Towards Sustainable Growth for Singapore’s Hotel Industry

*Insights from an International Panel of Experts*
i. **About the Hotel Industry Expert Panel**

The Singapore Tourism Board (STB) established the Singapore Hotel Industry Expert Panel in February 2014, in partnership with overseas and local industry representatives, with the aim of reviewing Singapore’s strategies and initiatives to raise productivity. Over the course of several meetings in the past year and a half, the panel has delved deeply into the issues and challenges facing the Singapore hotel industry. This report highlights the insights and recommendations from the panel to steer the Singapore hotel industry towards sustainable growth.

---

**Familiarisation, Ideation and Brainstorming**  
*Feb – Mar 2014*

- Background and familiarisation with panel members on the Singapore landscape and strategies to raise hotel productivity
- Ideation and brainstorming to develop broad recommendations to raise productivity

**Streamlining and Deep-Diving**  
*Apr 2014 – Mar 2015*

- Broad recommendations were streamlined and deep dived to ensure that they are impactful and feasible

**Refinement**  
*Apr – Sep 2015*

- Recommendations were identified and further refined for co-implementation with the industry

**Release of Recommendations**  
*Oct 2015*

---

**Panel Members**

1. Mr Lionel Yeo, Chief Executive, Singapore Tourism Board (Co-Chair)
2. Mr Arthur Kiong, Chief Executive, Far East Hospitality and Honorary Secretary, Singapore Hotel Association (Co-Chair)
3. Mr Allen Law, Chief Executive Officer, Park Hotel Group and 1st Vice-President, Singapore Hotel Association
4. Professor Haiyan Song, Associate Dean (Research) and Chair Professor of Tourism, School of Hotel and Tourism Management, The Hong Kong Polytechnic University
5. Professor Ian Millar, Professor, Ecole hôtelière de Lausanne
6. Ms Kigge Hvid, Chief Executive Officer, INDEX: Design to Improve Life®
7. Professor Dr. Walter Jamieson FCIP, Professor and Director, Service Innovation Program, College of Innovation, Thammasat University
ii. **Foreword by Co-Chairs**

*Mr Lionel Yeo*

*Chief Executive, Singapore Tourism Board*

*Co-Chair, Hotel Industry Expert Panel*

The past decade saw Singapore’s hotel industry and the tourism sector grow robustly. From 2004 to 2014, our tourism receipts and visitor arrivals grew by a compound annual growth rate of 9.2% and 6.1% respectively. In the same period, Revenue per Available Room (RevPar) more than doubled from S$98.20 to S$220.50 and total room revenue tripled from S$1.02 billion to S$3.15 billion. However, amidst the slowdown in manpower growth, there is an economy-wide need to shift towards a more sustainable growth model that is less reliant on additional labour. A business-as-usual mode is no longer tenable if the hotel industry wishes to continue to grow.

Under the auspices of the National Productivity Council (NPC), the Singapore Tourism Board has been working closely with the hotel industry to develop and implement initiatives to promote productivity growth. While there has been positive response from progressive hotel owners and operators in implementing manpower-lean operations, there remains room for further adoption of these initiatives from others. The industry will also benefit from innovative and new ideas, which will inspire the industry to level up its game in this journey towards productivity-driven growth.

It is with this in mind that the Singapore Tourism Board formed the Hotel Industry Expert Panel in February 2014. This panel, which comprises a mix of overseas experts and seasoned local practitioners, has provided fresh perspectives in looking at issues, offered new insights to overcome challenges, and made recommendations to support the industry for sustainable growth. With the release of this report, the Singapore Tourism Board looks forward to our continued partnership with the hotel industry to grow the industry through these initiatives.
The next few years will prove to be particularly challenging for the Singapore hotel industry. We expect a confluence of strong headwinds: Increased hotel supply coupled with softening demand and rising manpower competition from within and outside our industry will significantly drive costs. These are not simple issues that any single hotel or establishment can effectively tackle. We need to come together as an industry to identify sustainable solutions and re-invent our entire proposition.

As a catalyst, the Singapore Tourism Board initiated the Hotel Industry Expert Panel and provides generous support through various schemes. But hotels must work together holistically – with supporting agencies and partners – to seek more creative processes and efficient technologies. As an industry, we should also find new inspiration to attract and retain a new generation of the workforce into our talent pool.

The consequence of not acting concertedly, quickly or intensely is unthinkable: Highly priced hotels with a reputation of low service quality will threaten our tourism ecosystem and undo beyond repair decades of progress.

This panel has recommended the set-up of a key platform, Hotel Innovation Committee, to allow the industry to ideate and implement future-oriented solutions to achieve the next level of productivity growth for the industry. This is a very exciting initiative and when implemented will kick-start a transformation and put us in the lead as a gateway and tourist destination, in a way that only Singapore can.
Contents

i. About the Hotel Industry Expert Panel ................................................................. 1
ii. Foreword by Co-Chairs .......................................................................................... 2
iii. Executive Summary ............................................................................................... 5

1. The Road Thus Far and Looking Ahead .................................................................... 8

2. Innovation is the Best Path Forward ...................................................................... 11
   i. Innovation in Process ............................................................................................ 12
   ii. Innovation in Service .......................................................................................... 20
   iii. Innovation in Manpower ................................................................................... 24

3. Key Recommendations Arising from the Expert Panel Meetings .......................... 30
   i. Active Involvement of All Stakeholders for Effective Change Management ........ 30
   ii. Hotel Innovation Committee .............................................................................. 31
   iii. Applied Research .............................................................................................. 32
   iv. Sector Specific Productivity Indicators ................................................................. 33
   v. Grooming Singaporean Leaders for the Industry ................................................. 33

4. Conclusion .............................................................................................................. 35

Annex: Biographies of Panel Members ........................................................................ 36
iii. Executive Summary

Over the past 10 years the Singapore hotel industry has seen significant growth in many dimensions. From 2004 to 2014, Revenue per Available Room (RevPar) has more than doubled from S$98.20 to S$220.50 and total room revenue has tripled from S$1.02 billion to S$3.15 billion. Labour productivity, measured by value-add per worker, for the period from 2010 to 2014 also achieved a compound annual growth rate of 5.8% (nominal). Factors that contributed to this performance include strong tourism growth and a healthy growth in room stock and manpower.

Moving forward, maintaining this performance and achieving similar growth will be increasingly difficult. While room stock continues to increase, Singapore’s slowing workforce growth and the changing career aspirations of the millennials are making it harder to attract and retain local talent. Changing consumer expectations also makes it imperative that the industry evolve its service experience.

This creates a critical need for the hotel industry to shift from manpower-driven growth towards productivity-driven growth, which is underpinned by innovation.

Some hotels have embarked on productivity initiatives and achieved success towards lean-manpower. However, going forward, the industry must build on these successes in order to successfully navigate the ensuing challenges. To achieve this, the industry has to innovate in three key areas – Process, Service and Manpower. Innovations in these areas have been validated by the panel to have maximum impact on raising productivity through enhancing business efficiencies.

Innovation in process involves reviewing and redesigning current systems and processes with the aim of streamlining and integrating them so as to raise efficiencies. This can be achieved by leveraging on technology as an enabler; applied research; improvements to eliminate redundancies; and adopting proven technologies from other industries or new emerging technologies.

1 Department of Statistics, Ministry of Trade and Industry, Ministry of Manpower and Central Provident Fund Board
There is a mindset in the hotel industry that better service requires more service, and that more service requires more manpower. As guests’ needs evolve faster than the industry’s capacity to keep pace, this mindset is no longer sustainable. Innovation in service challenges this mindset by having the service experience redefined and centred on the customer and their needs – customer-centric service. This can be achieved by providing services which are valued by guests and by eliminating or making optional services which are not, and cultivating a culture of innovation amongst employees. This will serve to raise the service experience and create greater value for guests, while streamlining manpower needs.

Innovation in manpower ensures that the hotel industry is able to support sustainable manpower growth. The hotel industry must be able to attract and retain a sustainable supply of local talent by ensuring that careers in the industry are aligned with the expectation and aspirations of the local workforce. To attain this, the hotel industry must adopt innovative human resource practices and provide locals with the opportunities to develop their skills and passion to their fullest potential through the Hotel Sectoral Manpower Plan, a SkillsFuture initiative.

Arising from the series of expert panel meetings, the following recommendations will also support the industry in this journey towards productivity-driven growth through innovation.

i. **Active Involvement from All Stakeholders for Effective Change Management**

A shift towards productivity-driven growth through innovation requires a fundamental mindset shift which all stakeholders must buy into. For effective change management to be achieved it is required that all stakeholders – owners, operators, hotel staff, associations, unions, educational institutions and government agencies – be involved, engaged, aligned and working together towards a common set of goals and initiatives that will lead to productivity-driven growth.
ii. **Hotel Innovation Committee**

The Singapore Hotel Association (SHA) will set up the Hotel Innovation Committee (HIC) which will aim to deepen the industry’s expertise in identifying and analysing emerging technologies; provide effective leadership to navigate future trends and challenges; identify industry pain points and develop future-oriented solutions; be the “voice of the industry”; provide expert advice on technology challenges and adoption; and share best practices.

iii. **Applied Research**

Applied research will serve to reduce the uncertainties for hotels when they look into reviewing and redesigning their processes by making the benefits of innovation evident to hotels. It will also spur the identification and adoption of new and breakthrough solutions. One platform that hotels can leverage for this is the Hotel Productivity Centre (HPC).

iv. **Sector Specific Productivity Indicators**

A common measure for hotels, the basket of Sector Specific Productivity Indicators (SSPIs), has been developed by the Singapore Hotel Association. This basket of SSPIs has been developed through discussions and consultations with the industry to ensure that it is relevant and useful to hotels. This will provide hotels with a common measure to benchmark their business efficiency and identify areas for improvement.

v. **Grooming Singapore Leaders for the Industry**

The panel contributed towards the development of the SkillsFuture Leadership Development Initiative, which aims to support aspiring locals to take on increased roles and responsibilities. Through this initiative, government support will be made available to companies that are keen to create and/or enhance in-house programmes targeted at various levels of their talent pipeline.
1. The Road Thus Far and Looking Ahead

i. The Road Thus Far

Sustained growth in the past decade (2004 to 2014)

Singapore’s tourism sector saw robust growth over past 10 years, with tourism receipts (TR) and visitor arrivals (VA) registering a compound annual growth rate of 9.2% and 6.1% respectively from 2004 to 2014. During this period, the Singapore hotel industry also saw strong growth in many dimensions. Revenue per Available Room (RevPar) more than doubled from S$98.20 to S$220.50, boosted by an improvement in hotels’ Average Occupancy Rates (AOR) from 80.6% to 85.5% as well as Average Room Rates (ARR) from S$121.70 to S$258.00. In addition, total room revenue tripled from S$1.02 billion to S$3.15 billion. Labour productivity, measured by value-add per worker, for the period from 2010 to 2014 also achieved a compound annual growth rate of 5.8% (nominal).
ii. An Industry at its Crossroads

While the hotel industry achieved robust growth in the last decade, there are challenges going forward:

**Slowing Singapore workforce growth**

Singapore’s hotel industry workforce grew at a compound annual growth rate of 4.3% between 2009 and 2014\(^2\). Moving forward however, the total workforce growth of Singapore is projected to decline, with total workforce growth falling to about 1-2% growth per year till 2020. Post-2020, it will likely decline even further to 1% per year\(^3\). This manpower crunch will only worsen as more hotel rooms become available, with approximately 13,300 rooms coming onboard from 2015 to 2020, representing a compound annual growth rate of 3.5%\(^4\). The industry must therefore ramp up its efforts with greater urgency towards a lean manpower model.

**Greater difficulty in attracting and retaining Singaporean talent**

The aspirations of Singapore’s workforce continue to grow and evolve, so much so that by 2030, two-thirds of locals will be expected to hold Professionals, Managers, Executives and Technicians (PMET) jobs\(^3\). On the other hand, 35% of the supply of jobs in the hotel industry belongs to that of Leadership, Managerial and Executive roles. Hotels must thus consider how to provide careers that will be aligned to the changing expectations and aspirations of the workforce.

> "Our industry has to recognise that we are not competing with each other for manpower. But we are in fact competing with other industries for hotels’ share of the workforce. Hence, in addition to trimming manpower demand, our industry will need to ensure that its careers are attractive to be able to attract manpower into our sector. To achieve that, we have to work together."

---

\(^2\) Ministry of Manpower: Singapore Yearbook of Manpower Statistics 2015  
\(^3\) National Population and Talent Division: A Sustainable Population for a Dynamic Singapore – Population White Paper  
Evolving consumer needs
Consumer travel behaviour has changed due to the pervasiveness of digital and social media platforms, easy internet accessibility and the rise of millennial travellers. Consumers today are more tech-savvy, researched and connected. As a result, they have higher expectations. Now more than ever, hotels must provide speedy and customer-centric services and evolve their overall service delivery.

Difficulty in measuring and tracking productivity
As we move towards productivity-driven growth it is important to have a common measure for hotels to benchmark their productivity to allow them to identify areas for improvement. However, there is currently an absence of this common measure.
2. **Innovation is the Best Path Forward**

The challenges facing the hotel industry create a critical and urgent need to shift from manpower-driven growth towards productivity-driven growth. In deep-diving into how this productivity-driven growth can be achieved, the panel has identified innovation as the fundamental approach. This innovation will be done in three key areas – **Process, Service and Manpower**. Successful innovation in these three areas will enable productivity-driven growth to ensure the continued vibrancy, competitiveness and sustainability of the hotel industry.
i. Innovation in Process

Innovation in process involves reviewing and redesigning current systems and processes with the aim of streamlining and integrating them so as to raise efficiencies.

The panel validated the following as ways to achieve innovation in process:

- Leveraging on technology as an enabler
- Applied research
- Improvements to eliminate redundancies
- Adopting proven technologies from other industries or new emerging technologies

Leveraging on technology as an enabler

The panel highlighted that innovation in process can be done by leveraging on technology as an enabler to raise efficiencies by reducing man-hours, cutting costs and improving the service experience.

A Hotel Technology Study commissioned by STB in 2014 found that both the level of utilisation and sophistication of adopted technology in hotels are at various stages of maturity in key hotel functions of housekeeping, front office and food & beverage (F&B). Housekeeping has seen the greatest challenge in technology adoption due to its nature of manual tasks. F&B functions have had a higher level of technology adoption, facilitated by an increasing number of application developers in areas such as Point of Sales (POS) system and e-menu ordering system. In front office, technology adoption has been the highest as systems such as property management systems, global distribution systems and revenue management systems have been core to hotel operations. In addition, the

“Technology is an important business enabler that will help hotels reduce costs, raise efficiencies and enhance their service experience. To do that, hotels must first acknowledge that technology adoption is not just about IT but is an effort that requires a holistic review of all departments and processes in the hotel.”

Professor Ian Millar
Professor, Ecole hôtelière de Lausanne
study also noted that technology integration between different hotel functions can be better improved to achieve greater productivity gain.

In the same study, it was highlighted that hotels face numerous challenges towards technology adoption which can be grouped into three main categories. The first is a lack of awareness of suitable technology and availability of relevant technology. Secondly, even if hotels are willing to adopt technology, they are faced with overcoming uncertainty on the returns of investment, high cost of adoption and a poor understanding by staff resulting in unwillingness of staff to embrace technology. Finally, there is also a lack of readiness by hotels to adopt technology due to infrastructural and integration issues and a lack of knowledge in procuring, monitoring and evaluating technology.

Despite the above challenges, the panel noted that there have been some successes by hotels in Singapore to leverage on technology to innovate in process. One area that hotels have realised returns to their businesses is by leveraging on technology to address process pain points in key operational functions. Examples include improving communications between housekeeping and front office and improving integration between sales and reservation systems in the food & beverage departments. Corporate functions such as human resources, learning & development, and financial & revenue management have also leveraged on technology to raise productivity.
**Case Study 1**: Improving Efficiencies in Housekeeping through a Suite of Automation Solutions  
**Hotel Group**: Park Hotel Group

**Pain Points and Challenges:**
Efficiency in housekeeping is critical to revenue generation, as a robust housekeeping department is able to meet guests’ needs by availing guests with cleaned rooms and other service requests. However, housekeeping processes are overwhelmed with manual processes that may result in inconsistencies and lapses in service delivery. For example:

- Room attendants receive paper task sheets for their cleaning assignment – which does not allow for dynamic assignment in view of peak periods – and report cleaned rooms to their supervisors through phone calls.
- Room attendants need to complete paper work orders to report faults in rooms which may eventually be illegible and/or may not rightfully capture the fault reported.
- Supervisors have to prepare the paper task sheets for assignment to room attendants based on room status reflected in the Property Management System, which is tedious and inefficient. Since they are also informed through phone calls to inspect cleaned rooms when ready, supervisors have no immediate visibility on the number of rooms that still require inspection. Inspection is also done using paper check lists, which makes it difficult to fully capture the comprehensiveness of non-compliance against prescribed housekeeping standards.

Park Hotel Group understands that these inconsistencies in processes have caused discontentment for both staff and guests, and is cognizant of the need to review and streamline its housekeeping processes. Most importantly, the Group believes that as a hotel chain, there is the lack of an effective framework to review data related to housekeeping operations across its hotels.

*(Continued on next page)*
(Continued from previous page)

**Solution and Benefits:**
Park Hotel Group has since implemented a suite of automated housekeeping solutions that can comprehensively address its housekeeping challenges by providing the following benefits:

- Reassign and prioritise rooms using smart phones, without the need for paper task sheets, and capture and archive pictures of faults and non-compliance during housekeeping inspection.
- Incorporate pre-arrival guest requests and service recovery within housekeeping processes.
- Customise user interface and analytics for user category (staff, middle management and senior management).
- Manual work orders have been completely eliminated because the solution automatically dispatches the tasks to individual staff.
- Avails a centralised dashboard for all departments to view, creating a common framework to review data.
- Jobs assignments can now be tracked by the Supervisors/Duty Managers to ensure that guests needs are responded to in a timely manner.

**Results:**
Implementing this holistic housekeeping solution throughout its managed properties in Singapore allowed Park Hotel Group to:

a) **Raise efficiencies:**
   - Achieved an average man-hours savings of 12.4 hours per day across positions of Room Attendants, Supervisors/Duty Manager, Engineers, Dispatchers and Operators within the Group.
   - Service requests from guests can now be responded to within an average of 10 minutes, as compared to 15 minutes before the solution was implemented.

b) **Share best practices:**
   - Using analytics on user-friendly dashboards, operational performance can be easily reviewed and benchmarked across properties within Park Hotel Group. This has allowed the Group to quickly identify areas for improvement.
**Case Study 2: Process Innovation in Learning & Development**

**Hotel Group:** Millennium Hotels & Resorts

**Pain Points and Challenges:**
Rank-and-file staff are often not able to attend training when work exigencies take them away from scheduled training sessions. Time is lost for both rank-and-file staff (slower learning progress) and HR executives (time required to reschedule training). Millennium Hotels & Resorts recognises the value of staff being able to attend these training sessions as part of their learning and development and the need to increase the operational efficiency for HR executives involved in administrative processes.

**Solution and Benefits:**
Millennium Hotels & Resorts embarked on a project to create an e-learning platform for their staff, where employees can conveniently log on to access any training course via a computer/smart device, anytime and anywhere. This includes customised animation for hands-on training such as specific F&B techniques in short videos. With the e-learning platform, a portion of the training courses will be hosted via a cloud-based Learning Management System. HR executives will also be able to administer staff training efficiently through this new system.

**Results:**
- **Raised efficiencies:** Reducing an average of 50% in training hours by trainers per month, and more than 70% reduction in HR executives’ time spent on administrative processes related to training sessions.
- **Increased staff competencies in a shorter period of time:** A 50% year-on-year increase in number of staff training sessions attended.

---

**Applied research**

Another way in which hotels can innovate in process is through applied research. In applied research, consultants and experts are engaged through inquiry and diagnostics to uncover empirical evidence and implement practical solutions to solve business problems. One such example is that of time-motion studies designed to improve processes in housekeeping.
**Case Study 3: Innovation in Housekeeping via Applied Research**

**Hotel Group:** Far East Hospitality

**Pain Points and Challenges:**
- Far East Hospitality (FEH) understands that the timely allocation of rooms is important to guest satisfaction. FEH is also aware that there may be potential redundancies in current processes between housekeeping and front office and hence opportunities to streamline them.
- FEH thus collaborated with Republic Polytechnic to conduct an applied research project in Village Hotel Katong (VHK) through a time and motion study on its housekeeping and front office departments with the aim of holistically reducing inconsistencies and redundancies, and better streamline and integrate processes.
- Inefficient housekeeping pantry layout results in time wasted to search for amenities.
- Shift commencement times do not coincide with peaks in operations.

**Solution and Benefits:**
Following the time and motion study, the following process improvements were implemented:
- A change in shift timings of room attendants to better optimise peak period and briefing timings.
- A thorough review on room allocation criteria.
- Improved management of the housekeeping supply chain through the allocation of specific tasks to staff. For example, having dedicated staff for room cleaning and cart replenishment thus reducing time wasted on moving to and from housekeeping store.
- A redesign of the housekeeping pantry layout so that high-usage amenities are more accessible.
- Educate front office team to optimise the “queueing” of rooms appropriately according to guests’ requests for early check-in.

**Results:**
- **Raised efficiencies:** Savings of 1 Full-Time Equivalent in the housekeeping department.
- **Increased capacity:** Time savings have resulted in an increase in room cleaning capacity with each attendant cleaning 13% more rooms per day.
Improvements to eliminate redundancies

The panel also recommends that hotels look into introducing simple improvements to eliminate redundancies in current processes.

A case in point is the example implemented in Shangri-La Rasa Sentosa Resort & Spa where a simple process addition has resulted in numerous improvements.

Case Study 4: Process Innovation in Breakfast Queue

Hotel: Shangri-La’s Rasa Sentosa Resort & Spa

Pain Points and Challenges:

- The Dine On 3 restaurant at the Shangri-La Rasa Sentosa Resort & Spa handles up to 1,000 guests during the peak period (9am-10am) of its breakfast service. With 420 seats, the restaurant has to effectively table-turn 2.4 times within this period to cater to all guests.
- Guests were required to queue in line until they reached the greeter stand at the restaurant entrance. At the greeter stand, restaurant staff also known as breakfast hosts, would then lead guests to their tables. Following this, breakfast hosts were required to walk back and forth the full length of the restaurant to the greeter stand to serve the next guest.
- As a result of the above pain points, a breakfast host required approximately 10 minutes to complete this process to serve a family of 4 guests.

Solution and Benefits:

- With the suggestion of hotel staff, hand puppets were introduced to the breakfast hosts.
- With this implementation, waiting time for guests to be seated has been reduced. Instead of having to greet each family when they turn up at the greeter stand and walk the entire length of the restaurant back and forth to serve the next guests, time is now saved with the breakfast hosts stationed mid-way in the restaurant, holding the hand puppet up and waving to guests to invite them to their tables.
- The usage of hand puppets also befits the friendly and cheery atmosphere in the resort hotel.

(Continued on next page)
Adopting proven technologies from other industries or new emerging technologies

In addition to the above mentioned ways which hotels can innovate in process, the panel also suggested that the hotel industry look into proven technologies from other industries and new emerging technologies which might have potential applications in hotels.

<table>
<thead>
<tr>
<th>Examples of Technology</th>
<th>Industry</th>
<th>Potential Applications in Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robotics</td>
<td>Manufacturing and Healthcare</td>
<td>Robots will be able to clean rooms, deliver requested amenities and in-room dining, perform check-in/check-out and deliver luggage. This can potentially help to reduce manpower requirements in housekeeping, front office, porterage and food &amp; beverage.</td>
</tr>
<tr>
<td>Geospatial Apps</td>
<td>Transportation (e.g. GrabTaxi and Uber)</td>
<td>Geospatial apps can potentially help hotels better manage their manpower during peaks and troughs in demand by allowing hotels to match the supply of workers in the vicinity with their demand requirements.</td>
</tr>
<tr>
<td>Facial Recognition System</td>
<td>Security</td>
<td>Facial recognition systems can be deployed at the front office to enhance the guests’ check-in process.</td>
</tr>
</tbody>
</table>
ii. **Innovation in Service**

There is a mindset in the hotel industry that because it is a service-related industry, better service requires more service, and more service requires more manpower.

As guests’ needs evolve faster than the industry’s capacity to keep pace, this mindset is no longer sustainable. Throughout the series of meetings, the panel has challenged this mindset. Instead, the panel highlighted that the service experience should be redefined and refocused to one that is centred on the customer and their needs – customer-centric service. This is critically pertinent with the ever-changing customer needs.

The panel highlighted that customer-centric service can be provided by providing services valued by guests while eliminating or making optional services which might not be valued by a majority of guests. Another way that this can be done is through providing self-service options to guests where possible. Through this, the hotel will be able to raise its service experience and create greater value for guests, while streamlining its manpower needs.

Numerous hotels have done the above successfully. The panel noted that examples include how some local hotels have removed turn-down services and made optional the delivery of newspapers to rooms by implementing e-newspapers. Other examples include providing self-service options for laundry drop-off or guest check-in.

"**Successfully introducing and managing a creative service culture in any organisation is challenging since it often requires significant changes in mindsets and a willingness to test the limits of management thinking and structures. This is especially true in the hotel industry which is very much tradition bound. Service innovation in hotels can range from the replacement of mini bars with centralised healthy food options to the introduction of alternative staffing models to the adoption of outsourcing as a way of dealing with financial and human resource realities.**"

*Professor Dr. Walter Jamieson FCIP*

Professor and Director, Service Innovation Program, College of Innovation, Thammasat University
Case Study 5: Service Innovation in Laundry Service

Hotel Group: Far East Hospitality

Pain Points and Challenges:
- Laundry cleaning is an expected service in most hotels. However, a considerable amount of effort and time is required by the hotel to pick up and subsequently deliver laundry back to guests.
- Aware of the need to provide a service experience centered around their guests, Far East Hospitality (FEH) leveraged the opportunity to review innovative ways to offer focused services that were valued by guests while allowing them to self-serve where possible. To do that, the hotel group underwent an applied research employing design thinking in its guest laundry processes to validate the self-serve solution.

Solution:
- Employing design thinking consultants, a new approach was considered for this project by having a self-service laundry drop-off point.
- A prototype which took into account the way guests used laundry services such as the way they utilised the bag and form were taken into consideration. In addition, guests were also consulted and their feedback incorporated throughout the design process of the new system. Guests’ motivation factors for laundry services, and guests’ experiences in their interaction with the identified processes of self-service laundry drop-off and collection were also taken into account.
- For example, being aware that guests needed to feel safe dropping off their laundry as compared to leaving it in the safety of their locked rooms, as well as guests’ feedback that the laundry drop-off point had to be at a convenient location, FEH decided to have the laundry drop off-point near the reception – a convenient location for guest as well as a location which is permanently tended to by staff.

Results:
- Time spent on laundry drop-off and collection was reduced by approximately 25 to 35 minutes each day by housekeeping staff.
- 80% of guests surveyed have feedback that they have no issue with bringing their own laundry to the drop-off point.
**Case Study 6: Service Innovation - Turning Structural Disadvantages into Opportunities to Provide Attentive, Bespoke Service**

**Hotel: AMOY by Far East Hospitality**

**Pain Points and Challenges:**
The AMOY Hotel was born out of Far East Hospitality’s (FEH) desire to have business travelers experience the authentic, pre-urbanised Singapore as part of their hotel stay. Located within Chinatown, its vision is to deliver bespoke service that embodies the openness and warmth of the early Chinatown days. Having to convert a series of historic shophouses into a 37-room hotel, FEH was however, faced with several structural challenges. It needed to innovate its service delivery while at the same time overcome structural needs of preserving the historical and cultural structure of the shophouses. To overcome this challenge, the Hotel would have to think of creative ways to fulfill its vision.

**Solution and Benefits:**
- The Hotel’s location within Far East Square means that there will not be an official main entrance for guests into the Hotel. However, the hotel is adjacent to the Fu Tak Chi Temple – a museum curated with artefacts that vividly captures the lives of Chinese migrants back in pre-colonial Singapore. Leveraging on this, the Hotel curated its guest entrance to have guests enter the Hotel through Fu Tak Chi Temple, providing guests a unique experience of the early days in Chinatown.
- The lack of a recess area for a drop-off porch created the possibility of not having sufficient taxis to serve hotel guests. The Hotel turned this into an opportunity to enrich its service experience by providing guests with complimentary limousine airport transfers for all hotel guests, hence enhancing its value proposition.
- Due to space constraints, the lack of a breakfast area required the Hotel to deliver breakfasts to guest rooms. For the initial phase, the Hotel delivered continental-style breakfast in tiffin carriers and aluminum thermos flasks – everyday symbolic household items used by the Chinese migrants in the past – hence further augmenting the Chinatown experience for the guest.

**Results:**
The AMOY Hotel has been awarded the TripAdvisor 2015 Travellers’ Choice Award for “Top Hotel in Singapore” and “Best Hotel for Service in Singapore”.


Importance of having a culture of innovation in service

The panel also commented that innovation in service will not be possible unless hotels have a culture of innovation that starts from the top and flows throughout the entire organisation.

A culture of innovation is one in which employees are empowered with responsibility and trust. To foster that, a decision-making model must be present which backs teamwork, supports innovation champions, encourages open-minded exploration of business drivers, and a safe environment to take risks. Creating this environment is a continuous journey that requires full leadership focus and intervention through rewards, systems and team composition.

“Hotels must have an innovative culture throughout their organisations to implement well-designed service innovations. For example, senior management must be willing to listen to and embrace the suggestions of front-line employees whom often have the best understanding of existing processes and thus have the ideas on how these can be improved to better serve the customer.”

Ms Kigge Hvid
Chief Executive Officer, INDEX: Design to Improve Life®
iii. Innovation in Manpower

While we innovate in the areas of process and service, the panel highlighted that the industry must be able to support sustainable manpower growth by innovating in its manpower strategy to attract and retain a sustainable supply of local talent.

This is imperative as there are several manpower challenges being faced by the hotel industry. For one, the industry continues to be perceived by locals as one that is low in prestige, and is thus often a second or last choice for people who are unable to pursue their desired careers. In addition, graduates from ITEs and polytechnics often seek further education, with many doing so in courses that might be unrelated to the hotel industry, thereby exacerbating the difficulty of attracting them into the hotel industry. At the same time, there is the perception that career progression in the hotel industry is slow as compared to other industries, resulting in insufficient manpower staying long enough for hotel’s succession planning and leadership development. As such, many do not stay long enough to be able to progress upwards. This has an impact on hotels’ succession planning and leadership development.

With the above challenges, the panel validated STB’s two-pronged approach to supporting the hotel industry for sustainable growth: First to raise productivity in the industry, and second to ensure that the industry will be able to support sustainable manpower growth by being able to attract and retain a sustainable supply of local talent. To innovate in manpower, the hotel industry will hence have to ensure that its careers are aligned with the expectation and aspirations of the local workforce.

“Employees, especially, the younger ones from the millennia generation appreciate challenges and opportunities to develop their skills. They also desire exposure and the ability to plan their careers. It is thus important to hotels to innovate their HR practices to provide a supportive environment for employees to plan their own career progression and development.”

Professor Haiyan Song
Associate Dean (Research) and Chair Professor of Tourism, School of Hotel and Tourism Management, The Hong Kong Polytechnic University
To achieve this, the hotel industry must therefore adopt innovative human resource practices and provide locals with the opportunities to develop their skills and passion to their fullest potential.

**Innovative human resource practices**

The panel noted that hotels that adopted innovative human resource practices have been able to better attract and retain local talent. These innovative human resource practices include allowing employees to pursue their desire for continued learning by expanding employee skill-sets through multi-skilling, having a clearer and faster career progression framework and implementing flexible benefits and flexible working hours.

---

**Case Study 7: Customised Attraction and Retention Initiatives to Build a Sustainable Talent Pool**

**Hotel:** One Farrer Hotel & Spa

**Pain Points and Challenges:**

- A hospitality student’s first exposure to the hotel industry is often experienced through structured arrangements such as internships, which can be pivotal in deciding his or her career choice as this first working experience shapes perceptions of hotel careers.
- However, the duration of a once-off internship may not present sufficient learning opportunities for a hands-on industry like the hotel industry. This consequently creates inaccurate perceptions of the hotel industry which may affect the attractiveness of the hotel industry.
- At the same time, employee profiles in a hotel are increasingly diverse and employee needs and expectations can differ greatly.
- As a new hotel, One Farrer Hotel and Spa knew that its attraction and retention strategy had to address the above challenges for it to be perceived as an employer who is able to provide competitive compensation packages with strong career pathways.

*(Continued on next page)*
(Continued from previous page)

Solution:

- To provide sufficient time and opportunities for students to experience the hotel industry and to create a sustained interest in students for hotel careers, One Farrer Hotel & Spa has partnered Republic Polytechnic’s School of Hospitality on a Work-Study Programme which engages students early, starting in polytechnic year 1. This will thus provide them with early exposure and sufficient time for learning opportunities within the hospitality industry.

- The Hotel has also instituted a comprehensive and flexible benefit system that allows its diverse workforce to creatively manage their needs. Flexible benefits include vacations, spa, smart devices, traditional Chinese medicine treatment and insurance premiums.

- Employees who take charge of their health are also rewarded with transfers of the balances in their medical spending account to their flexible benefits account, further enhancing the amount of flexible benefits they enjoy.

Results:

- **Workforce attraction**: Demand for the Work-Study programme has been strong, with more than 300 students trained in various functions of the Hotel and another 78 students commencing in October 2015. Of the students that have completed the programme, 80% continue to work in the Hotel on part-time basis while studying.

- **Reduced absenteeism and attrition rate**:
  - The Hotel was able to fill all its positions in 2014 and 2015, and continues to maintain a healthy pool of local and foreign workforce.
  - The Hotel also achieved a lower labour turnover rate as compared to the industry average; with the Hotel’s quarterly turnover rate at 2.5% vs the industry average of 4.3% in 2014.
Case Study 8: Innovative Human Resource Practices to Attract and Retain Local Talent
Hotel: Dorsett Hotel Singapore

Pain Points and Challenges:
- As a new entrant to Singapore, Dorsett Hotel knew that it would not be easy to attract and retain local talent.
- At the same time, the Hotel knew that to attract and retain local talent, careers in its Hotel have to meet the aspirations of the rising millennials who desire to develop their skills and pursue their passions.

Solution and Benefits:
- Leveraging on expertise from its regional operations, the Hotel launched the Dorsett Representative programme. A new job position (role), the Dorsett Representative is holistically trained in various areas such as Housekeeping, F&B Service, Room Service, Front Desk and Call Centre.
- In addition, upon the completion of training in each skill set, the Dorsett Representative will receive an annual increment of up to 16.5%, as well as progressive career development with the Hotel.
- The enhanced skills and increased exposure of the Dorsett Representatives are also complementary with the technology solutions the Hotel has implemented to create seamless workflow through coordination of various functions thereby increasing efficiency and productivity levels.
- Most importantly, it provides pride and joy for the Dorsett Representative with structured, meaningful work to retain them in the hospitality industry.
Hotel Sectoral Manpower Plan (SMP)

Endorsed by the panel as an important initiative to support sustainable manpower growth in the industry through innovative manpower strategies, the Hotel Sectoral Manpower Plan (SMP) will serve to ensure that careers in the industry are aligned with the expectation and aspirations of the local workforce by providing locals with the opportunities to develop their skills and passions to their fullest potential.

Following close consultations with industry associations, hotel operators and owners, the unions, as well as the panel, the Hotel SMP was launched on 9th October 2015. As highlighted below, the Hotel SMP aims to support the industry’s efforts to attract, retain, groom and build a future-ready workforce. It lays out a series of initiatives which includes Enhanced Internships; SkillsFuture Earn & Learn Programme; SkillsFuture Leadership Development Initiative; SkillsFuture Study Awards; and to Galvanise Interest in Hotel Careers.

- **Enhanced Internships**
  ITE and polytechnics will work closely with the hotel industry to design enhancements to internships in order to deliver a positive and meaningful internship experience.

- **SkillsFuture Earn and Learn Programme**
  Targeting fresh graduates from hospitality-related courses in ITE and the polytechnics, the SkillsFuture Earn and Learn Programme enables candidates to embark on a structured programme that allows them to gain industry experience and pursue higher qualifications at the same time. The first SkillsFuture Earn and Learn Programme for the hotel industry is designed for polytechnic graduates and will be rolled out in 2016. The SkillsFuture Earn and Learn Programme for ITE graduates will be rolled out in 2016/2017.

- **SkillsFuture Leadership Development Initiative**
  The SkillsFuture Leadership Development Initiative aims to support the industry to groom future leaders through development of key competences such as business management and soft skills, and gain experiences such as global exposure.
• **SkillsFuture Study Awards**
  The award offers a one-time $5,000 award to encourage workers to deepen their skills and help the hotel industry build a higher skilled and future-ready workforce.

• **Galvanise Interest in Hotel Careers**
  A holistic and inclusive careers strategy will be developed and implemented in partnership with industry and the unions, to position the hotel sector as an attractive career choice amongst locals.

---

**Initiatives under the Hotel Sectoral Manpower Plan (SMP)**

- Enhanced Internships
- SkillsFuture Earn and Learn Programme
- SkillsFuture Leadership Development Initiative
- SkillsFuture Study Awards
- Galvanise Interest in Hotel Careers

*For greater details of the Hotel SMP, please refer to the SMP publication.*
3. **Key Recommendations Arising from the Expert Panel Meetings**

The industry will have to be future-ready as it shifts towards productivity-driven growth through innovation. Arising from the series of expert panel meetings, the following recommendations will support the industry in this journey.

i. **Active Involvement of All Stakeholders for Effective Change Management**

Throughout the series of meetings, the panel highlighted the importance of involving all stakeholders as we embrace productivity-related initiatives. Innovation in process, services and manpower requires a fundamental mindset shift which all stakeholders must buy into. For effective change management to be achieved it is required that all stakeholders – owners, operators, hotel staff, associations, unions, educational institutions and government agencies – be involved, engaged, aligned and working together towards a common set of goals and initiatives that will lead to productivity-driven growth.

In this regard, the panel commented on the need for hotels’ senior management to engage their staff in this process of change management. A case in point is in the leveraging of technology as an enabler to raise productivity. As hotel staff are often the end-users of newly adopted technology, engagement with staff by senior management from the onset will be imperative towards ensuring maximum returns on investment in technology adoption. Only through this active involvement with staff will newly adopted technology truly help them in overcoming their daily pain points and challenges.

The panel also noted that government agencies and the industry must come together. This will serve to provide industry validation that productivity initiatives are relevant and useful, and thus also serve to garner industry buy-in. It will also help communicate to the industry that the government is in partnership with the industry in this productivity journey.

In addition, it is also critical that the industry and educational institutions be involved together in the training and development of the future workforce. For example, with
evolving consumer needs, it is increasingly important that the incoming workforce be equipped with the future skillsets such as data analytics, digital marketing and revenue management.

The panel also commented on the crucial need for owners and operators to work together. Often operators have to seek the approval of owners before they can invest in innovative solutions to raise productivity. At the same time, owners seek and trust the expertise of operators when making decisions.

Recognising the importance of this, the panel together with STB had organised an industry engagement session for both owners and operators in March 2015. This engagement session entitled “Advancing the Hotel Industry through Innovation in Service, Manpower and Technology” brought together a C-suite audience of approximately 110 owners and operators to share insights on how innovation in the key areas of Processes, Service and Manpower can help to raise yield and reduce costs in the hotel industry.

ii. Hotel Innovation Committee

As the hotel industry innovates to raise productivity, it is important that it not only focuses on the issues of the here and now but also be future-ready. To do so it must leverage on emerging technologies and be cognizant of how such technologies could augment existing solutions and processes to help achieve productivity improvement. An example of such emerging technologies highlighted by the panel is the use of mobile and digital wallet payment services that could be adopted in front office. Others include cloud-based applications and advanced analytics on big data to better engage customers. In addition, the panel noted that industry will also need to have the foresight and acumen to be able
to anticipate future trends and challenges, and come up with innovative solutions to turn these trends and challenges into opportunities.

For the hotel industry to be future-ready, the panel recommends the formation of a Hotel Innovation Committee (HIC). The HIC will serve to deepen the industry’s knowledge and expertise in identifying and analysing new emerging technologies and more importantly, provide effective leadership to navigate these future trends and challenges. It will also serve to actively identify industry pain points and develop future-oriented solutions to overcome them.

In addition, to tackle the challenges in technology adoption as raised previously in Section 2, the HIC will also aim to be the “voice of the industry” to significantly influence key incumbent technology suppliers, provide expert advice to overcome challenges towards technology adoption and share best practices.

In response to this recommendation, the Singapore Hotel Association (SHA) has agreed that it is imperative for this committee to be led by the industry, for the industry. Thus, as the umbrella body for hotels in Singapore, SHA will be leading the formation of the HIC through the set-up of a committee comprising local seasoned practitioners, relevant international experts, solution providers and academia.

### iii. Applied Research

The panel recommends to focus efforts on applied research as a means to innovate in process. Applied research reduces the uncertainties for hotels when they look into reviewing and redesigning their processes by making the benefits of innovation evident to hotels. In addition, applied research will also spur the identification and adoption of new and breakthrough solutions.

To support hotels in this journey through applied research, hotels can leverage the Hotel Productivity Centre (HPC) which helps hotels address challenges in their operations through a comprehensive range of productivity and innovation solutions. Supported by
The Singapore Tourism Board, the HPC offers programmes including applied research, consultancy and process diagnostics to assist hotels in improving business efficiencies and implementing solutions.

**iv. Sector Specific Productivity Indicators**

To address the lack of a common measure for hotels to benchmark their productivity, the panel has highlighted the crucial need to develop a common measure of indicators that are validated by the industry to be relevant, measurable and useful for tracking productivity. Together with the Singapore Hotel Association, Mr Allen Law (a panel member) chaired a workgroup to gather feedback from the industry. From these discussions, the industry has agreed on a common measure to benchmark their business efficiency so as to allow them to identify areas for improvement – these indicators are the basket of Sector Specific Productivity Indicators (SSPIs). The panel has also endorsed these efforts and the SSPIs. These indicators are:

a) Revenue per Full-Time Equivalent (FTE)
b) Operating Costs per Full-Time Equivalent (FTE)
c) Gross Operating Profit (GOP) per Full-Time Equivalent (FTE)
d) Average Employee Hours per Occupied Room
e) Average Employee Hours per Cover

Moving forward, SHA will continue to support the industry by collecting and analysing these indicators from their members.

**v. Grooming Singaporean Leaders for the Industry**

The panel underscored the need to have local leaders to sustain growth in the industry. Inputs from the panel contributed toward the development of the SkillsFuture Leadership Initiative, which aims to support aspiring locals to take on increased roles and responsibilities. The panel identified overseas exposure and rotation to critical business function as prerequisites for grooming future leaders in the hotel industry. To ensure that
future leaders are able to access relevant developmental opportunities during their careers, the panel recommended that government support be made available to companies which are keen to create and/or enhance in-house programmes targeted at various levels of their talent pipeline.
4. **Conclusion**

Singapore’s slower workforce growth against continued room stock growth, changing job aspirations and evolving consumer expectations have necessitated the need for the industry to reconsider its processes, redefine its service offerings, and operate with a leaner workforce so as to ensure long-term business sustainability.

To do that, it is imperative for the hotel industry to shift towards productivity-driven growth with urgency and the way to do that is to innovate in process, services and manpower.

Hotels that have innovated in process, service and manpower have demonstrated success including man-hours and cost savings, increased guest satisfaction and better results in attracting and retaining local talent. However, going forward, the industry must continue to build on these in order to successfully navigate the ensuing challenges and move towards a more sustainable model of productivity-driven growth.
Annex: Biographies of Panel Members

1. Mr Lionel Yeo (Co-Chair)
   
   *Chief Executive, Singapore Tourism Board*

   Mr Lionel Yeo assumed the position of Chief Executive of the Singapore Tourism Board on 1 June 2012. 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. Mr Yeo 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. Mr Yeo also serves on the boards of the Sentosa Development Corporation, Mandai Safari Park Holdings Pte Ltd and on the Board of Governors of Raffles Institution.

2. Mr Arthur Kiong (Co-Chair)
   
   *Chief Executive, Far East Hospitality*
   
   *Honorary Secretary, Singapore Hotel Association*

   Mr Arthur Kiong is the Chief Executive Officer of Far East Hospitality, which is part of Far East Orchard Limited, a listed company under Far East Organization. He is concurrently the Executive Director of Far East Organization, Singapore’s largest private property developer. He is the executive director and CEO of Far East Hospitality. Having joined Far East in July 2012, he has provided key leadership in growing the organisation’s hospitality property development and management business through joint-ventures and acquisitions. Over the last 3 years, Far East Hospitality's portfolio grew from 18 properties in Singapore to over 80 properties across Malaysia, Australia, New Zealand, Germany and Denmark. Over the last 30 years of his career, Mr Kiong has worked internationally for some of the most prominent brands in the hotel industry including Westin, Hyatt, Mandarin Oriental and The Ritz-Carlton. He brings deep and broad experience across all aspects of the hospitality business from operations to marketing and business development.
3. Mr Allen Law

Chief Executive Officer, Park Hotel Group
1st Vice-President, Singapore Hotel Association

Mr Allen Law is the Chief Executive Officer of Park Hotel Group, which owns and manages Park-branded hotels in the Asia Pacific region. Since joining Park Hotel Group in 2004, he set up the hotel chain’s headquarters in Singapore and spearheaded its aggressive expansion in the region, acquiring and managing properties in Singapore, Hong Kong, China, Japan, Indonesia and Australia. In 2012, he was conferred “Best Hotel Investor of the Year” and “Top 10 Hoteliers of the Year” at the Asia Hotel Forum Asia Hotel Awards and 7th China Hotel Starlight Awards respectively, as well as the Gold Winner of the Hospitality Entrepreneur of the Year at HAPA Regional Series (2011 - 2013), in recognition of his acute business acumen and dedication to service excellence. He was also presented with the WSQ Advocate Award 2012 by the Singapore Workforce Development Agency as a testament of his commitment to human capital development. Mr Law is the 1st Vice-President of the Singapore Hotel Association, Chairman of SHATEC Institutes (Scholarship Board) and Executive Committee Member of Orchard Road Business Association. Tapping on his invaluable expertise and experience, Mr Law is a council member on the Singapore SkillsFuture Council and also a panel member on the Singapore Tourism Board (STB) Hotel Industry Expert Panel. He is also a council member on the Workplace and Safety Health Council and chairman of Workplace Safety and Health Council (Hospitality & Entertainment Industries) Committee. Mr Law was featured as one of the most influential business leaders in Singapore, Hong Kong and China by various business and trade media, and obtained a First Class Honours in Bachelor of Science from the University of London.
4. **Professor Haiyan Song**  
*Associate Dean (Research) and Chair Professor of Tourism, School of Hotel and Tourism Management, The Hong Kong Polytechnic University*

Professor Haiyan Song has a strong background in Economics. He was educated in both China and the United Kingdom and has extensive research and consultancy experiences in such areas as aggregate investment modelling, FDI in China, tourism economics, tourism demand modelling and forecasting. Over the years, Professor Song has led a number of projects related to tourism demand analysis and forecasting in the Asia-Pacific region, such as China, Hong Kong, Macau, Korea, and Thailand. He has also spoken frequently, as a keynote speaker and presenter of his research, at international conferences on issues relevant to tourism impact assessment and forecasting. He is member of the International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), International Institute of Forecasters, International Association for Tourism Economics, the Chinese Economic Association in the UK, Travel and Tourism Research Association, and Asia Pacific Tourism Association. He is Editor-in-Chief of *Journal of China Tourism Research*, Resource Editor of *Annals of Tourism Research*, and Associate Chief Editor of *Tourism Tribune*. Professor Song was honoured by ICHRIE with the John Wiley & Sons Lifetime Research Achievement Award for his contributions to outstanding scholarship and research in 2010, and the Michael D. Olsen Research Achievement Award by University of Delaware in 2014.

5. **Professor Ian Millar**  
*Professor, Ecole hôtelière de Lausanne (EHL)*

Professor Ian Millar’s double expertise in the areas of hospitality and information technology sets him at the forefront of new developments in the international hospitality industry. He is also a Certified Hospitality Technology Professional – the first European to receive this qualification for hospitality professionals, which is awarded by HFTP (Hospitality Financial and Technical Professionals), a reputed international association which serves over 6,000 members across the world. He is a frequent presenter at international IT conferences. Professor Millar was a member of the Board of Directors of HFTP (Hospitality financial and technology professionals)
as the group’s educational representative, with the responsibility of helping HFTP to achieve its strategic goals and to help with European expansion from 2009 to 2011. He also served as a member of the HFTP Executive committee serving from 2012 to 2014. He also serves at an advisory level to various hospitality technology companies as well as currently serving as a Member of the Hotel Industry Expert Panel for the Singapore Tourism Board advising hotels in the region on best practice technology usage. Professor Millar has been instrumental in developing the exceptional resources and expertise available to students at the school. He created EHL’s unique CyberHotel, a specially equipped and fully functional centre on campus that features best practical IT solutions in hospitality technology currently used in the industry. He has also set up a Student Chapter for the European HFTP at EHL which regularly hosts guest speakers and meetings, and whose main purpose is the education of EHL students in the areas of technology and finance. At EHL he is in the Entrepreneurship and Innovation department in charge of the Student Business Projects as well as his teaching duties for the hospitality technology courses. Recently he has also been appointed as an ambassador for the Make A Wish foundation of Switzerland.

6. **Ms Kigge Hvid**

*Chief Executive, INDEX: Design To Improve Life®*

Ms Kigge Hvid has led the development and growth of INDEX: Design to Improve Life® since her appointment as its founding CEO in 2002. This Danish non-profit organisation stages the INDEX: Award and other programmes to inspire, educate and engage people worldwide to use design to create sustainable solutions to global and local challenges. An advocate of the humanist tenets of design, she is a frequent panelist and theme-setter at the World Economic Forum’s annual meeting in Davos and is a member of the Forum’s Global Agenda Council on Design. She is also a board member of the Danish Shipping Foundation Lauritzen Foundation, the chairman of the Jockey Club Design Institute for Social Innovation international advisory board, and sits on the international advisory board of the Hong Kong Design Centre. Ms Hvid is the recipient of an honorary doctorate in 2006 from the Art Center College of Design in Pasadena, California.
7.  **Professor Dr. Walter Jamieson FCIP**  

*Professor and Director, Service Innovation Program, College of Innovation, Thammasat University*

For more than 35 years Professor Dr. Walter Jamieson has worked to bridge the academic and consultancy worlds through creativity, innovative and out-of-the-box thinking. His activities have been based on a sound set of responsible and sustainable values and principles. His activities include: Early work in Canada using tourism and heritage resources as tools for community and economic development, research and consultancy work in China, extensive community-based tourism work in Asia, exploring the power of tourism as a tool for economic and social development, and leadership in creating an innovative service curriculum in Thailand. Through his interdisciplinary education and experience, Professor Dr. Jamieson brings creative thinking and practice in a number of areas through an integrated approach to analysis and problem-solving. He has shared this development as a consultant, teacher, trainer, author, facilitator and researcher in more than 20 countries.
This report documents the insights and recommendations from the Hotel Industry Expert Panel and is intended for information only.

Published by Singapore Tourism Board
Copyright © 2015 Singapore Tourism Board

The information (excluding logos) in this report may be reproduced free of charge, provided it is reproduced accurately, not used in any misleading context, and the source of the information is acknowledged and properly attributed to this report.

STB disclaims all representations, warranties, whether express or implied, nor does it accept any duty to any person, in connection with this report. Without prejudice to the generality of the foregoing, STB does not warrant or represent that the information or opinions contained in this report are accurate or complete. Users are responsible for reviewing the adequacy, accuracy, reliability, and/or completeness of any information in this publication or fitness for any particular purpose with respect to its content. STB, its members, officers, employees and any other persons acting under its direction (including and without limitation the members of the Hotel Industry Expert Panel), shall not be liable for any loss, damage or expense, whether direct or indirect, arising out of or in connection with the use of information in this publication.

If you have any feedback or enquiries, please contact stb_hotels@stb.gov.sg.