



ANNEX C

“A manpower-lean business model is not a choice, but rather a move ahead of the curve given the current business climate. At Marina Mandarin Singapore, we adapt by using technology and innovation, along with enlarging employees’ job scope and multi-skill training to raise productivity and mitigate challenges. It is important for us to strike the right balance between improving productivity and maintaining service standards.”

Melvin Lim, General Manager, Marina Mandarin Singapore

“Job redesign is the way to go to attract the right talent into the industry given the manpower growth challenges. Redesigning jobs will help the hotel to achieve maximum output, increase employee engagement, efficiency and productivity, as well as improve quality and organisational branding. For example, our Lobby Ambassador serves as a VIP Relations /Front Office/Restaurant ambassador all rolled into one.”

Gino Tan, Area General Manager, Singapore & General Manager, Pan Pacific Singapore

