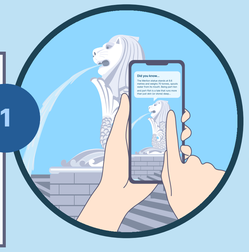
Singapore's **Hotel of Tomorrow** will be the **focus of attraction** for guests, employees, and the wider community

The Hotel of Tomorrow will not be just a resting place, but a **destination with longevity** that draws both guests and employees, and creates lasting value with and for its community. A selection of ideas on what the future of Singapore's hotel industry will look like is presented below. Hoteliers are encouraged to adopt, and even go beyond these ideas to create a Hotel of the Future that will outstrip traditional notions of hotels and revolutionise hospitality.

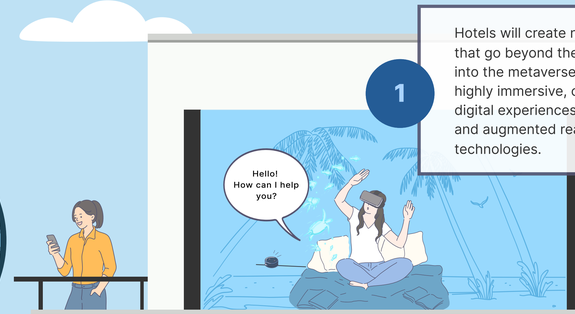
LEGEND

1. Rethink Hospitality and Deliver New Experiences
2. Creating New Value in the Wider Community
3. Practice adaptive innovation in hotels and with the wider ecosystem

1 Technologies such as hologram and natural language processing will enrich experiences, blending physical surroundings with interactive information to inspire a sense of exploration and discovery amongst guests.



1 Hotels will create novel concepts that go beyond the physical and into the metaverse, delivering highly immersive, completely digital experiences using virtual and augmented reality technologies.



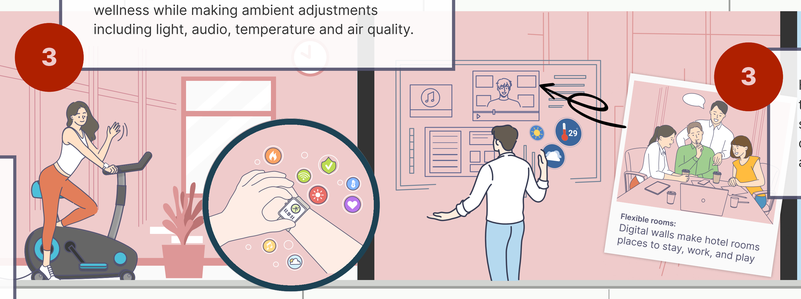
1 Hotels will maximise the use of their physical space and serve new purposes - other than accomodation - for guests and their local community (i.e. public spaces, vertical gardens, etc.)



3 Hotels will welcome opportunities to integrate with innovation partners such as airlines and immigration services, allowing data such as arrival information to be automatically shared before guests arrive.



3 Wearable technologies will connect to the hotel, capturing and monitoring a guest's vitals and wellness while making ambient adjustments including light, audio, temperature and air quality.

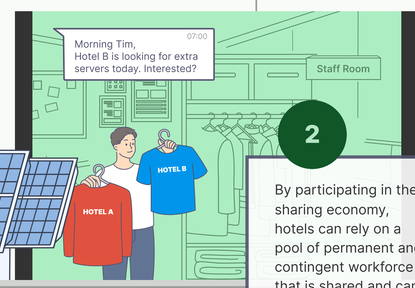


3 Hotel rooms will be outfitted with touchscreen surfaces, smart mirrors and sensors that weave data and technology to create unique physical spaces that evolve according to guest needs.

2 To further their sustainability agenda, hotels will serve as a multi-purpose building that generates, stores and distributes energy to the neighbouring buildings and powering the community.



2 By participating in the sharing economy, hotels can rely on a pool of permanent and contingent workforce that is shared and can be assigned where and when demand is greatest.



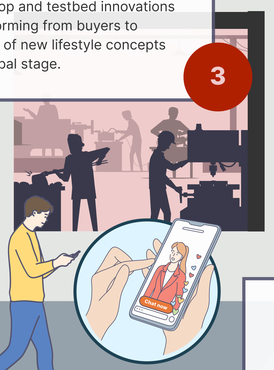
2 Hotels will design physical spaces and infrastructure that take into consideration the community's needs, harmoniously blending hotel and public resources - bringing the community together and creating spaces for locals and guests to interact





THE HOTEL OF TOMORROW

3 Hotels will form "Experiential Labs" to develop and testbed innovations - transforming from buyers to creators of new lifestyle concepts on a global stage.



1 Hotels will identify and train an assembly of Ambassadors who are employees that adept in social media and with a substantial following to provide pre-trip consultation and share an insider view of what to experience.



2 Hotels will inspire guests to do good - gamifying "conscious travel" behaviors and giving points or rebates to guests who take on environmental, social or economic causes in their community.



1 The use of intelligent automation will make hotels more streamlined and efficient by automating key processes, such triggering invoicing, transport and cleaning when a guest nears their check-out time.



Working in partnership with other businesses, hotels will offer subscription model "Hotel-as-a-Service" memberships to locals, as well as business travellers who wish to make use of the hotel's access to co-working spaces, hotel facilities, laundry and more.

2





Illustrations shown on this page are not exhaustive and are examples of how hotels could implement the vision for the Hotel of Tomorrow. All examples shown were derived from industry engagements with stakeholders such as hotels and education institutions.

In the hotel of the future, guests will experience…

The Hotel Guest Journey Map

The guest journey map illustrates key touchpoints guests interact with throughout their hotel experience and highlights nascent concepts included in the "Hotel of the Future"

LEGEND
Representative of 'Nascent' concepts only

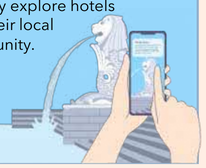
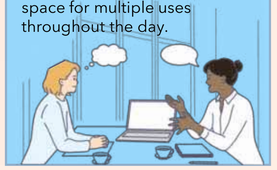
Rethink hospitality and deliver new experiences

Creating new value in the wider community

Practice adaptive innovation in hotels and with the wider ecosystem

Note: Concepts shown on this journey are not exhaustive – please see report section for complete list



	PRE		DURING			POST	
	Discover	**Book**	**Arrive**	**Enjoy**		**Depart**	**Share**
Key guest touchpoints	*Search for and shortlist hotels aligned with staying needs.* *Browse recommendations and learn more about possible options from a mix of online and offline resources.*	*Compare possible options and decides which hotel is best.* *Review packages and pricing across different platforms before finalising the purchase.* *As the date gets closer - start preparing, learn more about the hotel, and make necessary transportation arrangements.*	*Use app on the way to the hotel and inform the hotel of any preferences or special requests.* *Arrive at hotel and be greeted by staff who have taken care of special requests and use autonomous robots to transfer luggages to the room.* *Complete checks-in using digital check-in counter and receive digital room keys.*	*Discover the hotel's public areas and appreciate how greenery enhances the space.* *Locate their room, explore the room's features and get accustomed to its arrangements.* *Use app or in-room chatbot to request amenities – staff assistance is available, but self-help is easy and convenient.*	*Check crowding in the restaurant, gym, or pool and reserve time for a quiet lunch on the hotel app.* *Use hotel space to meet with old friends or makes new ones in social spaces like the bar.* *Enjoy lunch in the hotel restaurant. Service is personal but technology helps keep it an efficient experience.*	*Enjoy flexible check-out time and seamlessly leave without needing to visit the front desk.* *Review the bill throughout the stay and settle it digitally on the way to the airport.* *Understand the importance of sustainability and appreciate the hotel inspiring guests to make a positive impact on the environment and society.*	*Share their hotel experience with others – adding to the social media sharing done throughout the stay.* *Provide feedback about the stay with any preferences updated into the guest profile.* *Stay connected with the hotel and keep informed of innovative offerings and experiences that can be enjoyed in the future.*
Examples of "Hotel of the Future" nascent concepts	Hotels will create novel concepts that go beyond the physical and deliver highly immersive, completely digital experiences using virtual and augmented reality technologies.  Hotels will identify and train an assembly of Ambassadors who are employees adept in social media to inspire guests and provide pre-trip consultation from the perspective of a local insider.  Technologies such as holograms and natural language processing tools present new interactive ways to promote hotels and give guests an opportunity to virtually explore hotels and their local community. 	Hotels will deploy new business models, offering subscription "Hotel-as-a-Service" memberships to travellers wishing to use the hotel's facilities – other than traditional accommodation.  Hotels will welcome opportunities to integrate with innovation partners such as airlines and immigration services, allowing data such as arrival information to be automatically shared before guests arrive. 	Wearables will connect guests to hotels, monitoring guest vitals and wellness throughout their stay. This information can be proactively shared with hotels and help adjust the guest experience. 	Hotels maximise the use of their physical space and serve new purposes - other than accommodation - for guests and their local community (i.e. public spaces, vertical gardens, etc.).  Hotels designs take into consideration the community's needs, harmoniously blending hotel and public resources - bringing the community together and creating space for locals and guests to interact.  Hotel rooms are outfitted with touchscreen surfaces, smart mirrors and sensors that weave data and technology to create unique physical spaces that evolve according to guest needs.  Hotels will be more modular, using flexible and multi-purpose structures to change rooms based on guest needs – whether to dine, meet, work, or rest - and market the same space for multiple uses throughout the day. 	Guests can opt-in and try the latest hotel technologies. Hoteliers form 'Experiential Labs' to develop and testbed innovations. Data from guests help refine, improve and eventually commercialise innovations into products.  By participating in the sharing economy, hotels are well staffed and rely on a pool of permanent and contingent workforce that is shared and can be assigned where and when demand is greatest.  Hotels will deliver regenerative experiences throughout the stay – focusing on generating their own resources (energy, vegetation, etc.) to improve guest experience, strengthen resilience, and distribute any excess to the local community 	The use of intelligent automation makes hotel more streamlined and efficient by automating key processes, such as triggering invoicing, transportation and cleaning when a guest nears their check-out time.  Hotels inspire guests to do good - gamifying behaviors and giving incentives to guests who take on environmental, social or economic causes in their community.  Hotels work with local partners to leverage unique skills and co-develop solutions that generate new value – ultimately contributing to the circular economy by upcycling old items into new items. 	Hotels use AI and machine learning techniques to translate guest data and feedback (explicit and implicit) into future guest experiences or even completely new offerings.  Hotels will help present Singapore as an inspiring and futuristic destination – partnering with young innovators to position hotels as a showcase of new ideas and things, pivoting the industry from consuming to creating global trends. 

ATTRACT

My employee life cycle begins the very moment I am exposed to a hotel's employer brand.
What I see and hear about the hotel will help me decide if I should take the next step in applying for a job.



There is sufficient and exciting information available for me to find out more about the hotel

The hotel's corporate website and social media channels allow me to conduct my research on the hotel as a potential employer. The hotel's employee value proposition is strong, clear, and attractive. I can also learn more about the company's mission, vision, and values to decide if the hotel could be a right fit for me.

I hear positive things about the hotel

My friends, family, and network share positive experiences and perceptions of the hotel's leadership, employee value proposition, and human capital practices, and highly recommend that I build a career there.

ACTIVITY

Intern | Young Working Adult | Mid-Careerist | Mature Employee

IF I WERE ... WHAT WOULD I LIKE TO SEE?

Adopt creative scheduling processes to cater to diverse and unique scheduling needs such as offering employees several shift options so that employees can care for family members or attend classes

Adopt flexi-hours where hotel employees commit to work a certain number of hours per week or accounting period and manage their own time

Cater hiring methods and channels to different segments and demographics of talent, for instance, using social media platforms like TikTok to promote junior roles and gamification methods to attract the younger workforce

Establish corporate innovation programmes or initiatives to motivate employees to innovate such as co-creation platforms where hotels partner with schools to encourage students to create restaurant and bar concepts and menus

Multi-skill employees in operational roles by cross-training them to work across multiple departments, allowing hotels to exercise creativity and flexibility in alleviating temporary shortages in manpower

Offer remote working options to employees in departments that do not require them to be physically present on property, e.g., sales and marketing teams can meet regularly at a flexible workplace 'hub' but can also choose to work remotely

Provide flexible work arrangements and options such as compressed work schedules to enable employees to complete their full-time commients in an abbreviated workweek, for instance, working 40 hours over four days instead of five

Offer micro career exposure opportunities through the "Experience Singapore" programme which combines work and play – for freshly graduated hospitality talents by partnering with hotels and gourmet restaurants across the country

RECRUIT

I apply for a job within the hotel and interact with my prospective employer for the first time. While the hotel assesses my suitability as an employee, I also take the opportunity to learn more about the company culture, what the job requires, and what I stand to gain by working there.

My interactions with interviewers are genuine and informative, and they recognise my passion for hospitality

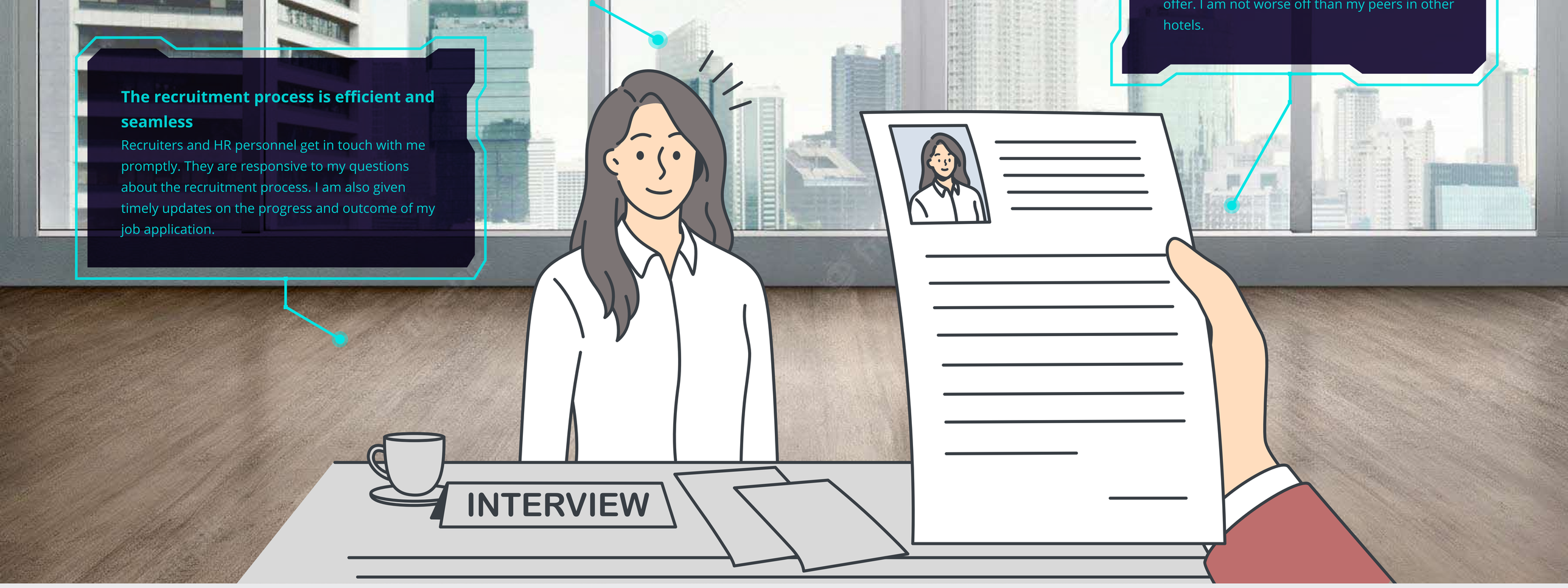
My interviewers readily share information about the company culture and what I can expect of working in the hotel. They display an interest in getting to know me and what I can do. I can tell they appreciate my passion for hospitality, not just the skills and experience I bring to the job.

The hotel strives to offer compensation and benefits to staff that are competitive, if not leading, within the industry

When I consider the hotel's total compensation against what is offered in the market, I am assured that I will receive the best the hotel can offer. I am not worse off than my peers in other hotels.

The recruitment process is efficient and seamless

Recruiters and HR personnel get in touch with me promptly. They are responsive to my questions about the recruitment process. I am also given timely updates on the progress and outcome of my job application.



ACTIVITY

Intern | Young Working Adult | Mid-Careerist | Mature Employee

IF I WERE ... WHAT WOULD I LIKE TO SEE?

Clearly communicate compensation and benefits at the point of hire - including basic salary and variables such as additional earnings from tips, sales commission

Craft clear and attractive job advertisements to appeal to the right talent

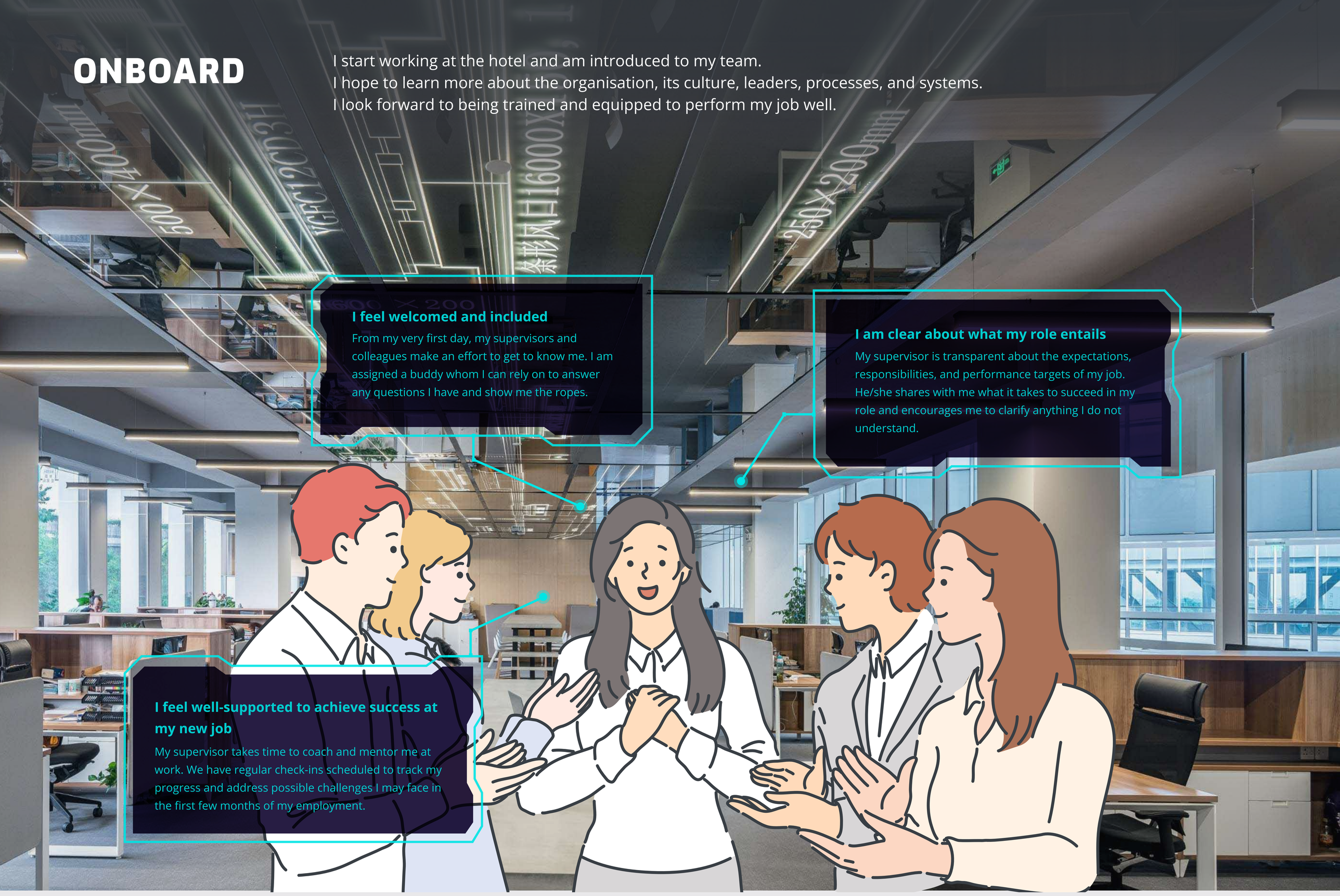
Customise employment contracts based on the varying needs and wants of different employees such as emphasising on total remuneration which includes remuneration, growth and benefits for younger workers, flexible working arrangements for mature workers

Exercise contract flexibility to allow hotels to respond agilely by either increasing or decreasing their workforce in response to market demands

Review and adjust salaries on a regular basis and conduct benchmarks within the industry or against other service sectors to remain competitive

ONBOARD

I start working at the hotel and am introduced to my team.
I hope to learn more about the organisation, its culture, leaders, processes, and systems.
I look forward to being trained and equipped to perform my job well.



I feel welcomed and included

From my very first day, my supervisors and colleagues make an effort to get to know me. I am assigned a buddy whom I can rely on to answer any questions I have and show me the ropes.

I am clear about what my role entails

My supervisor is transparent about the expectations, responsibilities, and performance targets of my job. He/she shares with me what it takes to succeed in my role and encourages me to clarify anything I do not understand.

I feel well-supported to achieve success at my new job

My supervisor takes time to coach and mentor me at work. We have regular check-ins scheduled to track my progress and address possible challenges I may face in the first few months of my employment.

ACTIVITY

Intern | Young Working Adult | Mid-Careerist | Mature Employee

IF I WERE ... WHAT WOULD I LIKE TO SEE?

Assign an existing employee as a buddy to welcome the new hire, provide support and act as a single point of contact for any questions they may have

Assign senior colleagues as mentors to interns and fresh graduates and expose them to learning opportunities through job shadowing, hands-on training and cross-sharing of organisation knowledge and best practices

Bring new joiners on a tour of the hotel as part of the onboarding programme and introduce them to the various departments involved, allowing them to have a better appreciation of hotel operations

Hotels will initiate non-work activities and events, such as sports and recreation clubs, to promote camaraderie, improve employee well-being, strengthen team spirit amongst hotel employees and forge meaningful relationships and connections

Develop a clear onboarding roadmap tailored to unique employees and highlight goals and measures for success to educate new hires on what to expect and what is expected of them

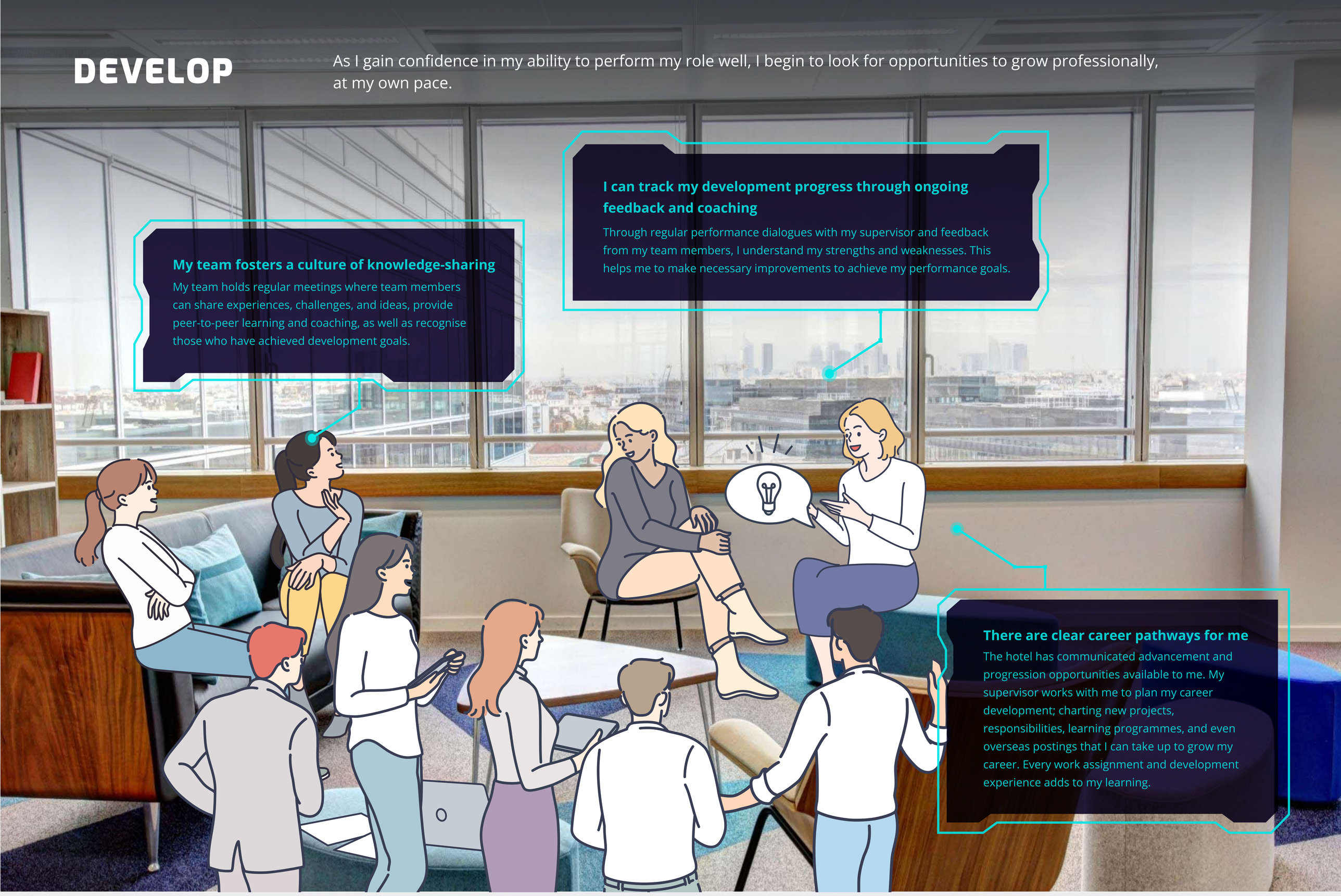
Hold Informative welcome events at regular intervals for newcomers where employees can be updated on the latest and most important information about the hotel and how employees can take advantage of the hotel's suite of learning and development opportunities

Establish a "New Hire Vlog" series where employees describe their experiences and impressions during their onboarding process and provide potential jobseekers and aspiring hoteliers with authentic insights into their personal working environment

For interns, hotels will establish a job shadowing programme, allowing interns to "shadow" a seasoned employee for a week and gain insights into his or her range of tasks to have a better understanding of hotel operations

DEVELOP

As I gain confidence in my ability to perform my role well, I begin to look for opportunities to grow professionally, at my own pace.



My team fosters a culture of knowledge-sharing

My team holds regular meetings where team members can share experiences, challenges, and ideas, provide peer-to-peer learning and coaching, as well as recognise those who have achieved development goals.

I can track my development progress through ongoing feedback and coaching

Through regular performance dialogues with my supervisor and feedback from my team members, I understand my strengths and weaknesses. This helps me to make necessary improvements to achieve my performance goals.

There are clear career pathways for me

The hotel has communicated advancement and progression opportunities available to me. My supervisor works with me to plan my career development; charting new projects, responsibilities, learning programmes, and even overseas postings that I can take up to grow my career. Every work assignment and development experience adds to my learning.

ACTIVITY

Intern | Young Working Adult | Mid-Careerist | Mature Employee

IF I WERE ... WHAT WOULD I LIKE TO SEE?

Establish job rotation programmes to allow hotel employees to expose themselves to a range of roles and acquire new skills, for instance, intern gets to experience both Front Office and Marketing functions during his internship and this helps him to gain a better understanding of hotel operations

Establish management trainee programmes to expose high-potential employees to different roles in hotel operations and accelerate their professional development, allowing them to step smoothly into roles of greater responsibility when the time comes

Empower the younger generation of workers to spearhead projects such as allowing them to experience staying at the hotel, which gives them opportunities to bring up possible problems faced during their stay as a visitor and allow them to lead the project to solve existing problems

Tailor learning strategies to different employee segments such as designing self-paced, job-related and work integrated learning activities for mature employees while engaging younger employees through interactive learning platforms and gamification

Establish a “Early Career Talent” programme targeted at penultimate students or fresh graduates that seeks to accelerate the development of high-potential recent graduates and professionals through a combination of on-the-job training, rotational program and overseas assignments

Establish an interdisciplinary and international pool of interns by providing exposure to hotel operations from the ground up and fully involve them in projects such as identifying, scouting and researching future technology topics and trends, as well as generating creative concepts during their internship

RETAIN

As my career grows, I seek fulfillment beyond the day-to-day tasks of my role.
My work in the hotel should continually challenge, engage, and excite me; adding value and meaning to my life.



The hotel cares for my physical, emotional, and mental well-being

Leaders recognise the importance and impact of individual well-being on employee morale and motivation. They create a workplace environment that supports work-life balance and model healthy behaviors. There are policies that accommodate family/employee medical appointments, urgent family issues, and flexible work schedules.

I am part of a diverse, vibrant, and united workplace community

My hotel fosters a sense of belonging by creating a variety of opportunities and delightful experiences for me to enrich my work-life, meet, and bond with colleagues over shared interests and causes.

The rewards and recognition I receive make me feel valued by my hotel

What I receive is commensurate with my performance and encourages me to perform even better. I am assured that my hard work and effort is acknowledged and appreciated by the company.

My workplace is human-centred, but also tech-enabled

The hotel implements technology solutions and digital tools that make my work more efficient, allowing me to focus on the priorities of my job, such as delighting guests, continuous improvement, developing others, and planning ahead.

I feel empowered to innovate and make decisions at my workplace

Leaders encourage autonomy and support employee-led innovation and solutioning (with expectations). I feel motivated to think independently and find new ways to solve problems. My workplace is a safe space where I can try out ideas and learn lessons from mistakes.

ACTIVITY

 Intern

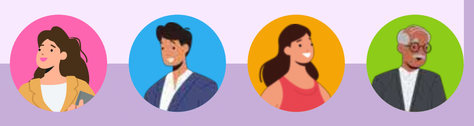
 Young Working Adult

 Mid-Careerist

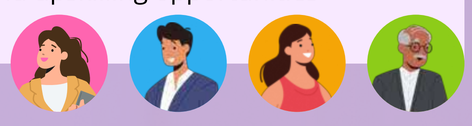
 Mature Employee

IF I WERE ... WHAT WOULD I LIKE TO SEE?

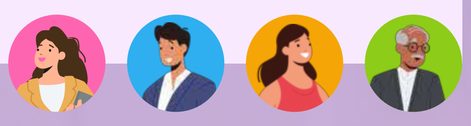
Boost staff morale and productivity by redesigning staff break rooms to be more conducive for resting



Customise professional and career development opportunities to each employee's career aspirations, strengths and instrinsic motivators such as offering overseas rotation opportunities to employees looking for a change in environment, access to learning and upskilling opportunities



Establish a culture of continuous learning and development by making access to training a core company benefit, ensuring that employees are equipped with the right skills to take on the future of work



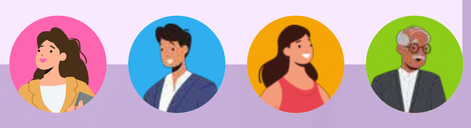
Establish an employee rewards and recognition program to celebrate employees' achievements and reward high-performers such as additional bonuses, profit sharing, incentive trips



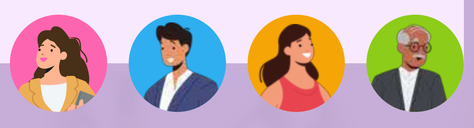
Identify high-potential and skilled talent at the workplace and ensure that a career portfolio is designed around the individual's strengths, career aspirations and qualities to allow them to take on additional responsibilites in the future



Review brand values and service culture on a regular basis to ensure that values that are increasingly important, such as wellbeing and Corporate Social Responsibility (CSR), are being reflected and demonstrated in the employee experience

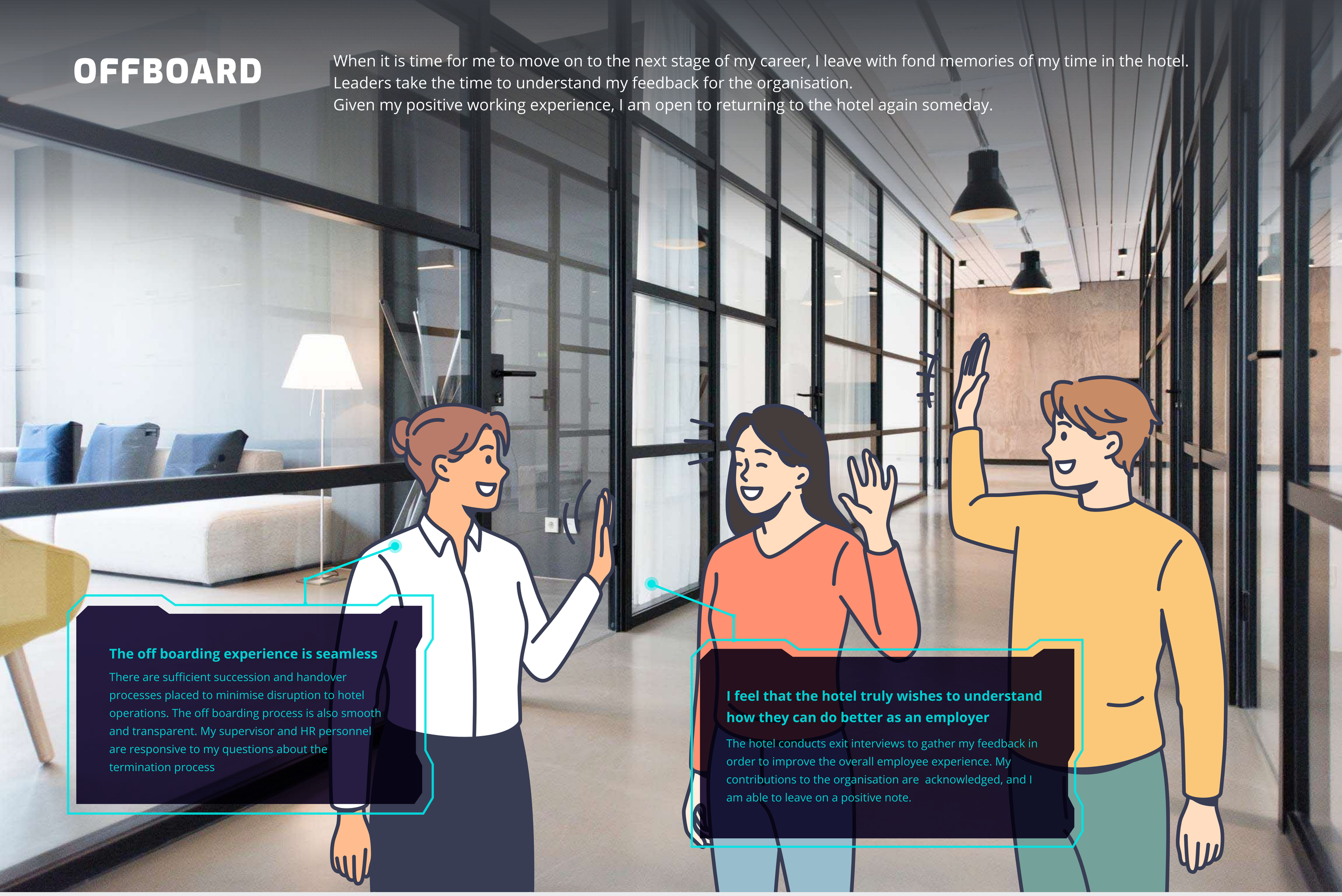


Conduct hackathons to collect employee ideas and design new approaches to performance management, workplace design, benefits and rewards. These open, collaborative approaches engage employees directly in designing an ideal employee experience



OFFBOARD

When it is time for me to move on to the next stage of my career, I leave with fond memories of my time in the hotel.
Leaders take the time to understand my feedback for the organisation.
Given my positive working experience, I am open to returning to the hotel again someday.



The off boarding experience is seamless

There are sufficient succession and handover processes placed to minimise disruption to hotel operations. The off boarding process is also smooth and transparent. My supervisor and HR personnel are responsive to my questions about the termination process

I feel that the hotel truly wishes to understand how they can do better as an employer

The hotel conducts exit interviews to gather my feedback in order to improve the overall employee experience. My contributions to the organisation are acknowledged, and I am able to leave on a positive note.

ACTIVITY

Intern | Young Working Adult | Mid-Careerist | Mature Employee

IF I WERE ... WHAT WOULD I LIKE TO SEE?

Develop a clear offboarding process to gather feedback from employees through exit interviews and identify areas of improvement

Build alumni networks to allow former and current employees to seek advice and support and/or even post job openings and get referrals

Create a pleasant offboarding experience for employees and view it as a chance to turn former employees into lifelong advocates for the hotel