

REVOLUTIONISING HOSPITALITY

EMPOWERING WORKFORCE TRANSFORMATION FOR THE HOTEL OF TOMORROW

Shaping Singapore's hotel industry into world-class attractions for guests and the wider community, empowered by a competent and resilient workforce.

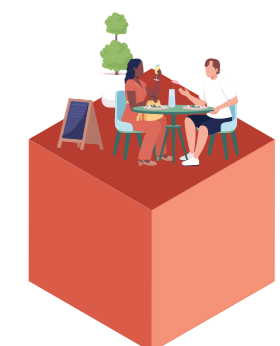
VISION FOR THE HOTEL OF TOMORROW



A destination that draws guests, not just a place of accommodation - By reimagining and reinventing itself as an attraction in its own right, Hotels offer unique experiences that draw visitors seeking differentiated, memorable and deeper connection to the destination.



Concept-driven and design-led, incorporating key pillars such as sustainability, technology and placemaking across its eco system and value chain - By doing so, Hotels promote local economies, enhance guest satisfaction, and create a sustainable legacy that impacts the community beyond just a memorable stay

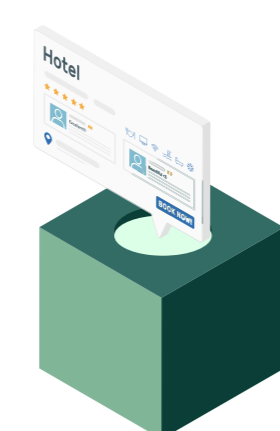


Shifting from "value-add" to "value-creation" by revolutionising guest-centric experiences and turning supply-side constraints into opportunities - By putting guests at the center of everything they do, Hotels can uncover new opportunities to create an unparalleled guest experience that inspires, delights, and creates a lasting connection with the hotel and its brand

GLOBAL TRENDS SHAPING THE HOTEL INDUSTRY



Guest Preferences
Evolving social habits and lifestyles demand innovative, seamless, and personalised experiences



Competitive Landscape
Increasing competition from new brands, distribution channels, and other industries place pressure on hotels to transform and differentiate



Sustainability
Rising environmental consciousness intensify the scrutiny of hotel's sustainability commitments and results



Workforce Challenges
An ageing population, changing workforce aspirations, and limitations on foreign manpower pose operational constraints



3 KEY AREAS TO TRANSFORM THE INDUSTRY



Adapting Businesses
Reinvent business models and seek new business capabilities



Delighting Guests
Uncover new ways and synergies to delight guests



Uplifting the Workforce
Future-proof workforce and create new employee value proposition

TRENDS AND TECHNOLOGIES WILL TRANSFORM JOBS IN THE HOTEL INDUSTRY

CREATION OF 3 EMERGING AREAS OF WORK AND 9 NEW ROLES

REDESIGNING EXISTING ROLES AND RESKILLING EMPLOYEES TO BE FUTURE-READY

IMPACT OF TRENDS AND TECHNOLOGY ON EXISTING ROLES

1 EXTENSIVE REDESIGN OF 7 ROLES

Job roles will likely be significantly enlarged, enriched, or reconfigured. As such, there will be a need to reskill job holders with new skills to maintain their employability.

2 MODERATE REDESIGN OF 33 ROLES

A fair proportion of the job tasks can be substituted by technology. Job holders can be upskilled from performing routine and repetitive tasks to carrying out high value-adding tasks where human intervention is still required.

3 UPSKILLING OF 47 ROLES

Job tasks continue to have a high dependence on human intervention, and existing skills or modest upskilling will be sufficient for job holders to remain current.



The Hyper-Technologist

Develop guest-centric experiences enabled by data-driven and innovative technologies, blending the digital and physical realms



The Conscious Creator

Create sustainable concepts and experiences that are at the frontier of sustainability, that also make business sense



The Imaginative Curator

Thoughtfully curate experiences that are in harmony with its precinct, for guests to interact meaningfully with culture and community



HOUSEKEEPING



FRONT OFFICE



REVENUE AND DISTRIBUTION



BUSINESS DEVELOPMENT, SALES AND MARKETING

High Impact Existing Job Roles

01 Housekeeping Coordinator

02 Front Office Officer / Agent, Guest Services Officer / Agent, Guest Relations Officer / Agent

03 Revenue Specialist / Revenue Analyst

04 Reservations Officer / Reservations Agent

05 Sales Coordinator / Catering Sales Coordinator

06 Marketing Communications Officer / Sales and Marketing Officer

07 Marketing Communications Executive / Public Relations Executive

Impact to Job Roles

- Increased adoption and use of digital tools such as **Internet of Things (IoT)-based applications** and **RFID sensors**
- Focus should be on **higher value tasks** such as **managing team performance** and engaging with guests to **deliver excellent service**

- Increased adoption and use of digital tools such as **mobile check-in kiosks and applications, online reservation systems** and **automated telephone systems**
- Focus should be on coordinating with other guest-serving departments to **deliver on guest requests and attending to complex guest queries**

- Increased adoption of digital tools for **data gathering and processes**
- Focus should be on **data visualisation capabilities** with operations knowledge to recommend **appropriate revenue strategies** to serve the needs of the hotel's business

- Increased **automation of routine tasks** such as the maintenance of customer databases, data collection and reporting
- Focus should be on attending to and **resolving customer queries** and feedback, and **widening scope of sales support** to other sales-related departments, such as **event sales**

New skills required

- Hospitality Data Collection and Analysis
- Internet of Things Management

- Customer Experience Management
- Internet of Things Management
- Product, Content and Experience Performance Management

- Asset Management
- Business Acumen
- Infographics and Data Visualisation

- Business Negotiation
- Consumer Intelligence Analysis
- Data Analytics

STRATEGIES FOR THE WAY FORWARD

HOTELS

STRATEGIES FOR A FUTURE-PROOF ORGANISATION



Reinventing business models and seek new business capabilities

- 1 Identify technology priorities and build digital capabilities to realise the Hotel of Tomorrow
- 2 Modify existing organisational structures, operating models, and discover new revenue streams to fortify businesses



Uncover new ways and synergies to delight guests

- 3 Ally with ecosystem and cross-sector players to innovate and rejuvenate the industry



Future-proof workforce and create new employee value proposition

- 4 Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce
- 5 Map out in-demand competencies across all jobs and launch upskilling efforts to future-proof the workforce
- 6 Refresh Employee Value Proposition (EVP) and elevate existing human capital practices to improve talent and attraction strategies

AVAILABLE GOVERNMENT SUPPORT



Supporting employers/businesses

- NTUC's Company Training Committee (CTC) and Operation & Technology Roadmap (OTR)
- Singapore Tourism Board's Business Improvement Fund
- Singapore Tourism Board's Training Industry Professionals in Tourism (TIP-iT)
- Workforce Singapore's Job Redesign under Productivity Solutions Grant (PSG-JR)



Supporting workers

- Singapore Tourism Board's Tourism Careers Hub (TCH)
- SkillsFuture Singapore-supported training programmes
- Workforce Singapore's Career Conversion Programme (CCP)
- Workforce Singapore's Volunteer Career Advisors (VCA)

EMPLOYEES

RECOMMENDATIONS FOR A FUTURE-READY WORKFORCE



Adopt a lifelong learning mindset and proactively acquire new skills to enhance employability

