

# THERE'S NO PLACE LIKE THIS!

ANNUAL REPORT

2017/2018

ABOUT SINGAPORE  
TOURISM BOARD

THE STB'S  
MANAGEMENT

TOURISM SECTOR  
PERFORMANCE

INITIATIVES

CORPORATE  
GOVERNANCE

AWARDS &  
ACCOLADES

## **THERE'S NO PLACE**

**LIKE SINGAPORE** A gathering place for the world, Singapore is home to incredible spaces and experiences that embolden and inspire passions. Driven by passionate people who draw inspiration from the city to create new possibilities and bring their vision to life, Singapore is constantly evolving, re-imagining and re-inventing itself. Whether you are a foodie, explorer, collector, socialiser, action seeker, culture shaper or progressor, we have something for everyone. Let our places, experiences and people inspire you. Awaken your passions and be empowered to live out your dreams.

WHERE ELSE  
IN THE WORLD ...

...CAN YOU  
EXPERIENCE THE

# ART OF SCIENCE



📍 ARTSCIENCE MUSEUM

6 Bayfront Ave, Singapore 018974  
[www.marinabaysands.com/museum.html](http://www.marinabaysands.com/museum.html)

Push the boundaries of knowledge, science and technology and travel forward in time at immersive cutting-edge exhibitions and museums. Explore the possibilities that are limited only by one's imagination. Be inspired and empowered.



AND TRAVEL BACK  
IN TIME TO EXPLORE THE

# SCIENCE OF ART



**MR ANG HAO SAI**

Singapore's last movie billboard painter

Beneath Singapore's high-tech persona lies a vibrant arts and culture scene that is constantly evolving. Art enthusiasts have new events and festivals to look forward to each time they visit – from visual arts, dance and theatre, to special exhibitions, offbeat installations and vibrant street art.

...WHERE ELSE  
CAN YOU SAVOUR THE

# ICONIC FRUIT



## DURIAN STALL

Balestier Road, Da Bo Gong Temple,  
Singapore 329708

One of the most gratifying ways to experience a country is through its food. Delight your senses and tantalise your tastebuds by indulging in local delicacies like the durian fruit, as well as traditional cuisines and 'modern Singaporean' gastronomic creations by the best homegrown chefs.

AND BE  
UPLIFTED BY

# ICONIC LANDMARKS



📍 THE ESPLANADE

1 Esplanade Dr, Singapore 038981  
[www.esplanade.com](http://www.esplanade.com)

Singapore's distinctive skyline is a breathtaking showcase of old and new, where heritage shophouses and colonial architectural gems, like the National Gallery Singapore and the Asian Civilisations Museum, stand juxtaposed with modern wonders like the Esplanade - Theatres on the Bay.

...WHERE ELSE CAN YOU  
CHECK OUT THE

# LOUDEST BEACH PARTIES



📍 SILOSO BEACH

Sentosa  
[www.zoukout.com](http://www.zoukout.com)

The city's distinctive nightlife and entertainment arenas, from beach parties, outdoor concerts, music festivals, trendy clubs and bars to stand-up comedy theatres, are perfect hotspots for socialisers to meet and hang out.



AND CHECK IN ON  
CULTURES THAT SPEAK

# LOUDER THAN WORDS



**NAM HWA OPERA**

Teochew Opera Performance  
[www.namhwaopera.com](http://www.namhwaopera.com)

Passionate culture shapers – artisans, craftsmen, performers, maestros – gather here with collectors, curators and appreciative audiences to celebrate the rich tapestry of local and internationally-renowned visual arts, dance, theatre and multi-cultural heritage events.

...WHERE ELSE CAN YOU  
TREAT YOUR PALATE TO

# TRADITIONAL CUISINES



📍 LAU PA SAT

18 Raffles Quay, Singapore 048582  
[www.laupasat.biz](http://www.laupasat.biz)

From the World Gourmet Summit to Michelin-starred restaurants and an extraordinary array of hawker stalls, globetrotting gastro-tourists can expand their culinary horizons on an epicurean journey catered for all budgets.





**TREETOP LOFT**

8 Sentosa Gateway, 098269  
[www.rwsentosa.com/en/hotels/treetop-loft](http://www.rwsentosa.com/en/hotels/treetop-loft)

Venture off the beaten path to discover new dimensions of the 'City in a Garden'. Tranquil gardens, offshore island sanctuaries, eclectic neighbourhoods and adrenaline-pumping extreme attractions are waiting to be explored by the bold and adventurous.

AND FEAST  
YOUR SENSES ON

# EXOTIC EXPERIENCES

YOU CAN'T GET ALL THESE  
ANYWHERE ELSE BUT...

A night-time photograph of the Singapore skyline. The city is illuminated with lights from various skyscrapers, including the UOB Tower and the Singapore Airlines building. A large firework display is visible in the sky, with many red and orange bursts. The word "SINGAPORE" is overlaid in white capital letters, with a red circle replacing the letter 'O'.

# SINGAPORE

# ABOUT SINGAPORE TOURISM BOARD

The STB is a statutory board under the Ministry of Trade and Industry of Singapore. It is the lead development agency for tourism, one of Singapore's key economic sectors. Together with industry partners and the community, it shapes a dynamic Singapore tourism landscape, and brings the *Passion Made Possible* brand to life by differentiating Singapore as a vibrant destination that inspires people to share and deepen their passions.

The STB ensures that tourism remains an important and vibrant economic pillar through long-term strategic planning, and by forging partnerships, driving innovation and promoting excellence in the tourism sector.



**ABOUT  
SINGAPORE  
TOURISM  
BOARD**

**VISION**

A vibrant and inspiring  
Destination Singapore  
that we are proud of.

**MISSION**

To shape a dynamic  
tourism landscape  
for Singapore in  
partnership with  
the industry and  
community.



ABOUT  
SINGAPORE  
TOURISM  
BOARD

VALUES

CARE

**Care for One Another**

We show empathy and care through supportive actions and encouraging words for one another and the community.

**Nurture One Another**

We promote a nurturing environment by supporting, helping out and looking out for one another.

**Respect for One Another**

We respect one another by listening to other points of views with an open mind and recognising the contribution/effort of one another.

COURAGE

**Dare to Speak**

We speak up and share our thoughts with conviction and respect towards others.

**Dare to Dream**

We challenge traditions, norms and assumptions with fresh ideas and perspectives. We take bold steps to experiment and translate ideas to plans for the future.

**Dare to Do**

We endeavour to make a difference. We believe in making wise decisions in every circumstance, even if it means taking calculated risks in difficult or unclear situations.

INTEGRITY

**Behave Responsibly**

We are reliable, fair and honest in our dealings with our stakeholders, partners and colleagues. We uphold the Board's reputation.

PASSION

**Believe in our Purpose**

We are energetic, driven and believe in the purpose of our work.

**Driven to Excel**

We love what we do and take pride in delivering impactful and quality work.

TEAM

**Succeed as a Team**

We take responsibility for our individual roles and work together to contribute to STB's success. We appreciate and recognise everyone's effort and celebrate success together.

**Bond as a Team**

We seek to understand and respect individual differences. We make time to have fun together and put smiles on one another's faces.

**Learn as a Team**

We learn from one another by sharing knowledge and resources and learning from successes/failures to achieve team success together.



## ABOUT SINGAPORE TOURISM BOARD

# REACHING FOR THE WORLD

The STB's mandate to grow Singapore's tourism sector is reinforced by a robust overseas presence. Our global network of 21 offices and five marketing representatives promote Singapore as a destination in seven key regions.

### AMERICAS



**Americas (New York)**  
Singapore Tourism Board  
589 Fifth Avenue  
Suite 1702  
New York, NY 10017,  
United States

### EUROPE



**United Kingdom (London)**  
Singapore Tourism Board  
Singapore Centre  
First Floor,  
Southwest House  
11A Regent Street  
London, SW1Y 4LR,  
United Kingdom

### France (Paris)

Singapore Tourism Board  
Marketing Representative  
Interface Tourism  
16 Rue Ballu  
75009 Paris, France

### Germany (Frankfurt)

Singapore Tourism Board  
c/o Singapore Centre  
Bleichstrasse 45  
60313 Frankfurt, Germany

### Italy (Milan)

Singapore Tourism Board  
Marketing Representative  
PR & GO UP Communication  
Partners  
via Fabio Filzi, 27  
20124 Milan, Italy

### Russia (Moscow)

Embassy of the  
Republic of Singapore  
Singapore Tourism Board  
Per Kamennaya Sloboda 5  
121099,  
Moscow, Russian Federation

### GREATER CHINA



### China (Beijing)

Singapore Tourism Board  
Unit 3101-3106  
China World Tower 1  
No.1 Jian Guo Men Wai Avenue  
Beijing 100004,  
People's Republic of China

### China (Shanghai)

Singapore Tourism Board  
(Singapore Centre Shanghai)  
Unit 1509-11  
Shui On Plaza  
333 Huai Hai Zhong Road  
Shanghai 200021,  
People's Republic of China

### China (Guangzhou)

Singapore Tourism Board  
(Singapore Centre Guangzhou)  
Unit 6104 CITIC Plaza  
No. 233 Tianhe North Road  
Guangzhou, Tianhe District  
Guangdong 510613,  
People's Republic of China

### China (Chengdu)

Unit 2102, F21, Tower 2,  
Raffles City, No. 3 Section 4,  
South Renmin Road,  
Chengdu, 610041,  
People's Republic of China

### Hong Kong

Singapore Tourism Board  
Unit 3011 30/F  
Tower 1 Times Square  
1 Matheson Street  
Causeway Bay, Hong Kong

### Taiwan (Taipei)

Singapore Tourism Board  
Marketing Representative  
Prestige Public Relations  
3F No. 29 Sec 1 An Ho Rd  
Taipei 106, Taiwan

## ABOUT SINGAPORE TOURISM BOARD



### NORTH ASIA



#### Japan (Tokyo)

Singapore Tourism Board  
#1407 Marunouchi Building  
2-4-1 Marunouchi,  
Chiyoda-ku  
Tokyo 100-6314, Japan

#### Korea (Seoul)

Singapore Tourism Board  
9th Floor Kyobo Life Insurance  
Co. Building  
1, Jongno 1-ga,  
Jongno-gu, Seoul  
03154, South Korea



### OCEANIA



#### Australia (Sydney)

Singapore Tourism Board  
11th Floor AWA Building  
47 York Street  
Sydney NSW 2000, Australia

#### Australia (Melbourne)

Singapore Tourism Board  
Marketing Representative  
GTI Tourism  
Ms Kerrin Trenorden  
Kerrin.Trenorden@gtitourism.com.au



### SOUTHEAST ASIA



#### Malaysia & Brunei (Kuala Lumpur)

Singapore Tourism Board  
Unit 6-3, Level 6  
Menara Standard Chartered  
30 Jalan Sultan Ismail  
50250 Kuala Lumpur, Malaysia

#### Thailand & Myanmar (Bangkok)

Singapore Tourism Board  
@ Singapore Centre  
Unit 1702-1703  
17th Floor Sathorn Square  
Office Tower  
98 North Sathorn Road, Silom,  
Bangrak  
Bangkok 10500, Thailand

#### Vietnam

Unit 3, 11th Floor,  
Saigon Centre, Tower 2  
67 Le Loi Street, District 1  
Ho Chi Minh City, Vietnam

#### Indonesia (Jakarta)

Singapore Tourism Board  
19th Floor, Unit 01,  
Mayapada Tower 1  
Jalan Jendral Sudirman Kav 28  
Jakarta 12920, Indonesia

#### Indonesia (Surabaya)

Singapore Tourism Board  
Sinar Mas Land Plaza  
Wisma BII, Unit 1373, Level 13  
Jalan Pemuda No. 60-70  
Surabaya 60271, Indonesia

#### Philippines (Manila)

Singapore Tourism Board  
17th Floor, 6788 Ayala Avenue  
1226 Makati City  
Manila, Philippines



### SOUTH ASIA, MIDDLE EAST & AFRICA



#### India (Mumbai)

Singapore Tourism Board  
Singapore Centre  
Unit 216/217, The Capital  
G Block, Near ICICI Bank  
Bandra Kurla Complex,  
Bandra (East),  
Mumbai 400051, India

#### India (New Delhi)

Singapore Tourism Board  
Singapore Centre, Unit 4A,  
4th Floor, Aria Tower  
JW Marriott Asset Area 4  
Delhi Aerocity,  
Hospitality District  
New Delhi 110037, India

#### India (Chennai & Bangalore)

Marketing Representative  
T&A Consulting

#### Chennai

627 Regus Business Centre  
Level 6, 10/11 Dr. Radhakrishnan  
Salai, Mylapore,  
Chennai 600004,  
Tamil Nadu, India

#### Bangalore

004 Workafella Business  
Centre, 150/1 Infantry Road  
Bangalore 560001,  
Karnataka, India

#### United Arab Emirates (Dubai)

Singapore Tourism Board  
Sultan Business Centre  
Unit 209  
Oud Metha Road  
PO Box: 115804  
Dubai, United Arab Emirates

REACHING FOR  
THE WORLD



# PASSIONATE HEARTBEATS

WHO WE ARE

## THE STB'S MANAGEMENT

### CONGRATULATIONS ON ANOTHER OUTSTANDING YEAR FOR STB. WHAT WERE THE HIGHLIGHTS FOR YOU IN YOUR FIRST YEAR AS CHAIRMAN?

Thank you. 2017 was very busy but rewarding, not least of all because Singapore tourism was able to deliver record-breaking results for the second consecutive year. International visitor arrivals hit a historic high of 17.4 million (+6%) while tourism receipts reached S\$26.8 billion (+4%).

On behalf of the Board and management team, I would like to acknowledge and thank everyone who has contributed in one way or another. This outstanding performance was the result of all the hard work, energy and creativity that was put in to inspire the world to visit and experience Singapore.

Three things stood out when I look back on the past 12 months. The first was STB's vision of Quality Tourism. It helped to align the efforts of STB and our tourism industry stakeholders by focusing on what really mattered to drive sustainable growth, be it new ideas to raise destination attractiveness or promote local engagement.

The second was the diverse base of strategic partners that STB has collaborated with in the past year. In the face of ever-intensifying global competition, having

# A DISCUSSION WITH THE CHAIRMAN, MR CHALY MAH

committed partners helps Singapore stay ahead of the curve. We must continue to collaborate not only to promote Singapore and its experiences, but also to secure new opportunities, counter challenges, and develop strategies that can bring significant benefits to the whole industry.

The third was the impressive pool of tourism talent and wealth of experience that we have in our industry. Looking back at our achievements – whether it is in being able to attract more visitors from our top markets or the introduction of innovative technology solutions and marketing ideas – it would not have been possible if not for the professionalism and passion of our tourism workforce. We must continue to nurture a pipeline of talents to position ourselves for the future.

### WHAT ARE YOUR THOUGHTS ON HOW SINGAPORE TOURISM WILL CONTINUE TO DIFFERENTIATE ITSELF AND ACHIEVE GROWTH IN THIS HIGHLY-COMPETITIVE GLOBAL INDUSTRY?

In the face of a rapidly evolving and increasingly competitive global tourism landscape, Singapore must remain relevant at the forefront of consumer, travel and tourism trends. To do this well, we need to focus on three key areas.



# A DISCUSSION WITH THE CHAIRMAN, MR CHALY MAH

First, we need to continue attracting a broad base of quality visitors from different markets. This means not only deepening our engagement in existing primary markets, but also identifying new visitor segments in secondary cities and emerging markets. In 2017, these included the fast-growing Southeast Asian and Asia Pacific economies, as well as affluent markets in Europe and America.

Secondly, we must challenge ourselves to constantly differentiate Singapore by telling compelling and authentic stories that resonate. We have taken a bold step with the launch of the *Passion Made Possible* brand, which goes beyond the usual destination descriptors to capture the Singapore spirit. There has been good traction thus far but we must sustain the momentum and use effective outreach channels to forge personal and emotional connections with our target audiences.

Lastly, we need to engage closely with our ecosystem of industry partners and local talents to strengthen our tourism portfolio. Over the years, Singapore has invested carefully to build up unique events and attractions that appeal to our potential visitors. We must continue to develop more of such attractions and world-class experiences while keeping an eye on authenticity through fostering home-grown talents in genres such as food, arts, culture, fashion and design.

## LOOKING AHEAD, WHAT IS THE OUTLOOK FOR SINGAPORE TOURISM?

As always, we remain mindful of geopolitical tensions, economic uncertainties or natural disasters as these affect global consumer travel sentiments. Tourism as a global industry is also constantly evolving and competition is intensifying for the tourism pie as more economies step up their destination marketing and product development efforts.

That said, the outlook appears to be favourable. In 2020, the global economy is projected to grow at 3.7 per cent<sup>1</sup>. Southeast Asia is expected to achieve average GDP growth of 5.2 per cent between 2018 and 2022<sup>2</sup>. Such robust economic growth forecasts augur well for tourism. According to the UN World Tourism Organisation (UNWTO), international visitor arrivals to Asia and the Pacific are projected to nearly double from 279 million in 2015 to 535 million in 2030. As income levels rise, people tend to travel more. Singapore's connectivity to the rest of the world, which is already one of the best in the region, is also expected to improve further with the increasing number of connecting flight routes.

We are thus generally optimistic about Singapore's tourism prospects in 2018. We are forecasting tourism receipts to be in the range of S\$27.1 to \$27.6 billion, a 1 to 3 per cent year-on-year growth, while international visitor arrivals are expected

to come in at 17.6 to 18.1 million, up 1 to 4 per cent year-on-year.

To turn in another good performance, we must be agile in managing our strategies and responding to market shifts. To this end, we will leverage our network of regional offices to keep our finger on the pulse of current and future market developments. It is also critical for us to invest in technologies and innovations that will enable us to enhance our value proposition, our competitive position, and operational excellence to support our business goals.

## WHAT'S THE FOCUS FOR THE STB BOARD AND MANAGEMENT IN THE COMING YEAR, ESPECIALLY WITH LEADERSHIP CHANGES?

This is an important transitional year for STB. We are grateful to ex-Chief Executive Lionel Yeo for his leadership and contributions over the last six years. During his tenure, Lionel worked closely with industry leaders on many initiatives to strengthen Singapore's tourism value proposition and product offerings. He also spearheaded the tourism industry's transformation in areas such as data analytics, digitalisation and technology adoption, and productivity, innovation and skills improvement. These have enabled Singapore to achieve a consistently strong tourism performance. We will continue to leverage technology and analytics

to support our tourism offerings and stakeholders.

We will also focus on attracting and hosting world-class events in Singapore and to continue to develop our cruise industry, which is one of our fastest growing segments in the past few years. In terms of target markets, we will continue to focus on our top three markets, China, Indonesia and India.

I would like to take this opportunity to thank our current Board and management team members for their continued passion and commitment. I welcome our new Board member Mr Lim Eng Hwee and thank former Board members, Mr Ng Lang and Mr Aaron Boey, both of whom stepped down in December 2017, for their valuable contributions.

While the Board is pleased with STB's accomplishments in the past year, we must continue to stay the course in order to reach new heights and achieve our Quality Tourism aspirations.

**MR CHALY MAH**  
CHAIRMAN

1 International Monetary Fund

2 OECD (2018), Economic Outlook for Southeast Asia, China and India 2018: Fostering Growth Through Digitalisation



## A DIALOGUE WITH OUR ACTING CHIEF EXECUTIVE, MS MELISSA OW

### WHAT IN YOUR VIEW CONTRIBUTED TO THE SECOND CONSECUTIVE RECORD-BREAKING YEAR IN 2017 FOR TOURISM IN SINGAPORE?

It was indeed a very good year for Singapore tourism. There were several factors that accounted for the record performance in both International Visitor Arrivals (IVA) and Tourism Receipts (TR).

One key factor was the global economic recovery seen across the world last year. Another was the robust outbound travel demand that came on the back of improved consumer sentiments, resulting in growth from our top 10 markets. While our record TR was largely due to the strong IVA performance, more arrivals from higher-spending markets like China, South Korea, United States and the United Kingdom provided an extra boost.

On STB's front, we are seeing our efforts in expanding and deepening our marketing and trade cultivation across more cities and markets bearing fruit. In the last few years, we have penetrated more secondary cities in the key markets of China, Indonesia and India. As a result, growth from these secondary cities has generally outpaced overall market growth and helped move our numbers into record territory.

I believe the investments we have ploughed into enhancing our destination attractiveness also made a difference. With more than 900 world-class events and experiences and a plethora of new and rejuvenated attractions in the past few years, Singapore is now more widely perceived as a fresh and exciting destination, which helps to attract repeat and new visitors across different nationalities and age groups.

## A DIALOGUE WITH OUR ACTING CHIEF EXECUTIVE, MS MELISSA OW

### **IT'S BEEN JUST OVER A YEAR SINCE STB LAUNCHED THE NEW DESTINATION BRAND, "PASSION MADE POSSIBLE". WHAT HAS THE PUBLIC REACTION BEEN LIKE AND WHAT ELSE CAN WE EXPECT?**

*Passion Made Possible* is a bold move for us. Instead of a conventional tourism-centric tagline, we now have a much broader branding that encapsulates the collective Singapore spirit and the promise that Singapore holds for our citizens, partners, investors and visitors. With its aspirational message that shifts the focus from what visitors can "do" in Singapore to what they can "be", the brand connects better with like-minded visitors through their passions.

Following the Singapore launch on 24 August 2017, we rolled out the *Passion Made Possible* brand across 20 markets to reach more than half a billion people through a global marketing campaign, trade events, consumer activations and a raft of industry partnerships. STB's marketing efforts have accumulated a global audience reach of over 555 million, and the various brand films have garnered close to 300 million views to date<sup>5</sup>.

We are also pleased that the new brand has resonated with trade partners both in Singapore and abroad. More importantly, Singaporeans have also taken to the brand with good feedback and engagement on what *Passion Made Possible* means to them. As the brand goes beyond

tourism, it's heartening to see quite a few other government agencies adopting or supporting the brand in various ways.

The strong momentum built up since the launch is thus encouraging. A second-wave global campaign in the second half of 2018 also features Singaporeans who embody the essence of the brand.

### **DIGITAL DISRUPTION, FAST-CHANGING CONSUMER EXPECTATIONS AND INCREASINGLY FRAGMENTED MEDIA CHANNELS ARE A FEW GLOBAL TRENDS THAT ARE SHAKING UP THE TOURISM INDUSTRY. WHAT IS STB DOING TO ENABLE THE SINGAPORE TOURISM INDUSTRY TO STAY AHEAD OF THESE DEVELOPMENTS?**

STB has recognised for a number of years now the critical and sometimes disruptive role that technology plays in tourism. In response, we created in 2015 the Technology Transformation Group within STB to seize opportunities and enable both STB and the tourism industry to exploit the power of technology to sustain growth. Since then, we have embarked on two major projects.

The first involves the harnessing of digital opportunities and data analytics by the tourism industry to drive meaningful engagement with visitors. To this end, STB launched the Tourism Information

and Services Hub (TIH) – the world's first integrated B2B2C platform – to empower tourism businesses by enabling them to contribute to and access Singapore's travel-related offerings and services in real-time. This brings significant benefits to our tourism partners as their created content can be uploaded and syndicated to millions of potential consumers instantly. Users can also populate their own apps or websites with the latest content and services from TIH.

The second is the Singapore Tourism Analytics Network (STAN), which is a data-analytics tool that will enable us to gain insights into visitor behaviour and preferences by combining traditional information with new data. For example, visitor arrival data can be combined with geo-location data to derive insights about visitor behaviour patterns when they are in Singapore. When fully implemented, STAN will enable businesses to conduct customised analysis and make data-driven decisions that meet visitors' needs and preferences.

Along with this project, STB has published our Data Trust Charter to underline our commitment to responsible data sharing and usage between STB and our stakeholders.

On a wider scale, STB is also pushing the adoption of innovative technologies to achieve continuous improvements in operational performance across the

## PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENTA DIALOGUE WITH OUR ACTING  
CHIEF EXECUTIVE, MS MELISSA OW

industry. Efforts in the hotel industry in particular have started to show results. The adoption of RFID technology to manage linens and assets, and the use of robotics for managing front- and back-of-house operations are good examples of how hotels are enabled to operate with less manpower.

Under the Innovation Challenges organised last year, STB introduced hotels and travel agents to technology players to co-create solutions that can address their business challenges. 23 projects have been selected to be test-bedded. Riding on this initial success, we are extending the Innovation Challenge to the MICE industry.

In terms of visitor experience, we are continuing to incorporate technology into Singapore's tourism offerings. Two examples last year were the 'Chinatown Comes Alive' interactive installations and the 'Trishaw 360' immersive virtual trishaw ride, both of which were well received by tourists.

**HOW DO YOU FEEL ABOUT THE  
COMING YEAR?**

We are generally positive about the tourism prospects. Singapore in particular will benefit from the strong outbound travel forecasted for the Asia-Pacific region. Visitors and Singaporeans can expect new experiences as well, including the exciting Design Orchard, which will feature more than 60 local designers through a wide range of products housed under one roof. Building the capabilities of the industry is another critical area, and we are stepping up our efforts to equip our industry partners for long-term success with specialised programmes such as the STB Marketing College, Marketing Innovation Programme and Business Transformation Through-Train Programme. We look forward to another exciting year as we continue on our journey towards Quality Tourism.

**MS MELISSA OW**  
ACTING CHIEF EXECUTIVE



# BOARD OF DIRECTORS



**MR CHALY MAH**  
CHAIRMAN

**MR CHALY MAH** had served in Deloitte for over 38 years. Prior to his retirement on 31 May 2016, he was CEO of Deloitte Asia Pacific and Chairman of Deloitte Singapore, and Vice Chairman of Deloitte Global Board of Directors. He has extensive experience serving both multinational and local companies across a wide spectrum of industries, specialising in financial services, telecommunications and technology, real estate, private equity and manufacturing.

Mr Mah is currently Chairman of Netlink NBN Management Pte Ltd, the Singapore Accountancy Commission and National University of Singapore Business School Accounting Advisory Board. He is also a board member of Capitaland Limited, Singapore Economic Development Board, Monetary Authority of Singapore and the National University of Singapore Board of Trustees.

**MR MOHAMAD SAIFUL SARONI**  
BOARD MEMBER

**MR MOHAMAD SAIFUL SARONI** has been a partner in PwC LLP Singapore since 2012. He started in PwC as an associate in 2000 and has over 15 years of experience in the audit industry, three of which were spent on secondment to the PwC US Firm in its San Francisco office. He is also one of the Firm's partner contact as it relates to all US Accounting and Auditing matters, as well as US-bound cross border security transactions. Mr Saroni's areas of specialty are in the Energy, Utilities and Mining as well as Technology and Transport sectors. He is actively involved in the audits of SEC registrants.

Mr Saroni also sits on the Boards of Building and Construction Authority, Singapore Anti-Narcotics Association and Mercy Relief, as well as Advisory Council to the People's Association Malay Activity Executive Committees Council. He graduated with a Bachelor of Accountancy from Nanyang Technological University (Honours).

## PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENTBOARD  
OF DIRECTORS

**MR ALLEN LAW**  
BOARD MEMBER

**MR ALLEN LAW** is Chief Executive Officer of the Park Hotel Group and leads the strategic management and expansion of the Group's properties under the luxury "Grand Park", and upscale "Park Hotel" and select service midscale "Destination" brands. Since joining the Group in 2004, Mr Law has been focused on growing the Group's portfolio, building its brands and strengthening its talent and operational capabilities. Park Hotel Group owns and manages 16 hotels across Singapore, Malaysia, Indonesia, Maldives, Hong Kong, China, South Korea, Japan and Australia.

While the Group expands through acquisitions and hotel management services, the hotels seek to extend the service philosophy of providing "Loving Hospitality" through service delivered from the heart to all customers, guests and the community. In recognition of its business and service excellence, Park Hotel Group was honoured Best Regional Hotel Chain for six consecutive years from 2012 to 2017, amongst other accolades.



**MR ALVIN LIM**  
BOARD MEMBER

**MR ALVIN LIM** is Director for International Relations at the Singapore Ministry of Finance which manages bilateral economic relations and multilateral engagements with institutions such as ASEAN, the IMF, World Bank, Asian Development Bank and the Asian Infrastructure Investment Bank.

Prior to his current position, he served variously at the Ministry of Manpower, Ministry of Trade and Industry, Ministry of Foreign Affairs and was the Deputy Chief of Mission at the Singapore Embassy in Washington DC.

Mr Lim was educated at Oxford University, England, where he read Philosophy, Politics and Economics. He also has an MBA in Strategy and Finance from the Yale School of Management. Mr Lim was an International Congressional Fellow at the Brookings Institution and a Senior Executive Fellow at the Kennedy School of Government at Harvard University.



**MS CHRISTINA ONG**  
BOARD MEMBER

**MS CHRISTINA ONG** is Co-Chairman and Senior Partner of Allen & Gledhill LLP, having joined the firm as a Partner in 1987. Her areas of practice include banking, securities offerings, securities regulations, investment funds, capital markets, and corporate finance.

She had been involved in a broad range of international transactions, including debt and equity issues. Ms Ong provides corporate and corporate regulatory and compliance advice, particularly to listed clients. Further, she regularly reviews and provides feedback on legal and securities developments, particularly amendments to Singapore company and securities law and the listing rules.

Ms Ong is a member of the SGX Catalist Advisory Panel, and also sits on the Board of Directors of SIA Engineering Company Limited, Singapore Telecommunications Limited, Overseas-Chinese Banking Corporation Limited and Hongkong Land Holdings Limited.

## PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENTBOARD  
OF DIRECTORS

**MS JOANNA FLINT**  
BOARD MEMBER

**MS JOANNA FLINT** is Managing Director of Google's Agency Business for Asia Pacific and is responsible for strategic partnerships with the world's largest media networks across the region. Formerly, she was the Managing Director for Google Singapore and oversaw sales and business development from its regional hub.

Prior to Google, Ms Flint was Senior Consultant at OgilvyOne Asia-Pacific from 2004 to 2008, providing strategic counsel in digital and e-commerce to Ogilvy's flagship clients. Before that, she had been in the aviation industry for 10 years, working in global commercial and marketing positions in British Airways from 1997 to 2001, and as Global Sales and Digital Marketing leader in Singapore Airlines from 2001 to 2004.

Ms Flint is a well-regarded speaker at industry events on topics of digital, innovation, creativity, technology and women in the workplace. She is on the Leadership Council of the Singapore iAB, and recently retired from the Board of the National University Singapore ISS. She has authored publications, including the new path to purchase, 'Winning the Zero Moment of Truth - Asia'.

Ms Flint graduated from University of Manchester in 1995.



**MR LIM ENG HWEE**  
BOARD MEMBER

**MR LIM ENG HWEE** is the Chief Executive Officer of the Urban Redevelopment Authority (URA) with effect from 1st September 2017. URA is Singapore's national Planning agency, responsible for the physical planning and urban development of Singapore.

Mr Lim was formerly the Chief Planner and Deputy Chief Executive Officer of URA from 2009 to 2017. He has extensive experience in urban planning, urban design, implementation of land use policies and development initiatives. He also served in the Ministry of National Development, Ministry of Trade and Industry and served on the Board of Land Transport Authority. He currently sits on the Board of Singapore Science Centre and Singapore Cooperation Enterprise.

Mr Lim graduated with a Bachelor of Planning from the University of Auckland. He also holds a Master in Public Administration from the Harvard University and attended the Wharton Advanced Management Program at the University of Pennsylvania.



**MR LIM MING YAN**  
BOARD MEMBER

**MR LIM MING YAN** is President & Group Chief Executive Officer of CapitaLand Group. He is a Director of CapitaLand Limited and also a Director of CapitaLand Hope Foundation, the Group's philanthropic arm.

Mr Lim is a Director of Business China, an organisation that promotes bilingualism and biculturalism between Singapore and China. Mr Lim is also the Chairman of Workforce Singapore, a statutory board set up under the Ministry of Manpower to promote the development, competitiveness, inclusiveness and employability of all levels of the workforce.

Mr Lim was Chief Operating Officer of CapitaLand from May 2011 to December 2012 and Chief Executive Officer of The Ascott Limited from July 2009 to February 2012. Prior to joining Ascott, Mr Lim was the Chief Executive Officer of CapitaLand China Holdings Pte Ltd from July 2000 to June 2009, responsible for growing CapitaLand into a leading foreign real estate developer in China.

BOARD  
OF DIRECTORS

**MR PRASAD MENON**  
BOARD MEMBER

**MR PRASAD R. MENON** is a Chemical Engineer from the Indian Institute of Technology, Kharagpur. He has over 45 years of diverse experience in some of the premier multinational and Indian companies.

Mr Menon started his career with the Imperial Chemical Industries (ICI) and served for 20 years, followed by another 11 years at Nagarjuna Group. In October 2000, Mr Menon took over as the Managing Director of Tata Chemicals and in October 2006, he took over as the Managing Director of Tata Power, the largest integrated private power utility in India. He has championed sustainability as a key strategic initiative in the organisation.

Mr Menon subsequently served on several Tata Boards, including being the first Chairman of Tata-Singapore Airlines in India.

He has deep interest in the NGO/Development areas, and has been associated with organisations in the fields of environment, sustainability, wildlife conservation and academia.

Mr Menon currently serves as a Director on the Boards of Axis Bank, SKF India and Sanmar Group.



**MR QUEK SWEE KUAN**  
BOARD MEMBER

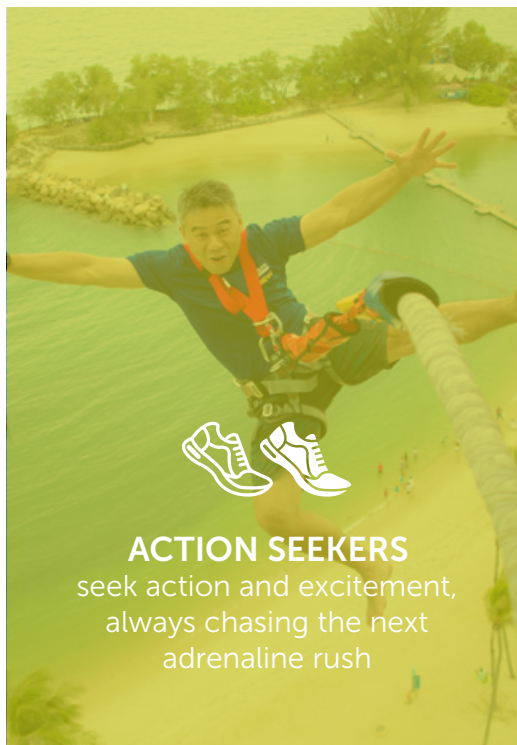
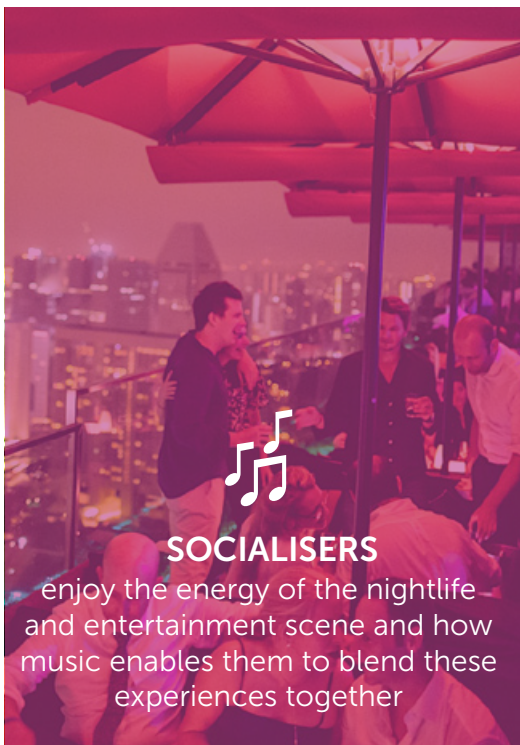
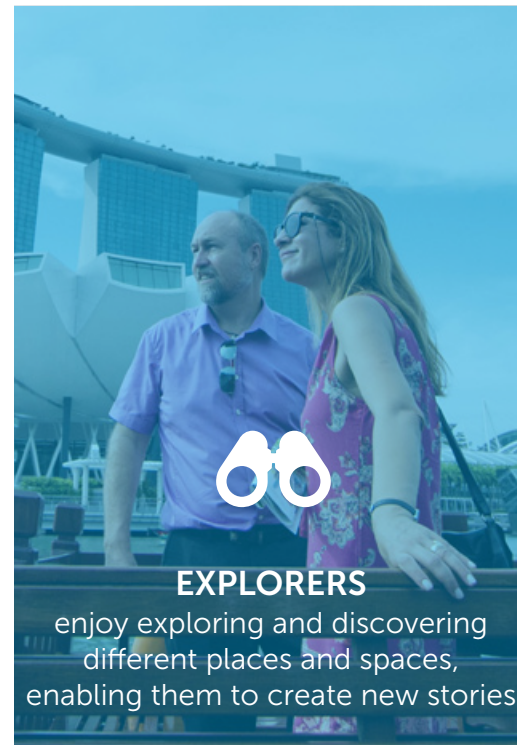
**MR QUEK SWEE KUAN** is the Chief Executive Officer of Sentosa Development Corporation (SDC) where he steers the vision and development of Sentosa Island as a leading leisure and lifestyle destination in Singapore.

Prior to joining SDC in October 2015, Mr Quek was the Economic Development Board's (EDB) Deputy Managing Director, where he took on leadership positions covering a wide range of portfolio that included Global Operations, Marketing & Communications, Industry Development and Investment Promotion, as well as Planning and Policy. At EDB, he played a key role in formulating strategies aimed at attracting foreign investments into Singapore and helped elevate Singapore's stature as an important global player in various industries, including interactive digital media, lifestyle and consumer business.

Mr Quek was the Singapore Tourism Board's (STB) Deputy Chief Executive from February 2007 to March 2009. During that time, he led STB's network of international offices in working with foreign tourism players to brand and market Singapore as an attractive and compelling destination for leisure, business, education and healthcare services to international travellers.

# PASSION TRIBES

STB has grouped potential visitors together into Passion Tribes based on their lifestyles, interests, and what they travel for. There are seven such "Passion Tribes":



PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

# SENIOR MANAGEMENT



**MS LYNETTE PANG**

ASSISTANT CHIEF EXECUTIVE,  
Marketing Group



**MR YAP CHIN SIANG**

ASSISTANT CHIEF EXECUTIVE,  
Policy & Planning Group



**MS MELISSA OW**

ACTING CHIEF EXECUTIVE



**MR QUEK CHOON YANG**

CHIEF TECHNOLOGY  
OFFICER & QSM,  
Technology  
Transformation Group



**MR CHANG CHEE PEY**

ASSISTANT CHIEF EXECUTIVE,  
International Group



\* The items showcased in the photo are representative of each individual's passion or interest  
\* Cushion courtesy of The Farm Store

PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

BUSINESS GROUPS

CORPORATE  
GROUP



MS PAULINE LOW

HEAD,

Compliance & Corporate Services



MR EVAN KOH

HEAD,

Legal



MS MELISSA OW

ACTING CHIEF EXECUTIVE  
AND COVERING DIRECTOR,  
Human Resources &  
Organisation Development



MS CHIANG HAI YIN

CHIEF FINANCIAL OFFICER,  
Finance & Corporate Advisory



MS DONG LIMIN

HEAD,

Financial Management  
& Operations



MR ALFRED CHIAM

HEAD,

Internal Audit



- Ms Melissa Ow was appointed Corporate Group Head on 1 September 2018.
- Ms Chiang Hai Yin was appointed Chief Corporate Officer, Corporate Advisory & HROD on 1 September 2018.
- Ms Dong Limin was appointed Acting Director, Finance on 1 September 2018.
- The Internal Audit reports functionally to the Chairman of the Audit and Risk Committee (ARC) and administratively to the Acting Chief Executive.
- Mr Derek Tan, Executive Director, Human Resources & Organisation Development, is no longer in service effective 1 June 2018.

\* The items showcased in the photo are representative of each individual's passion or interest



PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

BUSINESS GROUPS

# MARKETING GROUP



MS LIM SHOO LING

DIRECTOR,  
Brand



MS GERALDINE YEO

DIRECTOR,  
Industry Marketing



MR OLIVER CHONG

EXECUTIVE DIRECTOR,  
Communications &  
Marketing Capability



MS LYNETTE PANG

ASSISTANT CHIEF EXECUTIVE



MR TERENCE VOON

DIRECTOR,  
Digital & Content



MS JACQUELINE NG

DIRECTOR,  
Marketing Partnerships  
& Planning



\* The items showcased in the photo are representative of each individual's passion or interest  
 \* Cushions courtesy of The Farm Store



PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

BUSINESS GROUPS

# EXPERIENCE DEVELOPMENT GROUP



**MR ANDREW PHUA**  
DIRECTOR,  
Exhibitions & Conferences



**MS JEAN NG**  
DIRECTOR,  
Sports



**MS RANITA SUNDRAMOORTHY**  
DIRECTOR,  
Retail & Dining



**MS MELISSA OW**  
ACTING CHIEF EXECUTIVE



**MS CARRIE KWIK**  
EXECUTIVE DIRECTOR,  
Attractions, Entertainment &  
Tourism Concept Development



**MS JEANNIE LIM**  
EXECUTIVE DIRECTOR,  
Conventions, Meetings  
& Incentive Travel



**MS SERENE TAN**  
DIRECTOR,  
Arts & Cultural Precincts



\* The items showcased in the photo are representative of each individual's passion or interest

PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

BUSINESS GROUPS

# POLICY & PLANNING GROUP



**MS ONG HUEY HONG**  
DIRECTOR,  
Hotel & Sector Manpower



**MS ONG LING LEE**  
DIRECTOR,  
Travel Agents & Tourist Guides



**MR CHEW TIONG HENG**  
EXECUTIVE DIRECTOR,  
Infrastructure Planning  
& Management



**MR YAP CHIN SIANG**  
ASSISTANT CHIEF EXECUTIVE



**MS RACHEL LOH**  
DIRECTOR,  
Strategic Planning  
& Incentive Policy



**MS ANNIE CHANG**  
DIRECTOR,  
Cruise



\* The items showcased in the photo are representative of each individual's passion or interest  
\* Cushions courtesy of The Farm Store

PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

BUSINESS GROUPS

# TECHNOLOGY TRANSFORMATION GROUP



MS KAREN ANN LEONG

CHIEF,

The Collaboratory



MS CHOO HUEI MIIN

DIRECTOR,

Visitor Experience



MR QUEK CHOON YANG

CHIEF TECHNOLOGY OFFICER

& QSM



MR POH CHI CHUAN

DIRECTOR,

Digital Transformation



MS SHAMEEM MUSTAFFA

CHIEF DATA OFFICER,

Data Governance & System



MS CONNIE POH

HEAD,

Organisation Enablement



\* The items showcased in the photo are representative of each individual's passion or interest  
 \* Cushions courtesy of The Farm Store

PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

BUSINESS GROUPS

# INTERNATIONAL GROUP



**MR G B SRITHAR**

REGIONAL DIRECTOR,

South Asia, Middle East & Africa



**MS TAN YEN NEE**

REGIONAL DIRECTOR,

Europe



**MR CHANG CHEE PEY**

ASSISTANT CHIEF EXECUTIVE



**MR JOHN CONCEICAO**

EXECUTIVE DIRECTOR,

International Relations &  
Market Planning and Oceania



**MS GOH KERSHING**

REGIONAL DIRECTOR,

Americas



\* The items showcased in the photo are representative of each individual's passion or interest

PASSIONATE HEARTBEATS

THE STB'S  
MANAGEMENT

BUSINESS GROUPS

# INTERNATIONAL GROUP



**MR MARKUS TAN**  
REGIONAL DIRECTOR,  
North Asia



**MR EDWARD KOH**  
EXECUTIVE DIRECTOR,  
Southeast Asia



**MR SOO SIEW KEONG**  
DIRECTOR,  
TRADE ENGAGEMENT &  
MARKET ACCESS



**MS JULIANA KUA**  
CHIEF REPRESENTATIVE &  
REGIONAL DIRECTOR,  
Greater China



• Ms Low See Peng, Regional Director, Eastern & Southern China, Hong Kong, Macau and Taiwan, is no longer in service effective 13 May 2018.

\* The items showcased in the photo are representative of each individual's passion or interest

# PERFECT HARMONY

**PERFORMANCE AND  
INITIATIVES FY2017/2018**



## PERFECT HARMONY

PERFORMANCE AND  
INITIATIVES FY2017/2018

# TOURISM SECTOR PERFORMANCE 2017 OVERVIEW

2017 was a record year for Singapore tourism, with both visitor arrivals and tourism receipts reaching historical highs. Tourism Receipts rose by 3.9 per cent to reach S\$26.8 billion while international visitor arrivals hit 17.4 million, a 6.2 per cent increase from 2016. This outstanding performance reflects the industry's dedication, passion and creativity in developing and marketing Destination Singapore. It is also a testament of Singapore's steady progress towards attaining sustainable Quality Tourism growth.

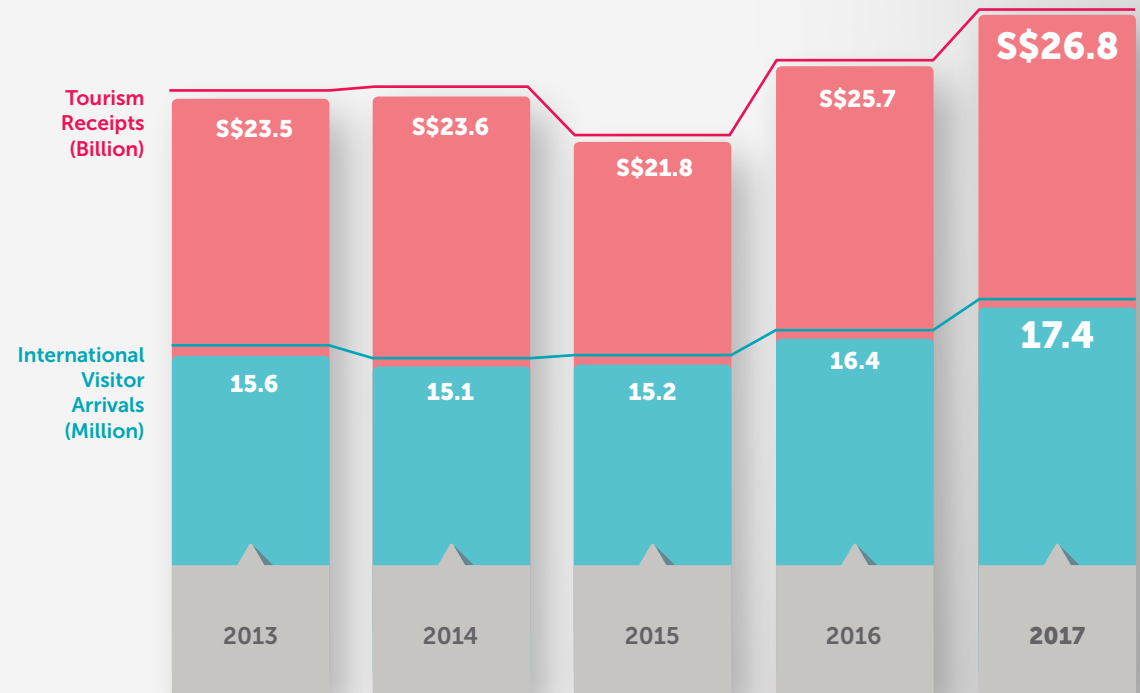


**S\$26.8B**  
Tourism Receipts



**17.4M**  
International Visitor Arrivals

## TOURISM RECEIPTS AND INTERNATIONAL VISITOR ARRIVALS

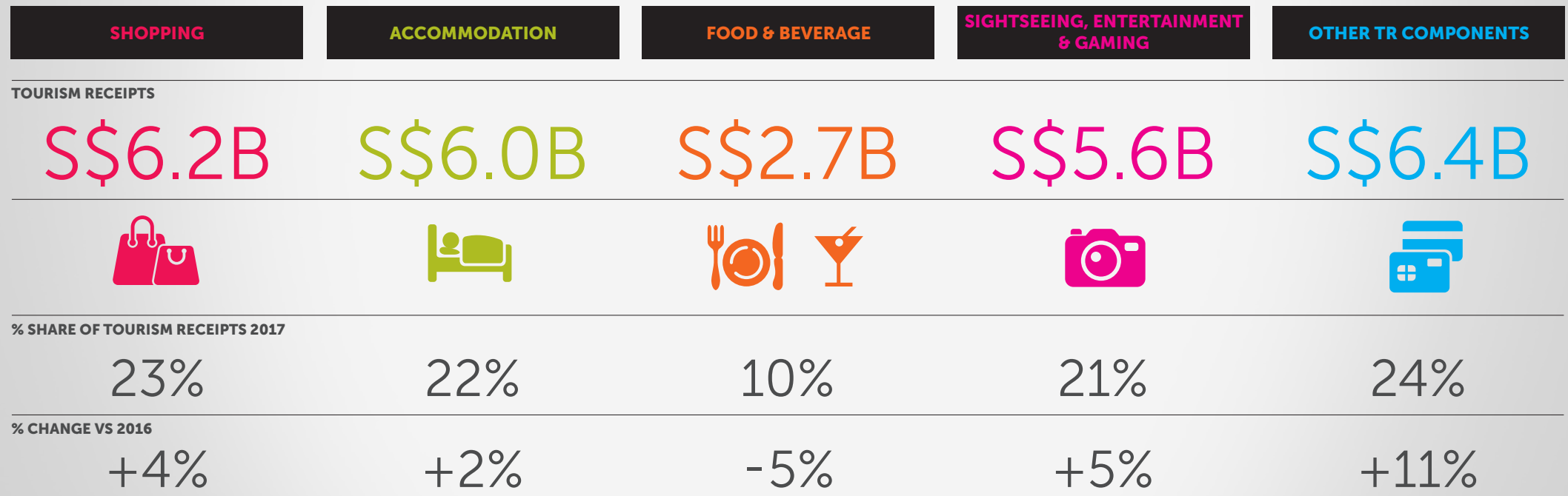


## PERFECT HARMONY

PERFORMANCE AND  
INITIATIVES FY2017/2018TOURISM RECEIPTS BY  
MAJOR COMPONENTS

JANUARY TO DECEMBER 2017

Visitors spent more in almost all major components, including Sightseeing, Entertainment & Gaming (+5%), Shopping (+4%), Accommodation (+2%) and Other TR Components<sup>1</sup> (+11%). The only exception was Food & Beverage (-5%).



Source: Disembarkation/Embarkation Cards and Overseas Visitors Survey

– Sightseeing, Entertainment &amp; Gaming includes entrance fees to attractions and nightspots, expenditure on day-tours, leisure events and entertainment at the Integrated Resorts.

– Other TR components include expenditure on airfares on Singapore-based carriers, port taxes, local transportation, business, medical, education and transit visitors.

1 Other TR components include expenditure on airfares on Singapore-based carriers, port taxes, local transportation

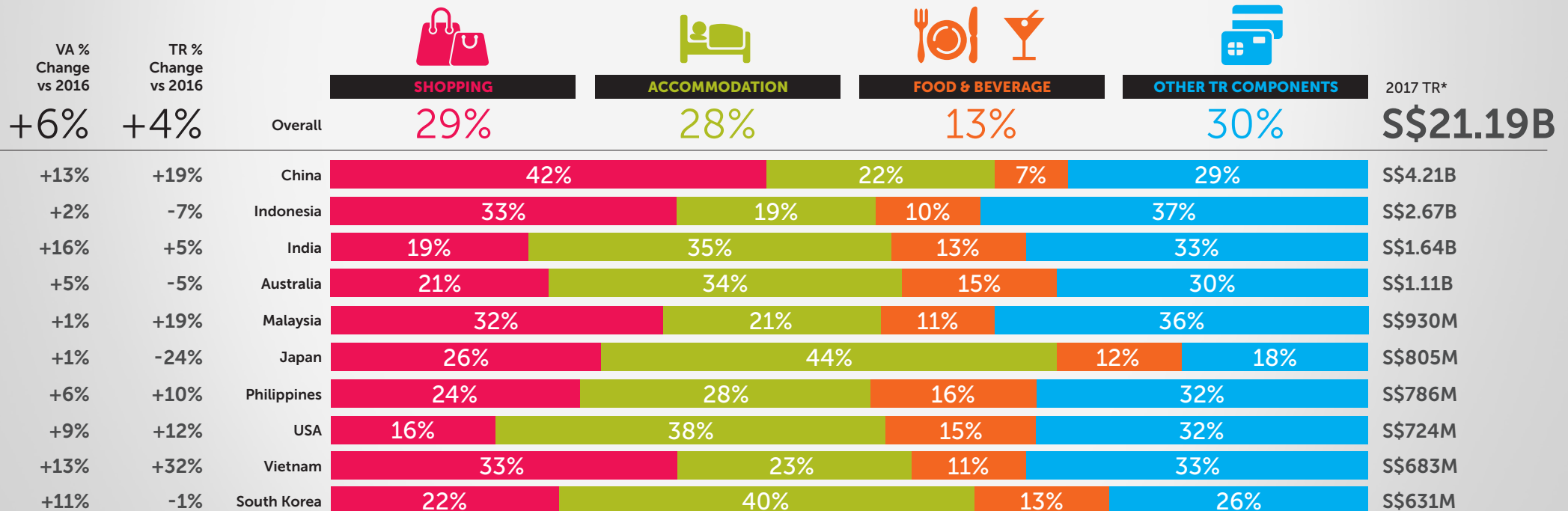


## PERFECT HARMONY

PERFORMANCE AND  
INITIATIVES FY2017/2018TOURISM RECEIPTS BY  
MAJOR COMPONENTS,  
TOP 10 MARKETS

JANUARY TO DECEMBER 2017

Our record Tourism Receipts for 2017 were buoyed by stellar performances of our top markets. The top three markets were China (S\$4.2 billion, +19%), Indonesia (S\$2.7 billion, -7%) and India (S\$1.6 billion, +5%), accounting for 40 per cent of the total Tourism Receipts (excluding Sightseeing, Entertainment & Gaming expenditure).



Expenditure is estimated from Overseas Visitor Survey.

– Other TR components include expenditure on airfares on Singapore-based carriers, port taxes, local transportation, business, medical, education and transit visitors.

\* Sightseeing, Entertainment & Gaming has been excluded in the country analysis due to commercial sensitivity of information.



# ENDLESS OPPORTUNITIES

**MARKETING SINGAPORE  
TO THE WORLD**

# MARKETING SINGAPORE TO THE WORLD



## GLOBAL LAUNCH OF NEW DESTINATION BRAND *PASSION MADE POSSIBLE*

On 24 August 2017, STB and the Economic Development Board (EDB), together with the Ministry of Communications & Information (MCI), launched a new unified brand for Singapore. Marking a bold shift from previous 'descriptive' marketing campaigns, *Passion Made Possible* is an articulation of the collective Singapore spirit, what we stand for as a country and the promise it holds for its people and visitors. The new brand's fresh and inspirational approach to foster deeper emotional connections between Singapore and international audiences received positive response from international media and trade partners.

Following the launch in Singapore, the *Passion Made Possible* brand was rolled out to 20 markets through a global marketing campaign, consumer activations, trade events and a series of industry partnerships. The various brand films garnered close to 300 million video views to date<sup>2</sup>, and we received more than S\$63 million<sup>3</sup> worth of positive international media coverage.

<sup>2</sup> As of August 2018

<sup>3</sup> As of July 2018



GLOBAL AUDIENCE  
REACH

+555M



INTERNATIONAL  
MEDIA VALUE

>S\$63M



BRAND FILMS

~300M  
VIEWS

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

## IN-MARKET LAUNCHES OF *PASSION MADE POSSIBLE*

*Passion Made Possible* was introduced at special activations at a few markets following its global launch in Singapore. In India, STB collaborated with St+art India Foundation to present the **Singapore Weekender** at the St+art Urban Art Festival held at the Sassoon Docks, one of Mumbai's largest fish markets that was transformed into an exciting art, music and dance festival site. In China, pop star Stefanie Sun,

the official Singapore Tourism Ambassador for Greater China, and Singapore brand personality Nathan Hartono, joined hands to introduce Singapore's inspiring places to Chinese audiences. The **Singapore Inside Out (SG:IO)** showcases in Tokyo and Sydney brought together Singaporean and contemporary Japanese and Australian creative talents respectively.



## EXPERIENTIAL MARKETING: PASSION TRIBES, PASSION TOURS & THE PASSION KITCHEN PROJECT

To highlight the relevance of the *Passion Made Possible* brand message and create customised experiences, STB identified seven Passion Tribes that grouped visitors based on their lifestyles, interests and reasons for travel. These seven tribes are Foodies, Collectors, Explorers, Action Seekers, Culture Shapers, Socialisers and Progressors.

To bring the brand alive, STB worked with tour operators to curate, refresh and create 24 Passion Tours to provide visitors with different kinds of experiences that align with their passions, interests and lifestyles. Examples include the **Singapore Sidecars Vespa Tour** for Explorers, **Next Generation Hawker Food Tour** for Foodies, **Treasures of Kampong Glam: The Insider's Tour**

for Collectors and **Made in Singapore Tour** for Progressors. Since the brand launch in August 2017, tour operators have seen a 10–35 per cent growth in take-up of the Passion Tours.

Taking the experiential approach further, STB partnered with hotels to create experiences based on unique concepts, such as the Village Hotels' collaboration with local arts schools to design "Made-in-Singapore" rooms and Parkroyal on Pickering's virtual reality app for tourists interested in eco and architecture related experiences.

Another initiative from the brand rollout was the Passion Kitchen Project which was showcased at several trade shows such as IMEX America in Las Vegas, IBTM World at Barcelona and several MICE events held in Singapore including ITB Asia. The 4D virtual reality simulation gave potential visitors a rare and immersive behind-the-scenes experience of what went on in the kitchens of four Singapore restaurants that served up Malay, Chinese, Indian and Mod-Sin (fusion) cuisines. Visitors found the experience refreshing and exciting as they were able to smell, touch and taste 32 different spices and ingredients, and even bring home a spice pack.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLDMARKETING & DIGITAL  
PARTNERSHIPS

Forging marketing and digital partnerships has been an important component of our work. In 2017 we continued such collaborations to extend our marketing reach.

PARTNERSHIPS TO BOOST  
VISITOR ARRIVALS

- **STB, Changi Airport Group (CAG) and Singapore Airlines (SIA) Partnership.** This ongoing partnership will jointly invest S\$34 million over three years to promote inbound travel to Singapore. CAG, SIA and STB also launched the second edition of the Singapore MICE Advantage Programme (SMAP), an initiative that seeks to provide a differentiated and seamless

Singapore business event experience for MICE organisers and visitors. Enhancements to this programme, which included new and improved benefits, helped to secure 70 business events. The Free Singapore Tour for transit passengers was also refreshed, bringing over 70,000 visitors on an exploration of Singapore.

- **New SIA In-flight Safety Video.** As part of the STB-SIA S\$10 million, three-year agreement signed in June 2017, SIA unveiled a new in-flight safety video that conveys safety instructions through a journey across familiar landmarks, such as Boat Quay, The Intan Peranakan Home Museum, Haji Lane and the River Safari.

- **STB, CAG and Australia Qantas Partnership.** The three parties inked a partnership that includes, amongst other things, joint marketing campaigns in Australia, the United Kingdom and Southeast Asia to promote travel on Qantas services via Singapore to raise destination awareness and boost international visitor arrivals.
- **CAG-STB Partnership.** This S\$4.5 million, one-year collaboration continued to support marketing efforts in Chinese and Indonesian tier two cities to drive more visitor arrivals to Singapore. One of the initiatives from this partnership is the launch of an online training portal for Chinese trade agents.

## DIGITAL COLLABORATIONS

- STB signed a **Memorandum of Understanding with Tencent**, a Chinese tech titan, to jointly promote Singapore on Tencent's various platforms. A ZoukOut live-streaming event on Tencent's social media platform, QQ, with complementary influencer engagements and Augmented Reality, attracted more than 1.8 million young Chinese viewers. Tencent also helped STB deepen our understanding of Chinese visitors by analysing user trends, and build brand awareness amongst potential Chinese tourists.

- STB's three-year **Memorandum of Understanding with Grab** offers visitors the option of using the GrabPay mobile wallet at popular tourist locations to minimise the inconvenience of withdrawing cash or changing currency. To support Singapore's Smart Nation efforts towards contactless payment, Grab will use STB's Tourism Information and Services Hub to enable selected tourism businesses to integrate its tools into their own digital platforms, and offer its services to STB's partners in the MICE industry.



To support Singapore's Smart Nation efforts towards contactless payment, Grab will use STB's Tourism Information and Services Hub to enable selected tourism businesses to integrate its tools into their own digital platforms, and offer its services to STB's partners in the MICE industry.

## IN-COUNTRY MARKETING

### Australia

2017 saw a recovery in visitor arrivals from Australia, the market's first uptick since 2014. This recovery came on the back of a strong growth in Australian outbound travel and greater flight connectivity to Singapore from cities such as Brisbane, Melbourne and Sydney.

Over the past three years, STB has focused on driving trade cultivation and increasing its marketing efforts. A greater focus on Queensland and Victoria has paid off as visitor arrivals from these two Australian states grew seven per cent over 2016. A targeted approach to draw more visitor traffic during lull periods and weekends also helped to increase visitor numbers outside of the traditional peak travel periods.

### China

STB Greater China increased its marketing efforts in 2017, expanding into more tier two cities, rolling out tactical promotions with both traditional travel agents and digital partners in tier one and two cities, and launching Singapore's new *Passion Made Possible* destination brand in Beijing.

STB also continued its successful collaborations with a number of

online travel agents (Ctrip, Tuniu, Fliggy, Mafengwo and Tongcheng) and non-travel related players (Dianping, Tencent, WeChat) to reach out to Chinese travellers within the unique Chinese digital ecosystem.

In September, STB embarked on a four-month activation with Dianping, a lifestyle portal and mobile application widely used by Chinese consumers, to promote Singapore's new *Passion Made Possible*

destination brand and Singapore travel products. By deploying the Dianping app and an interactive game, STB successfully engaged with some 45,000 users.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

“ ”

Visitor arrivals from the UK crossed the half million mark for the first time, while Germany, France and Russia posted healthy growth of 4.1 per cent, 2.6 per cent and 13.8 per cent respectively.



### Europe

Visitor arrivals from all of the top 10 European source markets grew in 2017 despite market uncertainties, contributing to record visitor arrivals and tourism receipts. Visitor arrivals from the UK crossed the half million mark for the first time, while Germany, France and Russia posted healthy growth of 4.1 per cent, 2.6 per cent and 13.8 per cent respectively. STB Europe will continue to tap on Europe's economic recovery, growing interest in travel to Asia, and the increase in air and sea connectivity to Singapore to build on this growth.

The new *Passion Made Possible* brand was launched in the European cities of London and Berlin. In London, the new brand was launched at London Cocktail Week, the world's largest cocktail festival, with a *Passion Made Possible* booth at the festival village in Spitalfields Market, featuring local cocktail bar Nutmeg & Clove, and artist-chef Ms Janice Wong. In Germany, the new brand

was launched at ITB Berlin 2018, the world's largest travel trade show. STB Frankfurt hosted key industry partners and stakeholders at the Singapore Evening, which featured local talents such as mixologist Vijay Mudaliar and chef Nixon Low.

STB Europe also launched several new marketing initiatives, such as partnerships with cruise intermediaries like Imagine Cruising to develop pre- and post-cruise packages comprising bespoke in-destination experiences to increase length of stay and drive spend. With the launch of low cost carrier Norwegian Airlines' new direct service from Gatwick airport in the UK to Singapore, joint marketing campaigns were rolled out to increase our market share. Business development efforts were also enhanced across key European cities to capture the MICE segment, which led to an increase in Meetings & Incentives visitors from Europe in 2017.

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD**India**

2017 saw India move up a spot to third place among Singapore's key visitor arrival source markets. Singapore's new *Passion Made Possible* destination brand was launched in India through a series of media partnerships, including NDTV and ScoopWhoop, and joint marketing promotions with key travel trade partners such as Thomas Cook, SOTC, MakeMyTrip and Travel Tours. The year also saw STB become the first national tourism organisation to partner Paytm, a leading e-commerce and digital wallet service provider, promoting Singapore's tourism offerings on its mobile app.

In November, STB collaborated with St+Art India Foundation on a Singapore Weekender Art Festival in Mumbai featuring art installations, exhibits and dance performance by seven Singapore talents. Working with Impresario Restaurant Group's Culinary Director Gresham Fernandes, Singapore Chef Bjorn Shen from Artichoke served up Singapore-inspired food in a secret dinner for the who's who of Mumbai society and the Group's Social outlets in Mumbai.

India also continues to be Singapore's top source market for cruise passenger arrivals, with a 25 per cent growth in the number of Indian cruise passengers in 2017 over 2016.

**Indonesia**

Indonesia continues to be an important source market for Singapore, registering a two per cent growth in visitor arrivals in 2017.

STB Indonesia launched *Passion Made Possible* with a collaboration between two budding Indonesian artists and a Singaporean street artist, Ceno2. The three artists collaborated to create a new wall mural painting in Kampong Glam, infusing both Singapore and Indonesian elements into their final artwork. The collaboration brought *Passion*

*Made Possible* to life by presenting the artists an opportunity to learn and co-create from one another, fulfilling their passion on a bigger platform. A film that documented the collaboration generated positive reactions and helped STB Indonesia successfully seed the campaign messages locally.

The opening of STB's 21st regional office in Surabaya has enabled us to meaningfully engage in-market travel partners and consumers in the region, and further grow visitor arrivals and spending from Surabaya,

neighbouring cities such as Malang and others in East Java as well as cities in Eastern Indonesia including Bali and Makassar. Overall, visitor arrivals from the region has registered healthy growth. As STB intensifies and widens its outreach in more tier two cities in Indonesia, we expect visitor arrivals to continue to grow in 2018.





## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

## Japan

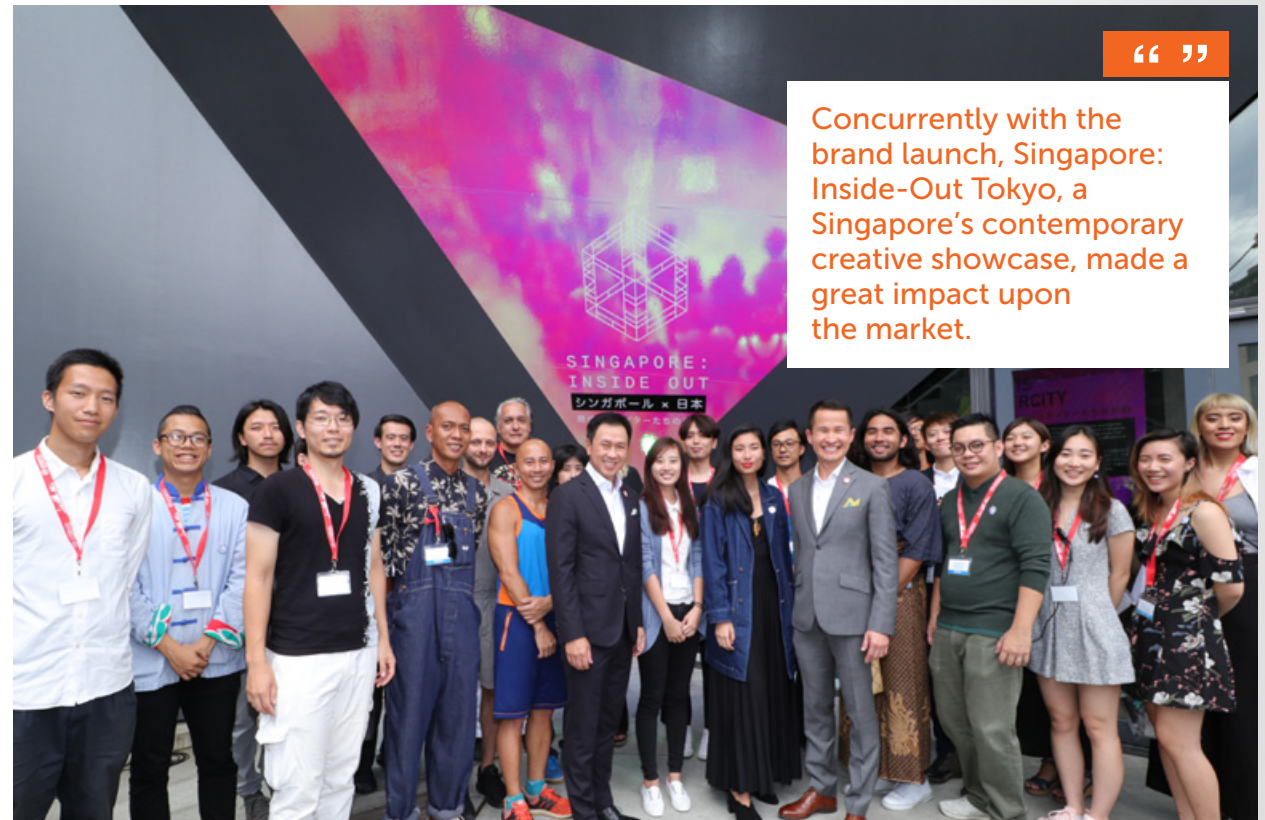
Japan arrivals grew by 1.1 per cent to 793,000, the first positive growth after three years of decline. The growth was largely due to the opening of two new direct air links in Hiroshima and Okinawa and STB Japan's partnerships with Japanese trade for nationwide sales promotions, intensive media campaigns timed with the new destination brand launch.

STB Japan forged a one-year strategic partnership with JTB Corp, which was also historic as it is the first time JTB Corp has done so with a national tourist organisation. The collaboration was on JTB's Destination of the Year Campaign for Singapore, which was successfully concluded with total package sales of over 128,000 pax, exceeding the campaign target of 90,000 pax, and S\$4 million in International Media Value.

Japan was also the first overseas launch market of *Passion Made*

*Possible* after it was unveiled in Singapore. At the market launch event, Saitoh Takumi was named the first 'Singapore Tourism Ambassador' for Japan. As one of the most recognisable actors in Japan, Saitoh Takumi's popularity secured prime features on Singapore in a number of prominent media titles across broadcast and print. Concurrently with the brand launch in Japan, **Singapore: Inside-Out Tokyo**, a contemporary creative showcase, made a great impact upon the market. The two events together generated over S\$3.7 million of International Media Value on Singapore.

STB Japan also pursued innovative partnerships with lifestyle brands beyond the travel industry, in order to drive greater awareness and relevance amongst our Japanese audiences. One example is a collaboration with renowned fashion label 'Yohji Yamamoto' on a series of designs that drew inspiration from the multi-cultural aspects of Singapore.



“ ”

Concurrently with the brand launch, Singapore: Inside-Out Tokyo, a Singapore's contemporary creative showcase, made a great impact upon the market.

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD**Myanmar**

With the rise of the middle class across Southeast Asia, the region presents immense untapped potential. STB has been investing in Myanmar as one of the emerging visitor sources that will grow in prominence as an outbound tourism market. Registering a 28 per cent growth trajectory in 2017, Myanmar broke previous arrival records and inched upwards to be within Singapore's top 17 visitor markets.

STB's engagement of the Myanmar market has been particularly significant, given notable milestones over the past few years including the bilateral visa waiver in December 2016 which is expected to spur long-term visitor growth between Myanmar and Singapore. Given Singapore's compelling qualities as a family and lifestyle destination, STB forged partnerships with Myanmar media and key influencers in a bid to continue to raise its destination profile. The annual Singapore Festival, a mall-based consumer event and travel fair that showcases Singapore's offerings, was held in September. While leisure continues to be the

main purpose of visit to Singapore, there has been a marked growth in demand for Myanmar visitors who come to Singapore for business, Board Meetings and Corporate Incentive Travel. To this end, STB launched the inaugural Singapore-Myanmar Incentive Travel Forum (SMIF) in July 2017, as an open forum and platform for Myanmar MICE industry stakeholders to discuss the trends, potential and challenges faced by the sector.

Over the next few years, STB will continue to invest and build more breadth and depth to its engagements in Myanmar, including deepening our business networks in the cities of Yangon and Mandalay. The Singapore Travel Specialist programme was launched in early-2018, to enable more in-market travel partners to market Singapore with greater expertise and effectiveness. The annual Singapore Festival will also return in a different format that will be a tangible exemplification of *Passion Made Possible*, anchored in collaborative efforts between influencers from Myanmar and Singapore.

**South Korea**

South Korea arrivals hit a record 631,000 visitors, registering a growth rate of 11 per cent. The growth came on the back of a strong post-Zika recovery coupled with long public holidays.

In tandem with the launch of *Passion Made Possible*, STB Korea partnered several travel agents, including Hana Tour, Mode Tour and Interpark Tour, on strategic branding leveraging online and broadcast media, out-of-home advertising, and tactical partnerships to extend the reach of the brand to the Korean target audience.

Riding on Hallyu (the Korean wave), STB Korea partnered Hanjin Travel on a 12-episode Singapore travel series with popular K-pop girl group, TWICE. The series was well-received, achieving over 4.5 million online views.

STB Korea has also been focusing its public relations and marketing efforts on the secondary market of Greater Busan, working with key media, travel agent partners and airlines to drive greater awareness of Singapore and promote travel packages. This partly contributed to the strong growth of the Greater Busan market, with visitor arrivals increasing by 17 per cent in 2017.



**STB's engagement of the Myanmar market has been particularly significant, given notable milestones over the past few years including the bilateral visa waiver in December 2016 which is expected to spur long-term visitor growth between Myanmar and Singapore.**

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

## United States

The US registered the highest-ever visitor arrivals and tourism receipts in 2017, due mainly to better-than-expected growth in the US economy and improved connectivity from the addition of non-stop flights.

STB focused on forging various brand partnerships to target the increasingly important Early Careers traveller segment. Currently the largest segment in the American workforce, this group comprises employed singles or couples, generally aged between 25 and 34. They tend to focus more on experiences rather than material consumption.

Initiatives from recent brand partnerships include a collaboration with the US' fastest-growing on-demand transportation service, Lyft, and the popular music discovery platform, Pandora, which appeals to Early Careers in the West Coast. In conjunction with SIA's non-stop flights from San Francisco, the tie-up with Lyft surprised unsuspecting Lyft passengers in San Francisco with a free trip to Singapore if they answered a series of questions correctly. The partnership with Pandora offered a dedicated Singapore station consisting of tracks by Singaporean artistes such as The Sam Willows and Charlie Lim.



## Vietnam

Arrivals from Vietnam grew 13 per cent to reach a record high of 531,000 visitors, reaching Singapore's top 10 source markets for the first time. As Vietnamese visitors enjoy shopping in Singapore for its wide product range, quality and competitive prices, and in particular branded goods due to the assurance of quality and authenticity, STB

continued to market retail options to Vietnamese visitors.

With Vietnam outbound travel expected to grow over the next few years due to increasingly competitive airfares and greater flight options, STB will be injecting more marketing and trade engagement efforts to attract more Vietnamese visitors to Singapore.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLDTRANSFORMING THROUGH  
TECHNOLOGY AND DATA

To keep pace with technological disruption, STB is embarking on a journey of technological transformation.

TOURISM INFORMATION AND  
SERVICES HUB (TIH)

STB successfully rolled out the TIH, a one-stop portal for tourism and travel-related content and services to provide more up-to-date information about our tourism offerings. It is the first of its kind in the world.

The platform aggregates tourism content and information on travel-related services that is then made available to any local or international stakeholder through application programming interfaces (APIs). The APIs allow industry stakeholders to power their own apps or websites with the latest content and smart services from TIH, enabling stakeholders to create content for instant syndication to millions of visitors to Singapore.

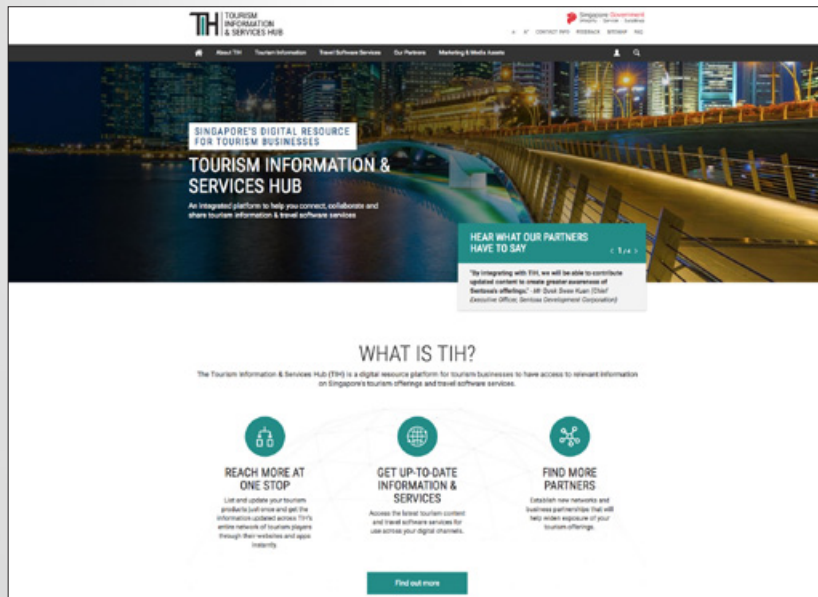
SINGAPORE TOURISM ANALYTICS  
NETWORK (STAN)

The Singapore Tourism Analytics Network (Stan) is a powerful data analysis system that stores, tracks and analyses visitor data to provide insights into travel behaviours and preferences. This in turn enables both STB and service providers to tailor products to meet the needs and preferences of our visitors, making their experience in Singapore more memorable, and encouraging return visits.

Although currently available for internal use, STB has since entered into data partnerships with industry members such as Sentosa Development Corporation, Gardens by the Bay, Wildlife Reserves Singapore and Expedia. Over time, STB plans to roll out Stan in phases to external stakeholders.

“ ”

The Singapore Tourism Analytics Network (Stan) is a powerful data analysis system that stores, tracks and analyses visitor data to provide insights into travel behaviours and preferences.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLDBUILDING INDUSTRY  
COMPETITIVENESS

STB launched several initiatives in 2017 to support the development of an innovative and competitive tourism industry.

ENCOURAGING  
TECHNOLOGY ADOPTION

To encourage greater technology adoption amongst industry stakeholders, STB worked with the Singapore Hotel Association (SHA) and the National Association of Travel Agents Singapore (NATAS) to launch the first-ever Tourism Innovation Challenges for the hotel and travel agent industries respectively.

These innovation challenges involved crowd-sourcing for innovative technology solutions to help hotels and travel agents address their problems, drive productivity and improve customer experience. Both challenges received strong support from industry stakeholders and solution providers.

- Hotel Innovation Challenge**  
 After crowd-sourcing solutions from technology vendors to address key pain points within the hotel industry, 18 solutions were awarded STB grants, and more than 30 pilot hotels will partner these vendors to develop and trial the solutions in areas such as artificial intelligence, Internet-of-things, robotics and facial recognition.
- Travel Agents Innovation Challenge**  
 From this first-of-its-kind initiative for the travel agent industry, five solutions were awarded STB grants, with eight pilot travel agents coming on board to co-develop and test solutions in chatbots, data analytics and tour operations.



### BUILDING A STRONG TALENT PIPELINE

Building a strong talent pipeline continues to be a critical piece of STB's work to ensure the sustainability of the tourism industry.

- **Hotel Careers Campaign**

To increase awareness of the diverse range of careers and progression opportunities in the hotel industry, STB collaborated with the Singapore Hotel Association (SHA) and stakeholders within the industry to launch a three-year Hotel Careers Campaign. Themed the "Business of Happiness", the campaign aims to improve public perception of a career in the hotel industry and inspire young Singaporeans to join the hospitality sector.

Two initiatives under the Campaign have been launched so far:

- In October 2017, STB partnered 22 hotels for the Open Hotels Weekends to provide an insider's look at the hotel industry. Intended for interested job applicants and the public to find out more about the challenging yet fulfilling work

that goes on in a hotel, the event received more than 850 participants over the two weekends.

- From December 2017 to March 2018, a 10-day Work for a Stay programme was launched to expose tertiary students and jobseekers to the day-to-day work operations and culture of the hotel industry. Shortlisted individuals received a training allowance and a one-night hotel stay upon completing the programme. The event was well-received, with more than 1,000 applications across 26 participating hotels.
- **Earn and Learn Programme**  
In 2017, STB continued to support the Earn and Learn Programme under the SkillsFuture initiative. Participation increased 31 per cent from the previous year, with 97 ITE and Polytechnic students enrolled in the programme in 2017. Launched in 2016 to induct Singaporean talents into the tourism sector, the programme combines on-the-job-training, projects and mentoring with classroom and online learning.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD



### CULTIVATING A PRO-BUSINESS ENVIRONMENT

- **Amendments to the Travel Agents Act and Travel Agents Regulations**

The Ministry of Trade and Industry (MTI) and STB introduced amendments to the Travel Agents Act and Travel Agents Regulations to positive reception.

Pro-business changes, such as the deregulation of walking and cycling tours, will encourage the development of more differentiated and innovative offerings for tourists and locals and add vibrancy to our tourism landscape. At the same time, the amended Act and Regulations have also enhanced consumer protection and strengthened the regulatory framework to ensure industry sustainability.

### INSPIRING MARKETING INNOVATION

- **Marketing Innovation Programme**

To inspire innovative ways of marketing Singapore, STB launched the inaugural Marketing Innovation Programme in April 2017. STB received 44 applications from businesses across a wide range of industries and supported three innovative marketing campaigns from AccorHotels, Millennium Hotels and Resorts, and Wildlife Reserves Singapore. These campaigns demonstrated the strongest potential of telling a great Singapore story to enhance Singapore's destination appeal. Each chosen campaign received a dollar-for-dollar matching award of up to S\$300,000 to amplify its distribution.

### CAPABILITY BUILDING

- **STB Marketing Conference 2018**

STB's inaugural Marketing Conference brought 400 attendees from STB, its partner agencies and industry stakeholders together to learn and discuss what an ever-evolving marketing world means for brands today. The STB Marketing Conference is one of the initiatives under the STB Marketing College, which strives to cultivate a community of learning that engages, inspires and develops best-in-class tourism marketers.

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLDTRAVEL AGENTS LICENSING  
AND REGULATORY REVIEW –  
“DON’T TRAVEL BLUR,  
TRAVEL SURE” CAMPAIGN

STB launched two new public education campaigns to promote greater awareness among Singaporeans on the necessary precautions they should take to protect themselves against unforeseen circumstances when booking their holiday.

The first campaign, which ran in 2017, saw the return of a renowned character, Justice Bao, with the catchphrase “You think, I thought, who confirm?”.



The second campaign was launched in 2018 and brought back popular Singapore drama serial, The Unbeatables. The public message “Don’t Travel Blur, Travel Sure” was introduced, supported by “Sunny the Sotong” the campaign mascot and the hashtag #DontTravelBlurTravelSure.

To connect the campaign messages with Singaporeans, the two campaigns featured re-dubbed snippets of Justice Bao and The Unbeatables. Leveraging nostalgia and humour through the use of dramatic scenes from the shows, the videos highlighted the three steps that travellers should take to avoid unforeseen travel mishaps: purchase travel insurance, read the terms & conditions of their travel product and check if their travel agent is licensed.





## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLDENHANCING DESTINATION  
ATTRACTIVENESS

## VIBRANT EVENTS CALENDAR

Singapore was host once again to an exciting series of branded events, including renewed prominent local and world-class events, all of which have contributed to Singapore's vibrant tourism scene. STB also continued to support the development of home-grown events. Collectively, these support STB's robust multi-pronged events strategy to enhance Singapore's destination attractiveness.

1. ANCHORING  
BRANDED EVENTS• **Disney-branded marquee events**

STB entered into a three-year partnership with The Walt Disney Company (Southeast Asia) in March 2017 to co-create and anchor Disney-branded events in Singapore. The STB-Disney partnership is Disney's first collaboration with a national tourism organisation in Southeast Asia. Besides cementing Singapore's position as a family-friendly destination, the partnership with Disney helps to profile Singapore's attractions and precincts, and supports local

event organisers and SMEs in growing their businesses and enhancing their capabilities.

In 2017, STB and Disney jointly worked on two marquee events:

**May the 4th Festival**

This was the first Disney-branded event which kicked off the three-year partnership between STB and Disney. Held over 4 – 6 May 2017 at Gardens by the Bay, the festival drew 63,000 unique visitors (of which almost 44 per cent were foreign) and generated S\$3.6 million worth of international media coverage. Key highlights included a Star Wars run that attracted 15,000 runners (11 per cent foreign visitors) and Southeast Asia's largest lightsaber installation, the "SaberTrees".

**Star Wars: Experience the Force**

Held at Orchard Road and the Singapore Toy, Game & Comic Convention (STGCC), Star Wars: Experience the Force featured first-in-Southeast Asia exclusive experiences and installations,

such as Padawan Training at ION Orchard, and Kylo Ren's Tie-Fighter installation.

- Orchard Road (1 – 10 September 2017): Amongst the merchandise, fun and games, there was also a virtual reality experience for fans to interact with droid BB-8. Part of STB's initiatives to rejuvenate Orchard Road and encourage visitor spend, this retail-driven event drew more than 78,000 unique visitors.
- Singapore Toy, Game & Comic Convention (9-10 September 2017): The highly popular convention at Marina Bay Sands featured a dedicated Star Wars Zone with larger-than-life vehicle replicas, games and merchandise. The entire event attracted almost 28,000 unique visitors.
- **Ultimate Fighting Championship Fight Night Singapore**  
To reach out to the growing base of mixed martial arts in the region, STB supported the Ultimate Fighting Championship (UFC) Fight Night. After a three-year absence, the world's premier mixed martial arts organisation returned to the city and took centre stage at the Singapore Indoor Stadium in June 2017. Singapore is the exclusive Southeast Asian destination for UFC Fight Night until 2020.
- **International Champions Cup Singapore**  
Top-class live sporting action does not come better than the International Champions Cup (ICC), one of the biggest pre-season football tournaments. In a four-year deal with Catalyst Media Group to host the highly-anticipated event from 2017 to 2020, Singapore is the ICC's only stop in Southeast Asia. Football fans came together at the National Stadium for the inaugural edition of ICC Singapore in July 2017 to catch the action from European football giants Chelsea, Bayern Munich and Inter Milan.
- **Formula 1® Singapore Grand Prix**  
Over 10 years, the Formula 1® Singapore Grand Prix has attracted more than 450,000 international visitors to Singapore and generated about S\$1.4 billion

in tourism receipts. The event's only night race also showcased Singapore to over 780 million international broadcast viewers. The Formula 1® Singapore Grand Prix was renewed for another four years till 2021.

“ ”

STB also continued to support the development of home-grown events. Collectively, these support STB's robust multi-pronged events strategy to enhance Singapore's destination attractiveness.

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

## 2. GROWING LOCAL EVENTS

- **Christmas on A Great Street**

A perennial-favourite, the 2017 edition of Christmas on A Great Street – themed “Endless Wonder” – was enhanced as part of ongoing Orchard Road rejuvenation efforts. Its 34<sup>th</sup> edition saw the first-ever Great Christmas Village that housed over 20 pop-up booths and experiential zones, and a Christmas countdown party. In addition, Christmas on A Great Street contributed to greater street level vibrancy with curated concepts such as the duplex Haagen-Dazs and SK-II pop-up stores.

- **Christmas Wonderland**

Held at Gardens by the Bay, the festival’s fourth edition spanned 57,000sqm and featured enhanced and new consumer experiences such as the first-in-Asia debut of Circus Abyssinia, a gourmet dining experience curated by SAVOUR Events, Asia’s largest Santa Grotto, and Singapore’s largest outdoor skating rink specially brought in from Switzerland.

- **Singapore Toy, Game & Comic Convention**

The annual Singapore Toy, Game & Comic Convention (STGCC) celebrated its 10<sup>th</sup> anniversary at the Marina Bay Sands Expo and Convention Centre. The convention had a wide range of exhibitors, entertainment events and items, and featured 406 product brands.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

## 3. DELIVERING NEW EVENTS

- **“YAYOI KUSAMA: Life is the Heart of a Rainbow” exhibition**

Held at National Gallery Singapore from June to September 2017, the hugely popular “YAYOI KUSAMA: Life is the Heart of a Rainbow” exhibition drew more than 235,000 visitors. Singapore was the first Southeast Asian country to host a major exhibition of works by iconic artist Yayoi Kusama.

- **MICHELIN Guide Street Food Festival 2017**

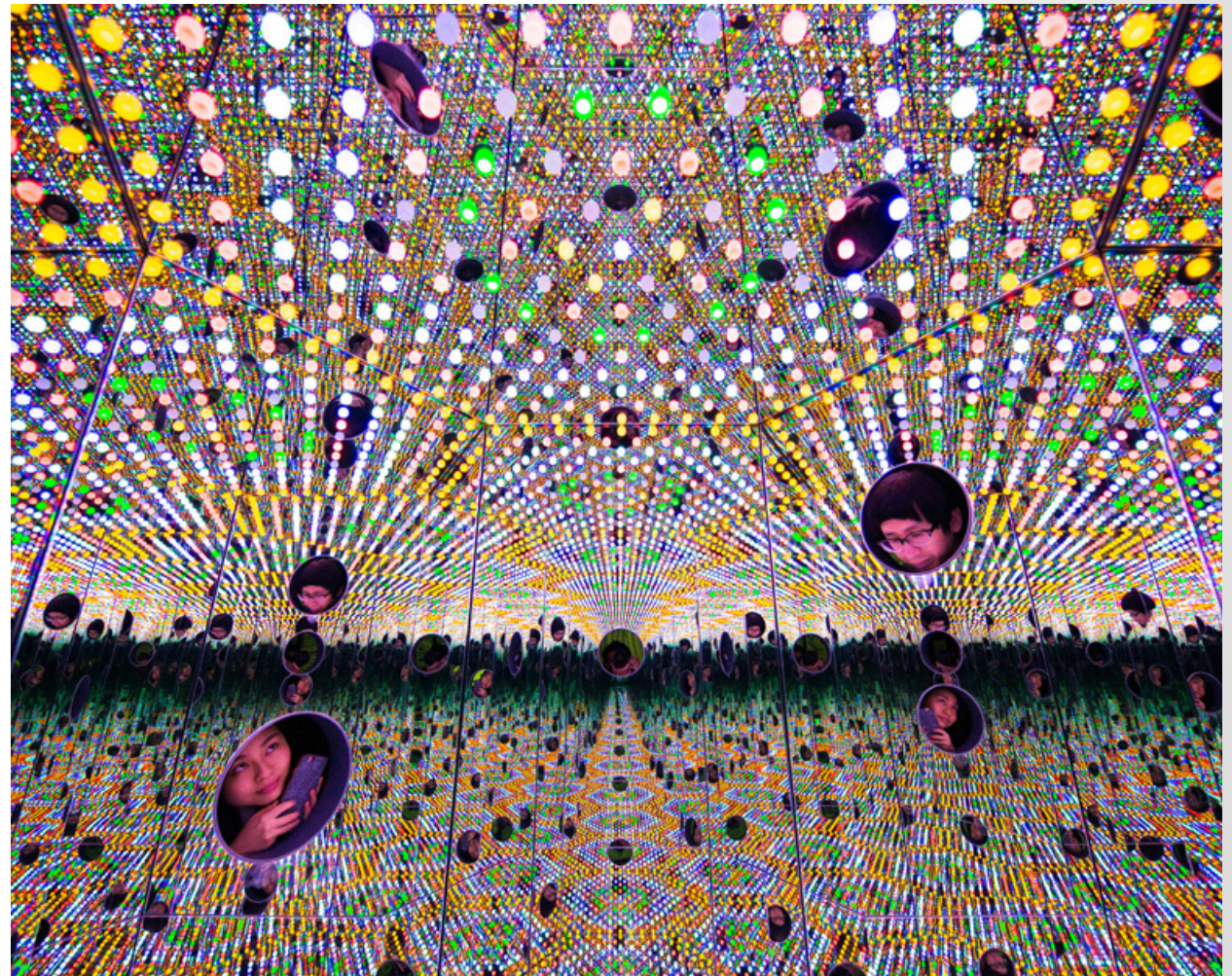
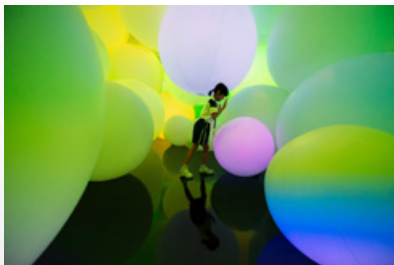
A sold-out event, the world’s first MICHELIN Guide Street Food Festival gathered 15 Michelin-starred restaurants and celebrated Bib Gourmand eateries in one location. The star-studded line-up of dining establishments included Hong Kong Soya Sauce Chicken Rice & Noodle, Wedang, The Song of India and Shoukouwa, each showcasing their interpretation of local street favourites at value-for-money prices.

- **Flashbang**

A fresh home-grown concept, Flashbang is a pop-up creative event that took place at the Grange Road car park in Dec 2017. The event featured neon light art installations, music performances and retail and F&B offerings, providing an immersive experience for visitors. Flashbang was part of the ongoing efforts to introduce new concepts in the Orchard Road precinct, contributing to the year-end festive ambience.

- **Children’s Biennale**

The inaugural Children’s Biennale was held at National Gallery Singapore and attracted over 286,000 visitors during its four-month run. It featured up to 10 interactive showcases and activities, advocating creative imagination and encouraging independent exploration.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLDNEW EXPERIENCES AT THE  
INTEGRATED RESORTS

## MARINA BAY SANDS

- **Spectra**, a new entertainment experience featuring a state-of-the-art outdoor light and water show, was unveiled in June. The multimedia extravaganza, featuring innovative water fountain technologies, takes viewers on a four-act journey, beginning with Singapore's multi-cultural origins and ending with a glimpse into its future as a global city and beacon of innovation.

- **Digital Light Canvas**, an interactive digital art permanent attraction, was launched at The Shoppes at Marina Bay Sands in December. Commissioned to multi-award winning Japanese art collective teamLab, this multi-sensory attraction immerses visitors in an imaginative world of digital art. Visitors can use their smartphones to project pre-programmed 3D objects onto a 14-metre tall light sculpture featuring teamLab's proprietary 4D vision display technology, and physically interact with the dynamic LED floor to generate special effects.

## RESORTS WORLD SENTOSA

- **The Maritime Experiential Museum** at Resorts World Sentosa re-opened in December 2017 after an extensive nine-month overhaul. The only one of its kind in Singapore, the revamped attraction is dedicated to exploring the iconic Maritime Silk Route, featuring 15 thematic galleries with visual projections, multimedia shows, and interactive hands-on exhibits. Visitors can also relive seafarers' perilous experiences at the immersive multi-sensory Typhoon Theatre and Pirate Encounter.
- Celebrated Japanese Chef Masayasu Yonemura launched **Teppan by Chef Yonemura** at Resorts World Sentosa in December. Famous for his Michelin-starred restaurant in Kyoto, this brand new *teppanyaki* concept is his first outpost outside of Japan, and also his first establishment in the world featuring a three-in-one theatrical dining concept that combines the artistry and showmanship of *teppanyaki*, cocktail mixology and flambé desserts.



## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD



## CRUISE

Singapore continues to actively engage its ASEAN counterparts to establish Southeast Asia as a cruising destination for the world.

- Singapore-led ASEAN Collaboration to Develop Vibrant Cruising Region**

On 25 January 2018, ASEAN leaders endorsed the ASEAN Declaration on Cruise Tourism at the ASEAN Tourism Forum 2018 in the Thai city of Chiang Mai. As the ASEAN lead coordinator for cruise development, Singapore led the Declaration, which outlines ASEAN's commitment to develop cruise tourism in Southeast Asia through improving clarity in cruise policies and regulations, greater efficiency in administration, and refining business practices.

The number of cruise passengers in Southeast Asia is expected to reach 4.5 million by 2035<sup>4</sup>, a ten-fold increase from 2016. The rise in ship deployments, in response to consumer demand, is expected to spur further advancements in port and

destination infrastructure and spin off benefits for local tourism stakeholders across the region.

- Home-porting of Genting Dream**

The year-round, home-porting of Dream Cruises' **Genting Dream** from 2017 to 2020 makes it the largest vessel ever to be based year-round in Singapore. Featuring a diverse suite of leisure options on-board, Genting Dream will offer cruises from Singapore to destinations such as Kuala Lumpur, Phuket and North Bali. It is expected to boost Singapore's reputation as a top family destination and underscore its appeal as the cruising gateway to Southeast Asia.

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

## RETAIL

In 2017, STB continued to work closely with industry partners to build a dynamic retail industry and ensure Singapore remains an appealing shopping destination for tourists.

- **Great Singapore Sale (GSS)**

GSS 2017 introduced new innovations to enhance its appeal to shoppers. Riding on developments in digital technology, the Singapore Retailers Association (SRA) launched a new app called Gospre, which consolidated deals and promotions from more than 200 merchants island-wide. Downloaded more than 34,000 times, Gospre gave shoppers convenient access to deals and promotions anytime on the go.

- **Dover Street Market Singapore**

We welcomed the launch of this renowned multi-label concept store in July 2017. Located at Dempsey Road, the store is Dover Street Market's fourth outlet in the world after London, Tokyo and New York.

- **Design Orchard**

A ground-breaking ceremony was held in October 2017 to commemorate the start of construction of Design Orchard, which is located in the heart of Orchard Road. Design Orchard is a tripartite effort by STB, Enterprise Singapore (then-SPRING Singapore) and JTC to showcase home-grown brands, nurture local design talents, and provide an authentic and differentiated retail experience for locals and visitors alike. Design Orchard is scheduled to open in early 2019.

- **Jeweluxe Singapore**

A curated exhibition of jewellery, timepieces and design, Jeweluxe Singapore was launched in October 2017. Supported by STB's Kickstart Fund, the event promoted and showcased independent jewellery designers and watchmakers to today's discerning audience. Featuring jewellery designers like USA's Kimberly MacDonald, whose jewellery has been adorned by Hollywood celebrities, and five independent watchmakers from the *Académie Horlogère des Créateurs Indépendants*, the event attracted some 13,000 attendees to its inaugural edition.



Riding on developments in digital technology, the Singapore Retailers Association (SRA) launched a new app called Gospre, which consolidated deals and promotions from more than 200 merchants island-wide.

## ENDLESS OPPORTUNITIES

MARKETING  
SINGAPORE TO  
THE WORLD

## NEW HOTELS

More than 20 new hotels entered the Singaporean hotel scene in 2017, providing more choices for locals and travellers.

- **Andaz Singapore**
- **Courtyard by Marriott**
- **InterContinental Singapore Robertson Quay**
- **Mercure Singapore on Stevens**
- **Novotel Singapore on Stevens**
- **Park Hotel Farrer Park**
- **Sofitel Singapore City Centre**
- **Yotel Singapore**

## MICE

In maintaining and elevating Singapore's status as a top city for MICE and business events, Singapore successfully secured and hosted a diverse range of notable business events. In 2017, some of these events were:

- **IEEE Global Communications Conference 2017** inaugural in Asia, the conference was held outside the United States for the first time in 15 years;
- **VitaFoods Asia 2017** held in Singapore for the first time and the largest edition to date in terms of size and attendance;
- **Singapore FinTech Festival 2017** the largest Fintech festival in the world in 2017; and
- **Asia-Pacific Academy of Ophthalmology Congress 2017** the largest ophthalmology event in the Asia Pacific region returned to Singapore after more than a decade.

Singapore was also the Asia-Pacific's Top Convention City for the 15th consecutive year, as conferred by the International Congress and Convention Association (ICCA). In the Union of International Associations (UIA) global rankings, Singapore was the Top Meeting City in Asia for 10 consecutive years.

The pipeline of MICE events was bolstered in 2017 by significant event wins. These include:

- **YPO EDGE 2018** Singapore became the only city in Asia-Pacific to host this flagship event twice.
- **Herbalife Extravaganza 2018 and Amway India Annual Leadership Summit 2018** both of which are large-scale incentive events.
- **Rotary International Convention 2024** the largest association congress secured to date with 24,000 overseas attendees expected to gather in Singapore.

- **World Congress of Anaesthesiologists 2024** the 2024 edition will be the first time the meeting is held in Singapore and Southeast Asia. The meeting is expected to be Singapore's largest medical congress, with 8,000 to 10,000 delegates over six days.

- **International Luxury Travel Market Asia Pacific 2018** a by-invitation-only event that brings together suppliers and buyers of luxury travel experiences.
- **Industrial Transformation Asia Pacific 2018 - a HANNOVER MESSE event** an inaugural advanced manufacturing event that expects to gather more than 10,000 attendees over three days.
- **Money 20/20 Asia 2018 and Asia Pacific 2018, and World Conference on Lung Cancer 2020** thought-leadership events that attract international visitors.

## ENHANCING VISITOR EXPERIENCE

**New Tax Refund Initiatives**

STB supported two new initiatives to improve visitors' tax refund experience in Singapore. The world's first mobile app for visitors to process tax refunds was launched in 2017 by Singapore-based Tourego (short for *Tourist Refund on the Go*). On top of that, Alipay was also introduced as an additional mode of tax refunds for Chinese visitors. In a first for shopping malls in Singapore, Global Tax Free partnered ION Orchard to launch a Global Tax Free counter for tax refund queries and issuance of tax refund tickets for its affiliated merchants.

## ENDLESS OPPORTUNITIES

MARKETING SINGAPORE  
TO THE WORLDCALENDAR  
OF EVENTS

## APR

## MAY

2017

MICHELIN GUIDE SINGAPORE  
STREET FOOD

Held at the Coliseum at Resorts World Sentosa, Singapore's first-ever MICHELIN Guide Street Food Festival featured the delightful multi-ethnic culinary specialities of 15 Michelin-starred restaurants and Bib Gourmand eateries.



## HSBC SINGAPORE RUGBY SEVENS

Rugby fans enjoyed two days of high-energy sport and entertainment as the world's top 16 international Rugby Sevens teams battled for the championship at the National Stadium.

## HARI RAYA LIGHT-UP 2017

The annual Hari Raya Light-up at Geylang Serai bustled with visitors thronging the bazaar which offered festive décor, clothing, and traditional Muslim eats including street food, snacks and other treats. The 2017 light-up also featured a traditional *kampong* house and *sampan*, motifs inspired by the concepts of community and homecoming.

## CHILDREN'S BIENNALE

Southeast Asia's first Children's Biennale transformed the National Gallery Singapore into an immersive playscape filled with interactive artworks, installations and activities for the young and young-at-heart. The inaugural edition, which ran from 20 May to 8 October, attracted more than 286,000 visitors.

CHILDREN'S SEASON AT THE  
NATIONAL MUSEUM OF SINGAPORE:  
CONNECT THE DOTS

As part of Children's Season 2017, the National Museum of Singapore featured "Connect the Dots". Themed "Connections", the exciting line-up of art, culture, heritage and educational programmes included hands-on activities, storytelling sessions, theatrical performances and film screenings, to inspire, engage and educate young audiences.



## ENDLESS OPPORTUNITIES

MARKETING SINGAPORE  
TO THE WORLDCALENDAR  
OF EVENTS

## JUN

2017

## GREAT SINGAPORE SALE

Organised by the Singapore Retailers Association (SRA), the 66-day annual shopping event included roving events in key shopping precincts like Orchard Road and Marina Bay which added fun and buzz for shoppers.



## UFC FIGHT NIGHT

Organised by the world's premier mixed martial arts (MMA) organisation UFC, the event returned to Singapore after it was last held in 2014. Headlined by former UFC Women's Bantamweight Champion, Holly Holm and former title challenger, Bethe Correia, the event, held at the Singapore Indoor Stadium, garnered an attendance of more than 8,000 people.



## ULTRA SINGAPORE

The second edition of ULTRA SINGAPORE featured two days of pulsating performances by top DJs, underground players and local talents. The outdoor electronic music festival is part of the global Ultra Music Festival extravaganza.



## YAYOI KUSAMA EXHIBITION

Held at the National Gallery Singapore, Japanese avant-garde artist Yayoi Kusama's blockbuster exhibition "Life is the Heart of a Rainbow" was her first major museum showing in Southeast Asia. The 2,000sqm showcase, featuring more than 120 artworks from the 1950s till the present, attracted more than 235,000 people over its three-month run. It set a new visitorship record for the museum.

## ENDLESS OPPORTUNITIES

MARKETING SINGAPORE  
TO THE WORLDCALENDAR  
OF EVENTS

## JUL

## AUG

## SEP

2017

## SINGAPORE FOOD FESTIVAL 2017

With food trails and art performances inspired by food, the Singapore Food Festival 2017 served up a wide variety of culinary creations from famous chefs and hawkers and food-related experiences.

INTERNATIONAL CHAMPIONS  
CUP SINGAPORE

Football fanatics unite! Singapore is the exclusive Southeast Asian host of this highly-anticipated tournament series, which brings the best in club football to venues across the world. The 2017 edition in Singapore featured English Premier League leaders Chelsea, German Bundesliga giants Bayern Munich and Italian Serie A's Inter Milan.



## SINGAPORE NIGHT FESTIVAL 2017

Held in the heart of Singapore's Bras Basah arts district, the 10<sup>th</sup> edition of this nocturnal extravaganza continued to lure huge crowds with spectacular performances, light art installations and hands-on activities for participants of all ages.

## GRAND PRIX SEASON SINGAPORE 2017

Incorporating the Formula 1® Singapore Grand Prix, Grand Prix Season Singapore 2017 saw 10 days of non-stop action, on and off the race tracks. Singapore's biggest sporting extravaganza delivered a high-octane party weekend with thrilling night racing and star-studded acts, as well as specially curated lifestyle offerings and events.

SINGAPORE TOY, GAME AND  
COMIC CONVENTION

Marking its 10<sup>th</sup> anniversary this weekend at Marina Bay Sands, the annual Singapore Toy, Game & Comic Convention featured exhibitors, game demos, stage performances, and meet-and-greet sessions with famous comic book sketch artists. The two-day event attracted more than 50,000 visitors.

## HALLOWEEN HORROR NIGHTS® 7

Universal Studios Singapore (USS) continued to up the scare ante with the seventh edition of Halloween Horror Nights. It featured 500 scare actors from 15 countries, five haunted houses, two scare zones, two live shows, an all-new live-action zombie laser tag experience, and intense thrill rides.

## ENDLESS OPPORTUNITIES

MARKETING SINGAPORE  
TO THE WORLDCALENDAR  
OF EVENTS

## OCT

2017

BNP PARIBAS WTA FINALS SINGAPORE  
PRESENTED BY SC GLOBAL

The fourth edition of the most prestigious tournament in professional women's tennis played to a record 133,000 fans. As part of the WTA Finals' suite of lifestyle offerings, the WTA Finals Gala Evening showcased a collaboration of Singapore's most creative talent in fashion, music and theatre, while the Backstreet Boys made its only stop in Asia to kick-start the WTA Finals, and performed to a sold-out stadium.

## DEEPAVALI LIGHT-UP 2017



Little India is the epicentre of the annual Deepavali celebrations, and the 2017 light-up did not disappoint with spectacular street lights, a street parade and a busy market offering jewellery, traditional snacks, sarees and ornamental decorations.

## SINGAPORE WINE FIESTA 2017

The largest outdoor wine fair in Singapore, this four-day event featured winemakers from around the world, exclusive wine tastings, masterclasses, live performances, and other exciting activities.

## JEWELUXE SINGAPORE

A curated exhibition focusing on jewellery and timepieces, new event Jeweluxe Singapore was launched in October 2017 featuring 68 independent jewellery brands and watches.

## SINGAPORE FASHION WEEK 2017

Supported by the Council of Fashion Designers of America, Singapore Fashion Week 2017 returned to the Lion City with dazzling designer debuts, headliners and a Fashion Tech Summit. The fashion event drew more than 50 designers from 11 Asian countries including top names such as Jason Wu, Laichan and Yoyokulala.

## ENDLESS OPPORTUNITIES

MARKETING SINGAPORE  
TO THE WORLDCALENDAR  
OF EVENTS

## NOV

2017

## SINGAPORE FINTECH FESTIVAL

Organised by the Monetary Authority of Singapore, in partnership with The Association of Banks in Singapore and in collaboration with SingEx Holdings, the second Singapore FinTech Festival built on the success of the inaugural edition and drew more than 30,000 participants from over 100 countries, making it the largest FinTech Festival in the world.

## SINGAPORE RIVER FESTIVAL 2017

With its theme of "Turn Up The River", the third year of the Singapore River Festival featured an exciting line-up of new activities, including the biggest-ever display of light-emitting diode (LED) kites, a light-projection rave party, live music entertainment and an outdoor dance floor. Supported by more than 100 businesses within the Clarke Quay, Robertson Quay and Boat Quay precincts, the event attracted more than 140,000 locals and tourists.

## CHRISTMAS ON A GREAT STREET 2017

Organised by the Orchard Road Business Association (ORBA), Christmas on a Great Street returned to Orchard Road for its 34<sup>th</sup> year from 11 Nov 2017 to 1 Jan 2018. The highly popular event featured new experiences like the Great Christmas Village with booths and carnival rides, and a Christmas countdown party.



## DEC

## ZOUKOUT 2017

In its 17<sup>th</sup> year, Asia's highly-anticipated dance music festival attracted 40,000 partygoers from around the world. The dusk-to-dawn revelry at Sentosa featured a star-studded line-up of international DJs and regional acts, as well as exciting food concepts.

## FLASHBANG 2017

Pop-up creative event Flashbang featured neon light art installations, music performances and retail and F&B offerings, attracting more than 240,000 visitors over the 22-day event period.

## MARINA BAY SINGAPORE COUNTDOWN

More than 350,000 people ushered in 2018 at the Marina Bay Singapore Countdown, Singapore's largest New Year countdown event. Revellers were treated to fireworks displays on the hour and a wide range of carnival activities and performances spread over four activity hubs located at The Float @Marina Bay, the Promontory, the Bayfront Event Space and the adjacent Civic District.

## ENDLESS OPPORTUNITIES

MARKETING SINGAPORE  
TO THE WORLDCALENDAR  
OF EVENTS

## JAN

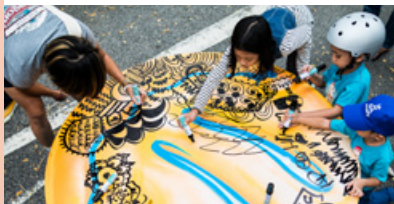
2018

MCDONALD'S CHINA  
RESTAURANT GENERAL MANAGERS'  
CONVENTION 2018

In January 2018, Singapore welcomed 3,500 general managers and senior management delegates from McDonald's China for the first time. The convention was held at the Singapore EXPO Convention & Exhibition Centre.

## SINGAPORE ART WEEK 2018

Singapore Art Week 2018 reinforced Singapore's position as Asia's leading arts destination by attracting both Singapore residents and international visitors. Audiences enjoyed a myriad of quality visual art experiences, from traditional to contemporary, at various events and venues across Singapore.



## CHINESE NEW YEAR LIGHT-UP 2018



Organised by the Kreta Ayer-Kim Seng Citizens' Consultative Committee, the 2018 Chinese New Year Light-Up at Chinatown stretched across Eu Tong Sen Street, New Bridge Road and South Bridge Road. 2,188 handcrafted lanterns were designed in collaboration with the Singapore University of Technology and Design. Visitors could also enjoy the Festive Street Bazaar, a Flower Market and the Chinatown Chinese New Year Countdown Party.

## FEB

## SINGAPORE AIRSHOW 2018

The biennial Singapore Airshow continues to be Asia's largest and one of the most important airshows in the world. The latest edition showcased state-of-the-art systems and equipment, related innovation and development for the aerospace and defence industry including stunning aerial acrobatics and static aircraft displays.



## RIVER HONGBAO 2018

River Hongbao is an annual Lunar New Year event that celebrates Chinese cultures and traditions. The scenic waterfront festivities drew tourists and Singaporeans with performances by local and foreign acrobats and artists, traditional craft displays, carnival rides, games, and nightly fireworks and laser shows.

## CHINGAY PARADE SINGAPORE 2018

Chingay 2018, with its theme "Cultural Fantasy", showcased Singapore's cultural diversity at Asia's largest float parade and street performance. The Chingay parade (which means "the art of costume and masquerade" in Hokkien) filled the streets with vibrant floats, lion dances, stilt walkers and international troupes in colourful costumes.

## MAR

2018

## SINGAPORE DESIGN WEEK 2018

The fifth edition of Singapore Design Week, one of Asia's premier design festivals, drew over 200,000 attendees across some 115 events. Highlights included new design district activations across various precincts, the inaugural Brainstorm Design Summit where global business and design leaders gathered in Singapore for the first time, and the long-standing trade exhibition International Furniture Fair Singapore.

## MONEY 20/20 ASIA 2018

Money 20/20 organises the world's largest events for payments and financial services providers. Hosted in Singapore in March 2018, the inaugural Money 20/20 Asia brought together over 3,500 industry leaders (one in four were C-level) from more than 70 countries to connect and learn about the future of money.

## RCOG WORLD CONGRESS 2018

In 1991, Singapore was the first country (outside of the UK) to host this leading medical conference, featuring world renowned clinicians and researchers in the field of Obstetrics & Gynaecology. Returning to Singapore after 28 years, the RCOG World Congress 2018 drew a record breaking attendance of over 3,160 attendees from 82 countries.

## SINGAPORE FESTIVAL OF FUN

The 10-day fiesta at Clarke Quay delivered a rollicking good time with its unique offering of three fun-packed festivals - Nickelodeon Fiesta, Clarke Quay StreetFest and International Comedy Festival Singapore. The events featured live street performances, stand-up comedy shows, photo opportunities with favourite TV characters, and music, activities and games.

## YPO EDGE 2018

YPO EDGE 2018 drew over 2,800 business leaders and chief executives from more than 90 countries for a series of plenary sessions, discussions and networking around topics of leadership, economic opportunities and sustainability. Its impressive line-up of high profile speakers included Singapore's Prime Minister Lee Hsien Loong and Founder of the Billie Jean King Leadership Initiative and former World No. 1 tennis player Billie Jean King.

## HSBC WOMEN'S CHAMPIONS 2018

The 2018 HSBC Women's World Championship is the 11th edition of Singapore's biggest professional ladies golf event which featured top ranking players from around the world. The four-day festival was held at Sentosa Golf Club in Singapore, giving fans and spectators opportunities to get up close with their favourite golf stars and to party away at the event's Power Hour after the tournament.



## ENDLESS OPPORTUNITIES

MARKETING SINGAPORE  
TO THE WORLDAWARDS &  
ACCOLADESSINGAPORE  
TOURISM BOARD

**WHERE PASSION IS MADE  
POSSIBLE VIDEO**  
2 BRONZE FOR FILM CRAFT  
Spikes Asia 2017

5 GOLD AND 5 SILVER IN THE AREAS  
OF FILM AND FILM CRAFT  
The Gong Show 2017

**STB'S TRAVEL INSURANCE  
CONSUMER EDUCATION  
CAMPAIGN – JUSTICE BAO**

1 SILVER, 1 BRONZE  
New York Festivals 2018 AME Awards

3 SILVER, 1 BRONZE  
CCA Gong Awards

**STB CHINATOWN COMES  
ALIVE ACTIVATION**

4 BRONZE  
CCA Gong Awards

**STB 360 TRISHAW**

1 SILVER  
CCA Gong Awards

**SIA SAFETY VIDEO**

2 GOLDS, 1 SILVER  
CCA Gong Awards

## ARTS

**NATIONAL GALLERY SINGAPORE**  
BEST THEME ATTRACTION  
TTG Travel Awards 2017



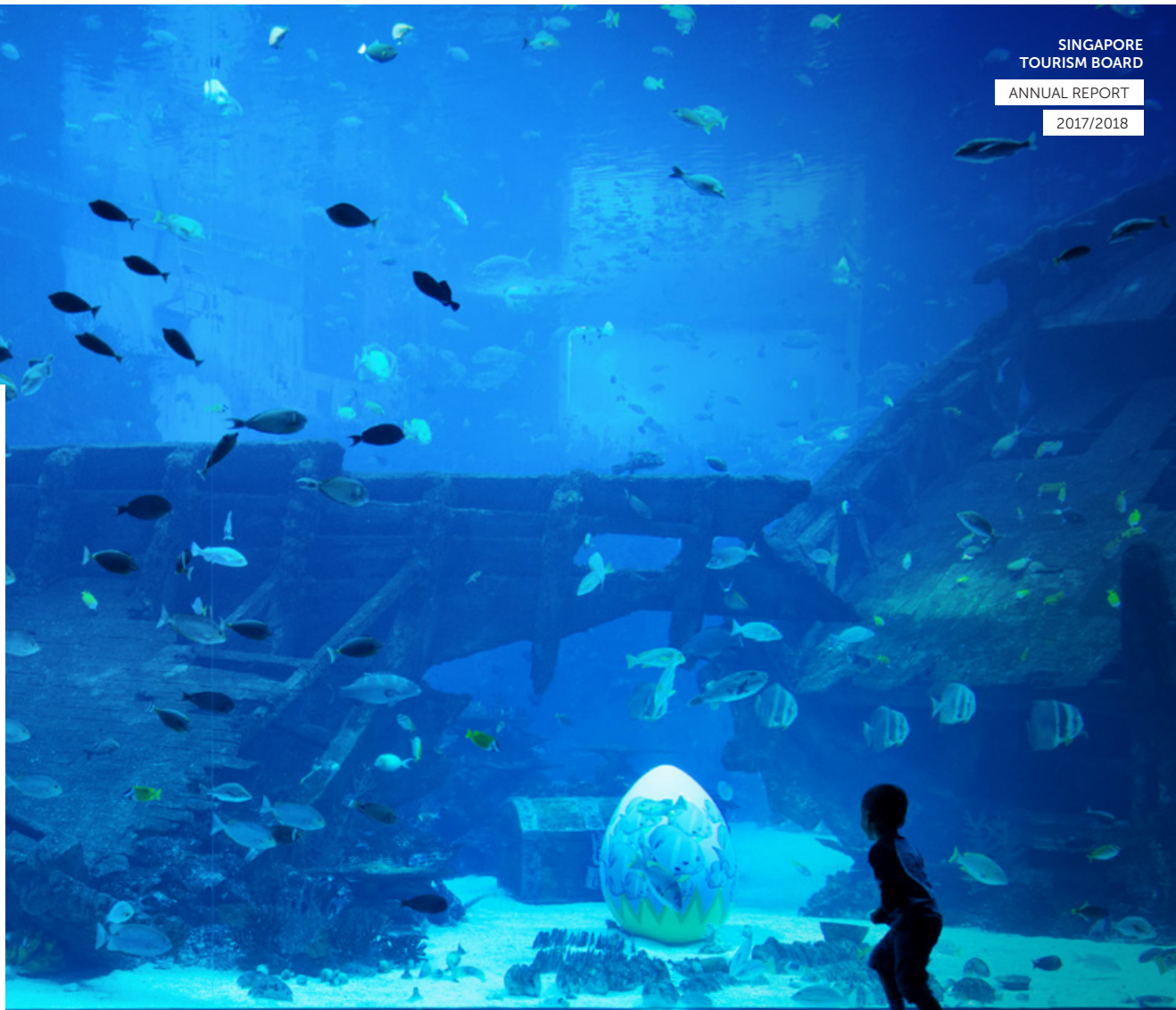
## ATTRACTIONS

**SINGAPORE ZOO**  
RANKED #4 GLOBALLY  
TripAdvisor Travellers' Choice Awards 2017

**UNIVERSAL STUDIOS SINGAPORE**  
#1 AMUSEMENT PARK IN ASIA  
TripAdvisor Travellers' Choice Awards 2017

**BEST THEME PARK**  
Travel Weekly Asia Readers' Choice  
Award 2017

**ADVENTURE COVE WATERPARK**  
TOP 10 WATER PARKS IN ASIA  
TripAdvisor Travellers' Choice  
Awards 2017





## MARKETING

**JURONG BIRD PARK**

BEST PR CAMPAIGN BY AN  
IN-HOUSE COMMUNICATIONS  
TEAM / PR AWARDS  
Marketing Magazine

**HALLOWEEN HORROR  
NIGHTS@ 6, UNIVERSAL  
STUDIOS SINGAPORE**

BEST EVENT (DIGITAL  
INTEGRATION) GOLD AWARD  
The Marketing Events Awards 2017

MARKETING - YOUNG  
TRAVELLERS GOLD AWARD  
Pacific Asia Travel Association  
Gold Awards 2017

**ARTSCIENCE MUSEUM**

GRAND PRIX AWARD WINNER FOR  
MOBILE CATEGORY (AUGMENTED  
MOBILE EXPERIENCE)- INTO THE  
WILD: AN IMMERSIVE VIRTUAL  
ADVENTURE  
Spikes Asia Awards 2017

BEST EVENT - PR/GUERRILLA  
MARKETING STUNT (BRONZE) - NASA  
- A HUMAN ADVENTURE EXHIBITION,  
ASTRONAUT ACTIVATION.  
The Marketing Awards 2017



## BTMICE

**SINGAPORE**

BEST BT MICE CITY 2017 FOR THE  
SIXTH CONSECUTIVE YEAR  
TTG Travel Awards 2017

ASIA-PACIFIC'S TOP  
CONVENTION CITY FOR THE  
16TH CONSECUTIVE YEAR  
International Congress and Convention  
Association Global Rankings 2017

TOP INTERNATIONAL MEETING CITY  
FOR THE 10TH YEAR  
Union of International Associations  
Global Rankings 2017

#1 TOP ASIA PACIFIC DESTINATION  
Cvent Top 25 Asia Pacific  
Destinations 2017

BEST CONVENTION BUREAU  
CEI Asia Readers' Choice Awards 2018

BEST BUSINESS CITY IN  
THE WORLD 2017  
Business Traveller Asia-Pacific Awards

**MARINA BAY SANDS**

BEST CONVENTION & EXHIBITION  
CENTRE 2017  
TTG Asia's Travel Awards 2017

ASEAN MICE VENUE AWARD  
2018-2020  
ASEAN Tourism Standards Award 2018



## CRUISE

**SINGAPORE**

BEST DESTINATION (PORT OR  
COUNTRY)  
UK Cruise WAVE Awards 2018



AWARDS &  
ACCOLADES

## DINING

## TEAM SINGAPORE

BRONZE / 3RD PLACE  
Mondial des Arts Sucrés 2018

## CHAMPION

Hong Kong International Culinary  
Classic Competition (HKICC) 2017

## CHAMPION

FHA Malaysia 2017 Junior Tiger Cup

## JAKE KELLIE (BURNT ENDS)

CHAMPION  
S.Pellegrino Young Chefs Southeast  
Asia Regional Final 2017

## KOH HAN JIE (LES AMIS)

CHAMPION  
Young Talent Escoffier Asia 2017

## OVERALL CHAMPION

Young Talent Escoffier Global  
Finals 2018

ASIA'S 50 BEST  
RESTAURANTS 2018

- ODETTE - #5
- BURNT ENDS - #12
- WAKU GHIN - #23
- LES AMIS - #29
- CORNER HOUSE - #36
- JAAN - #44
- WHITEGRASS - #50

## MICHELIN GUIDE 2017 (1 STAR)

- ALMA
- BÉNI
- BRACI
- CANDLENUT
- CHEEK BY JOWL
- CHEF KANG'S
- CORNER HOUSE
- CRYSTAL JADE GOLDEN PALACE
- CUT
- GARIBALDI
- HILL STREET TAI HWA PORK NOODLE
- IGGY'S
- IMPERIAL TREASURE FINE  
TEOCHEW CUISINE (ORCHARD)
- JAAN
- LABYRINTH
- LEI GARDEN
- LIAO FAN HONG KONG SOYA SAUCE  
CHICKEN RICE & NOODLE
- META
- OSIA
- PUTIEN (KITCHENER ROAD)
- RHUBARB
- SAINT PIERRE
- SHINJI (BRAS BASAH)
- SHINJI (TANGLIN ROAD)
- SUMMER PALACE
- SUMMER PAVILION
- SUSHI ICHI
- THE KITCHEN AT BACCHANALIA
- THE SONG OF INDIA
- WHITEGRASS

## MICHELIN GUIDE 2017 (2 STAR)

- LES AMIS
- ODETTE
- SHISEN HANTEN
- SHOUKOUWA
- WAKU GHIN
- L'ATELIER DE JOEL ROBUCHON  
(CLOSED SINCE JUNE 2018)

## MICHELIN GUIDE 2017 (3 STARS)

- JOEL ROBUCHON RESTAURANT  
(CLOSED SINCE JUNE 2018)



AWARDS &  
ACCOLADES

## HOSPITALITY

**MARINA BAY SANDS**  
FOUR STAR HOTEL  
FOUR STAR SPA – BANYAN TREE SPA  
Forbes Travel Guide Star Award 2017

**RESORTS WORLD SENTOSA**  
BEST INTEGRATED RESORT  
(ASIA PACIFIC)  
Travel Weekly Asia Readers' Choice  
Award 2017

**BEST INTEGRATED RESORT**  
TTG Travel Awards 2017

**EQUARIUS HOTEL**  
ASIA'S LEADING HOTEL SUITE 2017  
World Travel Awards 2017

**RWS' ESPA**  
BEST HOTEL SPA  
DestinAsia Readers' Choice Awards 2017

**LUXURY RESORT**  
SPA COUNTRY WINNER  
World Luxury Spa

**SINGAPORE TATLER WEDDINGS**  
SPA AWARDS

**THE WAREHOUSE HOTEL**  
GRAND AWARD WITH  
SPECIAL MENTION  
Design For Asia (DFA) Awards

**ENABLING VILLAGE**  
GRAND AWARD WITH  
SPECIAL MENTION  
Design For Asia (DFA) Awards

**M SOCIAL**  
DX LEADER FOR OPERATIONAL  
TRANSFORMATION IN SINGAPORE  
International Data Corporation Asia/  
Pacific's Inaugural IDC Digital  
Transformation Awards

**DX LEADER FOR OPERATIONAL**  
TRANSFORMATION IN THE REGION  
International Data Corporation Asia/  
Pacific's Inaugural IDC Digital  
Transformation Awards



## SUSTAINABILITY

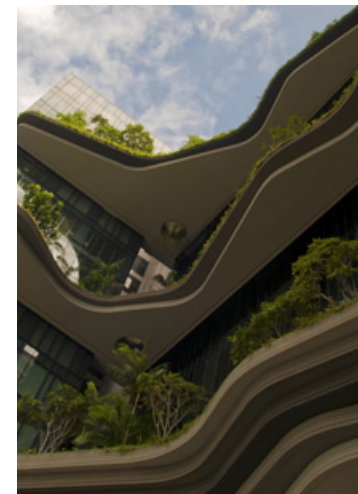
**RESORTS WORLD SENTOSA -  
HARD ROCK HOTEL**  
SINGAPORE GREEN HOTEL AWARD  
2017 – 2018  
Singapore Green Hotel Award 2017

**MARINA BAY SANDS**  
ASIA PACIFIC BEST MANAGED  
SUSTAINABILITY AWARD OF THE YEAR  
FMA Asia Pacific Awards of Excellence  
2017 by the International Faculty  
Management Association

**ASEAN GREEN HOTEL AWARD**  
2018-2020  
ASEAN Tourism Standards Award 2018

**SHANGRI-LA HOTELS  
AND RESORTS**  
WINNER OF THE POSITIVE  
COMMUNITY IMPACT CATEGORY  
FOR 2017  
Hotel Investment Conference  
Asia Pacific's (HICAP) Sustainable  
Hotel Award

**PARKROYAL ON PICKERING**  
ASIA'S LEADING GREEN HOTEL 2017  
World Travel Awards



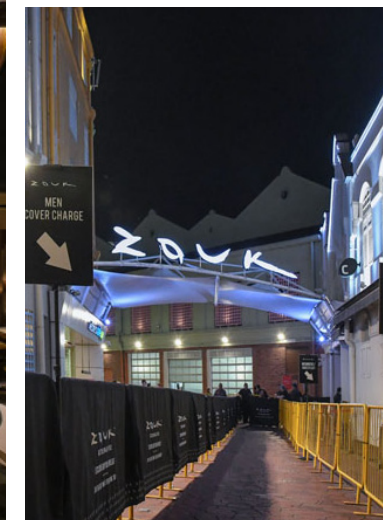
## ENTERTAINMENT

**ASIA'S 50 BEST BARS 2017**

#1: MANHATTAN  
#4: 28HKS  
#6: OPERATION DAGGER  
#11: TIPPLING CLUB  
#12: ATLAS  
#14: GIBSON  
#17: EMPLOYEES ONLY  
#20: NATIVE  
#21: JIGGER & PONY  
#29: D.BESPOKE  
#30: NUTMEG & CLOVE  
#35: THE OTHER ROOM  
#38: SUGARHALL

**WORLD'S 50 BEST BARS 2017**

#7: MANHATTAN – BEST BAR IN ASIA  
#15: ATLAS - HIGHEST NEW ENTRY  
#24: OPERATION DAGGER  
#25: 28HKS  
#31: TIPPLING CLUB  
#47: NATIVE

**DJ MAG TOP 100 CLUBS 2018**

#3: ZOUK SINGAPORE  
#67: CE LA VI



# CORPORATE GOVERNANCE

# BOARD GOVERNANCE

## RESPONSIBILITIES OF THE BOARD

The Board oversees and monitors STB's organisational performance and achievement of strategic goals and objectives. It assumes the responsibility of reviewing and approving corporate strategies, budgets and financial plans.

## BOARD COMPOSITION AND APPOINTMENT

From 1 April 2017 to 31 December 2017, there were twelve Directors on the Board. Following the retirement of Mr Aaron Boey and Mr Ng Lang on 31 December 2017 and the appointment of Mr Lim Eng Hwee on 1 January 2018, there were eleven Directors on the Board from 1 January 2018 to 31 March 2018. Mr Alvin Lim and Mr Lim Ming Yan were re-appointed to the Board with effect from 1 January 2018.

The size and composition of the Board are guided by the clauses stated in the STB Act, with the eventual composition subject to approval by the Cabinet. The desired outcome is the provision of a conducive environment for effective discussions and decision-making. The process for the appointment of Directors to the Board is kept formal and transparent as this is critical to the role that corporate governance plays. A review of the Directors' membership on the Board is done when his or her official term of appointment ends.

The Board is given the mandate to act independently and to exercise objective judgment on the STB's corporate affairs. This is to ensure that checks and balances are instituted. Apart from Mr Lionel Yeo and Mr Quek Swee Kuan, the other Directors on the Board are Independent Directors. A Director's independence is re-assessed at the point of each re-appointment.

## CONDUCT OF BOARD AFFAIRS

The Board approves financial transactions above a certain financial limit. A regular review of the financial authorisation and approval limits is performed. During each financial year, the

Directors are requested to complete an annual Board Evaluation Questionnaire that allows the STB to assess the overall administration of Board matters and engagements with the Board.

Under the year in review, there were a total of five scheduled Board meetings and a one-day Board Workshop to discuss key strategic issues. A record of the Directors' attendance at Board meetings during the financial year, which ended on 31 March 2018, is set out in Table 1.

**TABLE 1:  
DIRECTORS' ATTENDANCE AT BOARD MEETINGS  
IN FY 1 APRIL 2017 TO 31 MARCH 2018**

NAME OF DIRECTOR	SCHEDULED BOARD MEETINGS		BOARD WORKSHOP	
	Number Held	Number Attended	Number Held	Number Attended
Mr Chaly Mah	5	5	1	1
Mr Lionel Yeo	5	5	1	1
Mr Aaron Boey <sup>1</sup>	5	4	1	1
Ms Joanna Flint	5	4	1	1
Mr Allen Law	5	5	1	1
Mr Alvin Lim	5	4	1	1
Mr Lim Eng Hwee <sup>2</sup>	5	0	1	0
Mr Lim Ming Yan	5	4	1	1
Mr Prasad Menon	5	3	1	1
Mr Ng Lang <sup>1</sup>	5	3	1	1
Ms Christina Ong	5	5	1	1
Mr Quek Swee Kuan	5	4	1	1
Mr Saiful Saroni	5	5	1	1

<sup>1</sup> Mr Aaron Boey and Mr Ng Lang retired from the Board on 31 December 2017 and were scheduled for four Board Meetings.

<sup>2</sup> Mr Lim Eng Hwee was appointed to the Board with effect from 1 January 2018 and was scheduled for one Board Meeting.

## BOARD GOVERNANCE

### CORPORATE GOVERNANCE

Directors are given access to the STB's records and information, senior management, or any other staff of the organisation as deemed necessary for them to effectively discharge their responsibilities and to deliberate meaningfully on issues discussed at Board meetings.

The following Board Committees assist the Board in executing its duties:

- **Audit and Risk Committee (ARC)**
- **Finance and Investment Committee (FIC)**
- **Governance Committee**
- **Human Resource Management Committee (HRMC)**

A record of each Director's Board Committee memberships and attendance at Board Committee meetings during the financial year, which ended on 31 March 2018, is set out in Table 2.

**TABLE 2:  
DIRECTORS' BOARD COMMITTEE MEMBERSHIPS AND ATTENDANCE AT  
BOARD COMMITTEE MEETINGS IN FY 1 APRIL 2017 TO 31 MARCH 2018**

Name of Director	AUDIT AND RISK COMMITTEE MEETINGS		FINANCE AND INVESTMENT COMMITTEE MEETINGS		GOVERNANCE COMMITTEE MEETINGS		HUMAN RESOURCE MANAGEMENT COMMITTEE MEETINGS	
	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended
Mr Chaly Mah					1	1	3	3
Mr Lionel Yeo			2	2	1	1	3	3
Mr Aaron Boey <sup>1</sup>			2	1				
Ms Joanna Flint							3	1
Mr Allen Law <sup>2</sup>	3	3	2	0				
Mr Alvin Lim							3	2
Mr Lim Eng Hwee <sup>3</sup>	3	0						
Mr Lim Ming Yan			2	1				
Mr Prasad Menon					1	1		
Mr Ng Lang	3	3						
Ms Christina Ong	3	2						
Mr Quek Swee Kuan			2	2				
Mr Saiful Saroni	3	3						

<sup>1</sup> Mr Aaron Boey retired from FIC on 31 December 2017 and was scheduled for one meeting.

<sup>2</sup> Mr Allen Law was a member of ARC until 31 December 2017. He was subsequently appointed to be a member of the FIC with effect from 1 January 2018 and was scheduled for one meeting.

<sup>3</sup> Mr Lim Eng Hwee was appointed to the ARC with effect from 1 January 2018 and had not been scheduled for a meeting.

# ACCOUNTABILITY, INTERNAL CONTROLS AND RISK MANAGEMENT

## AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) comprised four independent and non-executive Directors until 1 January 2018, at which time there was a change in composition to three Directors. At least two members of the ARC have the requisite accounting or related financial management expertise to discharge their responsibilities and duties.

The responsibilities of the ARC are stated in the terms of reference, which include ensuring the adequacy of internal controls and reviewing audit plans, audit reports and audited STB Annual Financial Statements. Besides overseeing accountability and audit, the ARC also assists the Board by providing oversight of the STB's Enterprise Risk Management Framework through regular risk management reports from Management.

The ARC has explicit authority to investigate any matter within its terms of reference; it also has full access to, and co-operation of, Management. It has direct access to the Internal Audit and external auditors with full discretion to invite any Board Member or Management staff to attend its meetings. In addition, the ARC also met with the external auditors and staff of Internal Audit without the presence of Management, during the financial year. In order to properly discharge its function and duties, reasonable resources are made available to the ARC.

## INTERNAL CONTROLS

The Board ensures that Management maintains a sound system of internal controls to safeguard the interests of stakeholders and the assets of the STB. The ARC ensures that a review of the effectiveness of the STB's internal controls – including financial, operational and compliance controls, and risk management – takes place annually through the various audits performed internally and through related reports issued to the ARC. For certain projects or areas where independent expertise is specially

required in connection with the review of controls, external professionals and service providers are appointed accordingly.

## EXTERNAL AUDIT

As part of the annual financial statements audit, the external auditors conduct a review of the significant internal controls. Such controls are mainly determined by the purpose of the audit and the scope of works under the audit plan. Any material non-compliance and/or internal control weaknesses, together with the external auditors' recommendations, are addressed and made known to the ARC.

To maintain the independence of the external auditors, the ARC has reviewed the nature and extent of non-audit services provided by the external auditors during the year and the fees paid for such services. The ARC is satisfied that the independence of the external auditors has not been impaired by the provision of those services. The external auditors have also provided confirmation of its independence to the ARC.

## INTERNAL AUDIT

The Internal Audit reports functionally to the Chairman of the ARC and administratively to the Chief Executive. As part of its auditing, the Internal Audit is guided by the current International Professional Practices Framework issued by the Institute of Internal Auditors. The adequacy of funding and staffing of the Internal Audit and its appropriate standing within the STB is ensured by the ARC.

The Internal Audit adopts risk-based auditing as its key audit assurance practice. It provides regional offices, major process owners and policymakers of the STB, with reasonable assurance on the effectiveness of control and governance processes in the management of risks and accomplishment of objectives.

## CORPORATE GOVERNANCE

ACCOUNTABILITY,  
INTERNAL CONTROLS AND  
RISK MANAGEMENT**WHISTLEBLOWING POLICY**

The STB has in-place a whistleblowing policy to allow employees, vendors, partners of the STB and the general public to report malpractices and misconduct in the workplace.

The policy aims to encourage the reporting of such matters in good faith, with the confidence that persons making such reports will be treated fairly and, to the fullest extent possible, protected from reprisals. All whistleblower reports, including the identity of the whistleblower will be treated with confidentiality.

Reports can be lodged directly to STB Internal Audit via email at [ethics@stb.gov.sg](mailto:ethics@stb.gov.sg).

**FINANCE AND INVESTMENT COMMITTEE**

The Finance and Investment Committee (FIC) comprises four Directors. Its responsibilities are broadly categorised into Finance and Fund Management. It endorses STB Workplans and Budget before submission to the STB Board for approval. The Committee also approves tenders, expenditures and proposed changes to the STB's Financial Regulations (except for the government procurement procedures and virements). It approves the STB's investment policy, objectives, guidelines, strategies and appointment of external fund manager(s) in respect of surplus funds available for financial investments and reviews these matters at least once a year. The Committee also ensures that financial investments are conducted in compliance with statutory legislation and government directives.

**GOVERNANCE COMMITTEE**

The Governance Committee comprises three Directors, including the Chairman of the Board. The Committee's main focus is to ensure the effectiveness of the Board and Board Committees. To ensure that the Board has the appropriate balance of skills and experience to deal with the strategic issues and challenges facing the STB, the Governance Committee reviews the size and

composition of the Board, and recommends new appointments and renewals of Directors. It also assumes the responsibility for conducting an annual evaluation of effectiveness of the Board.

**HUMAN RESOURCE MANAGEMENT COMMITTEE**

The Human Resource Management Committee (HRMC) comprises four Directors, including the Chairman of the Board. Its responsibilities include providing guidance on leadership development and talent management matters; reviewing compensation policies and structures to ensure competitiveness; endorsing the promotion of officers to or within Salary Grade 15 and above (i.e. the equivalent of Superscale Grades in the Civil Service); the assessment of the STB's performance report to the Board of Directors; and reviewing and approving recommendations on disciplinary matters pertaining to members of senior Management.

**SINGAPORE TOURISM BOARD**

TOURISM COURT, 1 ORCHARD SPRING LANE, SINGAPORE 247729

[www.stb.gov.sg](http://www.stb.gov.sg)