

SINGAPORE

TOURISM BOARD

ANNUAL REPORT 2011/2012

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VISION

To be a leading economic development agency in tourism,
known for partnership, innovation and excellence

MISSION

We champion tourism and build it into a key economic
driver for Singapore

VALUES

Integrity Do the Right Thing!

We are fair, honest and trustworthy, inspiring trust and confidence.

Team Succeed Together

United in purpose, we accomplish more together.

Courage 3D – Dare, Dream, Do!

We dare to dream, experiment and boldly execute our ideas.

Care Appreciate One Another

We respect, nurture and have compassion for one another. We care for ourselves and our community.

Passion Love it!

We are energetic and driven, believing in our purpose and loving what we do.

Fun It's Our Attitude

We seize each day with enthusiasm. We are optimistic about our future.



CHAIRMAN'S MESSAGE

The volatility in the global economy during the past year was exacerbated by a number of untoward events, including the tsunami that devastated a large part of the Tohoku region in Japan, the severe floods in Thailand that shut down industrial plants and created supply chain disruptions, the on-going crisis in the Euro-zone, and the slowing down of emerging economies. Through it all, international travel and tourism was remarkably resilient and continued to grow.

Asia, in particular, reinforced its placing on the world tourism stage. For 2011, outbound travel from Asia recorded a six per cent increase, on top of the fourteen per cent growth in 2010¹. Two key factors accounted for this performance: a growing middle-class with greater disposable income and the increasing affordability of air travel within Asia. The trend is set to continue into 2012, with the key markets of China and India still going strong.

Confidence in Singapore's tourism sector remains buoyant. In 2011, the sector registered S\$22.3 billion in tourism receipts and saw 13.2 million visitor arrivals, increases of 18 and 13 per cent respectively from 2010. This healthy growth demonstrates Singapore's transformation into one of Asia's top business and leisure destinations. At the same time, all of us at STB recognise that sustaining this momentum in the coming years will be challenging, given the uncertainties around the world, keen competition from other destinations, and not least, Singapore's own limitations in land area and manpower resources.

We have to look beyond mere numbers and make a strategic shift towards quality tourism. This will emphasise hospitality, service standards, innovative developments and rejuvenation of older

attractions, with the aim of offering visitors an experience that will commensurate with higher expectations. The shift will be the first step of a journey that will require time, effort and investment.

Ms Aw Kah Peng completed her term as Chief Executive at the end of May 2012, having led STB since January 2009. Under her stewardship, STB successfully executed a series of initiatives, including the *YourSingapore* branding campaign, the enlivenment of Orchard Road, the Asia Fashion Exchange, as well as the completion and inauguration of the Marina Bay Cruise Centre Singapore. She also had oversight of two years of record growth in tourism receipts and visitor arrivals in 2010 and 2011. On behalf of the Board of Directors, I record appreciation and thanks to Kah Peng and wish her all the best in her future endeavours.

At the same time, I extend a warm welcome to Mr Lionel Yeo, who took over as Chief Executive effective June 2012. Lionel comes with excellent credentials, and we look forward to working with him.

Finally, and not least, I thank my fellow directors, members of the STB team, and our industry partners for their participation, cooperation, support and commitment.

Chew Choon Seng
Chairman, Singapore Tourism Board

¹ ITB World Travel Trends Report 2011/2012, page 10, "New record for Asian outbound travel in 2011"



CHIEF EXECUTIVE'S MESSAGE

I joined the Singapore Tourism Board on 1 June 2012. In looking back on FY2011/2012 for Singapore tourism, I therefore do so with objective admiration for its strong achievements.

Singapore is maturing and growing in stature as a global city. In the past year, more sophisticated offerings—from unique attractions to celebrity restaurants and exciting events—continue to add weight to Singapore's position as a key leisure and business destination of global significance.

ANOTHER YEAR OF RECORD-HIGHS

The tourism figures for 2011 are impressive; Singapore notched up an 18 and 13 per cent increase from 2010's tourism receipts and visitor arrivals with S\$22.3 billion and 13.2 million respectively. Double-digit growth was also experienced across many industries, with the hotel industry reporting the highest revenue per available room (RevPAR) ever in a decade. These figures point to Singapore's deepening appeal as a travel destination, and mark the tourism industry's growing role as key economic driver, with contribution to Singapore's gross domestic product exceeding 4 per cent in 2011.

While much of this growth resulted from infrastructural developments such as the unveiling of new additions at the Marina Bay Sands and Resorts World Sentosa Integrated Resorts, innovative initiatives by way of industry collaborations have also had a significant hand in improving the overall quality and experience of Singapore tourism. Noteworthy mentions include TicketCube, our first integrated ticketing platform and personalised concierge for arts and entertainment events, and the Singapore International Culinary Exchange (SPICE) programme that has turned the international spotlight on the city's culinary talents.

Returning world-class events such as TravelRave, Formula 1™ SingTel Singapore Grand Prix and Asia Fashion Exchange have also played a part, incorporating new elements such as thought leadership seminars and invaluable networking sessions.

NEW OPPORTUNITIES, NEW CHALLENGES

Singapore is well-placed to benefit from the boom in Asian travel and tourism. China and India continue to lead in the thirst for outbound travel, fuelled by their growing mass affluent consumer (MAC) segments as well as improved connectivity within the region with increased low cost carrier services. This trend is set to surge, with the MAC segment set to grow 20 per cent each year to account for an annual tourism spending of approximately US\$430 billion by 2020, the highest contributor of tourism spending². While this portends well for Singapore, experience has taught us to remain prudent and alert, especially with the European debt crisis, increasing oil prices and a struggling US economy continuing to be potential factors affecting Asia's growth in the foreseeable future.

Singapore itself is also facing new challenges in the form of stiff regional competition, space constraints and manpower shortage. There is a clear need to maximise existing resources; if the tourism industry is to grow sustainably in the long run, we need to look for innovative alternatives that go beyond hardware development and chasing after the next million in visitor arrivals.

TOURISM COMPASS: POINTING THE WAY TO QUALITY TOURISM

Leveraging the industry's experience as well as our own insights, the Tourism Compass was a collaborative exercise to divine a strategy direction for the Singapore tourism sector. In essence, it

² Data sources: Department of Statistics Singapore, Economist Intelligence Unit household income data and Boston Consulting Group analysis. Report was presented at TravelRave's Asia Travel Leaders Summit 2011.

“ At STB, we have already embarked on this journey towards quality tourism.”

points the way towards a vision of quality tourism, with strategies that draw on a better market understanding, deeper industry engagement and partnerships, value creation, and product innovation and rejuvenation.

At STB, we have already embarked on this journey towards quality tourism. Our targeted marketing campaigns have kicked off in China, Australia and India, with differentiated approaches based on the market knowledge amassed over the years. These insights have enabled us to collaborate with stakeholders to curate resonant experiences for each market.

We have also begun tapping on Asia's tremendous potential through the development of Singapore's cruise industry; six maiden calls have been made by large liners the likes of Royal Caribbean and Silver Sea in 2011, while works for the Marina Bay Cruise Centre Singapore have already been completed. The S\$905 million Tourism Development Fund will go towards improving workforce capabilities and innovating original products and events that will set Singapore apart in the years to come.

You will find all these and more in our 2011/12 Annual Report. Through the sharing of our motivations and experiences behind the various projects, we hope to give you a sense of how we have worked with the industry, and how we intend to collaborate further for the betterment of all in this vibrant sector.

I would like to join Chairman in thanking Kah Peng for her foresight and leadership in setting the foundation on which we can now build a forward-looking industry that is both innovative and competitive. Quality tourism is a goal which is in itself a work-in-

progress. In partnership with industry, and with public support and participation, we will make this journey a meaningful and fruitful one for all of us.

Lionel Yeo
Chief Executive, Singapore Tourism Board

BOARD OF DIRECTORS



MR CHEW CHOON SENG

Mr Chew Choon Seng was appointed Chairman of STB with effect from 1st January 2011, the same date as when he took office as Chairman of the Singapore Exchange of which he had been an independent Director since December 2004. Mr Chew is also a member of the Board of Directors at the Government of Singapore Investment Corporation since January 2004. He retired at the end of 2010 from Singapore Airlines, where he was Chief Executive Officer from June 2003. Mr Chew was a member of the Board of Governors of the International Air Transport Association from 2003 to 2010. He was named Outstanding CEO for 2007 in the Singapore Business Awards, March 2008.



MR LIONEL YEO

Lionel Yeo is the Chief Executive of the Singapore Tourism Board. He was formerly the Dean and CEO of Singapore's Civil Service College, and Deputy Secretary (Development) in the Public Service Division of the Prime Minister's Office.

Lionel has been an officer of the Singapore Administrative Service since 1996. He has previously served in the Ministry of Trade & Industry, the Ministry of Finance, the Ministry of Information and The Arts, and the Ministry of Community Development. Lionel also serves on the boards of the Urban Redevelopment Authority, Sentosa Development Corporation, National Healthcare Group Pte Ltd, Singapore Grand Prix Pte Ltd, Wildlife Reserves Singapore Pte Ltd and on the Board of Governors of Raffles Institution.

He has a BSc in Economics from the London School of Economics and an MBA from the Massachusetts Institute of Technology's Sloan Fellows Program.



MRS DEBORAH ONG

Mrs Deborah Ong is a partner with the Assurance Business in PricewaterhouseCoopers Singapore and was recently also appointed as the firm's Risk & Quality Partner. She was previously the firm's Human Capital Partner.

Mrs Ong has over 20 years of public accounting experience providing audit and advisory services to local and US-listed, multinational companies and Singapore statutory boards. She has been involved in special investigations and capital market offerings. She is currently the lead partner for a portfolio of the firm's largest clients.

She is Deputy Chairman of the National Parks Board and Ngee Ann Polytechnic Council, Member of Lee Kong Chian School of Medicine Pro-Tem Governing Board and Director of Gardens by the Bay, as well as a council member of Girl Guides Singapore and President of the Singapore Division of Certified Practising Accountants Australia.



MR AUBECK KAM

Mr Aubeck Kam is the Chief Executive of the Media Development Authority, an appointment he has held since 1 November 2010. Mr Kam has held senior appointments at the Singapore Police Force from 1989 to 2002 and 2004 to 2006, as well as at the Ministry of Trade and Industry from 2002 to 2004 where he was Singapore's deputy chief negotiator for the Singapore-India Comprehensive Economic Cooperation Agreement and the chief negotiator in the ASEAN-Singapore Free Trade Agreement. As the Deputy Secretary of the Ministry of Manpower from 2006 to 2010, Mr Kam helped formulate and implement national manpower policies, ranging from workforce development, labour and occupational safety standards and the entry of foreign workers, to income security and retirement adequacy for workers.



MR AARON BOEY

As Executive Vice President and President, Commercial Operations Asia Pacific for Levi Strauss & Co., Mr Aaron Boey is responsible for the commercial operations of all the company's brands in the region. In addition, he is President, Global Denizen™ brand and a member of the company's worldwide leadership team. Mr Boey joined Levi Strauss & Co. in September 2005 as vice president and regional managing director responsible for Levi Strauss and Co.'s local businesses in Asia, excluding Japan. In September 2010, he was named president of Denizen® and oversaw the launch of the company's newest brand.

Prior to joining Levi Strauss & Co., Mr Boey was managing director for Asia of Jacuzzi Inc., a global leader in spa and hydrotherapy-related products. Before joining Jacuzzi, Inc., he held senior-level positions in large Asian and foreign multinational companies in the consumer goods and retail industries including Asia Pacific Breweries and Philips Electronics.



MS JESSICA TAN

As Managing Director of Microsoft Singapore, Ms Jessica Tan is responsible for developing and driving growth strategies for the Microsoft's business in Singapore, as well as deepening relationships with partners, customers and employees. She also focuses on leading Microsoft's ongoing corporate citizenship efforts in the country, which includes Microsoft's efforts to becoming a trusted industry partner who works with businesses, communities and governments to help advance social and economic well-being.

In May 2006, Ms Tan was elected as Member of Parliament in Singapore for the East Coast Group Representation Constituency. She was again elected as Member of Parliament for the East Coast Group Representation Constituency in the May 2011 elections. She is Chairman of the Finance, Trade and Industry Group Parliamentary Committee (GPC) as well as a member of the Manpower GPC. She is also Chairman of the East Coast Town Council.



MR MICHAEL KOH

Mr Michael Koh is the Chief Executive of the National Heritage Board, which manages the national museums and heritage institutions in Singapore, and enhances Singapore's standing as a vibrant global city of the arts and culture.

In 2010, Mr Koh was conferred the Officier de l'Ordre des Arts et des Lettres by the Ministry of Culture and Communication of France, an international recognition to honour his contributions to the arts and France-Singapore cultural relations. Mr. Koh is also a Board member of the National Art Gallery, Singapore, an Advisory Panel member of the Art Science Museum and a member of Urban Redevelopment Authority's Conservation Advisory Panel.



MR MIKE BARCLAY

Mr Mike Barclay joined the Sentosa Development Corporation as Chief Executive Officer in August 2008 where he oversees all aspects of business for Sentosa Leisure Group. Before joining Sentosa, Mr Barclay was Regional Vice President of the Asia Pacific region with the International Air Transport Association. Prior to IATA, Mr Barclay was CEO of SilkAir. He also spent 13 years with Singapore Airlines Ltd.



MRS DIANA EE-TAN

Mrs Diana Ee-Tan has over 25 years of experience in hospitality and tourism. She was formerly President of Raffles Hotels and Resorts where she was responsible for the operating and financial performance of its hotels worldwide and the brand's growth strategy. Under her leadership, Raffles expanded its portfolio to cities in China, Indonesia, the Middle East and Europe. Besides overseeing international operations, Mrs Tan was instrumental in building the global sales, brand marketing, revenue management, customer relationship management and e-commerce capabilities of the Raffles management company during its early years of growth.

Active in supporting the industry, Mrs Tan is presently Chairman of the Academic & Examination Council of SHATEC Institutes, the educational arm of Singapore Hotel Association, and serves as a Member of the Advisory Council of the School of Hospitality at the Republic Polytechnic.

Mrs Tan is an Advisor at Straits Trading Co Limited and a Board Director of Orchard Parade Holdings Limited.



MR STEVEN LIM

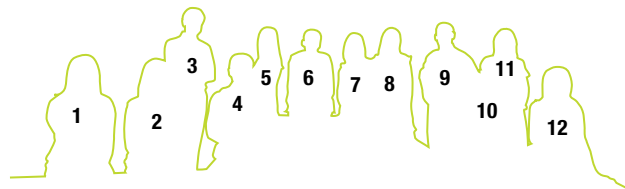
Mr Steven Lim is currently an audit committee member of the Agency for Science Technology & Research and a board member of several public-listed companies in Singapore. With more than 32 years of audit experience, Mr Lim was formerly a Managing Partner of Arthur Andersen Singapore till July 2002 and then a Senior Partner with Ernst & Young before retiring in June 2003. He has extensive regional business experience in Singapore, Malaysia, Indonesia, Thailand, the Philippines and Vietnam.



MR VINODH COOMARASWAMY

Mr Vinodh Coomaraswamy is Senior Counsel and a senior litigation partner in the law firm Shook Lin & Bok LLP. Mr Coomaraswamy's speciality is complex commercial litigation, international arbitration and insolvency. He is a Fellow of the Singapore Academy of Law, a Senior Professorial Fellow of the Singapore Institute of Legal Education, a Fellow of the Chartered Institute of Arbitrators and a Fellow of the Singapore Institute of Arbitrators.

MANAGEMENT TEAM



Absent With Apologies:

MR CHANG CHEE PEY

Executive Director,
SAMEA (South Asia, Middle East and Africa) and
Planning Projects International Group

- | | | |
|--|---|---|
| <p>1 MS CHIANG HAI YIN
Executive Director,
Human Resources & Finance,
Corporate Development Group</p> | <p>5 MS SOPHIA NG
Assistant Chief Executive,
Marketing Group</p> | <p>9 MR LEONG YUE KHEONG
Assistant Chief Executive,
International Group and Corporate
Development Group</p> |
| <p>2 MS MELISSA OW
Assistant Chief Executive,
Sector Planning & Development Group
and Destination Experience Group</p> | <p>6 MR JOHN GREGORY CONCEICAO
Executive Director,
Capability & Innovation and Visitor
Information & Feedback,
Sector Planning & Development Group</p> | <p>10 MR CHEW TIONG HENG
Executive Director,
Destination Experience Group</p> |
| <p>3 MR EDWARD KOH
Executive Director,
Strategy, Planning,
Research & Incentives,
Sector Planning & Development Group</p> | <p>7 MS NEETA LACHMANDAS
Assistant Chief Executive,
Industry Development (II) Group</p> | <p>11 MS CARRIE KWIK
Executive Director,
Integrated Resorts and Business
Tourism Development,
Industry Development (II) Group</p> |
| <p>4 MR LIONEL YEO
Chief Executive</p> | <p>8 MS LYNETTE PANG
Executive Director,
Arts & Entertainment and
F1 & Sports,
Industry Development (I) Group</p> | <p>12 MS JEANNIE LIM
Executive Director,
Conventions & Meetings and
Exhibitions & Conferences, Industry
Development (II) Group</p> |

CORPORATE GOVERNANCE

BOARD MATTERS

RESPONSIBILITIES OF THE BOARD

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

BOARD COMPOSITION AND MEMBERSHIP

From 1 Apr 2011 to 31 Mar 2012, there were eleven Directors on the Board, including Ms Aw Kah Peng, the STB's Chief Executive and the only non-independent Director. Mr Benson Puah and Mr Patrick Pitcher retired from the Board with effect 31 Dec 2011 and Mr Aaron Boey and Mr Michael Koh were appointed to the Board effective 1 Jan 2012.

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 to happen.

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 as and when their official term of appointment is up.

The Board is given the mandate to act independently and exercise objective judgment on the STB's corporate affairs. This is to ensure that there are checks and balances instituted. Apart from Ms Aw, the other ten 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 to ensure that the authorisation and approval limits are kept up-to-date and relevant.

During the financial year, the Directors were requested to complete an annual Board Evaluation Questionnaire that allows us 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 that may impact the achievement of the Board's targets. A record of the Directors' attendance at Board meetings during the financial year, which ended on 31 March 2012, is set out in Table 1.

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

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

- Audit Committee
- Finance and Investment Committee
- Governance Committee
- Human Resource Management Committee

A record of each Director's Board Committee memberships and attendance at Board Committee meetings during the financial year, which ended on 31 March 2012, is set out in Table 2.

Table 1: Directors' Attendance at Board Meetings in FY 1 April 2011 to 31 March 2012

Name of Director	Scheduled Board Meetings		Board Workshop	
	Number Held	Number Attended	Number Held	Number Attended
Mr Chew Choon Seng [^]	5	5	1	1
Ms Aw Kah Peng	5	5	1	1
Mr Aubeck Kam	5	2	1	1
Mr Mike Barclay	5	4	1	1
Ms Jessica Tan	5	4	1	1
Mr Steven Lim	5	5	1	1
Mrs Deborah Ong	5	3	1	1
Mrs Diana Ee-Tan	5	5	1	1
Mr Vinodh Coomaraswamy	5	5	1	1
Mr Patrick Pitcher [^]	5	3	1	0
Mr Benson Puah [^]	5	4	1	1
Mr Aaron Boey [#]	5	1	1	0
Mr Michael Koh [#]	5	1	1	0

[^] Directors who retired from the Board with effect from 31 December 2011 were scheduled to attend four Board meetings.

[#] Newly-appointed Directors to the Board with effect from 1 January 2012 were scheduled to attend one Board meeting.

Table 2: Directors' Board Committee Memberships and Attendance at Board Committee Meetings in FY 1 April 2011 to 31 March 2012

Name of Director	Finance & Investment Committee Meetings		Audit 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 Chew Choon Seng					0	0	3	3
Ms Aw Kah Peng	3	2			0	0	3	1
Mr Aubeck Kam ¹	3	2	4	1				
Mr Mike Barclay			4	3				
Mr Benson Puah					0	0		
Mr Steven Lim			4	4				
Mr Patrick Pitcher ²							3	2
Mrs Diana Ee-Tan ³			4	2			3	1
Mr Vinodh Coomaraswamy	3	3						
Mrs Deborah Ong ⁴			4	1			3	2
Ms Jessica Tan	3	3						
Mr Aaron Boey ⁵	3	1						
Mr Michael Koh					0	0		

¹ Mr Aubeck Kam was a member of the Finance & Investment Committee (FIC) until 6 February 2012, when he ceased to be a member of the FIC and was appointed to be a member of the Audit Committee (AC) effective 7 February 2012.

² Mr Patrick Pitcher retired from the Board with effect from 31 December 2011 and was scheduled to attend two Human Resource Management Committee (HRMC) meetings.

³ Mrs Diana Ee-Tan was a member of the AC until 6 February 2012, when she ceased to be a member of the AC and was appointed to be a member of the HRMC effective 7 February 2012.

⁴ Mrs Deborah Ong was a member of the HRMC until 6 February 2012, when she ceased to be a member of the HRMC and was appointed to be a member of the AC effective 7 February 2012.

⁵ Mr Aaron Boey was appointed to the Board with effect from 1 January 2012 and was scheduled to attend one FIC meeting.

AUDIT AND ACCOUNTABILITY

AUDIT COMMITTEE

The Audit Committee (AC) comprised three independent and non-executive Directors until 7 February 2012 when it comprised four Directors. It is mandatory that at least two members of the AC have requisite accounting or related financial management expertise and experience to discharge their responsibilities and duties.

During the financial year, a total of four meetings were convened for the AC. The responsibilities of the AC are stated in the terms of reference which include ensuring the adequacy of internal controls and reviewing the audit plans, audit reports and audited STB Financial Statements for the financial year.

The AC has the explicit authority to investigate any matter within its terms of reference and has full access to, and co-operation of, the Management. It has direct access to the Internal Audit and external auditors as well as full discretion to invite any Board member or Management staff to attend its meetings. In addition, during the financial year, the AC has met both the external auditors and staff of Internal Audit without the presence of Management. For the proper discharge of its function and duties, reasonable resources have been made available to the AC.

INTERNAL CONTROLS

The Board has ensured that the Management maintains a sound system of internal controls to safeguard the interests of stakeholders and the assets of the STB. The AC has ensured 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 and related reports issued to the AC. For certain projects or areas where independent expertise is specially required in connection with the review of controls, external professionals and service providers have been appointed accordingly.

EXTERNAL AUDIT

As part of the annual financial statements audit, the external auditors carried out 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, were addressed and made known to the AC.

To maintain the independence of the external auditors, the AC reviewed the scope and results of the external audit including the volume of non-audit services, if any, duly performed by them.

INTERNAL AUDIT

The Internal Audit reports to the AC functionally and to the Chief Executive administratively. 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 have been ensured by the AC.

The Internal Audit adopts risk-based auditing as its key audit assurance practice. It provides reasonable assurance on the

effectiveness of control and governance processes in managing risks and accomplishing objectives to various regional offices, major process owners and policy-makers of the STB.

FINANCE AND INVESTMENT COMMITTEE

The Finance and Investment Committee comprises four Directors. Its responsibilities are broadly categorised into three areas: Finance, Fund Management and Risk Advisory.

It endorses the 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.

It approves the STB's investment policy and strategies, ensures that financial investments are conducted in compliance with statutory legislation and government directives and furnishes an investment report to the Board on a semi-annual basis.

It performs the risk advisory role for projects above S\$5 million or with high reputational risks through provision of input and opinion on the risk assessment and risk response measures put forth by the STB, and elevates any critical project risks to the attention of the Board.

GOVERNANCE COMMITTEE

The Governance Committee comprises three Directors, including the Chairman of the Board. While there were no physical meetings held, approval of new appointments and renewal of Directors were sought via email.

HUMAN RESOURCE MANAGEMENT COMMITTEE

The Human Resource Management Committee comprised four Directors until 7 February 2012 when it comprised three Directors, including the Chairman of the Board. The Human Resource Management Committee's responsibilities include providing guidance on leadership development and talent management matters; reviewing compensation policies and structures to ensure competitiveness; approving salary grade changes of officers to Superscale Grades, and reviewing and approving recommendations on disciplinary matters pertaining to senior management members.

An aerial night view of a modern city, likely Singapore, featuring several tall, illuminated skyscrapers with glass facades reflecting city lights. The buildings are lit up in various colors, including blue, green, and yellow. The streets below are also lit up, showing a grid pattern and some greenery. The overall scene is vibrant and futuristic.

SINGAPORE TOURISM: COMPETING AT A NEW LEVEL

The Singapore tourism industry is at a crossroads. After the unprecedented growth of the past few years, the time is upon us to ask ourselves: should we continue in the same vein that has given the country its current success? Or perhaps consider how we should create value that will help grow the flourishing tourism landscape in a sustainable manner?

We are competing in interesting times, as internal and external constraints pose real and urgent concerns for the future of Singapore tourism. Exponential tourism growth driven by a rapidly developing Asia, the country's small size, infrastructure constraints and limited manpower resources are all major pressure points bearing down

on the industry. At the same time, travellers are becoming much more discerning. Increasingly, they come with greater expectations and demands as increasing global connectivity and an ever-expanding array of choices open doors to new and diverse experiences.

In response, we have started exploring the road less travelled towards quality tourism. To this end, STB has begun gearing up for a shift towards a visitor-centric approach to developing the tourism sector, and become more targeted in our marketing approach. As part of this shift, we go deeper in understanding their needs so that we can engage them with differentiated quality experiences which are customised to the markets and deliver greater

resonance among new and repeat visitors. At the same time, we foster deeper industry collaboration with our stakeholders to strengthen our core competencies and raise overall industry capabilities. This is with the eventual aim to unlock greater value for the industry.

Striving for quality tourism is a bold but crucial step. It is aimed at sustaining our dynamism and appeal in the long run while taking into account our challenges and binding constraints. The journey has already begun, as new approaches and mindsets took root in many of the activities and initiatives of the past year.



ANOTHER OUTSTANDING YEAR IN SINGAPORE TOURISM

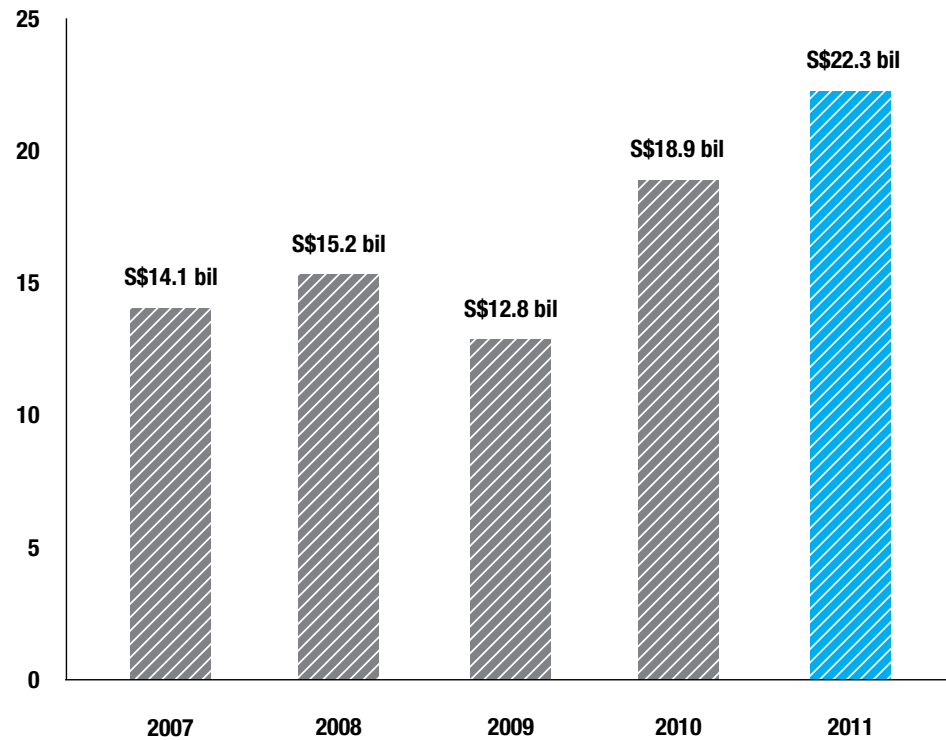
S\$22.3 billion in tourism receipts and 13.2 million in international visitor arrivals make 2011 yet another outstanding year in Singapore's tourism performance. The momentum from 2010's performance has propelled Singapore tourism to even greater heights and looks set to continue as the country positions herself as a compelling business and leisure destination for visitors.

TOURISM SECTOR PERFORMANCE

OVERVIEW

Singapore's tourism performance scaled new heights in 2011. Cumulative tourism receipts grew year-on-year by 18 per cent to hit a record high of S\$22.3 billion.

Tourism receipts for the past 5 years



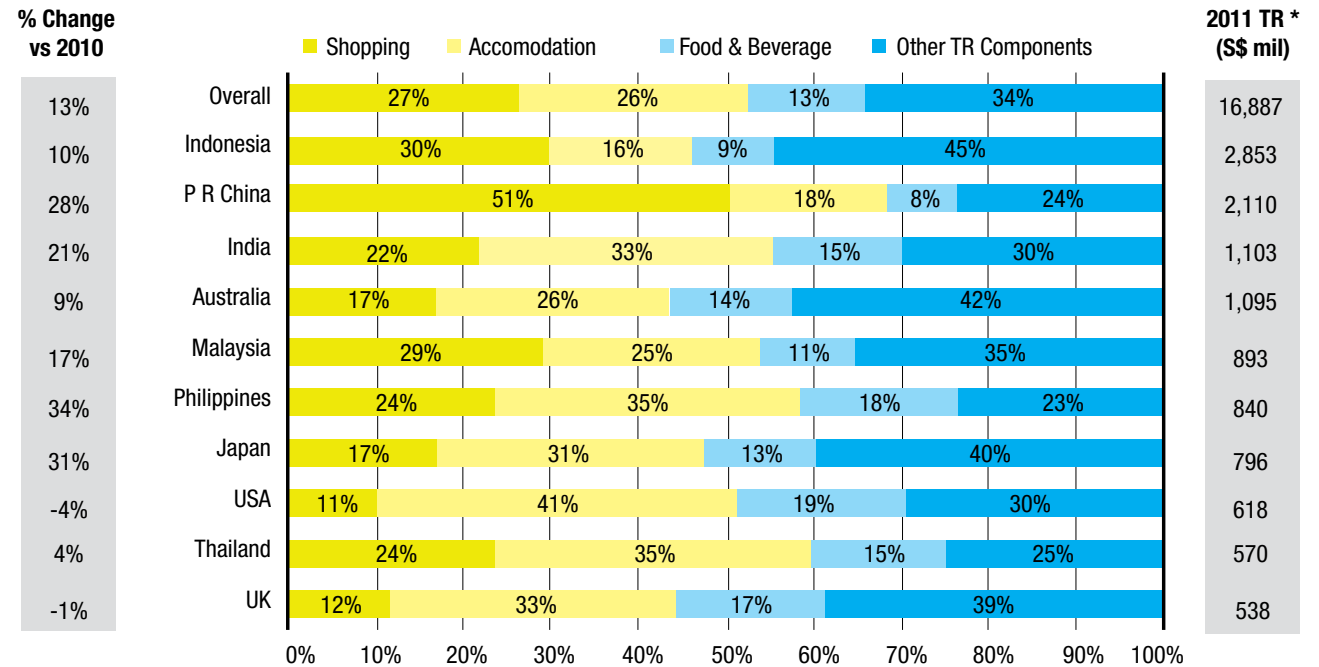
Indonesia (\$2,853 million), P R China (\$2,110 million), India (\$1,103 million), Australia (\$1,095 million) and Malaysia (\$893 million) were Singapore's top five tourism receipts generating markets from January to December 2011.

The Philippines and Japan saw the highest percentage change in tourism receipts over 2010. The tourism receipts for the Philippines (+34%) grew due to a strong increase in visitor arrivals and hotel accommodation expenditure.

Affected by weakened economic conditions, USA and UK saw a decline in their respective shares of tourism receipts. Nevertheless, as a whole, Europe's tourism receipts still grew at 4 per cent.

Tourism Receipts by Major Components, Top 10 Markets, January to December 2011

Tourism Receipts: S\$22.3 billion (+18% vs Jan-Dec 2010)



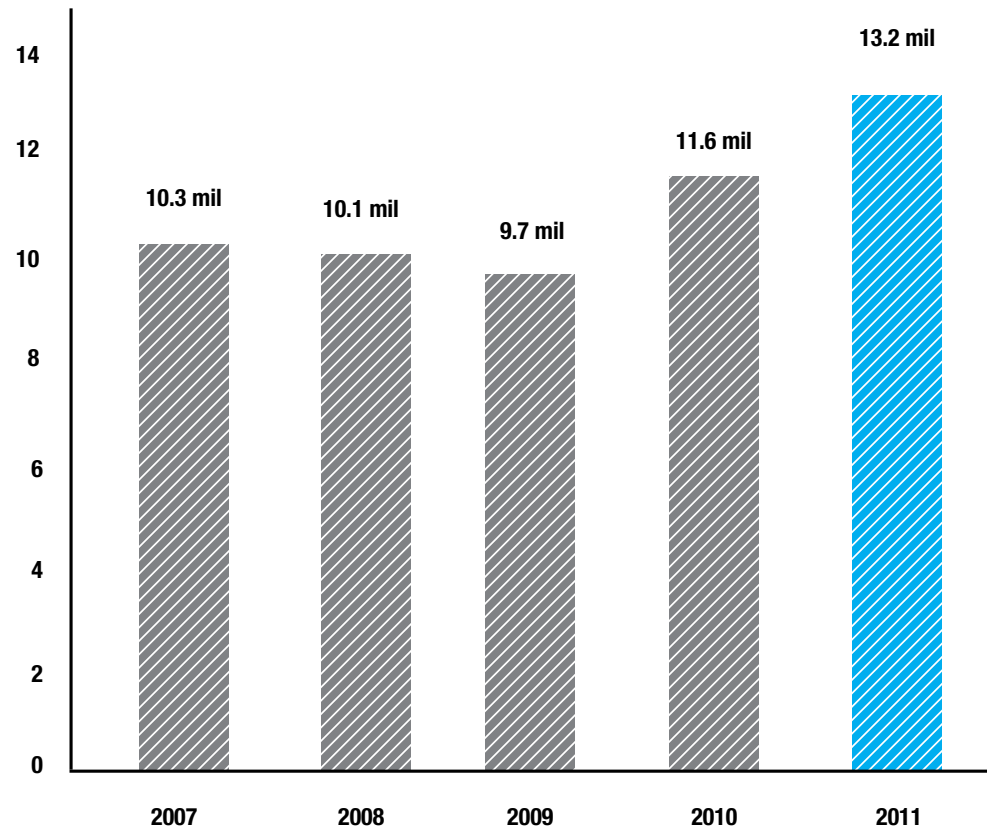
Expenditure is estimated from Overseas Visitor Survey

Other TR components include expenditure on airfares, port taxes, local transportation, business, medical, education and transit visitors.


*Sightseeing & entertainment has been excluded in the country analysis due to commercial sensitivity of information.

International visitor arrivals to Singapore increased by 13 per cent from the previous year to a new record of 13.2 million in 2011.

International visitor arrivals for the past 5 years



Asia remained a strong visitor source market for 2011, contributing 76 per cent of total international visitor arrivals. The international visitor arrivals was also well diversified across the region, with Indonesia (2,592,000), P R China (1,578,000), Malaysia (1,141,000), Australia (956,000) and India (869,000) being Singapore's top five international visitor-generating markets for the period of January to December 2011. These markets accounted for 54 per cent of total international visitor arrivals for the period.



GREATER VALUE CREATION

The transformation of our tourism landscape, coupled with strong fundamentals, and world-class professionalism, has established our reputation as one of the region's most sought-after leisure and business destinations. To continue on a growth trajectory and maintain our edge for the foreseeable future, we must look for opportunities within and beyond Singapore. More critically, it is also about our sustained ability to create value continuously for our visitors. To this end, STB is working together with industry stakeholders to stay the course of transformation and raise overall capabilities to forge an even more indelible Singapore Experience.

SERVICE THAT GOES BEYOND THE SMILE



The second season of Can You Serve gave viewers an up-close-and-personal look at the various challenges and opportunities the service industry faces through the eyes of the reality show's contestants.

“World-class service is central to the success of quality tourism.”

Going deeper into the service industry, the second phase of the “Go the Extra Mile for Service” (GEMS Up) movement returned with a focus on the central role of service in providing the ‘complete experience’.

With SPRING Singapore, the Singapore Workforce Development Agency, the Institute of Service Excellence at the Singapore Management University and the National Trades Union Congress, STB launched initiatives under GEMS Up on service research and

thought leadership, capability development, and promotion and recognition to promote a customer-centric culture in Singapore.

Building on the first season’s showcase of professionalism, skills, and pride that sum up the service industry, the GEMS Up movement saw the return of reality show *Can You Serve* for a second season. In addition to the usual skills component, the second season adopted a decidedly educational slant and invited industry professionals to share the various career paths that service



(From Left) Bentley Williams of WOW! Academy, moderating a discussion panel with representatives from Celine, Oriton Café and Zouk; Pankaj Tandon of Go India, Singapore Service Star Best Performer 2011 for the F&B industry category.

personnel could embark on. A focus on lesser known occupations such as the medical concierge, guest relations officers to VIPs and even service in a hawker centre also portrayed how service is integral to all aspects of the tourism industry.

To recognise businesses that demonstrate service excellence, GEMS Up also established its most prestigious accolade, the inaugural Singapore Service Excellence Medallion (SSEM) in 2011. The Medallion acknowledges organisations and individuals who have demonstrated the highest levels of service. Shortlisted businesses were assessed on their customer satisfaction measurement scores, service systems, processes, key business results and how they have enhanced the overall customer experience. Nominated individuals were evaluated on their commitment to quality service and how they have exemplified the organisation's vision, mission and values.

Similarly, the Best of Singapore Service Star (SSS) 2011 ceremony was held as part of STB's SSS accreditation scheme to acknowledge excellent service. The event profiled 36 retail, food and beverage, and nightspot businesses that had rated highest in their mystery shopping assessments, with the aim of inspiring other industry players to raise service standards amid evolving customer expectations. Building on the growing awareness of the importance of good service, the accreditation scheme also launched an interactive e-learning module for SSS companies to gain access to practical insights and knowledge. This platform allows members to learn at their own pace and seek advice from service expert Bentley Williams, making the goal of achieving stellar and yet personable service an accessible, user-friendly process.

Alongside service, innovation plays a key role in creating a memorable experience. With businesses looking for solutions to

better cater to consumers' needs and stay ahead of the game, the Singapore Experience Awards 2011 became the platform to acknowledge these efforts with its stronger focus on innovation, revitalisation and productivity. Star power was ratcheted up a notch when the co-owner of multi-award winning restaurant Noma and chief evangelist of the New Nordic Cuisine Movement, Claus Meyer, came to speak at the Singapore Experience Conversation on the need for reinvention and sustainability.

World-class service is central to the notion of quality tourism. The collective drive of STB and industry stakeholders to close the service gap via the sharing of best practices and exploration of new methods will give our tourism industry a critical boost in the right direction.

LICENSED TO GUIDE: DELIVERING QUALITY ASSURED EXPERIENCES

To help licensed guides stay ahead of the game, STB actively engages the Society of Tourist Guides Singapore and the newly launched NTUC Tour Guide Chapter to identify and co-create solutions to common challenges in the sector such as professional upgrading and enforcement checks. With these measures in place, visitors can rest assured that each guided tour will be a professional, informative and unforgettable experience.

As ambassadors on the ground, our licensed tour guides are the very conduit through which our visitors gain an insightful and enriching experience of Singapore's diverse offerings. To ensure the quality of the guided experience, STB revamped the tourist guide badge to allow for improved enforcement and to instill visitor confidence in the services of licensed tourist guides. The new tour guide badge is now larger, with key verification areas such as the tour guide license number, photo and authorised guiding languages, enlarged, watermarked and colour-coded to prevent counterfeiting.

“To ensure the quality of the guided experience, STB revamped the tourist guide badge to allow for improved enforcement and to instill visitor confidence in the services of licensed tourist guides.”

SPICING UP THE ATTRACTIONS LANDSCAPE



Architectural landmarks such as the Marina Bay Sands have been a constant draw for tourists coming to Singapore.

One rarely experiences Singapore the same way twice, and this is attributable to the country's ever transforming tourism landscape.

The latest attractions launched in 2011/2012 stand out not only for their ability to offer quality experiences that have injected diversity and new-found excitement to the industry, but also for their uniqueness in Asia.

As a start, both the Marina Bay Sands (MBS) and Resorts World Sentosa (RWS) Integrated Resorts (IRs) added to their stable of attractions. In September 2011, MBS unveiled the two stunning crystal pavilions that house the world's first Louis Vuitton Island Maison and world-renowned clubs Avalon and Pangaea. Its ArtScience Museum hosted several blockbuster exhibitions, such as *Van Gogh Alive – the Exhibition*, *Dalí: Mind of a Genius The Exhibition*, *the Cartier Time Art exhibition* and *Titanic: The*



Get swept away with Universal Studios Singapore®'s TRANSFORMERS: The Ride and the Hollywood Dreams Parade™.

Artifact Exhibition. Many of these shows were showcased for the first time in the region, raising the calibre of touring exhibitions in Singapore to a new level. Lovers of show tunes were also spoilt for choice with the staging of top-notch musicals at the MBS theatres, from the likes of *The Lion King* and *The Music of Andrew Lloyd Webber*, to *Wicked*.

RWS was also under the international spotlight with the world premiere of TRANSFORMERS: The Ride at Universal Studios Singapore® (USS). The hyper-realistic 3D thrill ride literally launches visitors into the midst of a Transformer battle, and

has garnered much international acclaim since it opened in December 2011. In the same month, USS visitors also got to mingle with their favourite movie characters for the first time with the staging of the Hollywood Dreams Parade™, a weekly street performance that features over 100 performers from well-loved films such as *Madagascar*, *Shrek* and *Jurassic Park* dancing and singing their way through the theme park. Drawing on Singapore's rich maritime history, RWS expanded the country's museum offerings with the opening of the Maritime Experiential Museum. With a focus on educating visitors on the history of ancient maritime trade through interactive displays, the museum



“ The action on the attractions scene was not just limited to the IRs; existing attractions also took the opportunity to enhance and rejuvenate their products in the past year. ”



Resorts World Sentosa's latest hospitality offerings Equarius Hotel and Beach Villas take island luxury to another level.

is also home to the Jewel of Muscat, a life-sized replica of a 9th-century dhow gifted by the Government of Oman. The opening of RWS' Equarius Hotel and Beach Villas also added diversity to the hospitality scene with their touch of exclusive luxury amid lush greenery and glimmering seascapes.

The action on the attractions scene was not just limited to the IRs; existing attractions also took the opportunity to enhance and rejuvenate their products in the past year. Sentosa saw the introduction of the iFly, which gave thrill seekers a chance to 'sky

dive' within an 18-foot acrylic glass wind tunnel while looking out to unhindered views of the South China Sea. Leveraging its popularity among families, Jurong Bird Park introduced its new Birdz of Play themed play area, complete with wet and dry play zones and an arcade room to cater to children of all ages.



“The STB-ASA masterclass on storytelling conducted in 2011 helped the attractions industry to understand how the art of effective story telling - a mixture of scholarship and showmanship - can deliver an emotional experience for guests. Tailoring the training and interaction of staff, as well as interweaving retail, merchandise and food and beverage options within the story creates that unforgettable, experiential visitor journey that will not only improve the financial sustainability of attractions, but also truly differentiate Singapore attractions from our competitors.

For 2012, we look forward to collaborating on more initiatives to augment the industry’s growth.”

– Mr Kevin Cheong, Chairman, Association of Singapore Attractions (ASA)

ASA has driven several initiatives to aid the attractions industry in strengthening its capabilities. These include facilitating discussions with stakeholders to strengthen attractions’ capabilities, as well as initiating discussions with educational institutions to build up the industry’s talent pool.

BRINGING THE WORLD TOGETHER: A HUB FOR BUSINESS AND LEISURE EVENTS



As part of TravelRave, Condé Nast Traveler World Savers Congress Keynote speaker Kristin Davis, Actor and Ambassador of Oxfam International and patron of the David Sheldrick Wildlife Trust, focused on issues such as wildlife conservation and environmental and cultural preservation.

Singapore's standing as a thriving financial centre saw the country hosting 21 world congresses in 2011/12.

These included the 11th World Chinese Entrepreneur Convention and the 20th World Orchid Conference, The Currency Conference and the high-profile World Conference on Tobacco or Health. All these helped the country to retain its ranking under the International Congress and Convention Association as Asia's Top Convention City for the 10th consecutive year. In addition, Singapore was also rated as the top international meeting country and city for 2011 in the Union of International Associations Global Rankings.

Secured in 2011 as part of our pipeline of association events are 17 prestigious world congresses, including the World Diamond Congress 2014, the International Congress of the World Confederation for Physical Therapy 2015 and the World Federation of Mental Health Biennial Congress 2015.

Key to Singapore's ongoing success in the Business Travel, Meetings, Incentives, Conventions and Exhibitions (BTMICE) sector is the city's knack for reinvention and innovation. For businesses keen to leverage Asia's untapped potential, TravelRave, Asia's mega travel and tourism festival continued to be the key platform to exchange ideas, network and gain inspiration from. Four new quality events, namely the UNWTO High Level Meeting in Asia; the



Music Matters, Asia's only premier music conference, combined a valuable platform for networking between major music players with an explosive live music showcase of Asia's emerging stars.

Asia Pacific Hotel and Tourism Investment Conference 2011; the Cornell Hotel Society Asia Pacific Regional Meeting; and Asia for Asia – a high level meeting of Asia's MICE industry Leaders, were added to the festival.

As part of TravelRave, ITB Asia, a major trade show for the Asian travel market, also became the springboard for launching original content. *Travel + Leisure's* Luxury Travel Research and the World Travel and Tourism Council's latest findings on the economic

impact of business travel in Asia were presented for the first time to give attendees candid insights into the opportunities available for investment in the region's new tourism products, services and capabilities. Anchor events such as the Asia Travel Leaders Summit returned for a second edition to give leading minds and voices of the Asian travel and tourism industry the invaluable opportunity to engage in purposeful dialogue on key issues such as the pressing talent crunch and the multiple opportunities presented by Asia's burgeoning middle affluent consumer segment. The continued

success of the Summit has enabled Singapore to lead the regional dialogue and shape the region's growth together with key private sector industry players.

The entrance of new lifestyle-oriented conferences and events such as Music Matters, Asia's only premier music conference, underscored the country's appeal as a flourishing business and lifestyle destination. Making the move to Singapore after being held in Hong Kong for five years, the event brought major music



Rising Korean pop acts TigerJK, Yoon Mi Rae and M.I.B brought the house down at Music Matters Live 2012; Tourism icon Merlion was transformed into a temporary hotel suite as part of the Singapore Biennale 2012.

players together to network, exchange ideas and get a preview of some of Asia's most promising stars during Music Matters Live, the live showcase platform at Clarke Quay. As an extension to Music Matters, Digital Matters was created as an original conference to cater to the region's rapidly developing digital entertainment landscape.

Leveraging the rich opportunities for entertainment in Asia, STB also collaborated with South Korean entertainment conglomerate CJ Entertainment & Media in November 2011 to stage the 13th edition of the Mnet Asian Music Awards in Singapore for the

first time, an initiative that saw the gathering of over 100 Asian and international artistes, 1,200 industry veterans and close to 7,000 fans in Singapore pulsating to the unifying language of Asian popular music. The presence of such conferences and events cements Singapore's reputation as a key platform for the celebration of Asian music and entertainment.

In tandem with Singapore's rising position as a premier lifestyle hub, lifestyle events have also begun to enhance the value of their offerings. Art collectors were given a taste of Singapore's potential as a growing arts hub, with events such as the Singapore Biennale

featuring contemporary works by 60 artists from 30 countries. As part of Singapore Biennale 2011, STB collaborated with the Singapore Art Museum to invite influential art collectors to attend a specially curated VIP itinerary. This collector hosting programme served as a platform to garner interest in the country's vibrant arts scene and eventually anchor them in Singapore through arts and other businesses. Highlights included an opportunity to stay at the Merlion Hotel, a unique art installation cum five-star hotel suite designed by Japanese artist Tatzu Nishi that was temporarily constructed around the iconic sculpture.



“Singapore really understands the MICE business. The country truly offers some of the best facilities in the world and makes Meetings & Events its core-business. There are not only first class facilities like Resorts World Sentosa, Marina Bay Sands, MaxAtria@SingExpo and soon the brand new Suntec, but also many other unique venues like Gardens by the Bay, Singapore Zoo, Singapore Arts Museum and the SportsHub, which offer custom designed function spaces to stage exceptional events.

I call Singapore the ‘Madonna of the Destinations’, as the country re-invents itself every few years and offers an enhanced visitor experience every time. The Singapore Tourism Board is a very strong partner for MCI and we will continue to work together to attract association and corporate meetings to Singapore.”

– Robin Lokerman, President Asia Pacific & Americas, CEO Institutional Division, MCI Group

MCI Singapore is the Regional Headquarters of MCI Group in Asia Pacific. MCI is a global thought leader that provides strategic consulting, performance and operational solutions to associations and companies. It has worked with STB to organise quality business events such as the Million Dollar Roundtable, Asia Pacific Digestive Week and the Google JAPAC Sales Conference.

CRUISING ON SOUTHEAST ASIA'S HORIZONS

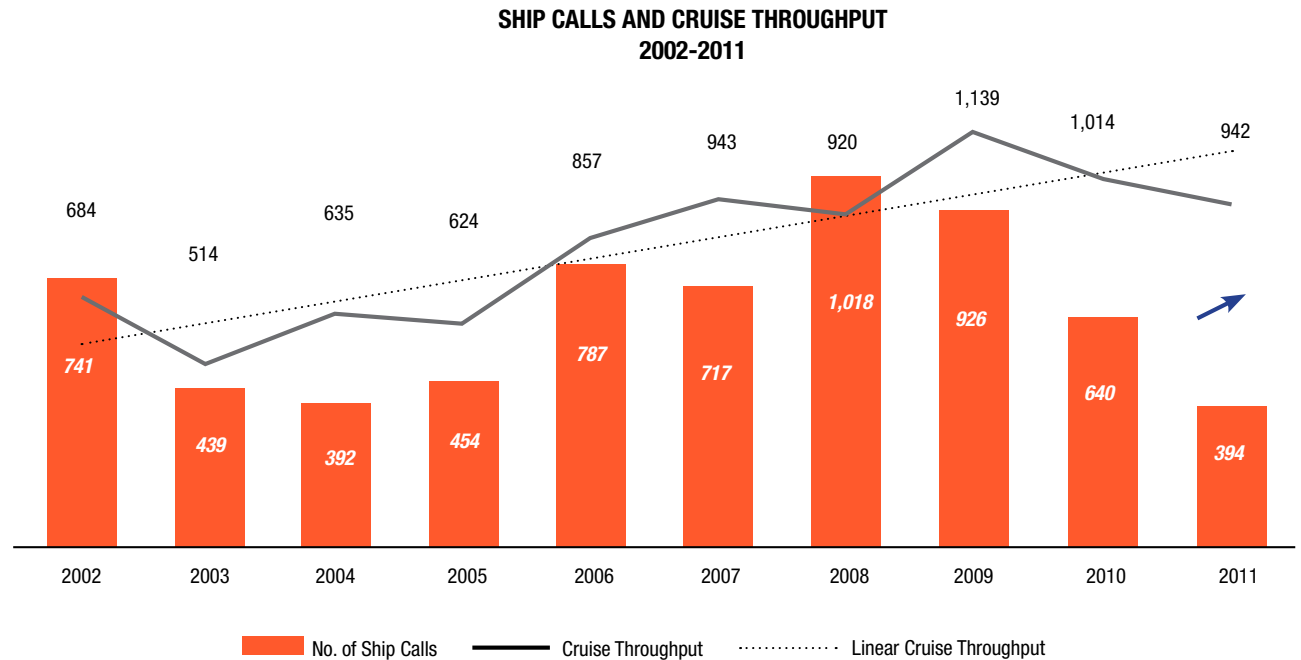


The MBCCS will cater to more large cruise liners as Singapore becomes a premier cruise destination.

25,000 islands, year-round sunshine and calm azure waters are just some of the tropical charms that can propel Southeast Asia into the next cruising playground. Added to this is the region's disparate geography, which is home to a diverse range of attractive destinations with a rich tapestry of cultures – all waiting to be discovered within a short sailing distance.

Favourably located at the crossroads of major international maritime routes and home to excellent land, air and sea connectivity to the world, Singapore is thus poised to tap into this emerging market and play a pivotal role in the regional development of this burgeoning industry.

Already, Singapore's own cruise market is showing signs of promise. Passenger throughput and ship calls for 2011 were pegged at



Source: Singapore Cruise Centre

942,000 cruise passengers and 394 ship calls respectively. While the figures reflected a decline in cruise throughput in 2011, the decrease was a result of the cessation of gaming ship operations rather than a fall in bona fide cruise passengers. In fact, the cruise industry experienced an increase in sailings and capacity by seasonally home-ported cruise ships in Singapore. Cruise offerings in Southeast Asia have also been enhanced with newer and bigger ships calling on Singapore; maiden calls from Aida Cruises' *Aidatdiva* and Cunard's *Queen Elizabeth*, and luxury ships like the Orion Expedition Cruises' *Orion II*, Seabourn Cruises' *Seabourn Sojourn* and Silversea Cruises' *Silver Spirit* highlighted

the international cruise industry's growing confidence in the Asian cruise market.

Critical groundwork has also been laid to boost Singapore's efforts to become a premier cruise destination. On 22 Dec 2011, SATS-Creuers Cruise Services Pte Ltd, a joint venture between SATS Ltd. (SATS) and Creuers del Port de Barcelona S.A. (Creuers), was appointed as operator for Singapore's newly built Marina Bay Cruise Centre Singapore (MBCCS). The operator, whose joint venture partners are well regarded for their considerable experience in providing aviation gateway and cruise operations,



Together with the Singapore Cruise Centre, MBCCS will offer an enhanced passenger experience and usher in an exciting era of cruise travel to Singapore and her neighbours.

will be running MBCCS for a 10-year term. The MBCCS will complement the Singapore Cruise Centre (SCC) at HarbourFront, which garnered the 'Most Efficient Port Services' and 'Best Turnaround Port Operations' awards at the Cruise Insights Awards 2011. The SCC has embarked on a S\$14 million rejuvenation programme. Together, both terminals will offer an enhanced passenger experience and usher in an exciting era of cruise travel to Singapore and her neighbours.

As a region, cruise tourism was given a strong boost when ASEAN Tourism Ministers endorsed closer collaboration efforts at the Fifteenth Meeting of ASEAN Tourism Ministers in Manado, Indonesia, on 11 Jan 2012. At the forum, ASEAN's Tourism Ministers agreed to build on the region's cruise potential through the creation of new itineraries and routes, joint marketing and data collation. All these initiatives are expected to help catalyse the growth of cruise tourism in the region.



“Singapore offers Royal Caribbean International proximity to key Asian destinations and source markets. Also, her modern cruise, land and air infrastructure and iconic attractions enhance our airport transfers, terminal operations and shore excursions. Both the new Marina Bay Cruise Centre and the renovated Singapore Cruise Centre are valuable contributors to Singapore’s regional cruise capacity. For all of these reasons, Royal Caribbean International has established Singapore as one of its key homeports in Asia. We are confident that with Singapore’s attributes and our close partnership with STB, our ships will continue to operate successfully from Singapore for many years.”

– Adam Goldstein, President and CEO, Royal Caribbean International (RCI)

Recognising the potential of the regional cruise industry, RCI has been expanding their business with the home porting of *Voyager of the Seas* and *Mariner of the Seas*, Asia’s largest cruise ships, within the region.

ROADMAPS FOR INDUSTRY SUSTAINABILITY



The Southern Ridges showcase the unique charm of Singapore as a city in a garden.

Even as Singapore tourism turns in an impressive performance, stakeholders have also been exploring ways to tackle internal and external challenges such as limited resources, an uncertain world economy and rising regional competition. To this end, a productivity plan was mapped out for the hotel industry. The hotel industry will look at increasing its core capabilities with initiatives aimed at raising the value and appeal of hotel-related jobs, improve service quality, and ensure continuous improvements to

sustain the industry's development in the long run. Engagement processes with industry stakeholders and studies have also begun to formulate productivity roadmaps for the attractions and MICE industries to identify current challenges as well as best practices and possible solutions to address issues on profitability, manpower, operations and service.



UNDERSTANDING OUR VISITORS BETTER

Singapore's status as a top travel destination has been on the ascendance in the past three years. But we cannot afford to rest on our laurels. The travellers of today are increasingly demanding and discerning in their tastes and interests. To continue to attract visitors to our shores, we need to develop and deliver better quality experiences to cater to their needs. To do this well, we must know our visitors better, to delve deeper to understand what makes them tick. In doing so, we would also be able to formulate customised marketing campaigns that resonate well with both new and returning visitors.

DIFFERENTIATED MARKETING CAMPAIGNS: STRENGTHENING THE *YOURSINGAPORE* BRAND

Visitor-centricity is central to Singapore's charm. Building on STB's destination brand *YourSingapore*, we have set about personalising the Singapore experience to the needs of our visitors.

Integral to the success of this approach is finding new ways to grow and sustain the country's allure and relevance through the anticipation of the various markets' consumer needs. With this goal in mind, differentiated marketing campaigns were rolled out in China, Australia and India, three of Singapore's top five visitor markets.

This undertaking involved extensive in-market engagements with consumers and trade that began in early 2011. The observations and feedback that culminated from these sessions have enabled us to recognise and consolidate emerging travel trends that have helped determine the thrust of our marketing efforts.

With greater importance being placed on quality-driven experiences, travellers, particularly Free and Independent Travellers (FITs), are seeking more empowerment in their travel decisions. Understanding this trend has shaped the way STB has chosen its partners, as well as the channels from which to reach out to this demographic. Keeping in mind Singapore's ease in getting around as the key ingredient to the growing popularity of Do-It-Yourself experiences with FITs, STB has moved away from packaged tours and are creating more suggested itineraries such as walking tours and immersive activities to enable travellers to discover the depth and breadth of Singapore's offerings on their own. We have also partnered with selected airlines, travel agencies, media and digital channels—all of which figure strongly in this new travel behaviour—to reach out to our target audiences.

As part of their growing independence, travellers today are also incorporating digital technology into their plans, whether it is planning the itinerary, making a reservation, or sussing out the trendiest clubs. Catering to these demands, STB has focused on connecting with its consumers via digital developments such as personalised *YourSingapore.com* pages for individual markets, increased social media engagement, and creative online ad campaigns. A mobile app that enables visitors to tailor their experience in Singapore via travel suggestions and special promotions has also been developed to continue the customisation of the Singapore Experience post-arrival.

These developments have set the scene for Singapore's shift from a holiday destination to a lifestyle destination. The insights gleaned, coupled with STB's already extensive in-market knowledge, have formed the backbone for the Board and its industry partners to develop resonant destination. It has also enabled STB to develop customised marketing campaigns that speak directly to its consumers.

“Beyond new icons and tourist attractions, lesser known local and lifestyle offerings were highlighted to enhance the breadth and depth of the Singapore Experience.”



STB's New Discoveries campaign for China was launched by Singapore's Tourism Ambassador for Greater China and home-grown celebrity Stefanie Sun; Social bloggers were invited to China and blog about their Singapore Experience to the Chinese audience.

NEW DISCOVERIES

China's *New Discoveries* campaign was launched on 7 December 2011 in Beijing's edgy 798 art district with home grown celebrity Stefanie Sun, Singapore's Tourism Ambassador for Greater China. To engage increasingly sophisticated Chinese consumers who crave more depth in their travel experiences, the campaign highlighted Singapore's dramatic transformation and the hidden facets that could be discovered each time they visit. Beyond new icons and tourist attractions, lesser known local and lifestyle offerings were highlighted to enhance the breadth and depth

of the Singapore experience. Along with this, a series of *New Discoveries* itineraries were created in conjunction with three major Chinese travel agencies, namely GZL International Travel Service, CYTS and Ctrip. In addition to pre-arranged flight and accommodation options, these free-and-easy packages come with dining, culture and retail recommendations that allow Chinese travellers to personalise their holiday in Singapore. The campaign also cultivated local Chinese advocates and reached out to the tech-savvy crowd through Chinese-centric social media platforms such as *Sina Weibo*, *Douban* and *Renren*.



A life-sized maze was erected in Melbourne to give Australians a chance to 'get lost' and discover Singapore's diverse and eclectic offerings.

GET LOST AND FIND THE REAL SINGAPORE

Next to launch was the Australian campaign, whose message *Get Lost and Find the Real Singapore* aimed to change Australians' entrenched and outdated perceptions of the city as a mere stopover destination. Launched on 8 March 2012, the campaign kicked off in Sydney, Melbourne and Perth with cinema ads filmed in a tongue-in-cheek manner to spark multiple conversations

about the city as a leisure destination. Appealing to Australians' sense of humour, the ad's cheeky use of the colloquialism 'Get Lost' showcased Singapore's lesser known side, inviting Australians to discover how the city's concentration of eclectic offerings and convenience resonates with their own free-and-easy style of travel. The campaign will be further sustained by digital, public relations, and social media activities in the coming months,

with each platform promoting a refreshing alternative aspect of Singapore to challenge the stereotypes many Australians currently hold of the destination.

SINGAPORE - THE HOLIDAY YOU TAKE HOME WITH YOU

India's marketing campaign Singapore - *The Holiday You Take Home with You* kicked off on 20 March 2012 in Bangalore, Chennai, Mumbai and New Delhi. The campaign recognises the Indian traveller's shift in preference, from taking functional trips that include visits to typical places of interest to holidays that offer enriching experiences, allowing them to acquire new skills and knowledge while connecting with loved ones. It invites Indian holidaymakers to come and experience Singapore's richness as a sophisticated, dynamic lifestyle destination under four enriching itineraries: *Active Lifestyle, Family Fun, Romance* and *Culinary*.

The campaign also aims to capture India's growing group of FITs, who are known to curate their own itineraries based on Internet research. To this end, the campaign takes on a digital thrust with online and mobile advertising, a dedicated India landing page on the *YourSingapore* destination website, and social media engagement which includes a Facebook quiz. STB has also entered into strategic collaborations with specialised travel partners Thomas Cook and Mercury Travels in India to co-create and promote itineraries and travel experiences.

The campaign continues to build on the recognition accorded to Singapore and STB; CNBC Awaaz Awards were given to Singapore for "Best International destination" and STB for "Best International Tourism Board", while readers of *Travel + Leisure, India & South Asia* and *Lonely Planet India* voted the country as "Best City in the World", and "Best Family Destination" respectively.



Romance and family are two aspects that STB has focused on for its Indian campaign.

“ The campaign also aims to capture India's growing group of FITs, who are known to curate their own itineraries based on Internet research. ”



“Singapore’s tourism is vibrant, with attractive and compelling offerings that continue to draw many visitors from around the world. GZL’s partnership with STB has seen us take on a consumer-oriented approach to understand Chinese visitors’ needs on a more in-depth level, and promote tailored experiences that appeal to them. We have received favourable response for the exciting content and packages we have co-created with STB, and have found that the Chinese visitors love Singapore very much and want to keep coming back to enjoy the diverse new discoveries that can be found in the destination.”

– Huang Weizhe, Vice General Manager, GZL Outbound Department

GZL is STB’s partner for China’s marketing campaign to reach out to the growing semi-FIT and FITs in Guangdong. The multi-level partnership saw the co-development of relevant content and experiences, staff training, product updates and media buys to enhance brand awareness. These efforts have resulted in the visitors’ deepened understanding of Singapore’s value proposition and new discoveries. GZL has been ranked the top outbound travel agency (by revenue) in 2011 by the National Tourism Administration of China.

LIVING LOUDER THAN LIFE— AGAIN



The Formula One™ SingTel Singapore Grand Prix returned with a thrilling night race and a jam-packed Grand Prix Singapore Season line-up.

A better understanding of our markets has also enabled STB to shape existing offerings to deliver fresh experiences and attractive opportunities to an ever-changing consumer landscape.

Back for the fourth year from 23 to 25 September 2011, The Formula One™ SingTel Singapore Grand Prix kept race enthusiasts glued to the edge of their seats as the world's best race drivers skilfully negotiated the circuit's twists and turns for top placing. More excitement came in the form of a dazzling line-

up of music acts and high-octane parties. Off-track, coinciding with Superclub Avalon's grand opening during the race season, dance music extravaganza Avalon at Large returned even bigger in 2011. The two-day festival saw headliners such as Benny Benassi and Massive Attack, while popular acts LMFAO and The Bloody Beetroots kept the race fever burning.

Conceived as STB's marketing efforts to highlight the lifestyle dimension of the Formula One™ race, the Grand Prix Singapore Season (GPSS) imbued the theme of *Live Louder than Life* for



GPSS 2011's dance acts saw overwhelming response from music fans around the region.

2011. Building on the previous year's results, STB focused its in-market activation initiatives in Thailand, Malaysia and Indonesia—countries that made up the majority of the event's ticket sales.

The Thais, in particular, got to experience first-hand how Singaporeans partied with the organisation of a GPSS-themed party in Bangkok. Co-created by STB Thailand and Thai-based event organiser LUSH/Bless Entertainment as part of GPSS 2011's pre-arrival marketing efforts, the party sought to increase awareness of GPSS 2011 among the city's affluent residents and drive attendance to the race itself. Held on the helipad of Imperial

Queen's Park Hotel, the party saw a turnout of 300 guests, including 65 media for the VIP event, and 2,300 people for the public party. In Indonesia, the Grand Prix Party Blaster, an interactive online game that drummed up awareness and excitement for the party season, also saw overwhelming response from music fans.

ASIA'S FASHION CAPITAL EARNS STREET CRED

On the business front, the second Asia Fashion Exchange (AFX), held from 11 – 22 May 2011, continued to grow in strength across its four anchor events: Audi Fashion Festival, Blueprint, Asia Fashion Summit and Star Creation. This initiative – jointly driven by STB, IE Singapore and SPRING Singapore – provides a holistic platform for designers, buyers, consumers and industry professionals to tap into Asia's burgeoning opportunities.

Collaborations with private sector players Mercury Marketing & Communications and the Textile and Fashion Federation (TaFf) Singapore resulted in a pipeline of original Asia-centric content with an international appeal, enhancing AFX's profile as Singapore's premier fashion event since its inaugural launch in 2010. STB offices in Philippines, Thailand, South Korea, Japan, and Vietnam were also roped in to increase the awareness of AFX and its events, particularly that of Audi Star Creation, a fashion design competition organised by TaFf to discover Asian talent; and



Blueprint, a one-stop fashion trade show created to present rising international and Asian designers.

For AFX 2011, STB HQ worked with STB Thailand and TaFf to organise a trip to Bangkok to share more about Audi Star Creation with the city's top fashion design schools. Bangkok was chosen for its thriving fashion industry and the strong affinity that Thais have for fashion. The direct engagements with these schools contributed to the significant increase in participation of Thais in the event from two in 2010 to 24 in 2011.

In the lead-up to AFX 2012, STB Philippines leveraged the country's growing pool of design talent and used media and partnerships with top design institutes to entrench Singapore's status as a fashion capital. A showcase platform was also held in Bangkok, while direct engagements with fashion institutes in Tokyo, Seoul and Ho Chi Minh City provided aspiring regional designers with the opportunity to appreciate the potential of Singapore as a launch pad into the world of fashion.



The Asia Fashion Exchange has grown from strength to strength, with its pipeline of original Asian-centric content amassing international appeal.

MEETING EVOLVING DEMANDS

When it comes to identifying consumer trends, no one is more attuned to consumers' spending patterns and their evolving needs than the tourism industry itself.

Understanding the importance of staying a few steps ahead of their target audiences, our stakeholders have begun investing considerable effort into the rebranding and expansion of current offerings to keep products updated and in demand.

In response to changing customer demographics and their evolved needs, local hotel groups have also seized market opportunities and began branching out with new hotel portfolios. Brands such as Far East Hospitality's Oasia, Fragrance Group's Parc Sovereign and United Engineer's Park Avenue have been created to cater to the broader global climate, while international hotel chains such as Marriott, Inter-Continental and Pan Pacific are also renovating to refresh and upkeep their properties. Together, the new and refurbished hospitality offerings are expected to cater to the sector's growing demand for differentiated experiences.

Local flagship events are also staying relevant through rejuvenation. BroadcastAsia2011 and CommunicAsia2011 saw a combined number of 56,000 attendees and close to 2,000 exhibitors. Both shows have continued to remain relevant after about 20 years through continuous and careful content curation. BroadcastAsia2011 launched a new Cinematography/Film/Production Zone showcasing cutting edge 3D, HD and production technology that maximises production efficiency, while CommunicAsia2011's programming saw increased interest from first-time exhibitors like Zynga and 3M Touch Systems.



Hotels such as Oasia have helped to expand the range of hospitality offerings in Singapore.

“ IFFS 2012 saw an increase of spot orders from US\$289 million in 2011 to US\$303 million in 2012.”



Homegrown events such as The International Furniture Fair Show have created invaluable platforms for interested buyers to network and share the latest trends.

The Singapore Airshow 2012, Asia's largest and one of three key aerospace and defense exhibitions in the world, recorded its largest turnout ever. The third edition of this premiere aviation event recorded US \$31 billion in deals, a threefold increase over the total value of deals in 2010. In addition to the existing China and India forums, the inaugural Southeast Asia Business Forum addressed evolving industry needs by giving companies insights into the opportunities arising from key growth markets.

As a home-grown event that has carved a name for itself in the international design scene, The International Furniture Fair Show (IFFS) continues to grow as a quality marketplace platform for international buyers, manufacturers, designers and architects to meet. IFFS 2012 saw an increase of spot orders from US\$289 million in 2011 to US\$303 million in 2012. The Hospitality.Design. Furniture CONVERGE ASIA 2012 conference was created in response to the demand for a single knowledge-based platform



“...WGS has also contributed to Singaporeans’ increasing discernment when it comes to all things gourmet.”

Showcasing the best in the international fine-dining scene, the World Gourmet Summit has helped to grow Singapore’s reputation as a food paradise.

for the complementing industries to exchange ideas and share insights. IFFS’ emphasis on quality and innovation continuing to draw interest from new markets such as Lithuania, reinforcing the event as Asia’s premier, design-led furniture sourcing platform.

Fifteen years of showcasing some of the world’s most exquisite culinary creations have made the World Gourmet Summit (WGS) one of the region’s leading fine-dining festivals. Alongside growing the city’s reputation as a food paradise, WGS has also contributed to Singaporeans’ increasing discernment when it comes to all

things gourmet. Hence, it was a timely opportunity for WGS to evolve from an annual festival into a year-long programme that develops and recognises local and regional F&B talents and more importantly, sustain the interest of culinary enthusiasts. With the support of STB, WGS was transformed into the World Gourmet Series comprising the Awards of Excellence in addition to the World Gourmet Summit. The revamped WGS has been positively received; the 2011 Asian Gastronomic Awards of Excellence presented 23 Singapore awards, four regional awards, nine experiential scholarships and two education scholarships. Eight

“ Such initiatives will not only create quality experiences for international patients, but also enhance the overall service standards and patient satisfaction of Singapore’s healthcare industry. ”



Having a ward that specifically caters to Middle Eastern tastes is one way medical group Raffles is looking to gain a competitive advantage over regional competition.

awards were also presented by the Singapore Workforce Skills Qualification at the event. The summit itself was attended by 9,327 guests, with average spending increasing by more than 15 per cent as compared to 2010.

Private medical group Raffles is also re-engineering patient experiences as part of its overall strategy to become an integrated patient-centric hospital. Regarded as a medical first in Singapore, Raffles completed its design for a prototype ward in March 2012, created specifically to cater to the needs of Middle Eastern patients. When launched, the ward will enable the medical group

to gain a competitive advantage over regional competition when profiling its facilities to Middle Easterners. Such initiatives will not only create quality experiences for international patients, but also enhance the overall service standards and patient satisfaction of Singapore’s healthcare industry. This visitor-centric approach is integral to the shift towards quality tourism, and is a positive step towards establishing Singapore’s reputation as a quality healthcare destination.

GETTING TO KNOW TOMORROW'S TRAVELLERS

The traveller of the future is an independent, knowledgeable and sophisticated one. Getting this demographic to sit up and take notice requires creative, bespoke concepts as well as best practices and intelligent business models to keep them engaged and coming back.

In line with the development of a forward-looking, sustainable Singaporean hospitality sector, STB organised the inaugural Hospitality Business Forum in New York as a platform for local and US boutique hoteliers to share business practices and experiences. The forum was presided over by US hoteliers Thompson Hotels, (Crosby) Firmdale Hotels, The Greenwich Hotel, ACE Hotel Group and Gansevoort Hotel Group, alongside Singaporean delegates from Santa Grand Hotels, Harry's Holdings, Timbre Group and Far East Organization. Touching on different discussion topics ranging from the standards and culture of boutique hotels to design and brand development, the event fostered creativity within Singapore's boutique hotel sector. The forum also showcased the country's hotel development possibilities and its position as a springboard into Asia and helped to create a valuable network of contacts for the US boutique hotel community.

In that same vein, STB also organised a business development trip for Singaporean travel agents to visit key travel companies in London, Zurich and Frankfurt. Representatives from the National Association of Travel Agents Singapore, Chan Brothers, CTC Travel, Quotient TravelPlanner and Citystate Travel met with global travel agencies Kuoni Travel, Abercrombie & Kent as well as niche companies tourasia, First Services and Dertour. These interactions allowed local stakeholders to learn from the various foreign travel businesses, which have boosted their own competitiveness with best practices and strategies that focus on growing customer loyalty.

“These interactions allowed local stakeholders to learn from the various foreign travel businesses...”



CLOSER INDUSTRY COLLABORATION

The future success of the tourism sector in Singapore rests solidly on the collective drive of our entire tourism industry. To bring Singapore tourism to the next level, we need to forge closer collaborations. Together, we can bring our respective strengths and insights to enable a pipeline of original, compelling offerings and forward-looking partnerships.

BRINGING SINGAPORE-INSPIRED CUISINE TO THE WORLD

SINGAPORE INTERNATIONAL CULINARY EXCHANGE (SPICE)

Riding on the ongoing transformation of Singapore's dining scene, STB, together with IE Singapore and SPRING Singapore, embarked on an integrated global publicity campaign to showcase the country's diverse range of creative cuisines and food products. Dubbed the Singapore International Culinary Exchange or SPICE, its primary aim was to showcase Singapore's best chefs and well-known food products, and to proliferate Singapore-inspired cuisine globally. The two key initiatives under SPICE were Singapore Takeout and the Global Chef Exchange.

SINGAPORE TAKEOUT

The Singapore Takeout focused the international spotlight on Singaporean cuisine through a mobile pop-up kitchen that was cleverly converted from a container. Together with 10 of Singapore's most celebrated chefs and 12 food manufacturers, the pop-up kitchen travelled to London, Paris, Moscow, New York, Hong Kong, Shanghai, Delhi and Sydney to give curious foodies a taste of Singapore. The real impact however, was how Singapore

Takeout gave our local chefs the opportunity to cook with some of the host cities' most noteworthy chefs. These live collaborations gave the world an insight to the inventiveness of our chefs' creativity, as well as established a platform to showcase Singapore as an innovative culinary capital and a must-visit food destination.

STB's New York and Sydney offices also took advantage of Singapore Takeout to create rapport and network with key players in the dining and trade sectors. In conjunction with the *Get Lost and Find the Real Singapore* marketing campaign, STB Sydney used the Singapore Takeout to give media and travel trade partners a sensory discovery of how the country's rich cultural heritage could be infused gastronomically into contemporary cuisine. Amidst a growing fascination with Singapore food in North America, the profile of Singaporean cuisine was given a further boost when STB New York hosted media and VIP Takeout events. This followed the Singapore showcase that was held on 17-18 June 2011 during the prestigious Aspen Food and Wine Classic.



The Singapore Takeout brought the best of Singaporean cuisine to London, Paris, Moscow, New York, Hong Kong, Shanghai, Delhi and Sydney.



Chef Jason Atherton during his demonstration for culinary students at At-Sunrice GlobalChef Academy.

GLOBAL CHEF EXCHANGE

As the professional education arm of SPICE, the Global Chef Exchange (GCE) saw Singapore playing host to 23 international high profile chefs. The culinary exchange programme gave chefs an all-round immersive experience, aimed at spurring them to develop original Singapore-inspired recipes.

Participating chefs were given the opportunity to learn and experience a variety of Singapore cuisines through interactive workshops conducted by local culinary talents, as well as educational food trails that took them from popular street food institutions to contemporary fine-dining establishments. The

culinary exchange culminated in the creation of original Singapore-inspired dishes that were presented to Singapore's food and beverage industry representatives and media.

Such collaborative efforts between STB's offices and the industry have succeeded in showcasing Singapore's culinary scene to some of the world's highly acclaimed chefs. More importantly, it led to quality partnerships in-market. STB Guangzhou's facilitation of two of China Southern Airlines' (CSA) sous chefs to attend the GCE acted as a catalyst for the eventual partnership between the two parties. Beginning April 2012, CSA business-class passengers flying the Guangzhou–Singapore route will be treated to local as

well as fusion creations inspired from the GCE programme. This initiative will also be rolled out on the Shenyang–Guangzhou–Singapore route in mid April and both programs will run for at least six months. As the first airline in China to work with STB on the design of its in-flight menu, CSA will play a major role in introducing passengers to Singapore's rich culinary repertoire even before they touch down.

Raising international awareness of Singapore's acclaimed culinary talents through integrated initiatives such as SPICE has ignited and sustained the global interest in Singapore's dining scene, and helped local talent and enterprises enter and compete in new markets.

COMING TOGETHER FOR THE ARTS



As Singapore's first integrated ticketing platform, TicketCube enables visitors to get easy access to the country's wide range of arts and entertainment events.

Against a rich tapestry of arts and entertainment events, TicketCube was conceived as an industry-wide assistance initiative to raise the overall visibility of arts and entertainment events in Singapore and increase visitor attendance to shows.

Located in the heart of Orchard Road, Singapore's top tourist spot, TicketCube is the first platform to bring together four local ticketing service providers – ApeSnap, Gatecrash, SISTIC and TicketBooth – to give consumers convenient access to a multitude of shows staged in Singapore. The collaboration of the four ticketing operators also establishes TicketCube as a one-stop resource for information on current and upcoming events, with specially trained

concierge officers on hand to recommend shows that will meet walk-in customers' varied preferences.

From an industry perspective, TicketCube is a prominent marketing tool for the arts and entertainment industry, with the concierge's myriad marketing spaces such as an outdoor LED advertising screen, brochure racks and poster screens providing year-round reach to both visitors and locals in a prime location. TicketCube also doubles up as a platform to extract consumer insights for both STB and the arts and entertainment industry.

HOMEGROWN COLLABORATIONS

A quaint mix of tradition and modernity, Singapore's tourism precincts are a living illustration of how collaborations can result in compelling offerings that exude sophistication and appeal without losing the precinct's authenticity.

Launched on 20 January 2012, the Chinatown Visitor Centre (CVC) is the first precinct-level visitor centre wholly managed and operated by a precinct association, the Chinatown Business Association. The CVC was first conceived through stakeholder consultations with businesses in Chinatown to provide specific

precinct information to its visitors. Today, the CVC serves as an important focal point that relates the Chinatown story to locals and tourists through commissioned merchandise, walking tours and exhibitions. Its central location also acts as an important marketing tool for businesses and activities not just within the vicinity but in greater Chinatown as well.

Greater collaboration among precinct stakeholders in 2011/2012 has also given a fresh spin on existing offerings such as Fashion Steps Out @ Orchard. Celebrating fashion in a big way, the Orchard Road Business Association worked with STB to curate



An eclectic mix of tradition and modernity, Chinatown is a living example of how cultural precincts can remain relevant to the times without losing authenticity.



Fashion Steps Out @ Orchard is just one of the many colourful events that have added much glitz and glamour to Orchard Road.

quality events to strengthen Orchard Road's identity as a lifestyle epicentre. Visitors were presented with a visual treat as traffic on Orchard Road made way for the creation of a fashion runway for the first time. Other fashion firsts included a night-time bazaar, while fashion workshops and a design competition via a collaboration with the Raffles Design Institute injected new energy into the shopping strip.

Yuletide cheer was also spread further across the island as the Sentosa HarbourFront precinct chimed in with Orchard Road and Marina Bay to celebrate Christmas. With individual light-up themes and programmes, each precinct sought to give

visitors differentiated experiences of a tropical Christmas while strengthening their individual precinct identities. The widespread success of Christmas Light-Up @ Orchard has come a long way; what was originally an STB-led event has since become a shared initiative led by private stakeholders who have the heart and drive to build their precincts into welcoming and vibrant places for business, visitors and the community. This, and many other public-private partnerships, have indeed paid off when Orchard Road was named the world's top shopping street, beating 29 other shopping avenues in a survey conducted by Presence Mystery Shopping, a French marketing consultancy.

“ ...Orchard Road was named the world's top shopping street, beating 29 other shopping avenues...”

ESTABLISHING PARTNERSHIPS OVERSEAS

STB is also leveraging its overseas presence and valuable in-market networks to strike up international partnerships that will help sustain the appeal of Singapore tourism in the long run.

Setting the tone for a closer working relationship, the Memorandum of Understanding (MOU) on Tourism Cooperation Framework to Support the Recovery of Japan Tourism was signed on 1 July 2011 by the Japan National Tourism Organisation, the Japan Association of Travel Agents (JATA), the National Association of Travel Agents Singapore and the Singapore Hotel Association. STB played a role in building the agreement among the four parties and organised the signing ceremony to affirm tourism cooperation and bilateral exchanges between the two countries. This was also in support of reconstruction assistance for Japan's tourism industry following the devastating earthquake and subsequent tsunami on 11 March 2011.

From another international partnership, the Asian Conference Summit & Awards was held in Singapore for the first time. As the only event of its kind in Asia, it was jointly created by STB

HQ, STB London and The Media House, a UK-based conference organiser. The inaugural two-day summit was intended to raise the overall profile of the local and regional conference industries that support Singapore's shift towards quality tourism. It brought together both international and regional professional conference organisers to share best practices, celebrate achievements in the Asia conference industry as well as exchange and develop business connections. It was also a good platform for STB to reinforce industry engagements, while reaching out to the Asian professional organisers for business development efforts.

Capitalising on the keen interest in space and technology among Indian students, STB India and STB's Enrichment Education department worked closely with an in-market partner and local enrichment provider to curate an enrichment learning journey centred on the Space Academy Singapore programme. The programme, conducted by NASA engineers and scientists, was paired with other relevant tourism products to create an eye-opening experiential learning journey. The programme was well received, and has since received active interest from other in-market partners to conduct similar enrichment programmes in Singapore.

SINGAPORE DINING 2.0



Local culinary talents such as 2am:dessertbar owner Janice Wong have been doing their bit to promote and develop Singapore's culinary industry.

Waku Ghin, Jaan, Tippling Club, L'atelier de Joël Robuchon — these are just some of the premium dining offerings that have propelled Singapore's restaurant scene into the international limelight.

This enthusiasm for all things gourmet sees no signs of waning with the influx of fine-dining establishments slated to grow in the coming months, underscoring the renaissance the city has been enjoying as a food paradise. Even as the Integrated Resorts played host to celebrity chefs, Daniel Boulud, Guy Savoy, Joël Robuchon, Mario Batali, Susur Lee, Tetsuya Wakuda and Wolfgang Puck, Michelin-star chefs such as Jason Atherton and Bruno Ménard are also setting up shop here to cater to sophisticated palates.

Local culinary talents too are doing their bit to encourage the fostering of a progressive culinary industry. One such example is

2am:lab, a collaboration between STB and 2am:dessertbar owner, Janice Wong. Dedicated to experimenting with ingredients and techniques to discover and improve flavours and methods, the lab's findings will be documented and shared with industry partners to inspire the creation of new food products, restaurant concepts and business possibilities. A website, 2amlab.org, has also been launched to share its findings with the industry and public. As a platform for knowledge transfer, the lab hosts chefs and culinary researchers, and has since hosted Mexican chef Mauricio Montiel, known for his experimentations with chocolate, and American pastry genius Will Goldfarb. 2am:lab is also committed to nurturing the next generation of chefs, partnering with Republic Polytechnic to teach aspiring chefs the importance of research and innovation. These efforts, together with the growing diversity of culinary offerings, will ensure a sustainable and vibrant dining culture that will continue to draw food enthusiasts from all corners of the world.



“When it comes to street food, I love how taste is everything. Singapore’s Street Food scene is truly diverse, vibrant and competitive, with the best food items comparable to the most expensive dishes in three-star Michelin temples. Wee Nam Kee and Sin Huat were some of the best meals in my life.

STB has been extremely helpful in the start up of NAMNAM, our indoor street food restaurant in Copenhagen, whether it’s hosting my team, answering our endless questions, or aiding in the establishment of an exchange programme which will allow aspiring Singaporean young chefs to intern at the Meyer Group of restaurants.

This collaboration is a win-win situation: Singapore can teach us about street food, and we can teach you to identify and develop the potential of Singapore’s street food culture as it is a great cause worth standing up and fighting for. Here’s to a great friendship and many more great meals!”

– Claus Meyer, founder, co-owner of Noma - rated as the world’s best restaurant in 2010, 2011 and 2012, gastronomic entrepreneur, and the driving force behind the New Nordic Cuisine Movement.

The opening of NAMNAM, Copenhagen’s first Singapore-inspired restaurant, was a result of Claus Meyer’s culinary experience in Singapore, facilitated by STB. The relationship between STB and Claus Meyer has also given aspiring culinary students an opportunity to apply for internship at the Meyers Group of restaurants in Copenhagen.

AWARDS AND ACCOLADES

STB

- Top Convention Bureau in Asia 2011, CEI Asia
- YourSingapore.com - Best Website Design, MARKies 2011 Awards, *Marketing Magazine*

DESTINATION

- Destination of the Year, *TTG Asia* Travel Awards 2011
- 4th Most Liveable City in Asia and 51st Most Liveable City in the World, *Global Liveability Biannual Survey*, Economist Intelligence Unit
- Top 10 Destinations Globally for Luxury and Business Fashion Brands, CB Richard Ellis (CBRE)
- Ranked among the Top 25 Destinations in Asia, *TripAdvisor* Travelers' Choice Awards 2012.
- Ranked 8th, Top 10 Fashion Capitals of the World 2011, Global Language Monitor
- Ranked 3rd, 2011 Global Innovation Index, INSEAD and the Confederation of Indian Industry
- Ranked 15th, Most Liveable City in the World, 2011 Quality of Life Survey, *Monocle*
- Ranked 24th, Vision Humanity's 2011 Global Peace Index, Institute for Economics and Peace
- Ranked 10th, Most Competitive Travel Sector in the World, *Travel & Tourism Competitiveness Report 2011*, World Economic Forum
- World's Top 10 Destination Cities, MasterCard Index of Global Destination Cities

BTMICE

- Best Business City in Southeast Asia, *Business Traveller* Asia-Pacific Travel Awards 2011
- Ranked 6th, Best Country for Business, *Forbes* Best Countries for Business Annual Rankings 2011
- Ranked 1st, Business Regulatory Environment, *Doing Business 2012 Study*, International Finance Corporation and the World Bank
- Ranked 1st, Ease of Doing Business, World Bank Doing Business Report 2012
- Ranked 4th, Competitive Economy in the World, *World Competitiveness Yearbook 2012*, International Institute for Management Development
- Ranked 1st, Global and Regional Rankings of Business Environment in 2011, Economist Intelligence Unit
- Ranked 2nd, Hotel Investment Market in Asia, CB Richard Ellis (CBRE) Hotels
- Asia's Top Convention City, International Congress and Convention Association Global Rankings 2011
- Ranked 5th, Top Convention City in the World, International Congress and Convention Association Global Rankings 2011

- Ranked 2nd, Most Competitive Economy in the World, *The Global Competitiveness Report 2011 – 2012*, World Economic Forum
- Ranked 1st, Most Competitive Economy Among Asian Countries, *The Global Competitiveness Report 2011 – 2012*, World Economic Forum
- Top International Meeting Country, Union of International Associations 2011
- Top International Meeting City, Union of International Associations 2011

Suntec Singapore International & Convention Centre

- Asia's Leading Meetings & Conference Centre, World Travel Awards 2011

HOSPITALITY

Banyan Tree Spas

- Best Spa Operator, *TTG Asia* Travel Awards 2011

Four Seasons Hotel, Singapore

- T+L 500, World's Best Hotels and Resorts, *Travel + Leisure*

Furama Riverfront, Singapore

- Best Mid-range Hotel, *TTG Asia* Travel Awards 2011

Fullerton Bay Hotel, Singapore

- Best New Business Hotel in Asia-Pacific, *Business Traveller* Asia-Pacific Travel Awards 2011
- The Hot List 2011, *Conde Nast Traveler*

Grand Park Orchard, Singapore

- Asia's Leading Design Hotel, World Travel Awards 2011

Ibis Singapore on Bencoolen

- Best Budget Hotel, *TTG Asia* Travel Awards 2011

Mandarin Oriental Hotel, Singapore

- T+L 500, World's Best Hotels and Resorts, *Travel + Leisure*

Pan Pacific Singapore

- Asia's Leading Business Hotel, World Travel Awards 2011
- World's Leading City Hotel, World Travel Awards 2011

Raffles Hotel Singapore

- Best Luxury Hotel, *TTG Asia* Travel Awards 2011
- T+L 500, World's Best Hotels and Resorts, *Travel + Leisure*

Royal Plaza on Scotts

- Best Independent Hotel, *TTG Asia* Travel Awards 2011

Shangri-La Singapore

- Best City Hotel – Singapore, *TTG Asia* Travel Awards 2011
- Best Business Hotel in the World, *Business Traveller* Asia-

Pacific Travel Awards 2011

- Best Business Hotel in Singapore, *Business Traveller* Asia-Pacific Travel Awards 2011

The Ascott Limited

- Best Serviced Residence Operator, *TTG Asia* Travel Awards 2011

The Fairmont Singapore

- T+L 500, World's Best Hotels and Resorts, *Travel + Leisure*

The St. Regis Singapore

- T+L 500, World's Best Hotels and Resorts, *Travel + Leisure*

The Wanderlust Hotel

- The Hot List 2011, *Conde Nast Traveler*

AVIATION AND AIRLINES

Changi Airport

- Airport of the Year, 2012 Air Transport Leaders Forum
- Best Airport By Size (Over 40 Mil), Airport Council International Airport Service Quality Awards 2011
- Ranked 2nd, Best Airport Worldwide, Airport Council International Airport Service Quality Awards 2011
- Best Airport in Asia Pacific and the World, *Business Traveller*

Asia-Pacific Travel Awards 2011

- Best Airport in Asia Pacific, *DestinAsian* 2012 Annual Readers' Choice Awards
- Top Worldwide Airport, *Wanderlust* Travel Awards 2011
- Asia's Leading Airport, World Travel Awards 2011
- World's Leading Airport, World Travel Awards 2011

Singapore Airlines

- Airline of the Year 2012, *Schlemmer Atlas* (Germany)
- Airline With Most Passenger Loyalty, *The Beijing News*, China Travel Awards 2011
- Asia's Best Airline for First Class and Business Class, 2011 Travel Awards, *Asiamoney* (Hong Kong)
- Best Airline Asia and Best Airline Business Class, Skytrax World Airline Awards 2011 (UK)
- Best Airline, Best Asia-Pacific Airline, Best First Class, Best Business Class and Best Economy Class, *Business Traveller* (Asia Pacific) Travel Awards 2011
- Best Airline in the World, Best Airline Business and Best Economy Class, *Business Traveller* (China) Travel Awards 2011
- Best Asian Airline Serving the Middle East, *Business Traveller* (Middle East) Travel Awards 2011
- Best Asian Airline, Best Long Haul Airline, Best Business Class,

Best Economy Class and Best Cabin Staff, *Business Traveller* (UK) Travel Awards 2011

- Best Airline in the World, Best First Class, Best Business Class, Best Economy Class, Best In-Flight Service, Best Transpac Business Class and Best Business Class to Asia, *Business Traveler* USA Travel Awards 2011
- Best Airline for Family, *Travel + Leisure's* India & South Asia Awards (India)
- Best Airline for In-Flight Food & Beverage and Best In-Flight Retailer, Asia-Pacific Airline Retail Conference
- Best Airline, Highest Brand of the Year 2011, *JoonAng Daily Newspaper* (Korea)
- Best Airline, International, 2011 Wave Awards, TravelAge West (USA)
- Best Airline in the World, *Global Traveler* (USA), 2011
- Best Airline Worldwide, Best Business Class and Best Cabin Service, Favourite Airline Poll Results, 2011, SmartTravelAsia. Com (Hong Kong)
- Best Business Airline – Overseas, 2011 First Readers' Travel Awards, *Conde Nast Traveller* (India)
- Best Transpacific Airline, 2011 Business Travel Awards, *Conde Nast Traveler* (USA)
- Best Asian Airline Serving China, *TTG* China Travel Awards 2011
- Best Business and First Class, *Travel Weekly* Readers' Choice

Awards (USA)

- Best Business Class, *Diners Club Magazine* (Germany)
- Best Carrier, Zoover.nl (Holland)
- Best Economy Class, Cargo Airline of the Year and Most Trusted Airline, The Bangladesh Monitor Airline of the Year 2011 Award
- Best First Class Airline, Gold List 2011, *Luxury Travel and Style Magazine* (Australia)
- Best Foreign Airline and Best In-Flight Service, SOHU Tourism Awards (China)
- Best Foreign Airline, Brand of the Year 2011, International Flights Category, Korea Economic Daily & Korean Consumer's Forum
- Best In-Flight Service (By Cabin Crew), Airline Ranking, AB Road (Japan)
- Best International Airline, National Consumer Satisfaction Index Survey (South Korea)
- Best International First and Business Class Award, "Best of the Best" Ranking, *Hurun Report* 2012 (China)
- Best Performing International Airline, South Asia Travel Trade Exhibition (India)
- Best Premium Class and Economy Class Service, Best In-Flight Entertainment, Best Frequent-Flier Program and Overall Best Airline, *DestinAsian* 2012 Annual Readers' Choice Awards

- Favourite Airline of the Year, MICE Golden Chair 2010, *MICE Magazine* (China)
- Most Popular Airline, *Travel + Leisure* (China)
- Most Popular Foreign Airline for Outbound Travel Among Chinese Families, *Global Times Newspaper* (China)
- Ranked 1st, Airline Category, Inaugural “Golden Service Awards” *Commonwealth Magazine* (Taiwan)
- Ranked 1st in International Airlines Category, 2nd Japanese Consumer Satisfaction Index 2011 Survey, Service Productivity & Innovation for Growth (Japan)
- Ranked 1st, Mainline Carriers Category, Top Performing Airlines Survey Results for 2010, *Aviation Week* (USA)
- Ranked 23rd (and ranked 2nd in the Airline category), Top 50 World’s Most Admired Companies, *Fortune Magazine* (USA)
- Silver Award, Airline of the Year, *Air Transport News* (Greece)
- Top 10 Airlines for Outbound Chinese Travelers, Best Travel Media (China), 2011
- Top Worldwide Airline, *Wanderlust* Travel Award 2012 (UK)
- Top Favourite Airline in First and Business Class and Overall Service, *Centurion Magazine* Readers’ Choice 2010
- Top International Airline Overall, Top International Airline Customer Service, Top International Airline First Class Service, Top International Airline Business Class Service and Best Flight Experience to Asia, Executive Travel Leading Edge Awards, *ExecutiveTravel Magazine* (USA)

- Travel Hall of Fame, *TTG* Annual Travel Awards (Asia Pacific) 2011
- World’s Best International Airline, *Travel & Leisure Magazine* (USA)

INTEGRATED RESORTS

Marina Bay Sands

- Asia’s Best MICE Hotel, *CEI Asia* Industry Awards 2012
- Asia’s Leading Fully Integrated Resort, World Travel Awards 2011
- Banyan Tree Spa – Marina Bay Sands, 35 Best New Spas in the World, The Hot List 2012, *Conde Nast Traveler*
- Best New Tourist Attraction – Wonder Full, Association of Southeast Asian Nations, 25th ASEANTA Awards for Excellence 2012
- T+L 500, World’s Best Hotels and Resorts, *Travel + Leisure*

Resorts World Sentosa

- Asia’s Leading Themed Resort (Hard Rock Hotel), World Travel Awards 2011
- Hard Rock Hotel Singapore, Asia’s Leading Themed Resort, World Travel Awards 2011
- Best Integrated Resort, *TTG Asia* Travel Awards 2011
- Best New Asian Restaurant (Feng Shui Inn), The Peak Selections: Gourmet and Travel magazine G Awards 2011

- The Most Popular Attraction, Large Attraction Category, International Association of Amusement Parks & Attractions, Asian Attractions Awards 2011
- Universal Studios Singapore® Voted the Most Popular Attraction, Theme Park Category, International Association of Amusement Parks & Attractions, Asian Attractions Awards 2011
- Crane Dance – Outstanding Achievement in the “Show Spectacular” category, 18th Annual Themed Entertainment Association Awards

ATTRACTIONS

Singapore Cable Car

- The Most Popular Attraction, Medium Attraction Category and Grand Winner, International Association of Amusement Parks & Attractions, Asian Attractions Awards 2011

Singapore Zoo

- Winning Wildlife Park, International Association of Amusement Parks & Attractions, Asian Attractions Awards 2011

Sentosa 4D Magix

- The Most Popular Attraction, Small Attraction Category, International Association of Amusement Parks & Attractions, Asian Attractions Awards 2011

DINING**Andre**

- Ranked 2nd, *The Miele Guide's Asia Top 20 2011/2012*
- Ranked 100th, Top 100 ranking 2011, *San Pellegrino World's Best Restaurants 2011*

Gunther's Modern French Cuisine

- Ranked 14th, *The Miele Guide's Asia Top 20 2011/2012*

Iggy's

- Ranked 1st, *The Miele Guide's Asia Top 20 2011/2012*
- Ranked 27th, *San Pellegrino World's 50 Best Restaurants 2011*

Les Amis

- Ranked 19th, *The Miele Guide's Asia Top 20 2011/2012*
- Ranked 55th, Top 100 ranking 2011, *San Pellegrino World's Best Restaurants 2011*

Tippling Club

- Ranked 10th, *The Miele Guide's Asia Top 20 2011/2012*

ENTERTAINMENT**Ku De Ta**

- Best Hotel Nightclub (World) Award, India's Best Awards 2012, *Travel + Leisure India & South Asia*

- Coffex Bar of the Year, Awards of Excellence 2012, World Gourmet Series

Zouk

- Ranked 5th, Top 100 Clubs in the World 2012, *DJ Magazine*

CRUISE**Singapore Cruise Centre**

- Best Turnaround Port Operations, Cruise Insights Awards 2011
- Most Efficient Port Services, Cruise Insights Awards 2011

EDUCATION

- Ranked 1st, Quality of the Educational System, World Economic Forum Global Competitiveness Report 2010/11
- Ranked 3rd, 52nd International Mathematical Olympiad, 2011
- Ranked 3rd, 22nd International Biology Olympiad, 2011
- Ranked 1st, 42nd International Physics Olympiad, 2011
- Ranked 5th, 2nd and 4th for Reading, Mathematics and Science respectively, Programme for International Student Assessment (PISA) 2009

Nanyang Technological University

- Ranked 33rd, Top 100 Institutions Providing Management Programmes, *Financial Times* Global MBA Rankings 2011

- Ranked 17th, *Quacquarelli Symonds* Asian University Rankings 2012

National University of Singapore

- Ranked 23rd, Top 100 Institutions Providing Management Programmes, *Financial Times* Global MBA Rankings 2011
- Ranked 2nd, *Quacquarelli Symonds* Asian University Rankings 2012