies should provide standardised rates for:

- full-day event coverage
- half-day event coverage
- same-day turnaround
- next-day turnaround
- highlight video
- photo set
- live story coverage

4. Unutilised video entitlement

Agencies should state whether unutilised video entitlements can be carried forward to another month, and if so, for how long and under what conditions.

8.3 Workstream C: Digital and Performance Marketing

For digital and performance marketing, agencies should provide:

1. Monthly management fee

A monthly fee covering:

- paid media planning
- campaign setup
- campaign management
- optimisation
- reporting
- meetings and coordination
- recommendations for improvement

Agencies bidding only for Workstream C should also explain how they will align paid media, search, campaign optimisation and reporting with NAFA's overarching brand and marketing strategy, or with the appointed lead strategy agency if one is separately appointed.

2. Paid media budget

Paid media spend should be quoted separately from agency management fees. Agencies should provide recommended budget ranges and media mix assumptions for key campaigns, but final media budgets will be confirmed by NAFA.

3. Campaign setup fees

Agencies should indicate whether there are separate setup fees for:

- SEM
- paid social
- programmatic
- video advertising
- retargeting
- analytics dashboards
- landing page tracking

4. Analytics and dashboarding

Agencies should indicate any additional costs for:

- dashboard setup
- dashboard maintenance
- analytics audit
- tagging support
- conversion tracking setup

8.4 Ad Hoc and Optional Support

Agencies should provide rate cards for any support not covered in the retainer, including:

- additional content production
- additional campaign support
- additional event coverage
- urgent turnaround
- extended reporting

- workshops
- stakeholder interviews
- additional strategic sessions
- translation
- influencer or partner coordination where relevant

9. SUBMISSION REQUIREMENTS

Agencies should provide a written submission that includes the following:

STAGE 1

9.1 Company Profile

- agency overview
- ownership and office structure
- relevant capabilities
- years of experience
- relevant client sectors
- key differentiators

9.2 Relevant Credentials and Case Studies

Agencies should provide at least three relevant case studies. These may include work in:

- higher education
- arts and culture
- youth engagement
- public institutions
- enrolment or recruitment marketing
- brand repositioning
- social content
- digital performance marketing
- integrated campaigns

Each case study should include:

- client context
- challenge
- agency approach
- deliverables
- results
- relevant data where available
- role of the agency

9.3 Understanding of NAFA's Challenge

Agencies should provide a concise 500-word explanation of how they understand NAFA's current context and opportunity.

At the first stage, agencies should rely on publicly available information and the tender document. NAFA may provide additional context to shortlisted agencies for the presentation stage.

STAGE 2 (Up to 4 agencies will be shortlisted and invite to pitch F2F)

9.4 Proposed Strategic Approach

Agencies should provide a high-level strategic approach or framework for how they would support NAFA.

This should not be a full strategy, but should demonstrate:

- quality of thinking
- understanding of the brief
- ability to connect brand, content, digital and enrolment
- appreciation of NAFA's audience and market context
- practical implementation mindset

Agencies should be prepared to discuss:

- their understanding of NAFA's challenge
- proposed strategic framework
- proposed operating model
- content and campaign approach
- digital and performance approach where applicable
- proposed team
- commercial model
- how they would work with NAFA and any other appointed agency

Agencies should not be expected to develop a full strategy before appointment. However, they should demonstrate the quality of their thinking and how they would approach the work.

Agencies may also be asked to present how their proposal would work under different appointment models, including as a sole integrated agency or as one of two appointed agencies working across separate workstreams.

9.5 Proposed Work Plan

Agencies should provide an indicative 12-month work plan, including:

- first 30 days
- first 90 days
- first 6 months
- first 12 months
- key planning milestones

- campaign planning rhythm
- reporting rhythm
- strategic review points

9.6 Proposed Team

Agencies should provide:

- account team structure
- biographies of key personnel
- role of each team member
- expected level of senior involvement
- backup personnel
- escalation contacts
- confirmation of team stability and availability

9.7 Workstream Response and Award Flexibility

Agencies should clearly state which workstream or workstreams they are bidding for:

- Workstream A: Brand and Marketing Strategy
- Workstream B: Social and Content Strategy and Production
- Workstream C: Digital and Performance Marketing

Agencies bidding for more than one workstream should explain how the workstreams will be integrated in strategy, staffing, workflow, reporting and campaign planning.

Agencies bidding for only one workstream should explain how they will work with NAFA and any other appointed agency.

For clarity, NAFA may appoint:

- one agency for all three workstreams;
- one agency for Workstreams A and B, and another agency for Workstream C;
- one agency for Workstreams A and C, and another agency for Workstream B.

Agencies should ensure their commercial proposal supports this flexibility by itemising deliverables and costs by workstream.

9.8 Commercial Proposal

Agencies should provide a detailed commercial proposal, including:

- monthly retainer fees
- one-time project fees where applicable
- management fees
- production rate cards
- event coverage rates
- optional services
- assumptions

- exclusions
- payment terms
- validity period of quote

9.9 Risk and Continuity Plan

Agencies should explain how they will manage:

- staff turnover
- peak workload
- urgent requests
- quality control
- missed deadlines
- account escalation
- multi-stakeholder approvals
- business continuity

10. EVALUATION FRAMEWORK

Submissions will be evaluated based on the following criteria.

Evaluation Criteria	Weightage
Strategic understanding of NAFA's brand, audience and education context	20%
Integrated approach across strategy, content, digital marketing and enrolment	20%
Workstream capability, methodology and quality of proposed deliverables	15%
Relevant experience, portfolio quality and proven impact	15%
Account team strength, resourcing, governance and continuity safeguards	10%
Commercial proposal, price competitiveness and value for money	20%
Total	100%

NAFA may evaluate each agency's proposal both as an integrated proposal and by individual workstream. Agencies should therefore ensure that the strengths, deliverables, staffing and pricing for each workstream are clearly presented. NAFA reserves the right to award only selected workstreams from a proposal.

10.1 Strategic Understanding of NAFA's Brand, Audience and Education Context

Agencies will be assessed on their understanding of:

- NAFA's institutional context
- arts education landscape
- prospective student and parent audiences
- higher education marketing
- reputation and thought leadership
- enrolment challenges
- competitor and market considerations

10.2 Integrated Brand, Content and Channel Strategy

Agencies will be assessed on their ability to connect:

- brand strategy
- social content
- digital campaigns
- Website
- Podcasts
 - PR alignment
 - audience journey
 - enrolment funnel
 - always-on storytelling
 - major campaign moments

10.3 Creative Quality and Storytelling Approach

Agencies will be assessed on:

- creativity
- editorial judgement
- relevance to youth and parent audiences
- ability to make arts education accessible and compelling
- visual quality
- video quality
- clarity of storytelling
- originality of formats

10.4 Digital and Performance Marketing Capability and Measurement

Agencies will be assessed on:

- paid media planning
- search capability
- paid social capability
- programmatic capability
- campaign optimisation
- analytics and reporting
- understanding of the enrolment funnel
- ability to link media, content and conversion

10.5 Account Team Strength, Resourcing and Operating Model

Agencies will be assessed on:

- seniority and quality of account team
- dedicated personnel
- backup arrangements
- operating rhythm
- responsiveness
- stakeholder management
- continuity safeguards
- ability to manage peak periods

10.6 Commercial Value and Cost Transparency

Agencies will be assessed on:

- cost competitiveness
- clarity of pricing
- value for money
- scalability
- transparency of assumptions
- flexibility of commercial model
- ability to deliver within NAFA's budget parameters

11. PERFORMANCE REVIEW AND CONTINUATION

The appointment will be structured as a three-year retainer, with the first 12 months serving as an initial appointment period.

Continuation into years 2 and 3 will be subject to performance review.

NAFA may consider the following areas during performance review:

- quality of strategic counsel
- quality of creative and content output
- campaign performance
- responsiveness
- account servicing
- stakeholder management
- ability to meet deadlines
- effectiveness of reporting
- continuity of account team
- value for money
- ability to work with NAFA's internal teams and other agencies

NAFA reserves the right to terminate, not renew, or adjust the scope of the engagement if execution standards, response agility, output quality or account servicing fall below expected institutional benchmarks. In the event of termination, NAFA shall provide two (2) months' written notice.

NAFA reserves the right to appoint one agency across all workstreams, or up to two agencies across selected workstreams. NAFA also reserves the right to award only selected workstreams from a proposal, subject to evaluation, commercial value and internal approval.

12. LIQUIDATED DAMAGES FOR DELAY

12.1 If the Contractor fails to meet any milestone, delivery date, or completion date specified in the Contract, and such delay is not caused by NAFA or approved in writing by NAFA, NAFA shall be entitled to impose liquidated damages.

12.2 The liquidated damages shall be calculated at the rate of 0.1% of the Contract Price for each day of delay, subject to a maximum of 10% of the Contract Price.

12.3 The parties agree that the liquidated damages represent a genuine pre-estimate of the loss likely to be suffered by NAFA and are not a penalty.

12.4 NAFA may deduct any liquidated damages from any monies due or becoming due to the Contractor.

12.5 The imposition or recovery of liquidated damages shall not relieve the Contractor from its obligation to complete the Services, nor shall it prejudice NAFA's rights under this Contract, including the right to terminate under Clause 7.

13. INDICATIVE TIMELINE

Milestone	Date
Tender issuance	22 June 2026
Clarification questions deadline	7 July 2026
Stage 1: Proposal submission deadline	8 July 2026
Evaluation and shortlisting	9 July to 10 July 2026
Inform shortlisted agencies	13 July 2026
Stage 2: Proposal submission deadline	27 July 2026, 2.00pm
Stage 2: Agency presentations	29 to 31 July 2026
Appointment	7 August 2026
Contracting and onboarding	14 August 2026
Proposed commencement	21 August 2026

Agencies who are interested in this tender, please contact wcchin@nafa.edu.sg.

NAFA reserves the right to amend the timeline where necessary.

14. CONTACTS

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15. ADDITIONAL NOTES

1. NAFA reserves the right not to appoint any agency if submissions do not meet requirements.
2. NAFA reserves the right to appoint one agency or more than one agency across the stated workstreams.
3. NAFA reserves the right to negotiate scope, fees and deliverables before final appointment.
4. Agencies should ensure that all assumptions, exclusions and dependencies are clearly stated.
5. Agencies should not assume automatic access to internal data, systems, media budgets, student information or stakeholder groups unless confirmed by NAFA.
6. All materials submitted as part of this tender should be treated as confidential.
7. Any final appointment will be subject to NAFA's internal procurement and approval processes.

Appendix A: Summary of Workstreams

Workstream	Purpose	Main Deliverables
Workstream A: Brand and Marketing Strategy	Set the overall strategic direction	Audit, audience framework, messaging framework, channel architecture, annual roadmap, measurement framework
Workstream B: Social and Content	Translate strategy into content and storytelling	Content pillars, platform strategy, monthly calendar, video production, social management, content reporting
Workstream C: Digital and Performance Marketing	Drive paid media, search and campaign performance	SEM, paid social, programmatic, media planning, optimisation, analytics, funnel reporting

Appendix B: Indicative Support Tiering

Tier	Description	Indicative Support
Tier 1	Major institutional priorities	Integrated strategy, content, digital, PR alignment, website support and reporting
Tier 2	Strategic profile-building initiatives	Content support, social amplification, selective paid support, thought leadership packaging
Tier 3	Ad hoc or stakeholder-led activities	Advisory, templates, selective resharing or light content support

Appendix C: Expected First 90 Days

The appointed agency, or agencies, should be prepared to support the following within the first 90 days:

First 30 Days

- onboarding with MCO
- review of existing plans, platforms, reports and campaign calendars
- stakeholder introductions where required
- confirmation of workplan and approval process
- immediate support for active campaigns where required

First 60 Days

- brand, content and channel audit
- preliminary audience and messaging framework
- proposed content pillars
- proposed campaign roadmap
- initial media planning recommendations where applicable

- reporting template and WIP rhythm

First 90 Days

- refined brand and marketing strategy framework
- integrated annual content and campaign roadmap
- confirmed operating model
- confirmed measurement framework
- initial performance review
- recommendations for the next six months

Appendix D: Key Principles

The appointed agency, or agencies, should be guided by the following principles:

1. One NAFA story
Audiences should experience a coherent NAFA story across PR, social, website, digital marketing, content and campaigns.
2. Strategy before output
Content and campaigns should be guided by clear objectives, audiences, messages and channel roles.
3. Brand and enrolment must work together
NAFA's marketing must build long-term reputation while supporting short-term recruitment needs.
4. Heritage and modernity must be balanced
NAFA's heritage is a strength, but it must be expressed in ways that feel contemporary and relevant.
5. Content must work harder
Strong content should be adaptable across channels, including social, website, paid media, PR, email and events.
6. Measurement must be meaningful
Reporting should go beyond surface-level metrics and help NAFA understand what is working, what is not, and what should be improved.
7. Resources must be prioritised
NAFA cannot support every initiative equally. The agency should help NAFA focus on work that delivers the greatest institutional impact.