The Future of Jobs and Skills in Singapore's Hotel Industry

About this report

Ernst & Young (EY) has been commissioned by Singapore Tourism Board (STB), in partnership with Workforce Singapore (WSG), SkillsFuture Singapore (SSG), and the Ministry of Manpower (MOM) to conduct a study informing the hotel industry's Job Transformation Map (JTM).

Using the Skills Framework (SFw) for Hotel & Accommodation Services as well as other relevant Skills Frameworks as a starting point, the study sought to understand how hotel job roles, tasks, and skills will be impacted by key trends, technologies, and the industry's vision for the Hotel of the Future over the next three years. This was complemented by a manpower study to project future manpower demand for existing job roles. Finally, this study identified recommendations for the main stakeholders of the hotel industry to take forward in order to nurture a resilient, competitive, and future-ready workforce.

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Contents

1 **Executive Summary** *pg. 06*

2 **Singapore's Hotel Landscape** *pg. 19*

3 **The Hotel of Tomorrow** *pg. 26*

4 **The Future of Hotel Job Roles and Skills** *pg. 60*

5 **Recommendations on the Way Forward** *pg. 159*

6 **Appendices** *pg. 208*

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Abbreviations used in this report

Abbreviation	Term	Abbreviation	Term
AI	Artificial Intelligence	**JR**	Job Redesign
AR/VR	Augmented Reality / Virtual Reality	**MOM**	Ministry of Manpower
CCP	Career Conversion Programme	**OJT**	On-the-Job Training
CCS	Critical Core Skill	**OTA**	Online Travel Agency
CI	Community Isolation	**PEI**	Private Education Institution
CRM	Customer Relationship Management	**PMS**	Property Management System
CSR	Corporate Social Responsibility	**PWD**	Persons with Disabilities
CXO	Senior Management of Hotels, such as Chief Executive Officers, General Managers, Managing Directors, or equivalent	**RFID**	Radio Frequency Identification
EVP	Employee Value Proposition	**RPA**	Robotics Process Automation
EY	Ernst & Young	**SFw**	Skills Framework
FGD	Focus Group Discussion	**TSC**	Technical Skill and Competency
FWA	Flexible Working Arrangement		
HRMS	Human Resource Management System		
IHL	Institute of Higher Learning		
IoT	Internet of Things		

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Glossary of Skill Terminologies

Skill Terminology	Description
Future Skill	An emerging skill not currently demanded but is expected to be critical for the future economy in accordance with industry strategies.
In-demand Skill	A differentiated skill that allows a job holder to excel within his/her role. Consequently, it is a skill that is highly sought-after by employers/organisations and the industry.
Reskill	The process of learning new skills with the intent of transiting into a different job role.
Upskill	The process of elevating existing skills to advance to the next level within the same function.

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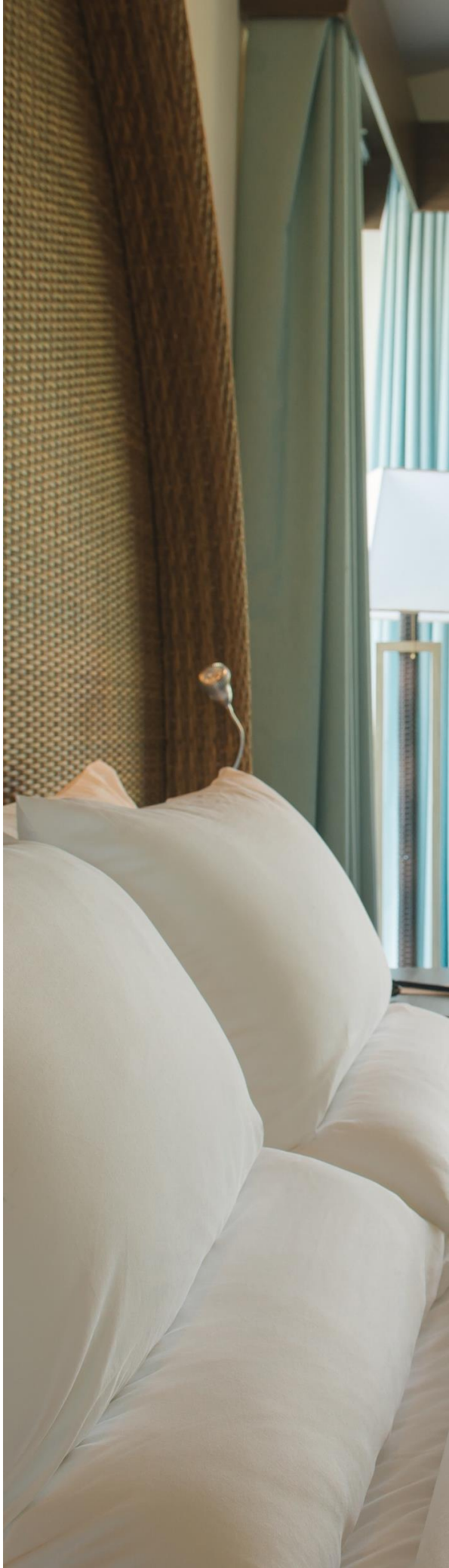
Executive Summary

An overview of the findings and recommendations within this report



Summary of key findings

Outlook of the hotel industry over the next three years

1

Within the last decade, the hotel industry in Singapore has made significant strides in innovating and harnessing technology to enhance productivity while capturing new consumer demands. However, in recent years, COVID-19 has brought about new trials and accelerated the need for hotels to transform.

Presently, as hotels endeavour to regain and surpass pre-pandemic business performance, they also continue to face a combination of emerging industry megatrends, technological advancements, and global disruptions that pose both challenges and opportunities to the industry.

While hotels' forecasts indicate an optimistic outlook regarding recovery and growth, they must look further afield and reimagine the Hotel of Tomorrow and its workforce, or otherwise run the risk of stagnating in the long run.

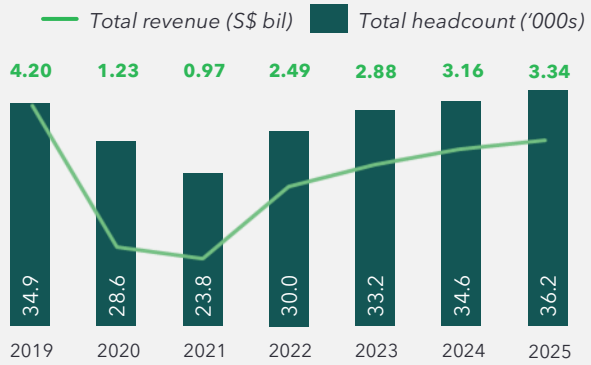
TOP THREE CHALLENGES IN THE NEXT 1 TO 3 YEARS[1]

Workforce demographics and changing employee preferences	**59%**
Post-pandemic challenges, such as suppressed business recovery and supply chain disruption	**50%**
External factors such as industry competition, inflation, and other world events	**27%**

TOP PRIORITIES FOR THE THE NEXT 1 TO 3 YEARS[1]

Technology transformation	**95%**
Delivering unique and personalised guest experiences	**82%**
Working towards sustainability goals	**77%**
Improving talent attraction and management	**77%**

Hotels plan[2] for recovery over the next 3 years, but must find new ways of securing productivity gains in the long-term



	CAGR 2022 to 2025[3]	CAGR beyond 2025[4]
Revenue	10%	5%
Headcount	6%	5%

Between 2022 to 2025, hotels' growth in revenue and total industry headcount may be attributed to the resurgence of post-pandemic travel, raised room rates, and suppressed manpower growth in the industry.

While hotels forecast similar revenue and headcount growth beyond 2025, it is likely that headcount growth will stabilise at close to 2.5%, given that hotels continue finding creative ways to achieve profit and performance.

[1]% of hotel leaders interviewed during industry engagements. A list of participating hotels can be found in the Appendix | [2]Industry forecasts based on manpower survey responses received during this study. Historical revenue and headcount figures were obtained from the Singapore Tourism Board and the Ministry of Manpower | [3]Compounded Annual Growth Rate (CAGR) calculated based on average year-on-year growth from 2022 to 2025. | [4]CAGR derived from the hotel survey responses on projected growth rates for 2025 onwards

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Summary of key findings

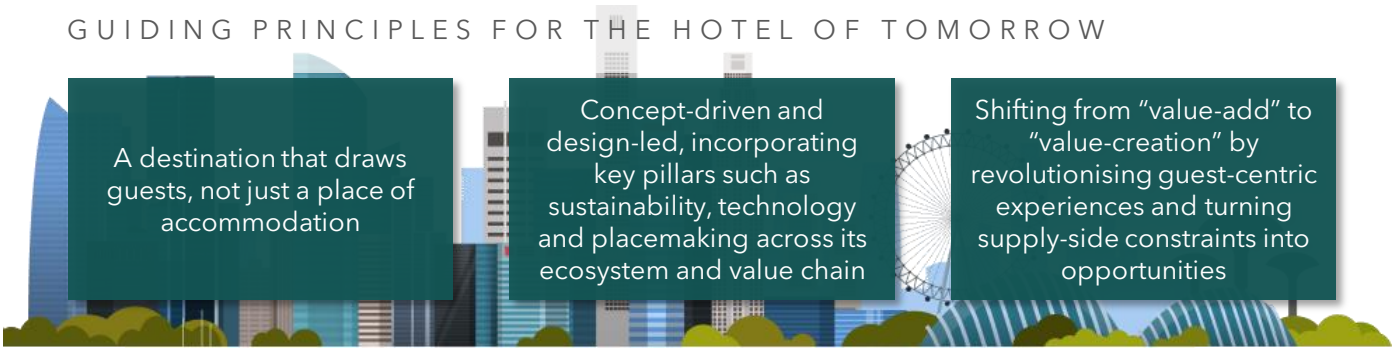
What the Hotel of Tomorrow will look like for guests and employees

2a

As hotels actively manage the challenges of today, they must also adopt a forward-looking perspective and redefine the Hotel of the Tomorrow – a vision that transcends present challenges and reimagines key attributes of the desired guest experience as well as the value hotels can create for other stakeholders in the wider environment.

While each hotel will undoubtedly own a distinct vision of its Hotel of Tomorrow, fellow hoteliers engaged through this study have identified guiding principles and features that all hotels should embrace over the next 1 – 3 years. Executed well, a compelling and effective concept for the Hotel of Tomorrow will not only deliver an exceptional guest experience, enable productivity and growth through innovation, but also enhance the employee experience and enrich the overall image of the hotel industry in Singapore.

GUIDING PRINCIPLES FOR THE HOTEL OF TOMORROW



For guests, the Hotel of Tomorrow will…

1 Rethink hospitality and deliver new experiences

A. *Elevate purpose of visit beyond stays and physical*

B. *Delight in new ways, balancing high-tech and high-touch*

2 Shared value creation in the wider community

A. *Emphasise the sense of community and sustainability*

B. *Strengthen ties and cooperation across the industry*

3 Practice adaptive innovation in hotels and with the wider ecosystem

A. *Dynamically predict and anticipate changing guest needs*

B. *Build a cross-industry hotel innovation ecosystem*

For employees, the Hotel of Tomorrow will…

1 Revitalise the hotelier's career trajectory

A. *Design career portfolios, not just career pathways*

B. *Restructure working arrangements for sustainable, long-term employment*

2 Facilitate strong networks between and amongst employees

A. *Nurture a sense of community and belonging to promote employee wellbeing*

B. *Initiate mentoring relationships to guide and inspire young talent*

3 Engage employees through creative means to beget innovation

A. *Understand unique needs and personalise the employee experience accordingly*

B. *Create an environment that encourages innovation and stimulates passion*

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Summary of key findings

New areas of work and roles emerging from opportunities for growth

2b

As the hotel industry responds to trends and evolves towards the Hotel of Tomorrow, new areas of work are emerging to support priorities in sustainability, technology transformation, and place-making. Accordingly, hoteliers must begin strategically investing in such capabilities by securing talent with the necessary expertise to generate growth and value in these areas.

These emerging areas of work may take the form of several specialised and general job roles. When hotels first initiate efforts across these new priorities, generalist roles may be assigned to existing employees or carried out collectively by a taskforce. However, as hotels advance their sustainability, technology, and place-making practices, specialist roles may be required to lead the business in these areas and bring them to maturity.

3 EMERGING AREAS OF WORK AND 9 EMERGING ROLES

Hotels looking to further their pursuit of sustainability and implement cohesive initiatives across all operations	Hotels looking to harness the power of data and embed it into strategic and everyday decision-making	Hotels looking to establish themselves as integrators offering memorable and uniquely tailored experiences
The Conscious Creator Create sustainable concepts and experiences that are at the frontier of sustainability, that also makes business sense	**The Hyper-Technologist** Develop guest-centric experiences enabled by data-driven and innovative technologies, blending the digital and physical realms	**The Imaginative Curator** Thoughtfully curate experiences that are in harmony with its precinct, for guests to interact meaningfully with culture and community
Sustainability Specialist[1]	Business Intelligence Analyst[1]	Community Partnerships Manager[1]
Sustainability Advocate	Technology and Innovation Strategist[1]	Place Maker[1]
	Digital Advocate	Wellness Concierge[1]
		Wellness Advocate

Legend: Generalist | Specialist

[1]These roles are emerging in response to trends and new capabilities required by the industry. The decision to incorporate these roles will depend on the type of hotel, its size, scale of operations and business priorities. As such, hotels will need to determine the capabilities needed by their business, as well as weigh strategic priorities and people strategies, before deciding to create these new roles.

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Summary of key findings

The impact of trends and technologies on existing roles

3a

At the same time, existing job roles within the hotel industry are also undergoing changes. This study examined the impact of trends and technologies on 87 job roles[1] and their respective tasks and skills to identify the extent of these changes over the next one to three years, and the solutions required to manage them.

IMPACT ASSESSMENT OF 87 EXISTING JOB ROLES[1]

7
job roles will experience **extensive job redesign**

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

Examples

SALES COORDINATOR / CATERING SALES COORDINATOR	**~ 77%** of tasks will be either replaced or augmented by technology	Job holders will be freed up to handle and resolve complex escalated client queries and initiate improvements for services and processes
RESERVATIONS OFFICER / RESERVATIONS AGENT	**~ 70%** of tasks will be either replaced or augmented by technology	Job holders will be freed up to build relationships with customers and other stakeholders and provide targeted recommendations and upselling
HOUSEKEEPING COORDINATOR	**~ 56%** of tasks will be either replaced or augmented by technology	Job holders will be freed up to perform higher value-added tasks such as coaching team members and engaging with guests to deliver service

33
job roles will experience **moderate job redesign**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks.

ENGINEER / SUPERVISOR	**~ 46%** of tasks will be either replaced or augmented by technology	Job holders will need to utilise technologies in the assigning tasks to team members, as well as monitoring equipment and systems performance to pre-empt potential malfunctions
ASSISTANT HOUSEKEEPER / ASSISTANT HOUSEKEEPING MANAGER / HOUSEKEEPING SUPERVISOR	**~ 39%** of tasks will be either replaced or augmented by technology	Job holders will need to utilise technologies to track availability and performance of teams, monitor turnover of rooms for housekeeping efficiency, and analyse guest data

47
job roles require upskilling

A minimal proportion of the job tasks will be impacted by technology and trends. Job tasks continue to have a high dependence on human intervention. While current skills remain relevant to the role, upskilling is needed for job holders to keep abreast of trends and developments in the industry.

On average, 12% of tasks in each role will be augmented by technology

Although these job roles continue to deliver existing outcomes, hotels should explore inventive solutions to reconfigure current ways of working. See next page for more details.

[1]The 87 job roles have been based on the Skills Framework (SFw) for Hotel and Accommodation Services, with reference from SFw for Environmental Services, Engineering Services, Food Services, Security and Tourism. Please refer to the Career Map on *Page 61* for a summary of job role impact.

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Summary of key findings

Other job redesign possibilities in response to business challenges

3b

In addition to addressing the impact of technology and trends on existing roles, hotels have, and should continue to explore solutions to creatively redesign jobs in response to other pressures, such as the need to improve organisational efficiency and staffing agility, better retain employees, or better attract workers in a talent-scarce environment.

As hotels explore different permutations of organising jobs more effectively, leaders should also ensure that salaries are adjusted to be commensurate with enlarged responsibilities. Hotels are strongly recommended to remunerate job roles within functions that are adjacent to Progressive Wage Model (PWM) sectors, such as Cleaning, Food Services, and Security, at an equal or higher level in order to be equitable and competitive paymasters.

JOB ROLES WITH POTENTIAL FOR STACKING[1]

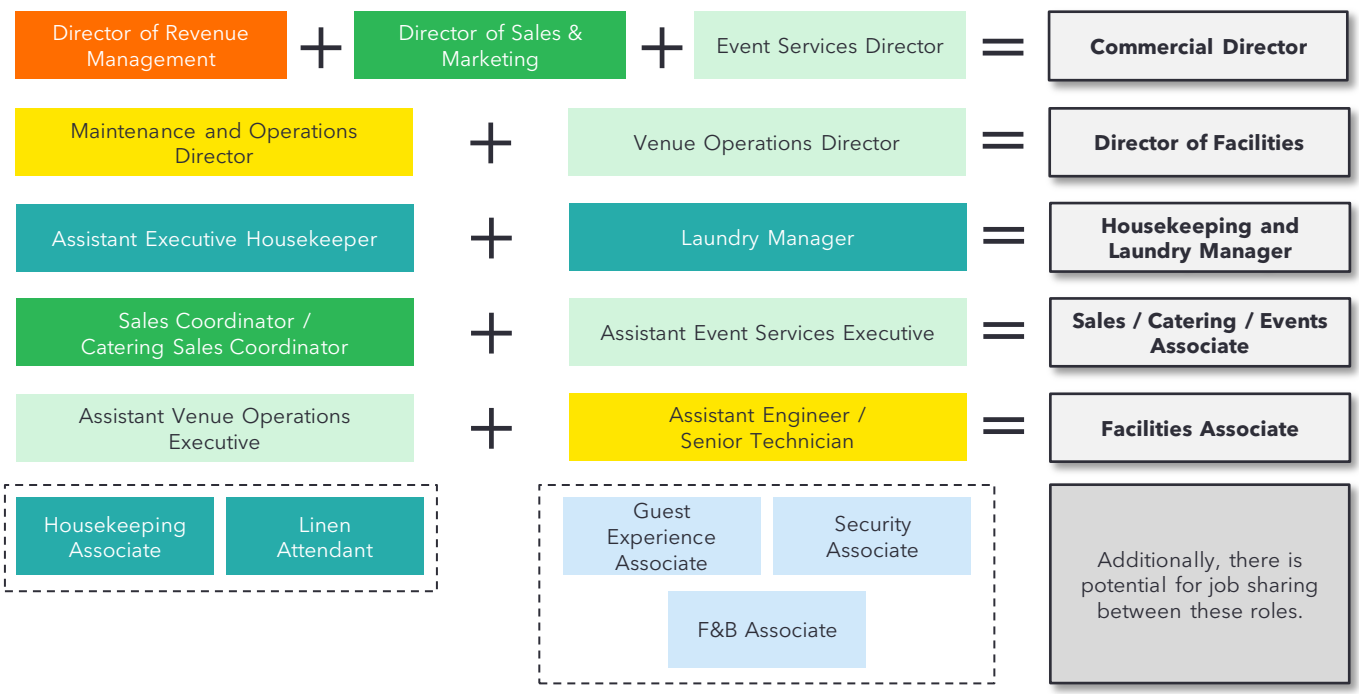
Horizontal job composites

Stacking of roles at the same level, either within the same function or across functions.

This solution supports the creation of a leaner organisation and improves staffing agility as job holders are equipped to assume a variety of cross-functional responsibilities.

However, hotel leaders must ensure that the scope of such 'hybrid' roles are well-calibrated and complemented by work-life balance practices to prevent employee burn-out.

Examples (non-exhaustive)



[1]These roles have been identified based on insights from industry engagements. The decision to stack these roles will depend on the type of hotel, its size, scale of operations, and business priorities | [2]Roles within functions that are adjacent to Progressive Wage Model (PWM) sectors. Hotels are strongly recommended to match or exceed respective PWM guidelines in revising salary levels for these enlarged roles.

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Summary of key findings

Other job redesign possibilities in response to business challenges

JOB ROLES WITH POTENTIAL FOR STACKING[1] (CONT'D)

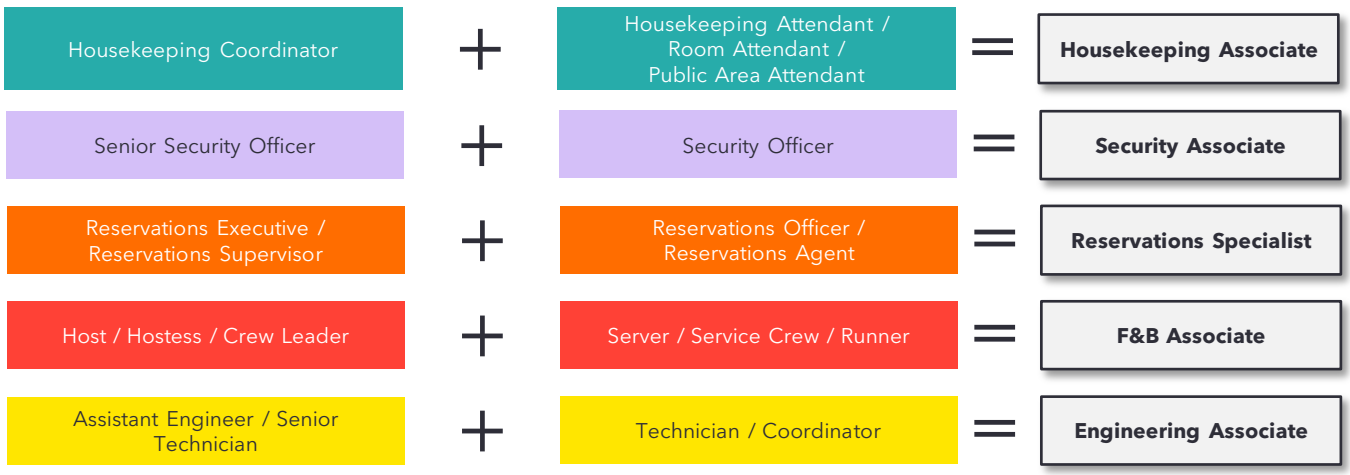
Vertical job composites

Stacking of roles with roles at a higher level within the same function.

In addition to supporting the creation of a leaner organisation, vertical stacking of rank-and-file and supervisory roles generates opportunities for employees to take on leadership responsibilities and improves the hotel's ability to attract, retain, and develop talent.

Hotel leaders must ensure that sufficient guidance and support is provided to employees in these roles to ensure their success in handling leadership responsibilities.

Examples (non-exhaustive)



Note: As hotels explore different permutations of organising jobs more effectively, leaders should also ensure that salaries are adjusted to be commensurate with enlarged responsibilities. Hotels are strongly recommended to remunerate job roles within functions that are adjacent to Progressive Wage Model (PWM) sectors, such as Cleaning, Food Services, and Security, and other comparable/competing industries at an equal or higher level in order to be equitable and competitive paymasters.

[1]These roles have been identified based on insights from industry engagements. The decision to stack these roles will depend on the type of hotel, its size, scale of operations, and business priorities | [2]Roles within functions that are adjacent to Progressive Wage Model (PWM) sectors. Hotels are strongly recommended to match or exceed respective PWM guidelines in revising salary levels for these enlarged roles.

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Summary of key findings

Overview of required future skills and competencies

4

Upskilling and reskilling are essential enablers to workforce transformation. As business leaders reconfigure jobs to drive growth, innovation, and productivity, they will need to anticipate future skills and equip workers with the right capabilities and mindsets to adapt to and thrive in new ways of working.

IN-DEMAND[1] AND FUTURE SKILLS REQUIRED BY THE INDUSTRY

In-demand and future Technical Skills and Competencies (TSCs)[2] and Critical Core Skills (CCSs)[2] were identified through industry engagements with hoteliers and educators.

Hospitality and Business Management	Sustainability and ESG	Technology and Innovation	Organisational and People Leadership
Asset Management*	Carbon Footprint Management*	Consumer Intelligence Analysis*	Leadership Development*
Business Environment Analysis*	Environmental Protection Management*	Lean Management for Hospitality **(NEW)**	Strategy Development*
Business Needs Analysis*	Environment and Social Governance*	Placemaking for Hospitality **(NEW)**	Succession Planning*
	Green Facilities Management*	Product, Content and Experience Performance Management*	
		Stakeholder Management*	
		Technology Scanning*	

16
In-demand and future TSCs

While most, if not all pre-defined CCSs for each job role will remain relevant for the hotel workforce, the top 8 in-demand CCSs across all job roles, regardless of level and function, include the following skills.

Adaptability	Collaboration	Communication	Creative Thinking
Customer Orientation	Digital Fluency	Learning Agility	Problem Solving

15
In-demand CCSs

[1]In-demand skills are differentiated skills that allow a job holder to excel within his/her role and are highly sought-after by employers in the industry. Skills denoted as (NEW) are future skills that the hotel industry may not currently demand but are expected to be critical for the future economy, in accordance with industry strategies. These skills are in addition to skills already captured within the relevant Skills Frameworks for in-scope job roles. Skills denoted by an asterisk (*) are not listed in the Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws. Skills denoted by an arrow (^) are found in SFw for HAS but may require an expansion in proficiency levels or updates to descriptions, knowledge, and abilities. |
[2]Nomenclature of Technical Skills and Competencies (TSCs) and Critical Core Skills (CCSs) are derived from SkillsFuture Singapore's SFws.

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Summary of key findings

Recommendations for the way forward

5

Finally, to mitigate ongoing challenges, remain competitive, and seize economic opportunities in recovery, hotels and other key stakeholders within the hotel industry will need to collaborate closely in adopting three strategic thrusts to adapt businesses, delight guests, and uplift the workforce.

Adapting Businesses
Reinventing 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

The following recommendations outline plausible ways that key stakeholders within the industry can work together to propel Singapore's hotel industry forward.

FOR **HOTELS**

Identify future-forward technology priorities and build digital capabilities to realise the Hotel of Tomorrow	• **Advance beyond baseline, standalone solutions and towards the next phase of innovation** by scaling implementation of piloted technology solutions as well as driving integration of front-of-house and back-of-house systems and analytics to enable connected, intelligent, and data-driven operations • **Build capabilities to accelerate digital transformation** and drive the development and pilot of proof-of-concept solutions to address critical industry challenges • **Develop digital transformation roadmaps** to establish clarity around business needs, suitable technologies, adoption strategies, and obtain buy-in from key stakeholders such as owners, brand operators and investors
Modify existing organisational structures, operating models, and discover new revenue streams to fortify businesses	• **Adapt organisational structures to enhance ways of working**, such as removing silos drawn along traditional functional lines and creating more fluid reporting structures to encourage collaboration and increase agility • **Evaluate current operating models with a focus on business continuity and resilience** by developing manpower-lean structures, leveraging alternative sources of talent, streamlining service and business processes, and exploring new service norms • **Diversify existing revenue streams further** to generate non-core and ancillary revenues that optimise the hotel's resources and space, as well as increase the reach of the hotel's brand

Legend: Adapting Businesses | Delighting Guests | Uplifting the Workforce

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Summary of key findings

Recommendations for the way forward

FOR **HOTELS** CONTINUED

Ally with ecosystem and cross-sector players to innovate and rejuvenate the industry	• **Forge strong partnerships with other players in the wider tourism industry** to innovate experiences, co-develop solutions, and differentiate themselves to remain relevant and thrive in a competitive landscape • **Refine brand values in alignment with business goals, desired societal impact, and the brand's broader purpose** to better connect with business partners, guests, and employees • **Recast the image of hospitality as a career of choice** by generating awareness of the innovation as well as technology advancements within the industry and partnering closely with education institutions to enhance industry marketing and branding efforts
Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce	• **Redesign jobs in parallel with transformation efforts** to build an agile workforce, maximise productivity, and remain competitive in the long run • **Offer opportunities to alternative sources of talent** by segmenting job roles and allowing casual workers to take up simpler tasks, or incorporating age-friendly considerations to accommodate re-employed mature workers • **Tailor working conditions, career pathways, and developmental opportunities** according to each employee's unique needs • **Redesign careers by offering pathways** beyond the typical vertical pathways and offer cross-functional, multi-location progression to help employees build a rich career portfolio and sustain their interest in the industry
Map out in-demand competencies across all jobs and launch upskilling efforts to future-proof the workforce	• **Keep abreast of in-demand and emerging capabilities for the digital and green economy**, especially as hotels accelerate digital transformation, technology adoption, and sustainable practices • **Tailor learning experiences and use innovative methods** to facilitate a smooth learning process and pave the way for future learning • **Leverage existing initiatives by government agencies and sectoral associations** to support efforts to upskill the workforce
Refresh Employee Value Proposition (EVP) and elevate existing human capital practices to improve abilities in attracting and retaining talent	• **Actively define and differentiate employer branding** and Employee Value Proposition (EVP) to better attract and retain talent • **Identify suitable channels and avenues to actively communicate the EVP**, such as through education institutions, company websites, and/or social media platforms • **Each hotel should highlight unique strengths** – smaller or independent hotels may wish to highlight their lean and agile organisation structures, offering wide exposure to hotel operations and opportunities to be involved in business transformation and innovation, while larger groups may wish to highlight established career pathways and international networks • **Irrespective of segment or size, hotels must take active steps to align and integrate HR policies and practices with their EVP** to create a consistent yet differentiated message on the benefits of employment

Legend Adapting Businesses | Delighting Guests | Uplifting the Workforce

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Summary of key findings

Recommendations for the way forward

FOR **INDIVIDUALS**

Adopt a lifelong learning mindset and proactively acquire new skills to enhance employability	• **Recognise the dynamic and fluid nature of hospitality work and and be prepared to step out of comfort zones** and defined roles to deliver exceptional guest service • **Be proactive in charting personal professional development –** take the initiative and actively seek feedback and opportunities to learn and develop current and future skills • **Keep up to date with new technology tools and ways of working**, as well as acquire in-demand Technical Skills and Competencies and/or Critical Core Skills to differentiate themselves as future-ready employees • **Stay abreast of changes within the industry and anticipate how jobs may change** to better identify the right learning opportunities that can prepare them to take on new or modified job tasks, or even the next level of their careers

FOR **EDUCATION INSTITUTIONS**

Actively market and champion the hotel industry as an industry and career of choice to past, present, and future cohorts	• **Expand and intensify career services to offer personalised career advisory, coaching, as well as counselling sessions** and help students visualise and identify career goals and raise awareness of the various career pathways and developmental opportunities available in the hotel industry • **Highlight emerging areas of work that present exciting career opportunities to students from both hospitality and non-hospitality disciplines**, such as in data analytics and business intelligence, place-making and experience creation, as well as sustainability, • **Include graduated students in Career Services Centres' target audience** to keep them informed of the industry and hiring landscape, and channel them to hotels to offset leakage of fresh graduates
Review and update internship models to facilitate effective transfer of knowledge and skills	• **Ensure that internship programmes detail clear deliverables and learning milestones** for the students that touch on a range of subject matters and functions, allowing the student to master course content and apply it to real-life situations • **Pilot different models and frequencies of internships** to allow students to hone their skills and build familiarity in the industry across guest-facing activities, back-end operations, and corporate services • **Work closely with hotels to facilitate a smooth transition from the classroom to the workplace** and secure a fruitful internship that provides holistic exposure to the inner workings of a hotel

Legend Adapting Businesses | Delighting Guests | Uplifting the Workforce

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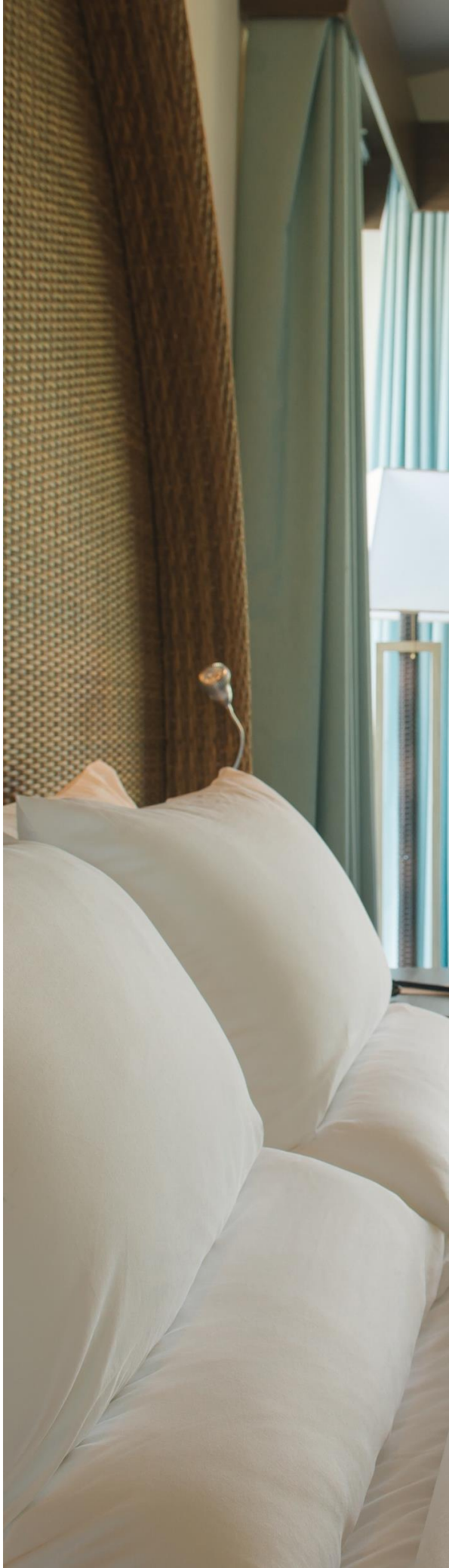
Singapore's Hotel Landscape

The first section of this report explores the current state, trends, and challenges of the hotel industry impacting hotel jobs and skills.



Singapore's hotel landscape

Trends, challenges, and responses

MEGATRENDS AT PLAY

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

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

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

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

In addition, COVID-19 continues to exert a compounding effect on industry challenges

COVID-19 has presented major obstacles to the industry in the form of border restrictions, slower business recovery, heightened regulations on health and safety, and restricted labour supply, hastening the need for hotels to mitigate challenges and discover fresh opportunities.

CHALLENGES FACED AND RESPONSES REQUIRED

Increasing need for operational efficiency

To outpace local and regional competition, differentiate themselves in a saturated market, and remain relevant in the long run, hotels will need to continue to leverage technological advancements to improve efficiency and productivity, and adapt its strategies in the pandemic era.

Evolving consumer preferences

With the growth of the experience economy, consumers prefer more personalised messaging in marketing and experience. Consumers will also increasingly turn to unique and authentic experiences moving forward; hotels will need to be prepared to differentiate their service offerings to cater to individual needs.

Changing demands of the workforce

The workforce of the future is characterised by an increasingly diverse profile of employees with different needs, expectations, and life goals. Hoteliers will need to keep pace of the changing demands of their workforce by adapting ways of working, enhancing human capital practices, and redefining strategies to develop and manage talent.

ENABLED BY

Accelerated technology adoption

Shift in operating models

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Megatrends at play in Singapore's hotel industry

GUEST PREFERENCES

1 Technology-enhanced guest experiences

With the rise of digital natives and more digitally-savvy guests, hotels are accelerating technology adoption to provide seamless guest experiences that complement each hotels' brand promise.

2 Sustainability tourism

The segment of eco-conscious travellers is set to grow, with factors such as hotels' environmental actions, sustainability claims and certifications exerting more influence in booking decisions.

3 Hybrid travel

Remote working and the resurgence of work travel have contributed to the quick recovery of the business travel segment. Specifically, hotels see increasing demand for 'bleisure' trips and 'workcations' – guests blending professional and personal travel.

4 Wellness tourism

Post-pandemic, wellness tourism is expected to flourish as greater emphasis is placed on health and physical well-being. As a result, hotels are renewing efforts to differentiate themselves in this area.

5 Domestic tourism

During the pandemic, hotels saw an influx of domestic guests seeking a quick local getaway in lieu of overseas vacations. While the volume of staycations are expected to decrease as international travel resumes, hotels continue to tap on the local market with additional offerings such as co-working spaces and new restaurant concepts.

SUSTAINABILITY

1 Integrating sustainability technologies into new properties and retrofits

Rising energy costs across the globe are impacting the hotel industry, exponentially increasing the cost of energy prices across properties. With the cost of energy expected to remain high for the foreseeable future, hotels that invest in sustainable technologies will be in a stronger position to thrive in the long run

2 Sustainability as a key pillar in hotels' overarching strategy

More hotels are future-proofing its investments with sustainable operations in line with the wider tourism sector's concerted efforts and commitment in achieving carbon neutrality.

3 Increase value and validation through certifications

Certifications demonstrate the hotels' sustainability commitment and set standards which can in turn create more consistent conventions for the hotel industry. These certifications will also go a long way in increasing the overall asset value of the building and enhance the hotel's reputation to attract more guests.

4 Communicate sustainability goals and actions

Business and individual travellers are looking for greater transparency in a hotel's sustainability agenda and actions to inform their decisions. Businesses are increasing scrutiny on sustainability during procurement request for proposals (RFPs) and partnerships with hotel companies.

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Megatrends at play in Singapore's hotel industry

COMPETITIVE INDUSTRY LANDSCAPE

1 **Differentiating Singapore as a destination of choice**

With the resumption of post-pandemic travel, Singapore will need to reinvigorate and renew branding efforts to differentiate itself as a destination of choice against regional and global competitors. Hotels must continue to partner with the wider tourism sector and local ecosystem players to innovate new concepts and spotlight the nation's unique characteristics.

2 **Reinforcing guest relationships**

Hotels are increasingly developing and strengthening their relationships with B2C and B2B customers as well as suppliers to drive direct bookings to its corporate site and loyalty program to defend its market share from Online Travel Agents (OTAs) and travel aggregators.

3 **Increasing competition for labour within and across industries**

Staffing challenges continue to hamper the return to normalcy in the global hotel industry. Most hotels are understaffed, with many unable to fill open positions despite aggressive recruitment, especially for operational roles. As the industry recovers, rebuilding the hospitality talent pool will be critical to the hotel's long-term ability to operate and delight guests.

WORKFORCE DEMOGRAPHICS AND EMPLOYEE PREFERENCES

1 **Ageing workforce**

Entry-level positions in operational functions tend to be held by mature workers, which may be unsustainable in the long run as tasks are often labour-intensive and onerous for older workers. While hotels have adopted technologies to augment manual tasks, such as automating rooms assignments, laundry carts, linen sorting, and vacuuming, technology does not completely replace the need for physical effort.

2 **Preference for purpose-driven work**

Employees, especially those belonging to younger generations, place increasing emphasis on ensuring that they personally identify with the values held by their employers. Employees also expect their jobs to bring a significant sense of purpose and are demanding greater autonomy at work.

3 **Leakage of talent into other industries**

Education institutions observe a pattern of leakage of students from hospitality courses. A large proportion of graduates choose to join other industries such as IT, Retail, Financial Services, or the gig economy upon graduation. Possible reasons include the lack of a structured and holistic internship experience and negative perceptions of jobs in the industry.

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Key challenges faced by hoteliers

1 Increasing need for operational efficiency

- Maintaining operational capacity and service standards given that hotels have not attained pre-COVID staffing levels
- Changing long-held legacies and mindsets to gain buy-in throughout the hotel to transform current modes of operations
- Finding technology that suits the requirements of each hotel's scale of operations, physical and IT infrastructure, and service model, that demonstrates sufficient potential to yield returns for the hotel
- Obtaining support from hotel management and owners in committing high initial investment costs required to adopt sustainability initiatives, retrofit the hotel to incorporate sustainability technologies, and update relevant systems on a continual basis

2 Evolving consumer preferences

- Rapidly evolving and growing complexity of guest preferences
- Increasing expectations of guests, including expectations for on-demand and personalised services
- Incorporating digital elements into the guest experience without comprising service standards or alienating less digitally savvy guests
- Maintaining service quality and appropriate price controls across multiple channels

3 Changing demands of the workforce

- Re-establishing hospitality as a career of choice to continue attracting talent into the industry
- Attracting and recruiting fresh talent into the industry, especially into hybrid or stacked roles that require cross-skilling
- Creatively tailoring engagement and retention approaches for various demographics of employees
- Keeping abreast of employee needs and preferences to offer suitable and equitable work arrangements or benefits

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Responses required to move forward

STRATEGIC THRUSTS

In response to both trends and challenges, hotels should focus on the following strategic thrusts to ensure business continuity and continue to delight guests. More details can be found in Section 5: Recommendations for the Way Forward.

1

Adapt Businesses

To ensure agility in responding to and mitigating challenges, hotels should…

- **Champion digital transformation**: Hoteliers must keep abreast of technology trends and should be able to evaluate the suitability of technology solutions and articulate business case requirements for technology adoption.
- **Remain agile and take pre-emptive steps to prepare for possible large-scale travel disruptions:** Hotels will need to creatively pivot and adapt business, operating and staffing models in response to changes in the market to stay resilient in the face of future crisis.
- **Push towards adopting sustainable practices:** Hotels must engage with relevant leaders and stakeholders as well as equip leaders with the necessary knowledge and skillsets to evaluate sustainability opportunities and assess the impact of environmental actions.

2

Delight Guests

To improve guest satisfaction and provide excellent service, hotels should…

- **Effortlessly traverse digital and physical platforms:** Hotels must leverage technology to build capabilities to detect and anticipate guest preferences to deliver excellent service.
- **Identify high-value interactions:** Hotels must streamline processes to allow employees to focus on creating impactful and meaningful relationships and experiences. Capabilities in distribution and revenue management, as well as engaging guests pre-stay will be essential to ensuring guest satisfaction.
- **Create meaningful and unique experiences:** Hotels will need to distill, or even re-imagine, their brand values in alignment with business goals, societal impact and the brand's broader purpose, and must be flexible in anticipating and responding to the needs of their audience.

3

Uplift the Workforce

To mitigate the challenges of the ongoing labour crunch, hotels should…

- **Develop manpower-lean business models and re-evaluate human capital levers:** To ensure long-term sustainability, hotels should develop manpower-lean business models and re-evaluate human capital levers to attract, reward and retain employees.
- **Upskill employees and enhance the employee experience:** Hotels will need to upskill employees, particularly in digital fluency, tech adoption and usage, as well as adapt to changing employee preferences which include employee engagement and development.
- **Enhance industry marketing and branding efforts:** Hotels need to partner closely with other ecosystem players such as agencies, associations and institutes of education to enhance industry marketing and branding efforts to enhance sector appeal and attract fresh local talent into the industry.

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Enablers required to move forward

ENABLERS

As hotels embrace and act upon strategic thrusts, they will also need to leverage two main enablers to fast-track business growth and performance.

Accelerated technology adoption

To increase operational efficiency and further innovation, hotels should adopt technology to:

- **Address guest's growing concerns for heightened health and hygiene** concerns arising from the pandemic
- **Improve efficiency of hotel operations** to include the use of enterprise systems to ensure **seamless integration of customer touchpoints and operational data**, as well as **automation of routine back-of-house tasks**
- **Enhance the guest experience** and delight guests through **self-service tools** such as self-check-in kiosks, mobile apps
- **Alleviate manpower shortages** by **augmenting labour-intensive tasks**, such as using robots for public area cleaning, transport of supplies and food and beverage service
- Reduce their environmental impact and operating costs using **green and clean technologies**, as well as for the **tracking and measurement of carbon emissions** to reduce energy consumption on property

Technology enablers include

- Artificial Intelligence
- Augmented Reality / Virtual Reality
- Biometrics
- Bluetooth / RFID
- Data Analytics
- Enterprise Systems
- Internet of Things
- Robotics & Automation

Shift in operating models

To remain resilient in the face of future disruptions and prepare the hotel to navigate the evolving business environment, hotels should:

- **Centralise corporate and business support functions**, as well as emerging areas of work such as Sustainability and Wellness, to achieve synergy and harmonised execution across all properties under the brand
- **Stack roles or even functions** into multi-skilled roles to perform a range of duties and improve the business' ability to respond to operational and manpower fluctuations while creating higher-value jobs
- **Diversify revenue streams** through partnerships with ecosystem players to **co-develop and innovate business strategies** and service offerings to capture new customer segments ad drive post-pandemic growth

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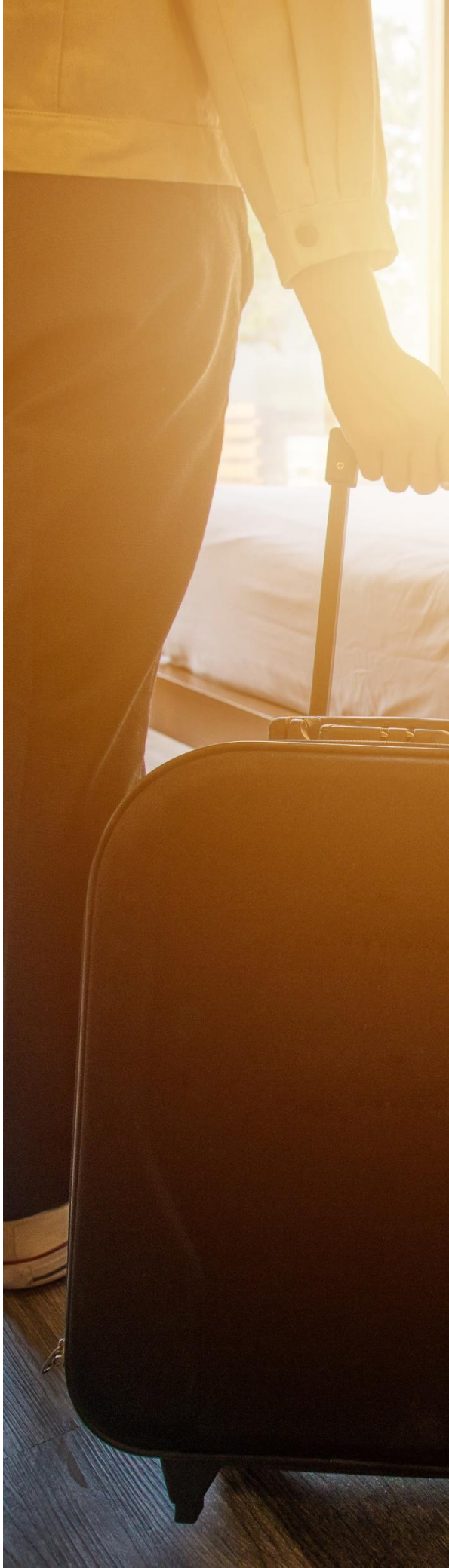
The Future of Hotels in Singapore

The second section of this report explores the Hotel of Tomorrow from both guests' and employees' perspectives.

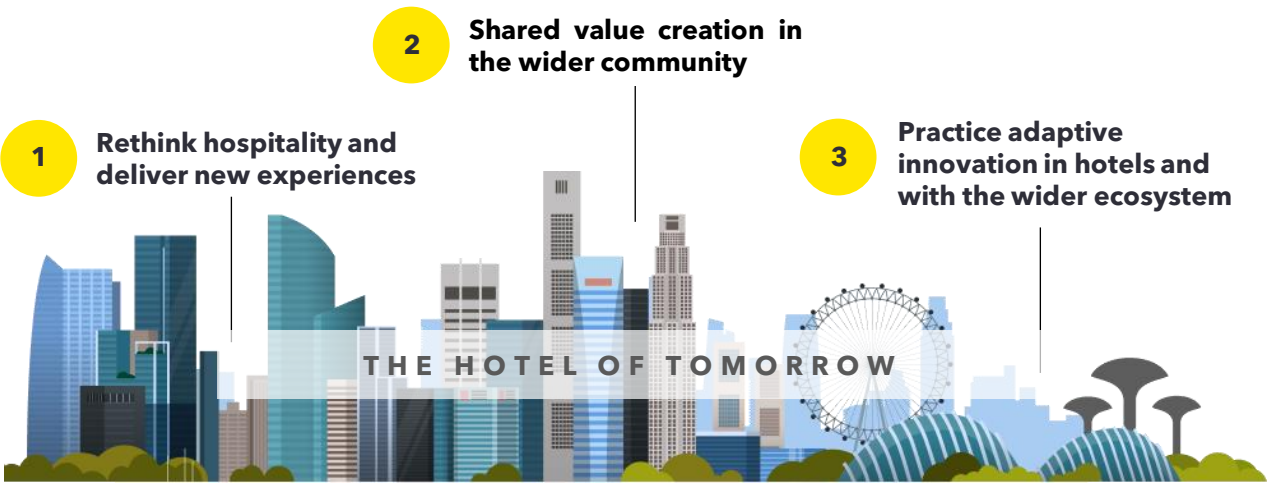


What is the Hotel of Tomorrow and how was it derived?

Jointly envisioned by hoteliers and educators in Singapore's Hotel industry

Through a combination of industry engagements, hotel guest engagements, research on global trends, as well as Singapore's overarching industry transformation strategy, the study first derived a hypothesis of various ideas that could constitute the Hotel of Tomorrow.

These ideas were then presented to 40 of Singapore's industry experts from hotels and education institutions to inspire the envisioning process. Following two Envisioning Workshops, three key principles for the Hotel of Tomorrow emerged:



The following pages capture specific themes and features of the Hotel of Tomorrow that are anchored on these principles.

While each hotel will undoubtedly own a distinct vision of its Hotel of Tomorrow, hotels are encouraged to adopt the themes and features presented in this section as they represent the industry's

- Recent transformation successes; and
- Views on how hotels can continue to transform in the light of ongoing trends and technological advancements.

Executed well, the Hotel of Tomorrow will place hotels in good standing to deliver exceptional guest experience, enable productivity and growth through innovation, and enhance the employee experience, thereby enriching the overall image of the hotel industry in Singapore.

The Hotel of Tomorrow will be travellers' purpose of visit

GUIDING PRINCIPLES FOR THE HOTEL OF TOMORROW

A destination that draws guests, not just a place of accommodation

Concept-driven and design-led, incorporating key pillars such as sustainability, technology and placemaking across its ecosystem and value chain

Shifting from "value-add" to "value-creation" by revolutionising guest-centric experiences and turning supply-side constraints into opportunities

To achieve this, hotels will...

1 Rethink hospitality and deliver new experiences

Hotels will be challenged to do more than their traditional offerings, rethinking how they can create new opportunities of value creation through the enhancement of operating models and blending virtual and physical experiences to deliver immersive experiences.

A. Elevate purpose of visit beyond stays and physical
B. Delight in new ways, balancing high-tech and high-touch

2 Shared value creation in the wider community

Hotels will have a deeper sense of purpose in enriching the environment, social and economic wellbeing of their surrounding communities and have a strengthened sense of solidarity within the hotel industry through shared value creation.

A. Emphasise the sense of community and sustainability
B. Strengthen ties and cooperation across the industry

3 Practice adaptive innovation in hotels and with the wider ecosystem

Hotels will dynamically craft and adapt the guest experience utilising advanced technologies and facilitate a confluence of ecosystem players to drive innovation that benefits both the hotel industry and beyond.

A. Create guest experiences by dynamically predicting changing guest needs
B. Build a cross-industry hotel innovation ecosystem

1A.

1 2 3

Elevate the purpose of visit beyond stays and physical space

Rethink hospitality and deliver new experiences

Hotels will redefine themselves as having a broader purpose of visit by expanding beyond their traditional focus of overnight accommodation and leveraging virtual and physical spaces to connect existing and new segments of travelers and businesses. Hotels need to actively explore new and innovative business models and technologies that invite opportunities for partnerships that will drive sustainable growth for the property.

How this concept can be implemented in hotels…

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.

★ Hotels will **maximise the use of their physical space** and serve new purposes for local businesses and guests. For instance, hotels can explore **partnerships with local agricultural and urban farming organisations** to transform unutilised spaces into indoor vertical farms that can be in turn integrated into the hotel's supply chain to serve restaurants in the vicinity. **Surplus produce from the vertical farms can be sold** to local restaurants and supermarkets which will in turn serve as an **additional source of revenue** for hotels.

- Whilst hotels will continue to rely on their rooms as their main revenue source, hotels can consider **integrating retail into their value proposition**, aiming to optimise revenue per square meter and offer an immersive guest experience. For instance, hotels can **partner with local retailers or departmental stores to offer different room styles**, each decorated with the brand's signature furnishings and allowing guests to buy a piece of the hotel experience.

★ Hotels will consider **redesigning modular spaces and/or structures that are multi-purpose**, allowing hotels to market the same place to different segments of guests and businesses, depending on their needs – atrium or lobby spaces for curated art exhibitions, **self-contained, prefabricated units with retractable furnishings** that **dynamically adapt to changing guest needs**, allowing guests to exercise, dine, rest and work in the same room.

★ Hotels will utilise innovative technologies to go beyond the physical and delight guests with new digital experiences. By **blending ideas of digital twins and the metaverse**, hotels will deliver novel concepts that **allow guests to interact with the hotel and its surroundings** in an immersive environment. **Facilitated by virtual and augmented reality technologies,** guests will be inspired by what the hotel and destination has to offer as part of the booking and pre-trip planning process and connect with like-minded individuals on a journey of discovery through the virtual hotel.

★ Hotels will help elevate guest experiences across Singapore. Local and international guests will be encouraged to explore **specially curated local heritage and cultural attractions using digital aids** (i.e., augmented reality apps and smart glasses). These digital aids inspire a sense of exploration and use hologram and natural language processing (NLP) technologies to **layer on interactive information** and provide **multi-lingual support** for guests depending on their needs.

★ Nascent ideas

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1A.

1 2 3

Elevate the purpose of visit beyond stays and physical space

Rethink hospitality and deliver new experiences

Enablers required to deliver this concept...

People

To design and deliver immersive experiences to guests, hotel employees will need to be skilled in capabilities such the adoption and handling of digital tools. Employees in specialised digital or tech roles may need to be digitally fluent and possess a good knowledge and experience in the area of product development and experience curation. Employees in technical and/or skill-intensive roles such as in Engineering and Maintenance will need to keep abreast of leading trends and practices impacting the industry and ideate on innovation solutions to enhance the guest experience.

Process

There will be increased collaboration between guest-facing functions such as Front Office as well as Sales and Marketing to deliver personalised experiences tailored to unique guest needs. Hotels may also consider the creation of designated roles such as Community Partnerships Managers and Place Makers to proactively source for partnerships and cross-sector collaborations to co-develop new experiences and unique product and service offerings to attract new and existing guests. Depending on the scale of operations and the hotel's business priorities, there may also be opportunities to form taskforces, committees that are responsible for the ideation of innovative solutions to enhance the overall guest experience.

Technology

Technologies include but are not limited to Artificial Intelligence, Augmented Reality/Virtual Reality, Big Data, Blockchain, Internet of Things, Intelligent Automation.

What will this mean for guests?

- Guests increasingly view the hotel as the destination itself and are expecting more from hotels as their primary touch point. Guests want hotels to provide novel experiences whether it be within the hotel or outside of it, as their new-age 'travel concierge' who curates their journey.

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1B.

1 2 3

Delight in new ways, balancing high-tech and high-touch

Rethink hospitality and deliver new experiences

Hotels will enhance their human touchpoints to deliver more than just traditional service. At the same time, hotels will strategically embrace robots, intelligent automation, and smart technologies to serve guests and improve hotel operations, finding innovative ways to accomplish routine cognitive tasks and address manpower constraints while holding true to the essence of each hotel's definition of hospitality

How this concept can be implemented in hotels...

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.

★ Hotels will **identify and train an assembly of Ambassadors** who are **employees adept in social media tools and have a small following on social media** such as Instagram, Tik Tok, etc. These Ambassadors also possess a wealth of knowledge on local and cultural hotspots in Singapore, giving guests the insider view of attractions to explore and dining recommendations.

- In addition, Ambassadors will be responsible for **creative methods of guest engagement** that includes a **pre-trip consultation with guests** to understand their needs and personalising activities and programmes to reflect the cultural elements of the destination while considering their requirements. Guests stand to benefit from high-quality interactions and are also inspired to cultivate meaningful connections with the cultures they interact with.

★ Hotels will make their operations more **streamlined and efficient** by **automating key processes**. On the last day of guests' stay, smart technologies such as **Artificial Intelligence** and **facial recognition** will **automatically trigger the check-out process** when guests vacate the room thereby freeing the need for manual check-out. The use of **intelligent automation** and **smart technologies** will trigger a cascade of downstream activities to issue the invoice, prompt the booking of an airport shuttle and dispatch service robots to disinfect surfaces and perform general cleaning of the rooms in preparation for the next guest.

- Hotels will **proactively source and implement digital solutions** to enhance the overall guest experience. Attitudes towards in-person service and physical touchpoints have changed and guests **increasingly prefer the convenience and hygiene of low-touch technologies**. However, this shift to technology does not need to compromise on human connection. Technologies that enable enhanced communication – using personalised texting or video messaging – make it easier to reach help but require contact center capabilities to automate simple tasks and let staff handle more meaningful ones. In the room, voice assistance technology empower guests to do simple things like changing the temperature, or more complicated ones, like, making a lunch reservations at a recommended restaurant.

★ Nascent ideas

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1B.

1 2 3

Delight in new ways, balancing high-tech and high-touch

Rethink hospitality and deliver new experiences

Enablers required to deliver this concept...

People

To drive seamless guest experiences, employees directly involved in hotel operations such as Front Office, Food & Beverage and Housekeeping need to be familiar with the adoption and application of smart and intuitive technologies to provide instantaneous support to guests when required. Skills such as adaptability and agility will be required to pre-empt and anticipate guest needs.
Hotel Ambassadors who are required to interface with guests on a more personalised level typically possess knowledge and familiarity with social media tools and have good interpersonal and communication skills to develop and maintain relationships with new and existing guests.

Process

There will be increased collaboration between all hotel teams to ensure a seamless guest experience through all touchpoints in the guest journey. To deliver high-touch service to guests, hotels may consider the creation of designated roles that will be responsible for the design and development of personalised itineraries that cater to unique guests' needs. Hotels will also increasingly leverage smart technologies to better inform appropriate solutions and strategies to prioritise in-demand areas of improvement for the hotel.

Technology

Technologies include but are not limited to Artificial Intelligence, Internet of Things, Intelligent Automation.

What will this mean for guests?

- Guests are looking for more than service delivery from hotels. In the future, guests will have high-quality personal connections with hotel employees that make each stay unique and memorable. These exceptional interactions will be aided by automated service-delivery in other areas of the guest journey, giving guests personalised service that finds the right balance between technology and human touch.

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2A.

Emphasise the sense of community and sustainability

Shared value creation in the wider community

Hotels will act as advocates for their community, promoting local culture and enterprises, and actively working to create sustained value. Sustainability will encompass more than environmental priorities and encompass social and economic opportunities. By striving to be carbon negative and focusing on regeneration and restorative practices (e.g., upcycling), hotels reap economic savings and develop new revenue streams.

How this concept can be implemented in hotels…

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.

As a key driver towards Singapore's Green Plan 2030, hotels will **inspire and champion efforts beyond sustainability programs** and leading a shift towards **new products, supply chains and business models** that go from sustaining to regenerating the planet. Hotels can work collectively to leverage resources and capabilities and co-develop solutions to **generate new value** and **contribute to the circular economy** by upcycling old items into new items, donating surplus products to charities, converting food waste into compost for use in other hotels and garden centers, or processing food waste into animal feed to be sold to farms.

★ Hotels will use their platform to **promote and drive activities and experiences** that **support the environmental, social and economic aspects of the community**. Hotels can do this through **gamifying behaviours** through an integrated mobile application, giving **points or rebates** to guests who take on sustainable actions such as participating in regenerative urban farming, lending their skillsets to support community causes, or **promoting unique products** from small local businesses. Gamification can also extend beyond the hotel stay – inspiring guests to continue their good practices at home, and in turn, rewarding them with future rewards and benefits can be converted to credits for their future stay.

★ Hotels will proactively explore **collaborations with research agencies and schools** to crowdsource and **develop innovative solutions** that aim to **recycle waste into raw materials** which are in turn sold to manufacturing companies who produce end products that may include outdoor furniture, plastic shipping pallets, storage containers and bins.

★ 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**. Hotels can consider partnering with electric vehicle manufacturers and companies to install electric vehicle charging stations on its premises to serve locals in the vicinity and potentially uncover new guest engagement opportunities.

Hotels will **design physical spaces and infrastructure that take into consideration the community's needs**, harmoniously **blending hotel and public resources**. For example, an **open-concept lobby** that increases interaction and connection between the hotel and the wider community. This allows hotels to bring the community together and share space for locals and guests to interact, enabling guests to enjoy a deeper immersion into the destination.

★ New hotels will be more **intentional** in **planning hotel spaces** and **refining the guest flow** to allow guests to circulate smoothly between zones and create new opportunities for generating revenue. Some hotels have reworked the traditional zoning of a hotel through the installation of an underground passageway, connecting pedestrians to nearby retail shops and public transport and therefore encouraging locals and guests alike to use the communal spaces in the hotel.

★ Nascent ideas

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2A.

Emphasise the sense of community and sustainability

Shared value creation in the wider community

Enablers required to deliver this concept...

People	To support the hotel's sustainability agenda, all hotel employees need to keep abreast of trends and leading practices in sustainability and acquire skills in sustainability management to champion and execute sustainability initiatives. Guest-facing roles in Front Office and Food & Beverage will need to be familiar with concepts in placemaking to support the hotel's vision and goals to engage the wider community and deliver positive social impact. The hotel's engineering teams are also instrumental in supporting the hotel's efforts in driving energy efficiency and will be required to possess skills in green facilities management and familiar with the use of green technologies.
Process	Hotel teams need to work collectively to engage local communities, enterprises and guests to design and co-develop tailored experiences for guests. To scale some of these efforts, hotels may consider the creation of new roles in areas such as Community Partnerships, Placemaking and Sustainability.
Technology	Technologies include but are not limited to Artificial Intelligence, Green Technologies to track and monitor energy consumption.

What will this mean for guests?

- Hotel guests are increasingly conscious of the impact they have on society and the environment. Hotels will lead by example in demonstrating sustainable practices, encouraging guests to have the same mindset shift towards "light-touch" and socially conscious hospitality, inspiring them to adopt sustainable practices that lead to value creation.
- Guests will also feel welcomed to use hotels as their 'third place' (an extension of home, the 'first' place, and work, the 'second' space), and when doing so, explore the communities that hotels call home and causes important to them.

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2B.

Strengthen ties and cooperation across the industry

Shared value creation in the wider community

Hotels will work together to advance hospitality, sharing resources that help the industry scale up and develop. Focusing on such alignment and coordination is important to deliver a consistent guest experience and enable hotels to pursue opportunities more efficiently than if they were to operate alone.

How this concept can be implemented in hotels…

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.

- Hotels will form committees, coalitions, and **work together to set new standards for the hotel industry**. Collaborative efforts – often in the form of alliances – already encourage hotels to share best practices but will be even more transparent in the future and focused on solving challenges driven by data. **Collaboration will help solve key problems (e.g., supply constraints, energy consumption, operational pain points)** and extend to the local precinct level, helping design new practices to make all hotels more innovative and resilient.

★ Hotels will **leverage new sharing economy business models** to make their operations nimbler and more efficient. 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**. Functions that stand to benefit the most from this arrangement are those with baseline standards and not privy to sensitive information (e.g., Housekeeping, Cleaning Operations) and easily adapted from one hotel to another.

★ In addition, there is a huge potential for hotels to **build up a collection of services** (dining outlets, services, hotels) **in partnership with other hotels in the vicinity** to offer **subscription models "Hotel-as-a-Service"** to different communities, as well as business travellers who wish to experience a change in environment during their visits. Guests pay an **annual subscription fee which allows them to property-hop** around different hotels and access co-working spaces, hotel facilities, laundry and more.

- Hotels will **work together to deliver seamless experiences across Singapore**. For example, with the advent of digital concierges, a pooling of data on customer requests leads to an aggregated, more intelligent and effective AI concierge across Singapore. Such tools can help **recommend personalised itineraries** and **seamlessly guide guests from their hotel room to local attractions** such as natural parks, shopping centres and even places of interest in other hotels.

★ Nascent ideas

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2B.

Strengthen ties and cooperation across the industry

Shared value creation in the wider community

Enablers required to deliver this concept...

People	To promote Singapore as a destination of choice, employees will need to be skilled in capabilities such as storytelling, partnerships and possess a deep understanding of the hotel and destination's culture and heritage. Technology remains a key enabler in driving seamless experiences and enabling the aggregation of hotel services across Singapore therefore hotel employees will also be required to possess a good understanding and familiarity with digital tools and applications in order to effectively engage guests.
Process	Hotels need to explore ways to aggregate service and product offerings within and beyond the hospitality sector to create seamless guest experiences. To support these efforts, the hotel may consider hiring for specialised roles in partnerships management to proactively source and manage partnerships to drive growth for the industry.
Technology	Technologies include Artificial Intelligence, Intelligent Automation.

What will this mean for guests?

- Guests will view Singapore as a more attractive destination thanks to industry-wide efforts to innovate and elevate hotel standards. This cooperation will create a more cohesive and integrated hospitality experience.
- Guests will benefit from the new options and possibilities opened by the sharing economy and benefit from a wealth of information about hotel attractions and offerings across the island.

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3A.

1 2 3

Create guest experiences by dynamically predicting changing wants

Practice adaptive innovation in hotels and with the wider ecosystem

Hotels will lead cross-industry collaborations to bring about innovations that benefits to both hotel guests and society more broadly. Partnerships with local SMEs, technopreneurs, startups, and the government will enable the industry to develop new products and services that help diversify their revenue stream and serve new market segments.

How this concept can be implemented in hotels...

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.

★ Hotels will **dynamically adapt touchpoints to personalise guest journeys**. Shifting to a more **proactive personalisation model**, hotels will adapt key touchpoints based on guest data. **Wearable technologies capture and monitor a guest's vitals and wellness** while **making ambient adjustments** including light, audio, temperature and air quality. **Data collection will be transparent and permission-based**, with guests opting in to share such data for a more tailored experience. The data collected should also follow **strict data protection and security guidelines** to assure guests that their data will not be misused. Wearable technology can also be used for payments and help staff better distinguish unique guest preferences.

★ Hotels will **weave data and technology together to create unique physical spaces**. An **augmented reality overlay** accessed through **smart devices or wearables** enhances the guest experience by providing self-selected information, from weather and air quality updates to personalised recommendations on activities available in the hotel. Hotel rooms will be **decked in touchscreen surfaces, smart mirrors and facial recognition sensors** that react to guests' movements.

- In place of traditional wall-art, hotels will also incorporate **interactive wall spaces** that **function as information points**. Here guests can look up attractions, restaurants, and activities in the surrounding area or simply change the look and feel of their room from a sunny beach to a lush forest, based on their mood.

★ **AI and machine learning techniques** will continuously **validate guest recommendations** and **trigger specific actions based on changing data**. A guest travelling for business will be presented one version of the hotel website emphasising productivity features, whereas a family traveler will be prompted with child-friendly packages. For example, automatically blocking a family-friendly area in the breakfast restaurant when a known business traveler checks-in with their family.

★ Nascent ideas

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3A.

1 2 3

Create guest experiences by dynamically predicting changing wants

Practice adaptive innovation in hotels and with the wider ecosystem

Enablers required to deliver this concept...

People	To hyper-personalise guest experiences, hotel employees will need to be skilled in capabilities such as data analytics and visualisation, predictive analytics and experience curation. In addition, employees must be adept in leveraging data insights to tailor product and service offerings to anticipate guest needs.
Process	Hotels may consider the creation of designated roles in business intelligence and/or innovation teams to gather and analyse guest data and recommend appropriate solutions in order for hotels to anticipate and proactively meet guest expectations. Hotels can also then make better informed decisions on the enhancement of service delivery and product offerings to improve guest satisfaction.
Technology	Technologies include but are not limited to Artificial Intelligence, Data Analytics, Predictive Analytics.

What will this mean for guests?

- Personalisation is ubiquitous in guests' lives. Guests are expecting the same from their hotels and want to receive an experience unique to their preferences, without having to request for it. This experience is created throughout the guest journey and is not fixed on arrival.
- Hotels will proactively deliver differentiated experiences using data, with the extent of differentiation varying by the amount of data guests are willing to share.

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3B.

1 2 3

Build a cross-industry hotel innovation ecosystem

Practice adaptive innovation in hotels and with the wider ecosystem

Hotels will lead cross-industry collaborations to bring about innovations that benefits to both hotel guests and society more broadly. Partnerships with local SMEs, technopreneurs, startups, and the government will enable the industry to develop new products and services that help diversify their revenue stream and serve new market segments.

How this concept can be implemented in hotels…

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.

★ Hotels will help **present Singapore as an inspiring and futuristic destination**. The **vibrancy of innovation and cross-industry collaboration** will **inspire people to experience the future of hotels** in Singapore and contribute to its development through **local investments and knowledge transfer**. Inclusivity of different ideas is key, and **hotels will partner with young innovators-in-residence** to add fresh perspectives, inspire guests and staff, and test new concepts. By positioning hotels as the showcase of new ideas and things, Singapore's hotel industry will pivot from consuming to creating global hospitality trends.

★ Hotels will welcome opportunities to integrate with innovation partners. **Systems integration between Immigration & Checkpoints Authority's database and hotels** can allow data collected from guests on arrival at Changi Airport to be shared with hotels, negating the need for additional time spent at check-in in the hotel and delivering a seamless transit for guests. Data can also be shared with trusted vendors to help **better anticipate supply chain challenges**, **identify opportunities to reduce waste**, **or suggest new helpful products or services**.

★ Hotels will form **"Experiential Labs"** to **develop and testbed innovations**. This collaboration extends beyond the hotel **industry and brings in stakeholders from public sector, technology and entrepreneurial backgrounds** to address pain points with their creativity and ideas. **Hotel guests may opt-in to try the latest technologies** as part of their hotel experience. For example, guests may trial a new-age bed designed for better sleep, that comes with a built-in voice assistant to guide meditation exercises, while diffusing aromatherapy and producing ambient lighting. Hotels and their partners collect feedback and data from these guest experiences and improve them before they can sell the product to the general public. Individuals who do not frequent hotels will begin to see products and technologies that were developed by hotels in their day to day lives.

★ Nascent ideas

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3B.

1 2 3

Build a cross-industry hotel innovation ecosystem

Practice adaptive innovation in hotels and with the wider ecosystem

Enablers required to deliver this concept...

People	Fostering a culture of innovation should be of utmost priority to hotels. Employees should strengthen capabilities in collaboration, critical thinking and problem solving and possess a growth mindset to cultivate the spirit of innovation.
Process	Hotels that are more technologically mature may wish to create dedicated roles to ensure the organisation is at the forefront of innovation and productivity. To drive the hotel's digital transformation agenda, hotels must be prepared to integrate into agile teams and work in tandem with vendors and other hospitality partners to deliver guest-centric solutions.
Technology	Technologies include Artificial Intelligence and Intelligent Automation.

What will this mean for guests?

- Guests will go to hotels to experience the vanguard of innovation, experiencing technologies that are in development and may not have even hit the wider market. Guest experiences will also be transformed with cross-industry innovations.

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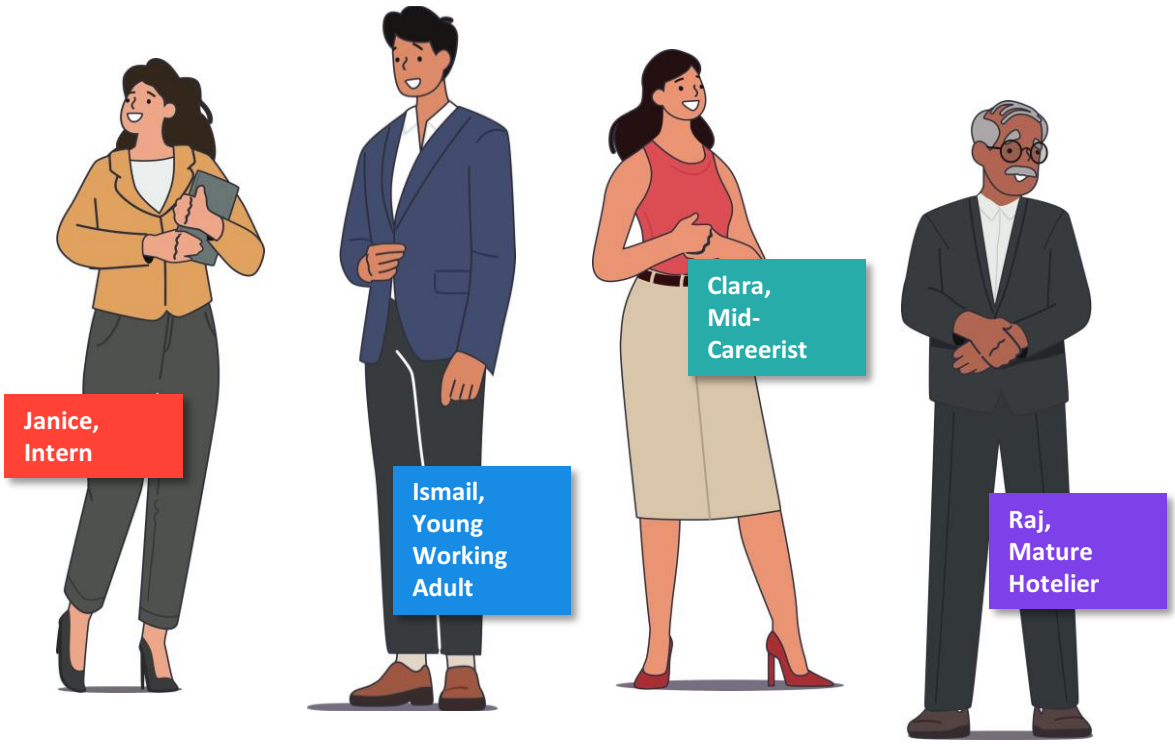
Our Hotel of Tomorrow Methodology

The Hotel of Tomorrow, as experienced by employees

Following the identification of the three themes, participants were encouraged to think of how Singapore's Hotel of Tomorrow impacts and shapes the future Employee Experience.

To facilitate the discussion, four employee personas were developed to enable participants to empathise with employees at different life stages and to identify impactful touchpoints throughout the employee journey. Together with their group members, participants ideated creative methods of enhancing the employee experience throughout the employee lifecycle (see below).

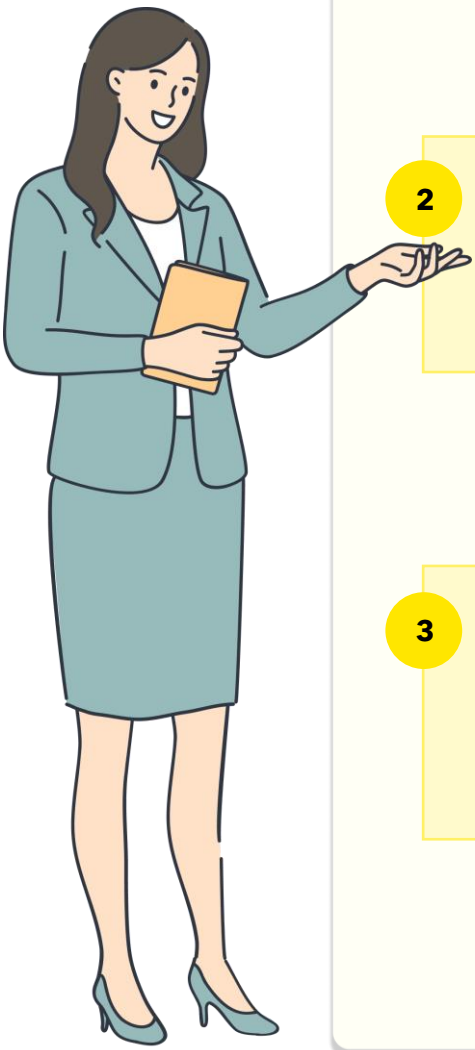


The employee lifecycle

Attract	Recruit	Onboard	Develop	Retain	Offboard
The very second a potential candidate is exposed to your employer brand.	The process and experience of how an individual goes from candidate to employee.	Helping employees understand and blend in with your corporate culture.	Equipping employees to get better in their roles through a variety of career development initiatives.	Keeping employees engaged and satisfied with relevant rewards, recognition, and programmes.	The process of what happens when an employee inevitably decides to move on.

Shaping the Hotel of Tomorrow experience for employees

GUIDING PRINCIPLES FOR THE HOTEL OF THE FUTURE



1 **Revitalise the hotelier's career trajectory**

Hotels will need to help potential and existing employees recast their perceptions of what a successful hotel career looks like, while updating working arrangements to reflect the changing needs of the workforce and promote healthy, long-term careers.

A. Design career portfolios, not just career pathways
B. Restructure working arrangements for sustainable, long-term employment

2 **Facilitate strong networks between and amongst employees**

Hotels will engender meaningful and enriching connections amongst staff that will positively impact employee wellbeing and foster organic growth of the talent pipeline.

A. Nurture a sense of community and belonging to promote employee wellbeing
B. Initiate mentoring relationships to guide and inspire young talent

3 **Engage employees through creative means to beget innovation**

Hotels will collaborate with staff to craft and personalise the employee experience, as well as bring about a culture of innovation and excitement that will enkindle employees' passion for hospitality

A. Understand unique needs and personalise the employee experience accordingly
B. Create an environment that encourages innovation and stimulates passion

1A.

1 2 3

Design career portfolios, not just career pathways

Revitalising the hotelier's career trajectory

In today's evolving work environment, employees themselves are looking outside of traditional linear career paths and progression and are looking to build a collection of work experiences and skills through job rotations across hotel operations. Crafting a career portfolio also reflects the nature of hospitality work, which is not siloed and provides employees with a clearer view of the career trajectory and opportunities available in the hotel industry.

How this concept can be implemented in hotels...

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.

- Customise professional and career development opportunities to each employee's career aspirations, motivations, and strengths, such as offering **job rotations across functions or geographies** to employees looking for **a change in environment and international exposure**, or lateral transfers to new departments should employees wish to pick up new skills sets (e.g., from Front Office to Sales & Marketing for aspiring digital marketers or social media enthusiasts).

★ Involve employees in **spearheading service innovation and improvement projects** by allowing them to **experience the hotel as a guest during a two-day hotel stay as part of their onboarding experience, then identify areas where the guest experience could be enhanced** and thereafter, developing and implementing solutions from end to end. These projects could contribute to the progression and elevation of employees' careers.

- 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** with less than a year of work experience. The program seeks to support trainees towards becoming **well-rounded professionals through a combination of on-the-job-training, rotational program as well as overseas assignments** over a period of 12-months, working across different business lines and functions to develop their careers.

★ Offer **micro career exposure opportunities** through the "**Experience Singapore" programme** which combines work and play – Hotels in Singapore will offer 12-month job opportunities for freshly graduated hospitality talents by **partnering with hotels and gourmet restaurants across the country** and allowing aspiring hospitality workers to **gain deeper insights into the local food and culture** and at the same time, **improve hospitality skills and knowledge.**

Impacted touchpoints in the employee experience...

Attract | **Recruit** | **Onboard** | **Develop** | **Retain** | **Offboard**

★ Nascent ideas

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1B.

1 2 3

Restructure working arrangements for sustainable, long-term employment

Revitalising the hotelier's career trajectory

Restructuring working arrangements in parallel to transformation efforts could open more opportunities to alternative sources of talent, such as gig workers who can take up simpler job tasks, or age-friendly work arrangements and job-sharing to accommodate the mature workforce. Hotels will need to continuously explore creative ways of working to cater to the lifestyles and needs of unique employees and by creating roles with more fluidity and autonomy to increase employee satisfaction.

How this concept can be implemented in hotels...

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.

- Allow for an **extent of personalisation in employment contracts** (in consultation with new joiner and relevant supervisors), such as creation of hybrid roles, offering flexible working arrangements, or flexible benefits to accommodate the professional and personal aspirations of employees.

★ Allow employees to **adjust their available working hours based on a shift bidding system** while **fulfilling a prescribed minimum number of hours** in a manner that suits their lifestyle preferences, such as shorter working weeks for employees who live outside of Singapore, or shorter days for working parents.

- Offer **Flexible Working Arrangements (FWA),** such as flexible time (such as compressed workdays, staggered hours, flexi-hours, employees' choice of days off), flexible location (such as work-from-anywhere, or work-from-home), or **flexible workload** (such as job sharing, part-time work, phased retirement, or weekend work) to **cater to the diverse lifestyle needs of employees** and tamper the perception of hospitality as an industry requiring round-the-clock work.

Impacted touchpoints in the employee experience...

★ Nascent ideas

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2A.

1 2 3

Nurture a sense of community and belonging to promote employee wellbeing

Facilitating strong networks between and amongst employees

Employees increasingly desire a sense of belonging at the workplace. A culture of social support also reinforces for employees that they are valued, and thus helps in the hotel's efforts and attract and retain people.

How this concept can be implemented in hotels...

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.

- Design a **structured and robust onboarding roadmap** for all new joiners, including interns, fresh graduate hires, mid-careerist hires, or mature hires, with **clear onboarding milestones and activities to ensure that new joiners are assimilated and well-integrated** into the hotel workforce, and develop an appreciation for the hotel's operations.

- 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.**

- **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.

★ **Redesign staff spaces to mirror hotel guest areas** (such as including more green spaces, rest lounges, shared working spaces, subsidised canteen and on-site gyms) to **improve staff well-being, morale, and boost productivity at work**

- Develop a **clear offboarding process to gather feedback** from employees through exit interviews and **identify areas of improvement for the employee experience**. Hotels should also create a pleasant offboarding experience for employees and view it as a chance to **turn former employees into lifelong advocates** for the hotel.

Impacted touchpoints in the employee experience...

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2B.

1 2 3

Initiate mentoring relationships to guide and inspire young talent

Facilitating strong networks between and amongst employees

Mentors play an important role in contributing to the career development of young employees, especially ones that are fresh out of school and new to the working world. Mentors offer advice from personal experience and knowledge and serve as a support structure to help their mentees realise their career goals and succeed in their roles. Both mentors and mentees stand to learn and grow from the relationships and promote the transfer of skills and knowledge in the organisation.

How this concept can be implemented in hotels...

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.

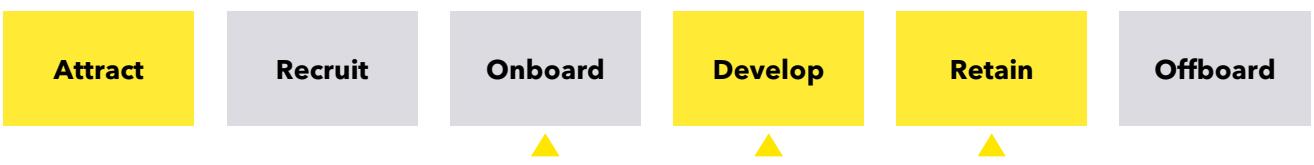
- Hotels will establish a **culture of mentoring** where older and more experienced employees act as "mentors" or "counsellors" to interns and fresh hires to **inspire and coach them**, as well as **share valuable know-how, skills**, and **inculcate the right service culture, values, and posture.**

- At the same time, younger workers should also be encouraged to take initiative in the mentoring relationship and **help older workers learn pick up new skills**, **particularly in the area of digital technology.**

- Hotels will establish a **buddy programme** where new joiners are assigned a "buddy" colleague, preferably similar in age, who will be responsible for welcoming the new joiner, showing them around the property, introducing them to the rest of the team, **conducting basic job familiarisation in their assigned work**, and answering any questions they may have during the onboarding period.

★ For interns, hotels will establish a **job shadowing programme**, allowing interns to "shadow" a seasoned employees for a week to **gain insight on his or her range of tasks** and develop a **better understanding of hotel operations.** Interns should also have a **balanced exposure to both corporate and operational roles** during their internship e.g., two months rotation across Housekeeping, Front Office and Food & Beverage departments and two months rotation across back-of-house functions such as Business Development, Sales & Marketing and Revenue Management & Distribution.

Impacted touchpoints in the employee experience...



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3A.

1 2 3

Understand unique needs and personalise the employee experience

Engaging employees through creative means to beget innovation

COVID-19 presented an opportunity for organisation to review the traditional workplace and rethink what makes a good employee experience. Hotels need to listen to its employees at each stage of the employee lifecycle, identify what matters most to them and create personalised, tailor-made experiences. By focusing on improving the employee experience, hotels stand to benefit from knock-on effects, not just to staff attrition rates but also guest experience and overall organisation profitability.

How this concept can be implemented in hotels...

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.

★ Leverage a **variety of hiring methods** and channels to **reach different segments and demographics of talent**. For instance, using lifestyle social media platforms like TikTok and Instagram to advertise and **gamify the attraction and application process for the younger workforce**, and using professional social media platforms like LinkedIn to reach experienced workers. In addition, as **remote and hybrid work is on the rise**, hotel recruiters can expand their talent pools and **look in more diverse and widespread areas** – this whole new world of opportunities requires a **new and personalised approach to recruitment**

★ Recognise **differences in learning preferences across employee demographics**, and **customise learning approaches**, such as offering self-paced, on-the-job learning for mature employees, and offering on-the-go, digital or gamified learning experiences to younger employees. Regardless of learning approaches, hotels should **evaluate learning effectiveness and reward employees accordingly** to acknowledge their proficiency in new skills

- **Tailor performance goals through measurable Key Performance Indicators and Behavioural Indicators** to guide employees on role expectations. In addition, hotels should **establish clear performance evaluation processes and strategies** to recognise and reward good performance through both monetary (such as performance bonuses, tips, and salary increments), as well as non-monetary means (such as recognition, time-off, learning opportunities)

Impacted touchpoints in the employee experience...

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3B.

1 2 3

Create an environment that encourages innovation and stimulates passion

Engaging employees through creative means to beget innovation

Hotel leaders and management should create a culture that encourages innovation and creativity at the workplace. Encouraging employees to think about unique solutions could potentially bring about cost savings, improved guest satisfaction, or even create new streams of revenue. Connections forged through collaboration also breaks down silos in the organisation as employees can interact with colleagues in different teams and gain an informed understanding of hotel operations.

How this concept can be implemented in hotels...

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.

★ Articulate a **clear Employee Value Proposition (EVP)** that **showcases the hotel's strengths as an employer**, such as working environment, community, benefits, leadership, career prospects, and opportunities available to employees. Use EVP assets such as success stories and **"Day in the Life of a Hotelier"** features to **illustrate the attractiveness of the hotel.**

★ **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.

- Ensure that **compensation and benefits are reviewed on a regular basis** and **benchmarked against appropriate comparators** within the industry or in adjacent industries to remain talent competitive. Compensation levels should be commensurate with employee's scope of work and level of expertise/skill.

- Ensure that **brand values are communicated and cascaded through all departments** within the hotel and establish internal processes and activities that **reflect the hotel's brand promise** to guest, such as implementing sustainability and Corporate Social Responsibility (CSR) initiatives for the office and staff.

- Collaborate with schools to organise tours and other events for students, such as competitions to create restaurant concepts and menus, new guest experiences, or other innovation and tech solutions to **build relationships with potential employees and generate excitement about working in the hotel industry.**

★ Establish an **interdisciplinary and international pool of interns** that **provides 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 e.g., food blogging, food styling.

Impacted touchpoints in the employee experience...

★ Nascent ideas

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Emerging areas of work

Through our engagements with the industry across **Executive Interviews**, **Focus Group Discussions**, and **Envisioning Workshops**, we identified **3 emerging areas of work** within the hotel industry.

The Conscious Creator

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

- Sustainability Specialist[1]
- Sustainability Advocate

The Hyper-Technologist

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

- Business Intelligence Analyst[1]
- Technology and Innovation Strategist[1]
- Digital Advocate

The Imaginative Curator

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

- Community Partnerships Manager[1]
- Place Maker[1]
- Wellness Concierge[1]
- Wellness Advocate

Legend: Generalist | Specialist

Emerging areas of work can be manifested in either generalist roles and/or specialist roles in a hotel:

- Generalist roles may already be fulfilled by existing employees and/or carried out collectively by a taskforce in hotels today, particularly for roles created on a project or ad-hoc basis. For example, the role of the Sustainability Champion could be performed by the Front Office Manager / Operations Manager who will organise and disseminate information about sustainable habits or by a cross-functional task force working together to design and deliver sustainable initiatives within the hotel.
- Specialist roles are typically performed by full-time employees responsible for established responsibilities that require deeper technical expertise. There may be a significant level of reskilling required for existing roles in the hotel industry to take up these specialist roles and further studies and qualifications may be required. Hotels may also consider hiring talent from outside of the hotel industry to fill these roles.

[1]More information on the job details of the specialist roles can be accessed by clicking on the job title. These roles are emerging in response to trends and new capabilities required by the industry. The decision to incorporate these roles will depend on the type of hotel, its size, scale of operations and business priorities. As such, hotels will need to determine the capabilities needed by their business, as well as weigh strategic priorities and people strategies, before deciding to create these new roles.

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Emerging areas of work

When emplacing emerging job roles, hotels should consider:

1. **Scope of responsibilities and span of control that job holders will be required to undertake.** The volume of activities and manpower involved will determine where a role is best situated to coordinate efforts in emerging areas. For example, a hotel chain may have one Sustainability Specialist orchestrating sustainability efforts for a zone of smaller to mid-sized hotels, while a larger independent hotel may have one assigned to oversee its lone property.
2. **The desired prominence of such expertise within the hotel, as required by the hotels' overarching business strategy.** For example, a hotel that aims to establish itself in placemaking may wish to designate a dedicated team for placemaking instead of emplacing the role within other functions such as Marketing or Front Office.
3. **The degree and frequency of 'closeness' that job holders are required to have with guests or other functional areas within the hotel.** For example, hotels intending to better incorporate wellness offerings into its services may wish to introduce Wellness Concierges to guest-facing teams such as Front Office, or perhaps even consider redesigning existing Front Office roles to take on wellness advisory responsibilities.

[1]More information on the job details of the specialist roles can be accessed by clicking on the job title. These roles are emerging in response to trends and new capabilities required by the industry. The decision to incorporate these roles will depend on the type of hotel, its size, scale of operations and business priorities. As such, hotels will need to determine the capabilities needed by their business, as well as weigh strategic priorities and people strategies, before deciding to create these new roles.

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Emerging areas of work

The Conscious Creator

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

The Conscious Creator is highly aware of the impact hotels have on the environment. Always up-to-date with leading trends, technologies and practices in the sustainability landscape, he or she strives to ensure hotels maximise revenue in an environmentally friendly fashion. In the hotel, he or she will seek to develop the hotel's sustainability roadmap, implement sustainability strategies, policies and initiatives to reduce the hotel's carbon footprint and oversee the tracking and reporting of sustainability indicators.

The following roles have been identified under this emerging area of work:

Sustainability Specialist[1]

- The Sustainability Specialist is responsible for evaluating sustainability standards and developing a sustainability roadmap for the hotel.
- He/she will help hotels drive long-term sustainability goals, improve ESG performance and deliver on sustainability goals.
- The job holder must be familiar with market trends, sustainable practices, sustainability indicators and carbon reporting protocol. He/she must be able to effectively translate sustainability efforts into increased business value and guest satisfaction.

Sustainability Advocate

- The Sustainability Advocate is responsible for organising and disseminating information pertaining to the hotel's sustainability strategy. He or she will instill sustainable habits in employees.
- He or she will also be the lead advocate for sustainability in the hotel, acting as a change champion when the hotel adopts new sustainability policies or energy-saving technologies, for instance, smart-lighting technology.
- This responsibility will be taken on as an additional task by an existing employee within the hotel.

Legend: Generalist | Specialist

[1]More information on the job details of the specialist roles can be accessed by clicking on the job title.

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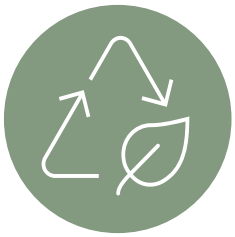
Emerging areas of work



Sustainability Specialist

Job Description

The Sustainability Specialist is responsible for evaluating sustainability standards and developing a sustainability roadmap for the hotel. He/she will help hotels drive long-term sustainability goals, improve ESG performance and deliver on sustainability goals. The job holder must be familiar with market trends, sustainable practices, sustainability indicators and carbon reporting protocol. He/she must be able to effectively translate sustainability efforts into increased business value and guest satisfaction.

Other Considerations

- Hotels looking to be at the forefront of sustainability in the hotel industry will require this role
- In full-service hotels and/or larger hotels, this role is more likely to be performed at full capacity by a dedicated headcount

Job Tasks

- Develop and promote overall corporate sustainability goals and direct sustainability initiatives in the hotel
- Evaluate sustainable trends, technologies and best practices and propose innovative solutions and/or energy-saving technologies to ensure hotel's compliance with sustainability standards
- Work with functional heads to educate teams on sustainability practices and strive to achieve key performance indicators
- Work with other departments, including Engineering & Maintenance, Business Development, Sales & Marketing teams to ideate and deliver sustainable initiatives and programmes
- Manage and track corporate sustainability goals and metrics, analyse data and produce regular reports to inform management decision-making

Technical Skills and Competencies (TSC) Required[1]

- Business Acumen*
- Carbon Footprint Management*
- Change Management
- Data Analytics
- Energy Management and Audit*
- Environmental and Social Governance*
- Environmental Sustainability Management

Critical Core Skills (CCSs) Required[1]

- Adaptability
- Communication
- Creative Thinking
- Problem Solving

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills not marked are available in SFw for HAS.

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Emerging areas of work

The Hyper-Technologist

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

The Hyper-Technologist is highly attuned to the competitive hotel landscape and is passionate about the ways in which technology can enrich the guest experience and increase operational efficiency. He or she is always up-to-date with emerging technologies and seeks to be at the helm of the hotel's digital transformation. He or she will develop the hotel's technology roadmap, evaluate new technologies for adoption and collaborate with relevant stakeholders to drive technology implementation.

The following roles have been identified under this emerging area of work:

Business Intelligence Analyst[1]

- The Business Intelligence Analyst manages and analyses business information using business intelligence tools and technologies to derive insights on business development, sales and marketing strategies.
- The job holder must be data-driven and possess a fundamental understanding of end-to-end business intelligence functions

Digital Advocate

- The Digital Advocate is responsible for organising and disseminating information pertaining to digital strategy and new technology adoption.
- He/she will instill good data habits in employees and will be the lead advocate for digitalisation in the hotel, acting as a change champion when the hotel adopts new technologies.
- This responsibility will be taken on as an additional task by an existing employee within the hotel.

Technology and Innovation Strategist[1]

- The Technology and Innovation Strategist is responsible for leading all technology and innovation initiatives for the hotel and making recommendations for technological process improvements.
- He/she will provide technical leadership and direction to hotel management in the adoption and implementation of tech solutions and identify needs and opportunities for the adoption of new technology.
- He/she will promote the use of emerging technologies and build digital transformation initiatives in the hotel.
- Job holders must be familiar with market trends, emerging technology and innovation methodologies.

Legend: Generalist | Specialist

[1]More information on the job details of the specialist roles can be accessed by clicking on the job title.

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Emerging areas of work

Business Intelligence Analyst

Job Description

The Business Intelligence Analyst manages and analyses business information using business intelligence tools and technologies to derive data-driven performance insights on hotel performance metrics, including market share performance, pricing effectiveness, market segmentation and market trends. The job holder must be data-driven and possess a fundamental understanding of end-to-end business intelligence functions. This role will support any analysis as need to determine factors that impact hotel performance and work in collaboration with management teams to formulate solutions.

Other Considerations

- Full-service and/or larger hotels may consider placing this function at the corporate and/or group level and having dedicated analysts per business unit to manage and analyse function-specific data
- For select-service and/or smaller hotels, a single headcount may be sufficient for managing data cross multiple functions

Job Tasks

- Analyse and evaluate business trends and provide business analysis support to hotel leadership and management to support strategic decision making
- Drive information integration from different data sources such as Property Management Systems (PMS) and Customer Relation Management (CRM) system to generate insights on parameters of interest such as market share performance, market segmentation and overall business performance
- Create and maintain tools, report and dashboards to support performance management and manage the underlying data
- Collaborate with other functions in the hotel such as Front Office, Revenue & Distribution, Business Development, Sales & Marketing, Food & Beverage and Venue Management & Operations to analyse business and operational performance and recommend improvements to increase productivity and revenue
- Communicate and present findings to hotel leadership and management and propose recommendations to hotel strategy in alignment to business priorities and market demand

Technical Skills and Competencies (TSC) Required[1]

- Business Acumen*
- Data Analytics
- Data Mining and Modelling*
- Data Storytelling and Visualisation*
- Hospitality Data Collection and Analysis

Critical Core Skills (CCSs) Required[1]

- Adaptability
- Collaboration
- Digital Fluency
- Problem Solving
- Sense Making

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills not marked are available in SFw for HAS.

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Emerging areas of work

Technology and Innovation Strategist

Job Description

The Technology and Innovation Strategist is responsible for leading all technology and innovation initiatives for the hotel and making recommendations for technological process improvements. He/she will provide technical leadership and direction to hotel management in the adoption and implementation of tech solutions and identify needs and opportunities for the adoption of new technology. He/she will promote the use of emerging technologies and build digital transformation initiatives in the hotel. Job holders must be familiar with market trends, emerging technology and innovation methodologies.

Other Considerations

- Hotels that are more technologically mature may wish to create this role as a dedicated personnel to ensure the organisation is at the forefront of innovation and productivity

Job Tasks

- Lead tech and innovation initiatives and projects for the hotel, including working with functional heads and vendors to co-develop solutions and run proof-of-concepts to experiment and scale new technologies
- Direct and manage all technology evaluation and adoption initiatives in the hotel such as tech scanning for emerging technologies and supporting purchasing efforts
- Facilitate innovation in the hotel by working with key decision makers and stakeholders to identify business problems and ideating innovative technology solutions
- Build a business case for the adoption and implementation of new technologies and obtain buy-in from key stakeholders such as owners, hotel brands and investors
- Work with functional heads to educate teams on new technologies, good data practices and innovation methodologies to foster digital literacy and a culture of innovation in the hotel

Technical Skills and Competencies (TSC) Required[1]

- Emerging Technology*
- Productivity Improvement
- Technology Adoption and Innovation
- Technology Assessment*
- Technology Road Mapping*
- Technology Scanning*
- Technology Strategy Formulation*

Critical Core Skills (CCSs) Required[1]

- Adaptability
- Communication
- Creative Thinking
- Problem Solving
- Sense Making

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills not marked are available in SFw for HAS.

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Emerging areas of work

The Imaginative Curator

Resourceful designers with a passion for people, culture and harmonising the hotel with its precinct

The Imaginative Curator is a socially responsible individual who is highly aware of the impact hotels can have on its local community. He or she is passionate about arts and culture and constantly seeks to better understand local and global traditions. In the hotel, he or she will develop strategies and initiatives to create a more culturally immersive guest experience. He or she will also strive to forge meaningful relationships between guests, hotels, and local businesses and organisations to ensure hotels are a force for good in their community.

The following roles have been identified under this emerging area of work:

Community Partnerships Manager[1]

- The Community Partnerships Manager is responsible for developing and maintaining partnerships with local enterprises, organisations and creatives in support of placemaking programmes.
- He/she manages community-led place strategies and coordinates activities and initiatives in and outside of the hotel premises.
- The job holder must be an excellent communicator and highly knowledgeable of the local arts and enterprises scene.

Place Maker[1]

- The Place Maker designs and delivers new unique experiences to guests, allowing them to cultivate meaningful relationships with the destination, hotel and surrounding communities.
- He/she will be involved in developing an overall strategy for placemaking, including design and activation of public spaces within and outside of the hotel to build purposeful connections with local communities, hotel guests and employees

Wellness Concierge[1]

- The Wellness Concierge is responsible for creating customised programmes based on each guest's dietary preferences, fitness goals and interests. Wellness programmes can include stress management, fitness, nutrition and weight management as well as traditional medicine practices.

Wellness Advocate

- The Wellness Advocate helps guests and employees take an active role in improving their physical, mental and emotional health through their hotel stay. He/she will be responsible for maintaining guest and employee satisfaction, encouraging them to adopt healthier habits.
- This responsibility will be taken on as an additional task by an existing employee within the hotel.

Legend: Generalist | Specialist

[1]More information on the job details of the specialist roles can be accessed by clicking on the job title.

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Emerging areas of work

Community Partnerships Manager

Job Description

The Community Partnerships Manager is responsible for building strategic relationships and partnerships with ecosystem players within and beyond the hospitality sector, including local enterprises, communities and creatives. He/she works closely with commercial teams in the hotel to source for new ways of value and revenue creation to match the hotel's growth ambitions. The job holder must be an excellent communicator and highly knowledgeable of the local heritage, culture and arts scene and instrumental in developing deep partnerships with businesses, communities and guests.

Other Considerations

- Hotels looking to explore new modes and sources of partnerships within and beyond the hospitality sector should consider hiring for this role
- Depending on the size of hotel and business needs, this role may be either performed at full-capacity or undertaken by additional employees

Job Tasks

- Source for and evaluate partnerships with local enterprises, designers, food and beverage establishments and artists to design experiences for guests, ensuring that they are aligned with overall brand and business priorities
- Provide partners a platform to showcase their products and talent and cultivate a community spirit between guests, employees and partners
- Partner with Sales and Marketing teams as well as functional heads in the hotel to drive awareness of community partnership projects and initiatives amongst guests and employees
- Structure and negotiate partnership agreements and develop existing and new relationships by ensuring effective communication and support
- Work with Business Development, Sales & Marketing teams and the Place Maker to conceptualise and develop new programmes tailored to different guest segments and demographics

Technical Skills and Competencies (TSC) Required[1]

- Business Acumen*
- Business Relationship Building
- Business Negotiation
- Contract Development and Management*
- Events Planning and Management
- Service Innovation
- Stakeholder Management*
- Vendor Management

Critical Core Skills (CCSs) Required[1]

- Adaptability
- Collaboration
- Communication
- Global Perspective
- Problem Solving

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills not marked are available in SFw for HAS.

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Emerging areas of work

Place Maker

Job Description

The Place Maker designs and delivers new unique experiences to guests, allowing them to cultivate meaningful relationships with the destination, hotel and surrounding communities. He/she manages community-led place strategies and coordinates activities within and outside of the hotel premises to connect guests and the wider community, allowing guests to enjoy a deeper immersion into the destination. Depending on his or her specialty, the Place Maker will craft destination inspired journeys that promote immersive property experiences, meaningful connections and individual wellbeing.

Other Considerations

- Hotels that are exploring new business models involving the design of experiences using spaces within and beyond the property can consider hiring for this role
- This role is likely to reside at property level as the job holder is required to possess deep knowledge of the hotel and destination's culture and heritage

Job Tasks

- Develop an overall strategy for placemaking, including the design and activation of public spaces within and outside of the hotel to enhance different touchpoints along the guest journey and build purposeful connections between local communities, hotel guests and employees
- Utilise placemaking strategies to develop unique guest experiences, product and service offerings tailored to the locale, guest segment and demographics
- Enhance the guest experience through storytelling techniques, sharing local history, culture and heritage to promote immersive experiences at the destination
- Partner with Sales and Marketing teams as well as functional heads to drive awareness of place-making projects and initiatives amongst guests, hotel employees and the wider community
- Establish and build relationships with artists, designers, architects and other stakeholders to drive community enhancement efforts

Technical Skills and Competencies (TSC) Required[1]

- Cultural Sensitivity for Design*
- Consumer Intelligence Analysis*
- Customer Experience Innovation*
- Empathetic Design*
- Events Planning and Management
- Placemaking for Hospitality **(NEW)**

Critical Core Skills (CCSs) Required[1]

- Customer Orientation
- Global Perspective
- Transdisciplinary Thinking
- Collaboration
- Building Inclusivity

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Emerging areas of work

Wellness Concierge

Job Description

The Wellness Concierge is responsible for driving sustainable tourism through the promotion of wellness and wellbeing related activities tailored based on each guest's dietary preferences, fitness goals and interests. Wellness programmes can include stress management, fitness, nutrition and weight management practices, participation in eco-friendly activities with local communities, guided meditations and locally sourced and sustainable meals.

Other Considerations

- Hotels that prioritise guest wellbeing and wellness as a potential business driver may consider hiring for this role
- This role is likely to reside at property level as the job holder is required to possess deep knowledge of guest preferences and trends and tailor solutions accordingly

Job Tasks

- Keep abreast of the latest wellness trends and propose recommendations on how they can be translated into new products and service offerings in the hotel
- Work with functional heads to ensure that guest mental and physical wellbeing is maintained throughout the guest experience
- Conduct pre-trip consultations with guests to understand their needs and ensure a personalised guest experience even prior to arrival
- Design and develop personalised wellness itineraries and programmes for hotel guests to ensure health, wellbeing and overall guest satisfaction
- Collaborate with other departments such as Food & Beverage to develop custom meal recipes and plans based on guest dietary preferences

Technical Skills and Competencies (TSC) Required[1]

- Customer Behaviour Analysis
- Customer Experience Innovation*
- Customer Experience Management
- Service Excellence
- Service Information and Results
- Service Innovation

Critical Core Skills (CCSs) Required[1]

- Adaptability
- Building Inclusivity
- Communication
- Customer Orientation
- Global Perspective
- Problem Solving

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills not marked are available in SFw for HAS.

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The Future of Hotel Jobs and Skills

The third section of this report explores the impact of trends, technologies, and the Future of Hotels on jobs and skills covered by this study.

Overview of jobs and skills impact analysis

In-scope functions

This study examined the impact of trends and technologies on a total of **8 functional tracks and 87 job roles** based on the **Skills Framework (SFw) for Hotel and Accommodation Services** and with reference from SFw for Environmental Services, Engineering Services, Food Services, Tourism, and Security.

The study uncovered tasks that would be automated, augmented, or remain unchanged. Accordingly, each role is assessed to be highly, moderately, or minimally impacted, resulting in displacement, job redesign, or incremental changes respectively.

- Housekeeping & Cleaning Operations
- Front Office
- Revenue & Distribution
- Business Development, Sales & Marketing
- Venue Management & Operations
- Food & Beverage
- Security Operations
- Engineering & Maintenance
- Management

Please click on the respective tabs for more details on the function.

Emerging areas of work

Through industry engagements across the study, we sought inputs from industry stakeholders on new or additional skills prioritised by the industry.

The study uncovered both TSCs and CCSs required by the industry at a functional level, which are aligned to the Skills Framework for Hotel and Accommodation Services.

Identified additional or enhanced skills required by the 8 in-scope functions in the study with another **2 future skills**[1].

Following the identification of new and additional skills required, possible emerging areas of work and job roles were uncovered through the study's research on emerging roles as well as insights from industry engagements. The pace of creation of these roles range from short-, medium-, to long-term[2], and include roles that can either absorb workforce through upskilling or would require the attraction of new talent from outside the hotel industry.

Identified job descriptions for **3 emerging areas of work and 9 roles** and its corresponding skills.

[1]An emerging skill not currently demanded but is expected to be critical for the future economy in accordance with industry strategies.
[2]In this study, short-term is defined as between 0 – 1 years; medium-term, 2 – 3 years; long-term, > 3 years.

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Snapshot of impact assessment across the hotel industry

7

roles will experience

HIGH
Impact

DEGREE OF CHANGE IN JOB TASKS

Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.

EXPECTED OUTCOMES

The job will **require EXTENSIVE JOB REDESIGN.**

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

33

roles will experience

MEDIUM
Impact

DEGREE OF CHANGE IN JOB TASKS

Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed.

EXPECTED OUTCOMES

The job will potentially **require MODERATE REDESIGN.**

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks.

47

roles will experience

LOW
Impact

DEGREE OF CHANGE IN JOB TASKS

Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed.

EXPECTED OUTCOMES

The job will **require UPSKILLING.**

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.

Please refer to the career map on the next page for more details on the assessment to individual job roles in each function.

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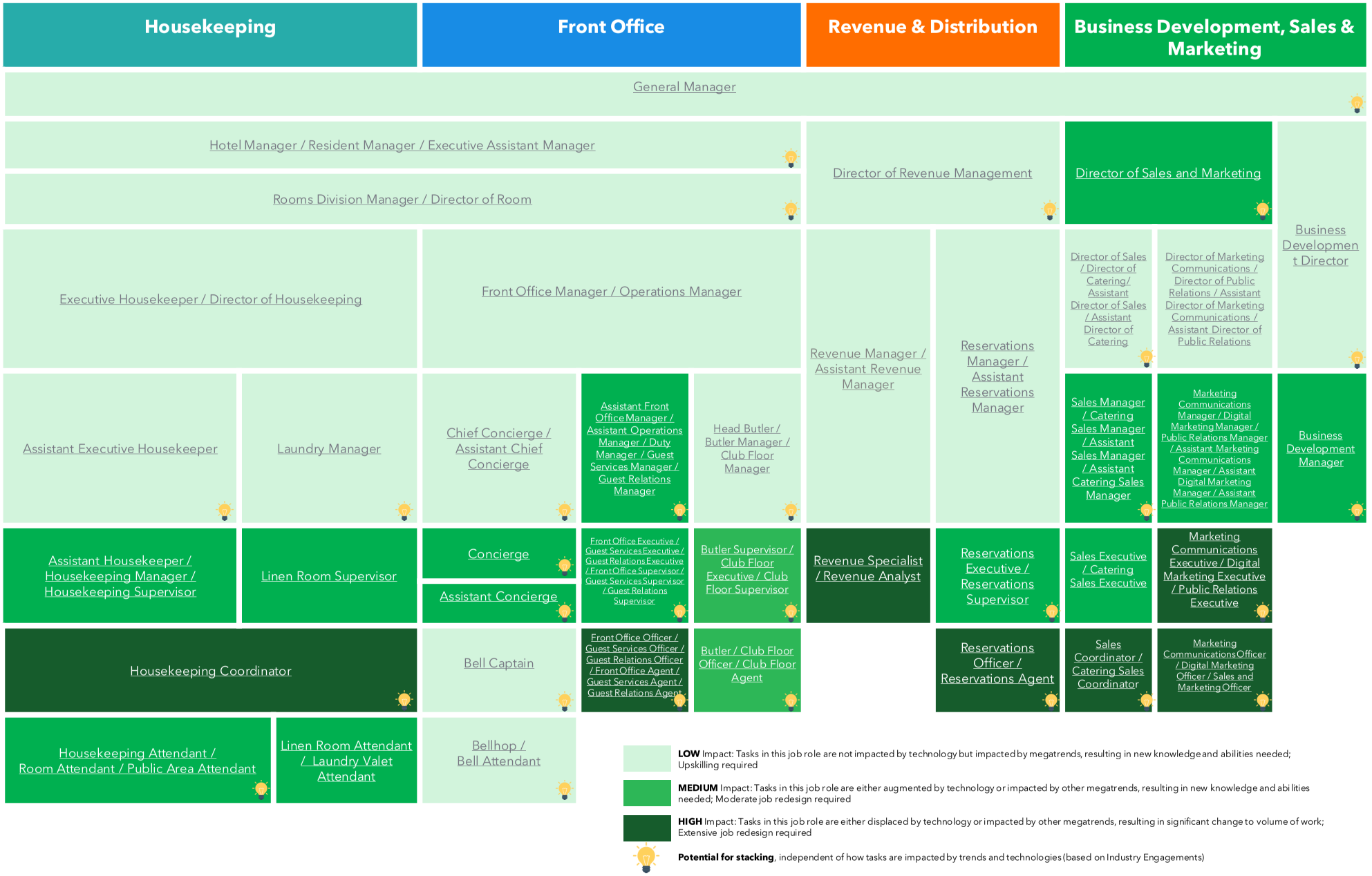
Career map of hotel jobs and skills covered by this study



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Career map of hotel jobs and skills covered by this study

Venue Management & Operations	Food & Beverage						Security Operations	Engineering & Maintenance	Cleaning Operations
General Manager									
Event Services Director	Venue Operations Director	Operations Director / Operations Manager				Executive Chef	Chief Security Officer	Maintenance and Operations Director	Cleaning Operations Director
		Group Beverage Manager			Multi-Outlet Manager	Executive Sous Chef		Principal Engineer / Manager	Cleaning Operations Manager
Event Services Manager	Venue Operations Manager	Head Barista	Head Bartender	Head Sommelier / Sommelier	Outlet Manager / Assistant Outlet Manager	Head Chef	Senior Security Supervisor	Senior Engineer / Assistant Manager	Cleaning Operations Executive
Event Services Executive	Venue Operations Executive	Barista Supervisor	Bartender Supervisor	Wine Specialist / Demi Sommelier	Executive / Service Supervisor	Assistant Head Chef	Security Supervisor	Engineer / Supervisor	Cleaning Supervisor
Assistant Event Services Executive	Assistant Venue Operations Executive	Barista	Bartender	Wine Server / Wine Waiter / Commis Sommelier	Host / Hostess / Crew Leader	Senior Cook / Station Chef	Senior Security Officer	Assistant Engineer / Senior Technician	Multi-Skilled Cleaner / Team Leader
					Server / Service Crew / Runner	Cook/ Kitchen Assistant	Security Officer	Technician / Coordinator	General Cleaner

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed; Upskilling required

MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed; Moderate job redesign required

HIGH Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work; Extensive job redesign required

Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

Snapshot of Technical Skills and Competencies required by the industry

Additional or enhanced skills required by existing functions in the industry

Housekeeping & Cleaning Operations	Front Office	Revenue & Distribution	Business Development, Sales & Marketing
Additional Technical Skills and Competencies (TSCs)[1] required by these functions According to insights from industry engagements, these TSCs will be required in the future for the respective functions.			
• Business Environment Analysis* • Data Analytics • Environmental Protection Management* • Environmental Sustainability Management • Hospitality Data Collection and Analysis • Infographics and Data Visualisation* • Internet of Things Management* • Leadership Development* • Property Operations Management • Public Areas Housekeeping Operations Management • Service Leadership • Stakeholder Management* • Strategy Development* • Succession Planning* • Technology Scanning*	• Business Environment Analysis* • Consumer Intelligence Analysis* • Customer Feedback and Relationship Management • Data Analytics • Infographics and Data Visualisation* • Environmental Protection Management* • Internet of Things Management* • Product, Content and Experience Management* Performance* • Stakeholder Management* • Succession Planning* • Technology Scanning* • Tourism Promotion^	• Asset Management^ • Business Acumen* • Business Environment Analysis* • Business Opportunities Development • Consumer Intelligence Analysis* • Infographics and Data Visualisation* • Revenue Optimisation^ • Stakeholder Management* • Succession Planning*	• Business Environment Analysis* • Business Needs Analysis* • Business Negotiation • Consumer Intelligence Analysis* • Data Analytics • Digital Marketing • Environmental Sustainability Management • Infographics and Data Visualisation* • Placemaking for Hospitality **(NEW)** • Social Media Marketing • Stakeholder Management* • Succession Planning* • Technology Adoption and Innovation • Technology Scanning* • Vendor Management • Website Performance Management*

To be continued on the next page.

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFws. Skills denoted by an arrow (^) are found in SFw for HAS but may require updates to descriptions, knowledge and abilities and proficiency levels. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills not marked are available in SFw for HAS but are not currently tagged to job roles in the function.

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Snapshot of Technical Skills and Competencies required by the industry

Additional or enhanced skills required by existing functions in the industry

Venue Management & Operations	Food and Beverage Operations	Security Operations	Engineering & Maintenance
• Consumer Intelligence Analysis* • Data Analytics • Environmental Sustainability Management • Events Planning and Management^ • Infographics and Data Visualisation* • Internet of Things Management* • Placemaking for Hospitality **(NEW)**	• Consumer Intelligence Analysis* • Digital Marketing • Environmental Protection Management* • Environmental Sustainability Management • Infographics and Data Visualisation* • Internet of Things Management* • Revenue Optimisation^ • Social Media Marketing • Stakeholder Management* • Succession Planning*	• Data Analytics • Internet of Things Management* • Technology Adoption and Innovation • Technology Scanning* • Succession Planning*	• Carbon Footprint Management* • Data Analytics • Environmental Sustainability Management • Green Facilities Management* • Internet of Things Management • Succession Planning* • Technology Adoption and Innovation • Technology Scanning*

Cleaning Operations	Management	
• Data Analytics • Infographics and Data Visualisation* • Public Areas Housekeeping Operations Management • Internet of Things Management • Service Leadership • Stakeholder Management* • Succession Planning* • Technology Adoption and Innovation	• Asset Management* • Design Thinking Practice* • Environment and Social Governance* • Environmental Protection Management* • Environmental Sustainability Management • Leadership Development* • Lean Management for Hospitality **(NEW)** • Placemaking for Hospitality **(NEW)** • Revenue Optimisation^ • Stakeholder Management* • Strategy Development* • Succession Planning* • Technology Scanning*	*Please **click here** for detailed descriptions of the TSCs.*

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Snapshot of Technical Skills and Competencies required by the industry

TSC[1]	SFw of Reference	Description
Asset Management*	Engineering Services	Establish policies and procedures for sustainable environment practices covering green procurement, gas emissions, disposal methods, product quality standards and regulatory compliance
Business Environment Analysis*	Retail	Analyse data pertaining to the business landscape and environment, including competitor-analysis
Business Needs Analysis*	Financial Services	Identify and scope business requirements and priorities of the internal organisation and/or customer's organisation, through rigorous information gathering and analyses as well as clarification of the solutions, initiatives and programmes to enable effective delivery. This also involves the development of a compelling and defensible business case and the articulation of the potential impact of the solution to the business
Business Negotiation	Hotel and Accommodation Services	Conduct negotiations to establish win-win outcomes for the organisation
Business Opportunities Development	Hotel and Accommodation Services	Capitalise on local and international business opportunities to create value to customers continuously and evaluate, identify and analyse business opportunities that are commercially viable
Carbon Footprint Management*	Aerospace, Precision Engineering	Quantify and reduce the organisational carbon footprint
Consumer Intelligence Analysis*	Retail	Devise frameworks for consumer intelligence analysis to develop an understanding of customer knowledge from various customer touch points, for example, Customer Relationship Management (CRM), Point-of-Sale (POS) and e-Commerce systems
Customer Feedback and Relationship Management	Hotel and Accommodation Services	Manage guests' and/or customers' feedback and data to improve service delivery and to develop customer relationships programmes and initiatives to foster long-term relationships and drive sales growth
Data Analytics	Hotel and Accommodation Services	Implement data analytics within the organisation to generate business insights and intelligence through the use of statistical and computational techniques and tools, algorithms, predictive data modelling and data visualisation

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Snapshot of Technical Skills and Competencies required by the industry

TSC[1]	SFw of Reference	Description
Digital Marketing	Hotel and Accommodation Services	Develop, execute and evaluate digital marketing strategies and campaigns to promote online presence and deliver value propositions through the use of various digital marketing channels and platforms.
Environment and Social Governance*	Financial Services	Understand the latest industry and/or client standards regarding Environment and Social Governance (ESG) and undertake ESG research activities and document findings
Environmental Protection Management*	Engineering Services	Establish policies and procedures for sustainable environment practices covering green procurement, gas emissions, disposal methods, product quality standards and regulatory compliance
Environmental Sustainability Management	Hotel and Accommodation Services	Integrate environmental sustainability through the development, implementation and review of sustainability strategies and programmes against industry best practices
Events Planning and Management^	Hotel and Accommodation Services	Develop, manage and execute event plans according to agreed timelines and budgetary requirements
Green Facilities Management*	Built Environment	Manage facility operations and maintenance to minimize environmental impact and operational costs efficiently
Hospitality Data Collection and Analysis	Hotel and Accommodation Services	Collect and analyse hospitality data to provide business insights and drive business decisions
Internet of Things Management*	Tourism	Interrelate computing devices, equipment and machines' data in a networked environment to provide specific solutions
Infographics and Data Visualisation*	Tourism	Present data using meaningful visual illustrations, iconographies, graphs and charts for easy and accessible discovery and communication of data insights aimed at specific business objectives
Leadership Development*	Human Resource	Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities in the organisation
Product, Content and Experience Performance Management*	Tourism	Determine effectiveness of products, product improvements or variations through analysis of data
Property Operations Management	Hotel and Accommodation Services	Manage property operations and evaluate operational results to ensure operational efficiency and high service standards to enhance guest experience

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Snapshot of Technical Skills and Competencies required by the industry

TSC[1]	SFw of Reference	Description
Public Areas Housekeeping	Hotel and Accommodation Services	Manage cleaning operations to maintain the cleanliness and presentation of public and back-of-house areas to upkeep the brand image of the property
Revenue Optimisation^	Hotel and Accommodation Services	Analyse data for trends, yield and forecasts to manage pricing, inventory, demand and distribution channels strategically to maximise revenue growth
Service Leadership	Hotel and Accommodation Services	Champion and role model the organisation's service vision, mission and values
Social Media Marketing	Hotel and Accommodation Services	Formulate, execute and evaluate social media strategic plans to establish positive relationships with industry and social media colleagues and proactively seek and evaluate innovative marketing opportunities
Stakeholder Management*	Tourism	Manage organisation's key stakeholders, strategic partners and investors to ensure continuous levels of engagement by identifying needs, setting service standards and resolving issues in accordance with organisational procedures
Strategy Development*	Food Manufacturing	Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders
Succession Planning*	Tourism	Manage succession pipelines of critical positions through development of key talents and mitigation of succession planning personnel risks, including enhancement of talent pipelines and development of retention measures for critical talents
Technology Scanning*	Tourism	Review new developments in emerging technology as well as evaluate and determine relevance of emerging technologies to the organisation
Technology Adoption and Innovation	Hotel and Accommodation Services	Integrate technologies into organisational operations to optimise efficiency and effectiveness of work processes
Tourism Promotion^	Hotel and Accommodation Services	Provide tourist information to guests and/or customers to address their queries and enhance their stay and experience in Singapore
Vendor Management	Hotel and Accommodation Services	Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, and compliance standards

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Snapshot of Technical Skills and Competencies required by the industry

TSC[1]	SFw of Reference	Description
Website Performance Management*	Tourism	Design mechanisms to identify website maintenance, administration, or performance problems, as well as generate website performance benchmarks reports and record outcomes against specifications

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Snapshot of Critical Core Skills required by the industry

Important Critical Core Skills (CCSs)[1] required by the hotel industry

While the following skills are not new skills to hotel employees, these CCSs have been highlighted through our industry insights as skills that will grow in demand in response to industry trends.

Adaptability	Collaboration	Communication	Creative Thinking
Customer Orientation	Digital Fluency	Problem Solving	

Additional or enhanced CCSs may required by the respective functions due to the variation in scope of work. Please **click here** for detailed descriptions of the CCSs.

Housekeeping & Cleaning Operations	Front Office	Revenue & Distribution	Business Development, Sales & Marketing
• Global Perspective • Learning Agility • Self Management	• Global Perspective • Learning Agility • Self Management	• Developing People • Influence • Global Perspective • Learning Agility • Self Management • Sense Making • Transdisciplinary Thinking	• Global Perspective • Influence • Learning Agility • Self Management • Transdisciplinary Thinking

Food & Beverage	Venue Management & Operations	Security Operations	Engineering & Maintenance
• Global Perspective • Influence • Learning Agility • Problem Solving • Self Management	• Digital Fluency • Global Perspective • Influence • Learning Agility • Self Management	• Learning Agility • Self Management	• Influence • Learning Agility • Self Management

Cleaning Operations	Management[2]
• Learning Agility • Self Management	• Building Inclusivity • Influence • Global Perspective

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). [2]Roles under the Management track include the General Manager and Hotel Manager/ Resident Manager/ Executive Assistant Manager.

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Snapshot of Critical Core Skills required by the industry

CCS	Description
Adaptability	Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts.
Building Inclusivity	Collaborate with stakeholders from different backgrounds or with different abilities, including diversity dimensions such as race, ethnicity, religion, gender orientation, age, physical and learning ability, education, socio-economic status and political belief, to understand the interests of diverse groups and build an inclusive work environment
Collaboration	Manage relationships and work collaboratively and effectively with others to achieve goals.
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.
Creative Thinking	Adopt diverse perspectives in combining ideas or information and making connections between different fields to create different ideas, improvements and solutions.
Customer Orientation	Identify the needs of customers, both internal and external, to deliver an effective customer experience.
Developing People	Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.
Digital Fluency	Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing.
Global Perspective	Operate in cross-cultural environments, demonstrating an awareness of the wider global context and markets to identify potential opportunities and risks.
Influence	Influence behaviours, beliefs or attitudes in order to achieve desired outcomes and solutions.
Learning Agility	Deploy different learning approaches which enable continuous learning across different contexts to drive self-development and the achievement of long-term career goals.
Problem Solving	Generate effective and efficient solutions to solve problems and capitalise on new opportunities.
Self Management	Take ownership of managing one's personal effectiveness, personal brand and holistic physical, mental, emotional and social well-being.
Sense Making	Leverage sources of qualitative and quantitative information and data to recognise patterns, spot opportunities, infer insights and inform decisions.
Transdisciplinary Thinking	Apply concepts from multiple disciplines, and synthesise different areas of knowledge and insights to guide decisions, foster cooperation and drive continuous improvement.

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Snapshot of future skills required by the industry

Future skills required by the industry

New combinations of skills and competencies are also emerging, which could result in potential new areas of work. The skills identified below represent responsibilities or tasks that are emerging and do not currently exist in any Skills Frameworks and may require the creation of Technical Skills and Competencies (TSCs).

Refer to **Section 3.2** for detailed job descriptions for emerging areas of work.

TSC (NEW)	Description
Lean Management for Hospitality	Apply lean management principles and methods in the hospitality sector to drive continuous workflow improvement and improve operational efficiency.
Placemaking for Hospitality	Plan and design quality spaces and the neighbourhood surrounding the property to increase engagement and contribute to the wider regeneration of an area from which both the property and the community will benefit.

Hotels should consider the following;

1. **Assess the business case for these future skillsets** by examining their strategies and future plans in order to determine if these capabilities will be required to support the business.
2. **Determine if these "skillsets" can be developed within the existing workforce** by identifying overlaps in the skillsets of existing job roles and future skillsets such that employees in similar roles and/or functions could undergo reskilling or upskilling to fulfil new responsibilities and tasks.
3. **Hire for "skillsets" that the existing workforce would not be able to fulfil** if the current workforce is unsuitable to reskill or upskill to acquire these future skillsets.

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The Future of Hotel Jobs and Skills *Functional View*

Housekeeping

Front Office

Revenue & Distribution

Business Development, Sales & Marketing

Venue Management & Operations

Food & Beverage

Security Operations

Engineering & Maintenance

Cleaning Operations

Management

Housekeeping

Trends impacting the function

Guest Preferences

Employees must be agile in adapting to the concentrated check-in and out peaks and higher standards for service characterised by the domestic 'staycation' guest segment, as well as the new services and room offerings offered catering to hybrid, or 'bleisure' travellers.

Shift in Operational Models

Hotels need to ensure that outsourcing housekeeping work does not compromise service standards. Cross-utilisation of other functions to temporarily fill labour gaps during COVID-19 has impaired productivity in other areas such as Front Office or Food & Beverage.

Sustainability

Housekeeping staff must stay abreast of and adapt to new sustainable standards and offerings in the hotel. Sustainability initiatives such as encouraging guests to request for fewer linen changes and opting out of housekeeping services also helps to mitigate the ongoing manpower crunch.

Workforce Challenges

Hotels face difficulties in attracting foreign workers as salaries overseas are becoming more competitive. The rising affluence of Singaporeans and evolving aspirations of youth also deter local talent from entering this function due to limited career progression and lack of exit opportunities.

Technologies impacting the function[1]

Bluetooth & RFID

RFID sensors and smart Inventory Management Systems (IMS) track and monitor inventory and supply levels in real-time, alerting the job holder to re-stock when necessary.

Data Analytics

Data analytics and visualisation tools can provide insight to the performance of the department to inform the development of strategies to improve customer experience and productivity.

Enterprise Systems

Property Management System (PMS) monitors and assigns work duties for job holders to more easily track availability and performance of teams.

Internet of Things

Internet of Things (IoT) sensors work with Property Management System (PMS) to track the availability and performance of team, as well as real-time room occupancy.

Robotics & Automation

Robotic Process Automation (RPA) automates the generation of operations reports based on data on housekeeping activity.

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Housekeeping

Though often unseen, the work of Housekeeping has a direct bearing on the guest experience. Clean, comfortable rooms keep guests returning to and recommending the hotel to family, friends, and online communities. At the heart of the property's operations, the Housekeeping function requires a critical volume of staff to ensure that rooms are ready and welcoming to guests.

Please click on the respective tabs to view each function

- Housekeeping
- Front Office
- Revenue & Distribution
- BD, Sales & Marketing
- Venue Management & Ops
- Food & Beverage
- Security Operations
- Engineering & Maintenance
- Cleaning Operations
- Management

In the future...

As the department overseeing hotels' primary asset, the Housekeeping function will retain its importance to hotel operations. Job holders in this function will need to continue upholding high standards of safety and hygiene. Job holders may also be required to support the hotel's sustainability goals by supporting sustainable practices and when necessary, communicate the hotel's sustainability commitment to guests, such as encouraging guests to opt-out of housekeeping and reduce linen changes.

The availability of housekeeping technologies will increase visibility of operational and labour performance as well as track and prioritise housekeeping activities, streamlining incidental and non-core tasks such as coordination and tracking of teams and guest requests. In time to come, this would result in a more autonomous and self-managing housekeeping workforce that can respond to guests' needs directly and efficiently.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Business Environment Analysis* • Data Analytics • Environmental Protection Management* • Environmental Sustainability Management • Hospitality Data Collection and Analysis • Infographics and Data Visualisation* • Internet of Things Management* • Leadership Development* • Property Operations Management • Public Areas Housekeeping Operations Management • Service Leadership • Stakeholder Management* • Strategy Development* • Succession Planning* • Technology Scanning*	• Adaptability • Collaboration • Digital Fluency • Global Perspective • Learning Agility • Problem Solving • Self Management

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills not marked are available in SFw for HAS but are not currently not tagged to job roles in the function.

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Housekeeping

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	• Likely to have a full Housekeeping and Laundry department	• Likely to have only Housekeeping Operations
Locality	• Likely to remain at property level	
Possible stacking of roles	• Hotel Manager / Resident Manager / Executive Assistant Manager with Rooms Division Manager / Director of Rooms • Laundry Manager with Assistant Executive Housekeeper • Linen Room Supervisor with Laundry Manager or Assistant Housekeeper / Housekeeping Manager / Housekeeping Supervisor • Housekeeping Attendant / Room Attendant / Public Area Attendant with Housekeeping Coordinator	
Alternative sources of labour	• Outsourcing needs depend on the hotel size, scale of operations and business model and commonly used to recruit lower-level roles in Housekeeping and Laundry teams as well as select-service and smaller hotels to mitigate shortfalls in manpower • Alternative sources of labour such as Persons with Disability (PWD), ex-offenders, etc can be explored to perform Housekeeping duties. However, tasks will need to be clearly defined based on level of complexity to allow new-hires and/or outsourced labour to quickly assimilate into the role	
Other manpower considerations	• In some instances, team members in Housekeeping may also be multi-skilled to perform tasks across departments such as Rooms, Public Area, Linen and Laundry • Others may also take on additional Engineering-related responsibilities to resolve basic maintenance issues such as the changing of defective lightbulbs and repainting of exterior and interior walls that had been dirtied or damaged	

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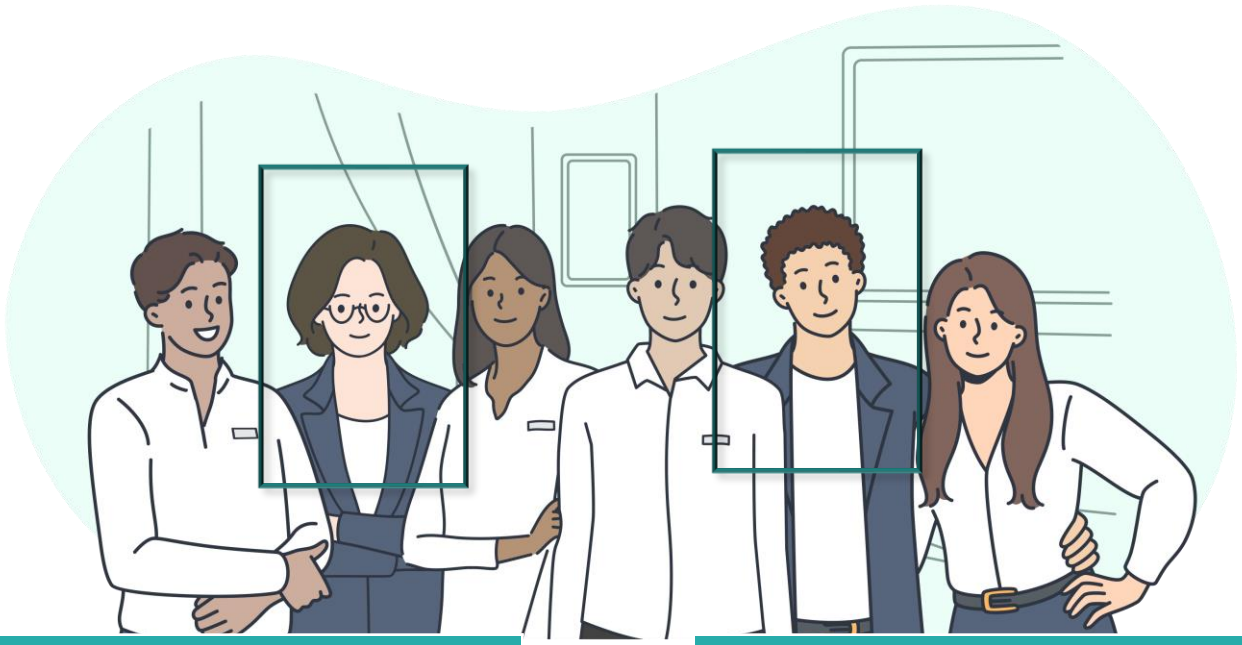
Housekeeping

Impact to job roles in the Housekeeping function



Rooms Division Manager / Director of Rooms

Low impact

Trends and technology will lightly impact the way day-to-day work is performed due to its strategic nature; the job holder will still be required to oversee operations and performance of the front office and housekeeping departments.

Incremental changes; focus should be on staying abreast of leading practices and emerging technologies to develop operations strategies, improve performance, and innovate new ideas to improve customer experience and productivity. Upskilling in capabilities such as business environment, property operations management, and leadership development may be required.

See the job dashboard

Executive Housekeeper / Director of Housekeeping

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; the job holder will still be required to lead the housekeeping department to provide the highest level of comfort and hospitality to guests.

Incremental changes; digital tools will provide visibility on housekeeping assets and inventory. However, the job holder will still be required to manage the housekeeping team and drive continuous improvement. Upskilling in areas such as infographics and data visualisation, service leadership, and sustainable procurement may be required.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed.
HIGH Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed.

Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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Housekeeping

Impact to job roles in the Housekeeping function

Assistant Executive Housekeeper

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; the job holder will still be required to manage day-to-day housekeeping operations, which may include public area cleaning.

Incremental changes; while digital tools will provide visibility on housekeeping operations performance, the job holder will still be required to coach team members, manage service recovery for guest concerns and propose service innovations. Upskilling in areas such as Internet of Things, sustainable procurement, and technology scanning may be required.

See the job dashboard

Assistant Housekeeper / Assistant Housekeeping Manager / Housekeeping Supervisor

Medium impact

Technology will automate routine tasks such as assigning work activities, tracking availability and performance of teams as well as room availability, freeing the job holder to perform higher value-added tasks.

Moderate changes; following the adoption and use of digital tools such as enterprise systems and Internet of Things (IoT)-based applications, focus should be on managing team performance as well as proposing improvements to enhance operational efficiency and the guest experience.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
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Housekeeping

Impact to job roles in the Housekeeping function

Housekeeping Coordinator

High impact

Technology will automate a high number of coordination tasks performed, freeing the job holder to perform higher value-added tasks.

Extensive changes; following the adoption and use of digital tools such Internet of Things (IoT) based applications, enterprise systems, and RFID sensors, focus should be on coaching team members and engaging with guests to deliver excellent service. Human judgement as well as people and relationship management skills remain important as the job holder liaises with various departments and responds to guest requests.

See the job dashboard

Housekeeping Attendant / Room Attendant / Public Area Attendant

Medium impact

Technology will automate routine tasks such as updating of room status, tracking of guest requests and room inventory, freeing the job holder to perform higher value-added tasks.

Moderate changes; following the adoption and use of digital tools such as enterprise systems and Internet of Things (IoT)-based applications, focus should be on carrying out core housekeeping tasks efficiently, as well as prioritising and responding quickly to operational needs.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
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Housekeeping

Impact to job roles in the Housekeeping function

Laundry Manager

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; the job holder will still be required to oversee laundry, linen and uniform room operations.

Incremental changes; while digital tools will provide visibility on inventory tracking and distribution of linens, the job holder will still be required to manage team performance and the quality of services and vendors. Upskilling in areas such as Internet of Things and technology scanning may be required.

See the job dashboard

Linen Room Supervisor

Medium impact

Technology will automate routine tasks such as monitoring the performance of laundry equipment, tracking of inventory levels and guest requests, freeing the job holder to perform higher value-added tasks.

Moderate changes; following the adoption and use of digital tools such as enterprise systems and Internet of Things (IoT)-based applications, focus should be on monitoring guests' requests and follow-up actions as well as improvements to enhance the efficiency of linen and laundry operations and teams.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed.
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Housekeeping

Impact to job roles in the Housekeeping function

Linen Room Attendant / Laundry Valet Attendant

Medium impact

Technology will automate the sorting of laundry and facilitate swift sharing of information to allow the job holder to prioritise and respond quickly to operational needs.

Moderate changes; following the adoption and use of digital tools such as RFID sensors, enterprise systems and Internet of Things (IoT)-based applications, focus should be on monitoring guests' requests and follow-up actions as well as improvements to enhance work activities.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
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The Future of Hotel Jobs and Skills *Functional View*

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Front Office

Trends impacting the function

Employee Preferences

Jobseekers prefer shorter, flexible work hours, which this function cannot provide as employees are expected to interact physically with guests. Employees also often take on responsibilities outside of their original job scope to temporarily fill labour gaps, resulting in dissonance in job expectations and employee burn-out.

Guest Preferences

Guests increasingly prefer hyper-personalised, seamless experiences. The job holder will be assisted by technologies such as Customer Relationship Management (CRM) systems to create personalised experiences tailored to their preferences.

Shift in Operational Models

Multi-tasking across roles was common during the pandemic to alleviate manpower shortages in hotels. This is unlikely to be a permanent solution as overloaded employees can face burn-out. The pandemic also accelerated technology adoption in this function (self check-in kiosks, e-concierge) as guests increasingly prefer contactless experiences.

Sustainability

As hotels develop their sustainability agendas to meet local and global standards, employees in this function will play a crucial role in leading the hotel's strategies on sustainable procurement and directing the implementation of sustainability programmes.

Technologies impacting the function[1]

Bluetooth/ RFID

RFID sensors track and update inventory and supply levels in smart Inventory Management Systems (IMS) in real-time, alerting the job holder to re-stock when necessary.

Data Analytics

Data analysis and visualisation tools support the analysis of room sales performance and returning guests against customer loyalty strategies and programmes.

Enterprise Systems

Property Management Systems (PMS) and HR Management Systems (HRMS) collect operations information for review. Customer Relationship Management Systems (CRMS) track guest profiles for the job holder to provide better recommendations.

Internet of Things

Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and HR Management System (HRMS), monitor and assign work duties, as well as track availability and performance of teams.

Robotics & Automation

Robotics Process Automation (RPA) automates the documentation and cross checking of standard reports and routine filing of documents.

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Front Office

As the hub of the property and its most visible department, Front Office is where guests form their first and last impressions of the hotel. Since Front Office staff are in constant contact with guests, they play a vital role in elevating the hotel experience by engaging and maintaining relations with guests.

Please click on the respective tabs to view each function

Housekeeping
Front Office
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In the future...

As the hotel industry moves towards an experience economy, jobs in this function will largely grow in demand. Front Office staff are a guest's first interaction with the hotel and hence instrumental in ensuring exceptional guest experiences. Technology adoption will accelerate in this function to offer digital check-in and check-out options to guests, augment routine tasks such as issuing bills, and reduce human interactions to minimise health and safety risks. Ultimately, job holders will still be essential to this function and are expected to engage meaningfully with guests to build authentic connections.

Jobs in this function will also play an increasingly important role in delivering authentic, localised and personalised guest experiences. Job holders will be required to drive the hotel's placemaking efforts by providing targeted and customised recommendations based on guest needs, allowing them to more deeply immerse themselves in their destination.

Finally, job holders will need to keep abreast of the hotel's sustainability goals and efforts and be responsible for educating and encouraging uptake of the hotel's green initiatives amongst guests.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Business Environment Analysis* • Consumer Intelligence Analysis* • Customer Feedback and Relationship Management • Data Analytics • Environmental Protection Management* • Infographics and Data Visualisation* • Internet of Things Management* • Product, Content and Experience Performance Management* • Stakeholder Management* • Succession Planning* • Technology Scanning* • Tourism Promotion^	• Adaptability • Digital Fluency • Global Perspective • Learning Agility • Problem Solving • Self Management

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Front Office

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	• Likely to have a full Front Office	• Unlikely to have a full Front Office Operations, as roles in Club Floor and Concierge may be subsumed under the duties of Front Office
Locality	• Likely to remain at property level	
Possible stacking of roles	• Front Office team members are more likely to have a defined scope of work • Unlikely to be stacked with roles in other functions	• Front Office team is lean, and roles may be stacked (e.g., Concierge with Assistant Concierge, Bell Captain with Bellhop / Bell Attendant, Bell Captain with Front Office Officer / Guest Services / Guest Relations Agent) and team members may perform tasks across different functions (e.g., Food & Beverage, Housekeeping, Security) • This role may have added security-related responsibilities
Alternative sources of labour	• Hotels prefer to hire either full-time or part-time employees who are well-versed in hotel operations and able to uphold high service standards – over outsourced labour, whose skills and knowledge are less specialised • However, hotels may consider alternative sources of labour for lower-level roles to perform basic guest interactions	
Other manpower considerations	• Ground-level roles in Front Office such as Bell Captain, Front Office Officer, and Butler may be stacked to form 'hybrid' roles • In some instances, hotels may even cross-deploy the individual to other functions in Security, Reservations, or Food & Beverage Service to mitigate shortfalls in manpower - this is most prevalent in select-service or smaller hotels due to the lean organisation structure. Accordingly, staff in these roles are required to be multi-skilled and perform the additional duties beyond their scope of work	

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Front Office

Impact to job roles in the Front Office function

Front Office Manager / Operations Manager

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to manage all front office teams and lead the development and implementation of strategies and plans.

Incremental changes; focus should be on developing and implementing guest experience strategies, evaluating technologies to be adopted in Front Office operations, and leading service improvements and innovation. Upskilling in capabilities such as business environment, consumer intelligence, sustainable procurement and technology scanning may be required.

See the job dashboard

Assistant Front Office Manager/ Assistant Operations Manager/ Duty Manager/ Guest Relations Manager/ Guest Services Manager

Medium impact

Technology provides visibility on guest satisfaction levels and operations, allowing the job holder to understand and improve on processes, team performance, and guest satisfaction.

Moderate changes; following the adoption and use of digital tools such as Enterprise Systems and Internet of Things (IoT), focus should be on strengthening collaboration with other departments to improve the guest experience, increasing that attractiveness of guest loyalty programmes, and recommending new ideas to enhance guest experience and revenue generation.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed. Moderate job redesign is required.
HIGH Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work. Extensive job redesign is required.

Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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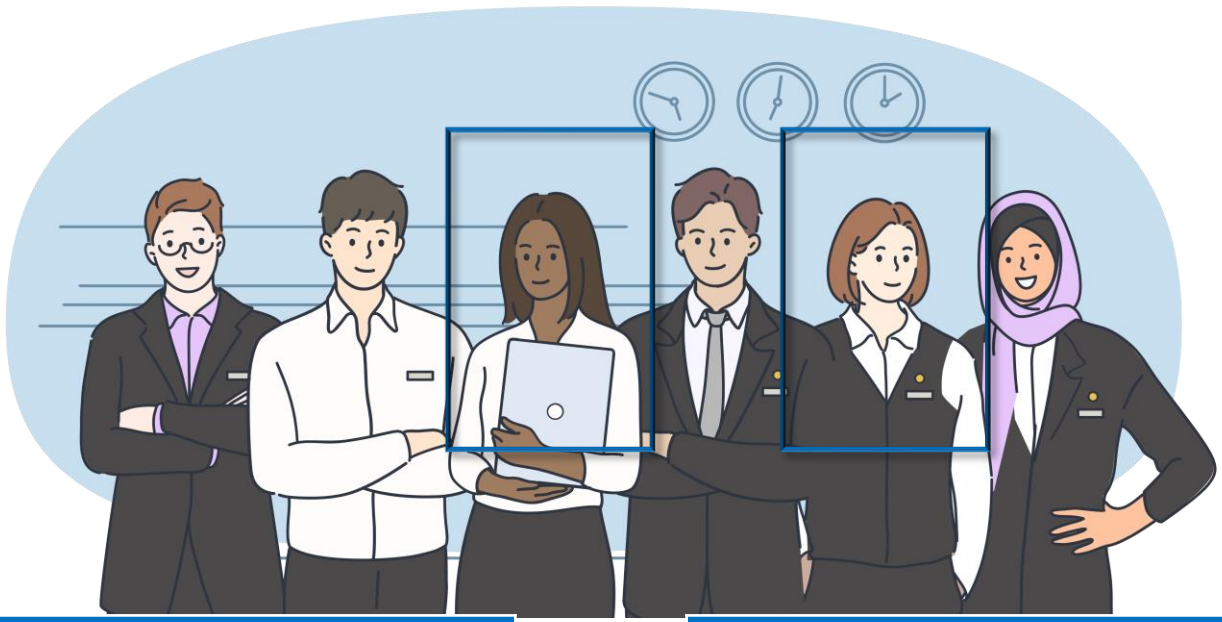
Front Office

Impact to job roles in the Front Office function



Front Office Executive / Guest Services Executive / Guest Relations Executive / Front Office Supervisor / Guest Services Supervisor / Guest Relations Supervisor

Medium impact

Technology automates repetitive tasks such as managing switchboard services and responding to common guest queries, freeing the job holder to focus on diverse, complex, and escalated guest queries.

Moderate changes; following the adoption and use of digital tools such as Enterprise Systems and Internet of Things (IoT), focus should be on providing recommendations on tourism-related activities and property's amenities and services and managing guest concerns to ensure guest satisfaction and improve service levels.

See the job dashboard

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

High impact

Technology automates routine tasks such as handling and performing room check-ins and check-outs and reservation requests.

Extensive changes; following the adoption and use of digital tools such as Enterprise Systems, Internet of Things (IoT), and Robotics & Automation, focus should be on interacting with guests and attending to guests' enquiries to ensure guest satisfaction.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
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Front Office

Impact to job roles in the Front Office function

Chief Concierge / Assistant Chief Concierge

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to manage concierge operations and maintain quality of service.

Incremental changes; focus should be on developing and implementing operation plans, monitoring department performance, and leading implementation of sustainability programmes. Upskilling in capabilities such as product, content, and experience performance management, sustainable procurement, and tourism promotion may be required.

See the job dashboard

Concierge

Medium impact

Technology automates routine tasks such as the drafting of reports and manpower allocation, freeing the job holder to focus on higher value-added tasks such as building and maintaining guest relationships.

Moderate changes; following the adoption and use of digital tools such as Enterprise Systems and Internet of Things (IoT), focus should be on monitoring guest satisfaction, facilitating service responses to guest concerns, and proposing improvements to enhance operational efficiency.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
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Front Office

Impact to job roles in the Front Office function

Assistant Concierge

Medium impact

Technology will automate several routine tasks such as updating work records and recording guest preferences, freeing the job holder to perform higher value-added tasks such as engaging with guests and providing suggestions on improving guest experience.

Moderate changes; following the adoption and use of digital tools such as enterprise systems and Internet of Things (IoT)-based applications, focus should be providing suggestions on improving concierge services and enhancing guest experience, as well as assessing guests' needs at the point of interaction and making suitable recommendations.

See the job dashboard

Bell Captain

Low impact

Technology and trends will lightly impact the way day-to-day work is performed, and the job holder will still be required to provide bell services and address guest queries.

Incremental changes; digital tools such as IoT- based applications will enable tracking of availability and performance of teams, however job holder will still be required to supervise and coordinate bell activities. Upskilling in areas such as customer feedback and relationship management as well as IoT Management may be required.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
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Front Office

Impact to job roles in the Front Office function

Bellhop / Bell Attendant

Low impact

Technology and trends will lightly impact the way day-to-day work is performed, and the job holder will still be required to greet and escort guests, creating a favourable impression of the hotel.

Incremental changes; focus should be on guest interactions and ensuring smooth service delivery. Upskilling in areas such as customer feedback and relationship management as well as IoT Management may be required.

See the job dashboard

Head Butler / Butler Manager / Club Floor Manager

Low impact

Technology and trends will lightly impact the way day-to-day work is performed, and the job holder will still be required to monitor club floor and butler operations, ensuring guests' needs are attended to

Incremental changes; digital tools such as Inventory Management Systems and Internet of Things (IoT)-based applications will enable tracking of inventory status and team availabilities, however job holder will still be required to provide and plan for butler service. Upskilling in areas such as experience management and tourism promotion may be required.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
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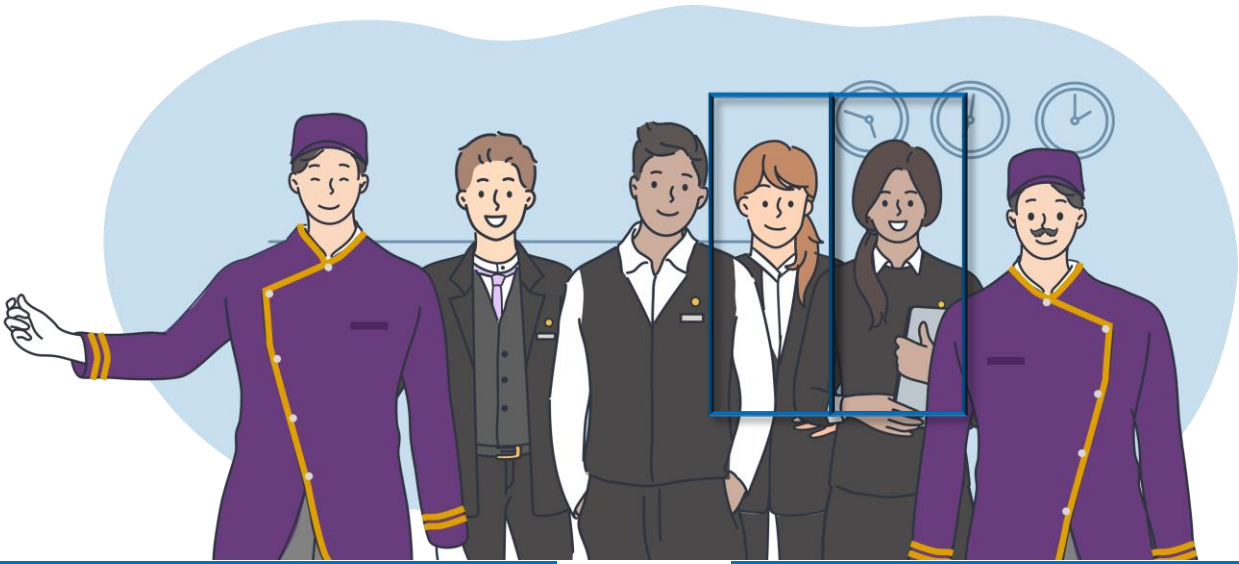
Front Office

Impact to job roles in the Front Office function



Butler Supervisor / Club Floor Executive / Supervisor

Medium impact

Technology will enhance the efficiency of certain repetitive tasks, such as manpower allocation and the compiling of operations reports, freeing up the job holder to perform higher value-added tasks such as resolving guest concerns and managing team performance.

Moderate changes; following the adoption and use of digital tools such Robotics Process Automation and Internet of Things (IoT)-based applications, focus should be on identifying areas for service, operations, and team performance improvements.

See the job dashboard

Butler / Club Floor Officer / Agent

Medium impact

Technology will enhance the efficiency of certain repetitive tasks, such as monitoring inventory levels and generating standard reports, freeing up the job holder to focus on engaging with guests.

Moderate changes; following the adoption and use of digital tools such Robotics Process Automation and Internet of Things (IoT)-based applications, focus should be on conducting guest arrival and departure activities, property tours and room orientations, other food and beverage-related duties, as well as ad-hoc services.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
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Revenue & Distribution

Trends impacting the function

Competitive Landscape

Hotels need to reinforce their control of the guest relationship by implementing the right rate parity monitoring tools to drive direct bookings. Timeliness and accuracy in capturing and exploiting customer information will be key to defending market share.

COVID-19

In a COVID-19 era, in the absence of reliable demand forecasts, this will be more important than ever for this function to closely monitor their competition and adjust strategies to focus on more current and forward-looking data.

Shift in Operational Models

Hotels will need to actively identify and convert new demand and opportunities by leveraging all spaces and services in the hotel such as food and beverage, spa services to generate additional sources of revenue.

Workforce Challenges

Technical and functional expertise remain critical to this function and there's a rising demand for individuals who are agile and can keep up with the rapid price fluctuations. Due to a limited talent pool for this function, a talent war has ensued as hotels look to recruit talent from within the industry.

Technologies impacting the function[1]

Artificial Intelligence

AI automates data collection from online travel agencies (OTAs) to eliminate rate-parity issues while maximising total revenue.

Data Analytics

Data analytics support the comparison of past trends and competitor pricing patterns to determine the optimal prices for rooms in each category.

Enterprise Systems

Revenue Management System forecasts and ensures accuracy of room rates to maximise revenue.

Robotics and Automation

RPA software is used in tracking and ensuring the accuracy of revenue management activities (i.e., price optimisation, market segmentation).

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Revenue & Distribution

Comprising Revenue Management, Distribution, and Reservations operations, this function looks into maximising the property's profitability by analysing and identifying demand, using effective pricing and channel management strategies to optimise inventory sales, as well as managing daily room bookings.

Please click on the respective tabs to view each function

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Venue Management & Ops
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

In the future...

With increasingly complex consumer behaviour and motivations, this function will need to effectively identify and anticipate market trends in an agile manner. Job holders will need to be adaptive as opposed to reactive to market developments and regularly evaluate hotel rates against similar competitor offerings, exploring dynamic pricing tactics to capture bookings in times of low demand. Job holders will also need to become central, strategic advisors in revenue optimisation and able to harness dynamic data to act quickly.

Hotels are shifting away from silos to promote collaboration between Revenue Management and other revenue-generating functions in designing the right strategies and execution timelines to ensure peak revenue and profit performance. In addition, the discipline of Revenue Management has begun to shift towards strategic profit management, with a focus on Total Hotel Revenue Management. As hotels begin to explore other sources of revenue in entertainment, spa and wellness, staff in the function will need to stay abreast of ongoing promotions and offers and ensure that these variables are factored into pricing strategies for the hotel.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Asset Management* • Business Acumen* • Business Environment Analysis* • Business Opportunities Development • Consumer Intelligence Analysis* • Infographics and Data Visualisation* • Placemaking for Hospitality **(NEW)** • Revenue Optimisation^ • Stakeholder Management* • Succession Planning*	• Adaptability • Developing People • Digital Fluency • Influence • Global Perspective • Learning Agility • Self Management • Sense Making • Transdisciplinary Thinking

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills denoted by an arrow (^) are found in SFw for HAS but may require updates to descriptions, knowledge and abilities. Skills not marked are available in SFw for HAS but are not currently not tagged to job roles in the function.

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Revenue & Distribution

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	▪ Likely to have Revenue Management and Reservations as distinct functions, reporting to their respective Head of Departments	▪ Likely to have Revenue Management and Reservations as distinct functions, reporting to their respective Head of Departments
Locality	• Revenue function is likely to remain at property level • Reservations function may be at property or group level, depending on the hotel's business needs • In some instances, hotels may also choose to outsource the Reservations function depending on volume of tasks and the hotel's business direction	
Possible stacking of roles	• Revenue roles have a defined scope of work • Reservations Officer / Reservations Agent with Front Office Officer / Guest Services / Guest Relations Agent	
Alternative sources of labour	• Hotels may consider utilising contingent workforce (including outsourced labour, contract workers, back-to-work mothers) for lower-level roles in Reservations; however, this depends on the type, scale of organisation structure, and business strategy of each hotel • As Revenue teams are required to possess domain knowledge and technical expertise in revenue management, hotels are unlikely to rely on alternative sources of labour for this function	
Other manpower considerations	• Introduction of automation such as Robotic Process Automation (RPA) and chatbots for lower-level roles such as Reservations Officer / Agent due to the high volume and repetitive nature of work; in these instances, the job holder is freed up to focus on supporting a better customer experience for hotel guests • Within the practice of revenue management, distribution has evolved significantly with the influx of new data sources, technology and channels over the years • Many hotels have already increased headcounts that focus primarily on develop and executing the hotel's distribution strategy, some are beginning to see their distribution teams grow and eventually considered big enough to be on its own	

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Revenue & Distribution

Impact to job roles in the Revenue & Distribution function

Director of Revenue Management

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed due to the highly strategic nature of this role. The job holder will continue to be responsible for optimising overall property revenue and market share.

Incremental changes; focus should be staying abreast of leading practices, emerging technologies, and applying professional judgement and technical expertise to incorporate this knowledge into the organisation's revenue management strategies. Upskilling in capabilities such as asset optimisation and total revenue management may be required.

See the job dashboard

Revenue Manager / Assistant Revenue Manager

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed. The job holder will continue to oversee revenue management and distribution strategies of the property by leverage data and analytics to support the decision-making process.

Incremental changes; focus should be on developing pricing and sales strategies for the hotel and collaborating closely with key internal stakeholders to achieve revenue goals for the hotel. Upskilling in capabilities such as business acumen, consumer intelligence analysis, and total revenue management may be required.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed.
HIGH Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed.

Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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Revenue & Distribution

Impact to job roles in the Revenue & Distribution function

Revenue Specialist / Revenue Analyst

High impact

While technology will not augment or automate core tasks performed by this role, the role will increasingly be supported by technology tools in areas such as data gathering and processing.

Extensive use of digital tools such as Customer Relationship Management systems, other enterprise systems, advanced analytics and Robotics Process Automation (RPA), focus should be on strengthening operations knowledge with data analytics capabilities to recommend appropriate revenue strategies to serve the needs of the hotel's business.

See the job dashboard

Reservations Manager / Assistant Manager

Low impact

This role will be increasingly supported by technology to gather insights from various sources of guest data and allow the job holder to better decide appropriate recommendations.

Incremental changes, following the adoption and use of digital tools such as enterprise systems, RPA, and data analytics and visualisation tools, focus should be on building and maintaining relationships with guests, managing service recovery for escalated guests' concerns, and developing innovation and productivity plans to improve reservation operations and service delivery.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed.
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Revenue & Distribution

Impact to job roles in the Revenue & Distribution function

Reservations Executive / Reservations Supervisor

Medium impact

Technology will automate some repetitive tasks such as responding to high volumes of routine guest queries and tracking room availability, freeing the job holder to focus on customer relationship building and service quality improvements.

Moderate changes, following the adoption and use of digital tools such as enterprise systems, virtual chatbots, and Robotics Process Automation (RPA), focus should be on identifying new business opportunities for targeted upselling, growing relationships with key accounts, and proposing solutions to improve reservation operations and service delivery.

See the job dashboard

Reservations Officer / Reservations Agent

High impact

Technology will automate routine tasks such as handling requests, bookings, and reporting, freeing the job holder to prioritise more complex guest queries, service improvements, and service recovery.

Extensive use of digital tools such as virtual chatbots, automated answering systems, enterprise systems, and RPA, focus should be on building a deeper understanding of customer profiles and personalising guest service and experience through targeted services and/or upselling.

See the job dashboard

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The Future of Hotel Jobs and Skills *Functional View*

- Housekeeping
- Front Office
- Revenue & Distribution
- **Business Development, Sales & Marketing**
- Venue Management & Operations
- Food & Beverage
- Security Operations
- Engineering & Maintenance
- Cleaning Operations
- Management

Business Development, Sales & Marketing

Trends impacting the function

Competitive Landscape

With the rise of alternate booking avenues such as Online Travel Agencies, hotels face an increasingly competitive landscape to drive direct bookings on their website. Hotels have also turned to social media and loyalty programmes to capture market share.

Guest Preferences

Evolving guest preferences and the phenomenon of 'revenge travel' increased short-term travel demand. As travel demand stabilises, hotels can more accurately predict incoming demand and formulate targeted sales and marketing strategies.

Shift in Operational Models

To mitigate rising costs and manpower shortages, hotels are centralising business functions like marketing at the corporate level. Hotels are also diversifying their customer segments and revenue streams and expanding their spectrum of offerings to ensure business continuity.

Workforce Challenges

As hotels face employees leaving for industries with better remuneration and flexibility such as IT or e-commerce, hotels must tap into alternate sources of talent and engage with education institutions to drive passion in youths.

Technologies impacting the function[1]

Augmented Reality/ Virtual Reality (AR/VR)

Virtual reality (VR) technologies support virtual property walkthroughs and venue inspections, eliminating the need for physical on-site inspections and walkthroughs and enabling a more efficient sales process.

Data Analytics

Data analytics and visualisation tools provide insights on market trends and dynamics, customer profiles and preferences, and the performance of customer acquisition programmes.

Enterprise Systems

Customer Relationship Management (CRM) systems provide insights on guest preferences, feedback and spending patterns, and tracks and maintains sales leads.

Robotics and Automation

Robotic Process Automation (RPA) automates the generation of sales reports, proposals, quotations and contracts.

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Business Development, Sales & Marketing

As the function with substantial influence on the profitability of the hotel, the Business Development, Sales & Marketing function develops and executes sales and marketing plans alongside Revenue & Distribution teams to maximise the property's revenue across room sales, event sales, and catering sales.

Please click on the respective tabs to view each function

- Housekeeping
- Front Office
- Revenue & Distribution
- BD, Sales & Marketing
- Venue Management & Ops
- Food & Beverage
- Security Operations
- Engineering & Maintenance
- Cleaning Operations
- Management

In the future...

With the rise of digitally-savvy consumers, employees in this function must be skilled in digital communication and marketing to effectively engage and retain consumers through a multitude of digital platforms. Technology plays a critical role in enhancing the tasks of this function by providing insight on and forecasting guest preferences, identifying service improvement opportunities, and allowing job holders to provide customised product and service offerings to gain a competitive advantage.

To support the hotel's placemaking efforts, this function will design and develop product and service offerings to appeal to guests who are looking for immersive cultural experiences. Job holders must partner with local artists, designers and even businesses, providing a platform for them to showcase local products and talent and at the same time, generating growth for the hotel.

Finally, this function is required to collaborate with other departments to promote the hotel's sustainability agenda to attract eco-conscious guests and drive growth for the hotel.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Business Environment Analysis* • Business Needs Analysis* • Business Negotiation • Consumer Intelligence Analysis* • Data Analytics • Digital Marketing • Environmental Sustainability Management • Infographics and Data Visualisation* • Placemaking for Hospitality **(NEW)** • Social Media Marketing • Stakeholder Management* • Succession Planning* • Technology Adoption and Innovation • Technology Scanning* • Vendor Management • Website Performance Management*	• Adaptability • Creative Thinking • Digital Fluency • Global Perspective • Influence • Learning Agility • Self Management • Transdisciplinary Thinking

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Business Development, Sales & Marketing

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	• Sales and Marketing as vertical functions, with distinct reporting structures • Likely to have full Sales and Marketing departments	• Likely for Sales and Marketing to reside under the same function and perform the same tasks
Locality	• Generalist roles reside at property level whereas specialist roles reside at group level	
Possible stacking of roles	• Stacking of Officer and Executive positions across Sales and Marketing (e.g., Marketing Communications Officer / Digital Marketing Officer / Sales and Marketing Officer with Marketing Communications Executive / Digital Marketing Executive / Public Relations Executive • Stacking of Business Development and Sales functions • In select-service hotels, Sales and Marketing teams are lean and team members may perform tasks across different job levels of functions (i.e., Sales team may be required to perform marketing duties and vice versa)	
Alternative sources of labour	• High level of social interaction is required in this function and therefore, hotels are less likely to rely on alternative sources of labour, with the exception of administrative roles e.g., Sales Coordinator	
Other manpower considerations	• Given the overlaps in duties such as prospecting clients and managing client relations, many hotels have subsumed the duties of the Business Development function under Sales to minimise the number of touchpoints for clients during the sales lifecycle • While the Business Development function still exists in some hotels, its roles have become interchangeable with the Sales function and focuses on acquiring and converting prospective leads or opportunities into new clients • Due to the distinct and specialised nature of work in Sales and Marketing functions, the roles and responsibilities of these two functions are increasingly defined in hotels; this may result in a delineation in reporting structures for Sales and Marketing, with teams reporting to the respective Head of Department (e.g., Director of Sales, Director of Marketing) of each function	

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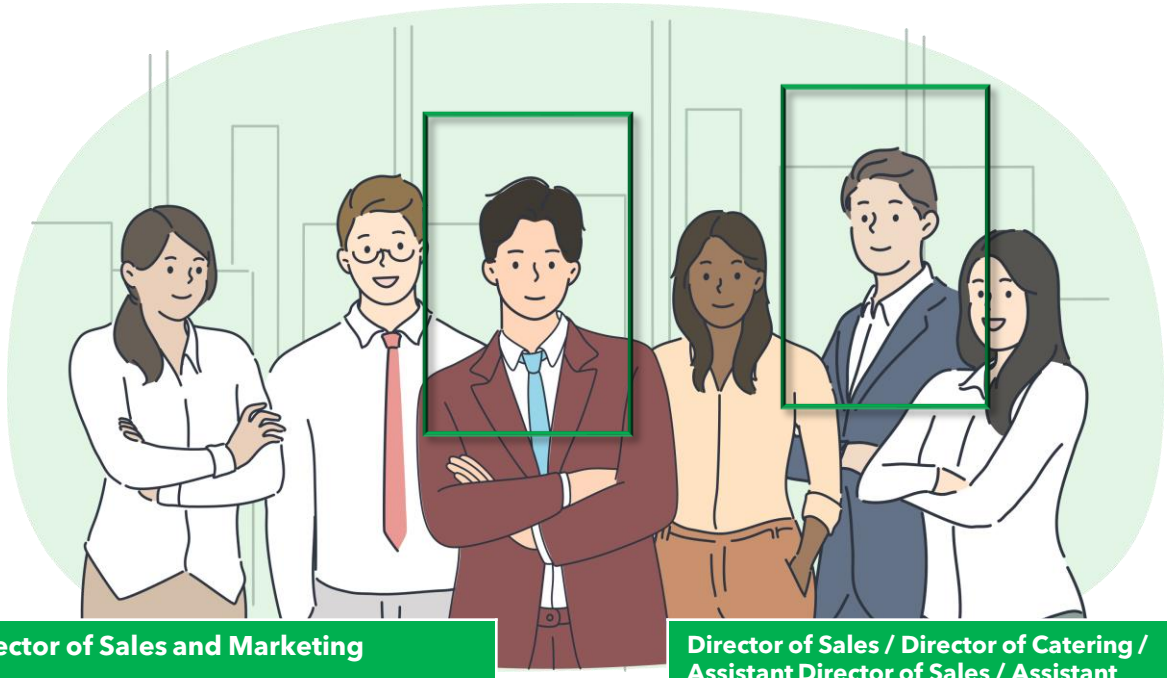
Business Development, Sales & Marketing

Impact to job roles in the Business Development, Sales & Marketing function



Director of Sales and Marketing

Medium impact

This role will be increasingly supported by technology to analyse of business performance, enabling the job holder to propose appropriate strategies to drive sales activities in alignment to business priorities.

Moderate changes, following the adoption and use of digital tools marketing analytics and brand monitoring tools, focus should be on harnessing data for better decision-making, as well as growing and developing relationships with new and existing business partners and guests.

See the job dashboard

Director of Sales / Director of Catering / Assistant Director of Sales / Assistant Director of Catering

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed due to the highly strategic nature of this role. The job holder will continue to direct sales activities to maximise the property's revenue.

Incremental changes; focus should be on developing the organisation's strategies for new sales opportunities and collaborating with revenue management department to ensure alignment of sales and pricing strategies. Upskilling in capabilities such as consumer intelligence analysis, placemaking, and technology scanning may be required.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed.
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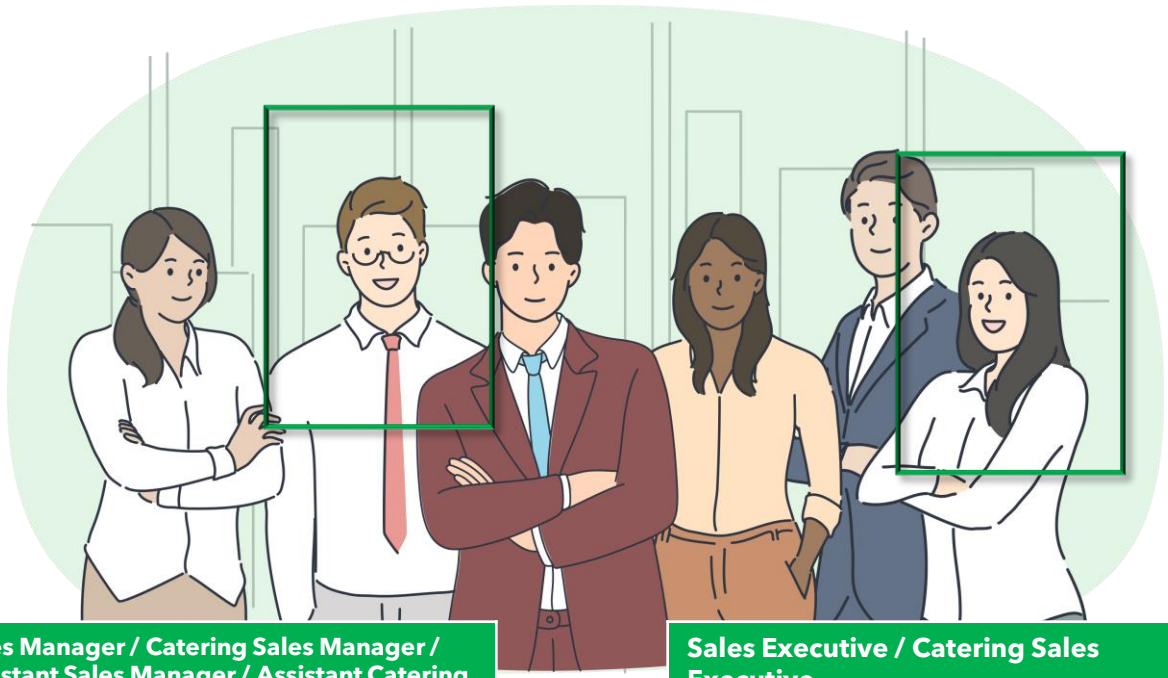
Business Development, Sales & Marketing

Impact to job roles in the Business Development, Sales & Marketing function



Sales Manager / Catering Sales Manager / Assistant Sales Manager / Assistant Catering Sales Manager

Medium impact

Technology will automate certain repetitive tasks performed by this role, such as the generation of standard proposals and quotations, and improve the pre-sales customer experience.

Moderate changes; following the adoption and use of digital tools such as enterprise systems and data analytics and visualisation tools, and Robotics Process Automation (RPA), focus should be tailoring product and service offerings to better meet guests' needs and recommending sales strategies in alignment to business priorities to improve sales.

See the job dashboard

Sales Executive / Catering Sales Executive

Medium impact

Technology will automate repetitive tasks such as the generation of proposals and quotations, freeing the job holder to focus on attending to guest/customers.

Moderate changes; following the adoption and use of digital tools such as enterprise systems, RPA, Virtual Reality (VR) technologies, focus should be on applying upselling strategies to drive sales, as well as acquiring and maintaining customer relationships to drive profits for the property.

See the job dashboard

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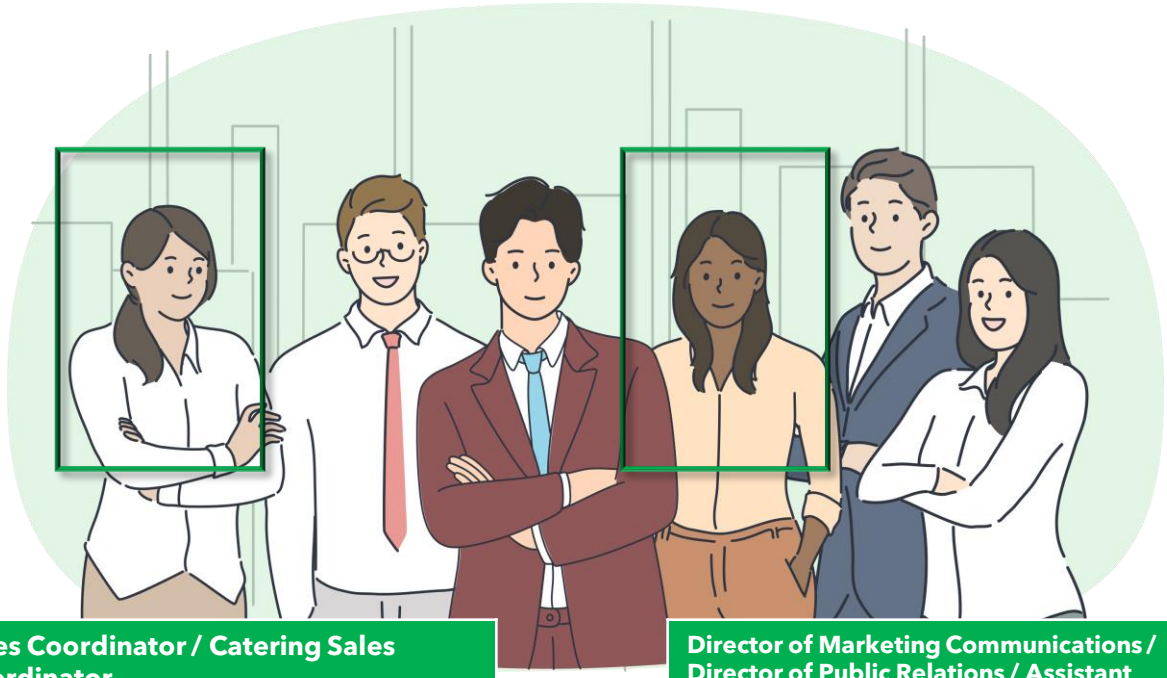
Business Development, Sales & Marketing

Impact to job roles in the Business Development, Sales & Marketing function



Sales Coordinator / Catering Sales Coordinator

High impact

Technology will automate routine tasks such as tracking and scheduling, freeing the job holder to interact with guests and attend to more complex guest queries.

Extensive changes; following the adoption and use of digital tools such as enterprise systems, Robotics Process Automation (RPA), automated answering systems and chatbots, focus should be on identifying trends and areas for improvement, attending to complex guest queries, and propose improvements to customer acquisition programmes.

See the job dashboard

Director of Marketing Communications / Director of Public Relations / Assistant Director of Marketing Communications / Assistant Director of Public Relations

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed due to the highly strategic nature of this role. The job holder will continue to oversee the planning, development and implementation of marketing and public relations activities.

Incremental changes; focus should be on leading brand management and directing market research and analyses, market positioning, and formulating marketing strategies with key stakeholders. Upskilling in capabilities such as business environment analysis and technology scanning may be required.

See the job dashboard

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Business Development, Sales & Marketing

Impact to job roles in the Business Development, Sales & Marketing function

Marketing Communications Manager / Digital Marketing Manager / Public Relations Manager / Assistant Marketing Communications Manager / Assistant Digital Marketing Manager / Assistant Public Relations Manager

Medium impact

Technologies will be utilised to provide insights on market trends and dynamics, allowing job holders to propose appropriate marketing strategies to effectively engage target customers and market segments.

Moderate changes; following the adoption and use of digital tools such as marketing analytics and visualisation tools, focus should be on designing effective marketing campaigns to better engage customers across different platforms and managing team performance.

See the job dashboard

Marketing Communications Executive / Digital Marketing Executive / Public Relations Executive

High impact

Technology will automate routine tasks such as generation of reports, freeing up the job holder to focus on proposing data-backed recommendations to improve marketing plans.

Extensive changes; following the adoption and use of digital tools such data analytics and visualisation tools, Robotics Process Automation (RPA), focus should be on interpreting data to develop brand image strategies and recommendations and analyse the performance of marketing channels.

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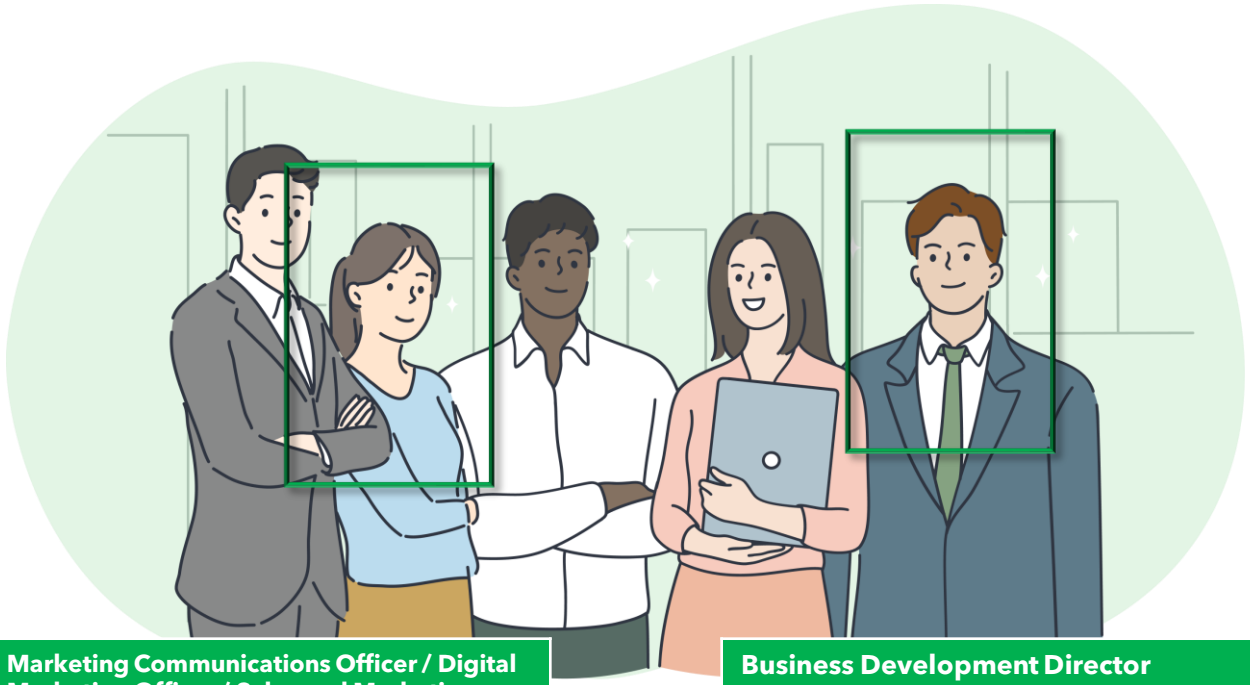
Business Development, Sales & Marketing

Impact to job roles in the Business Development, Sales & Marketing function



Marketing Communications Officer / Digital Marketing Officer / Sales and Marketing Officer

High impact

Technology will automate routine tasks such as the collation of data and tracking of online guest sentiments, freeing up the job holder to focus on proposing solutions to improve marketing strategy and operations.

Extensive changes; following the adoption and use of digital tools such data analytics and visualisation tools, Robotics Process Automation (RPA), focus should be on interpreting and making sense of sales performance data to inform decision-making and the development of targeted marketing campaigns.

See the job dashboard

Business Development Director

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed due to the highly strategic nature of this role. The job holder will continue to be responsible for leading all business development efforts within the organisation.

Incremental changes; focus should be on using available technology tools to support gathering of insights on market performance and trends, enabling the job holder to better identify business opportunities and partnerships. Upskilling in capabilities such as business environment analysis and consumer intelligence analysis may be required.

See the job dashboard

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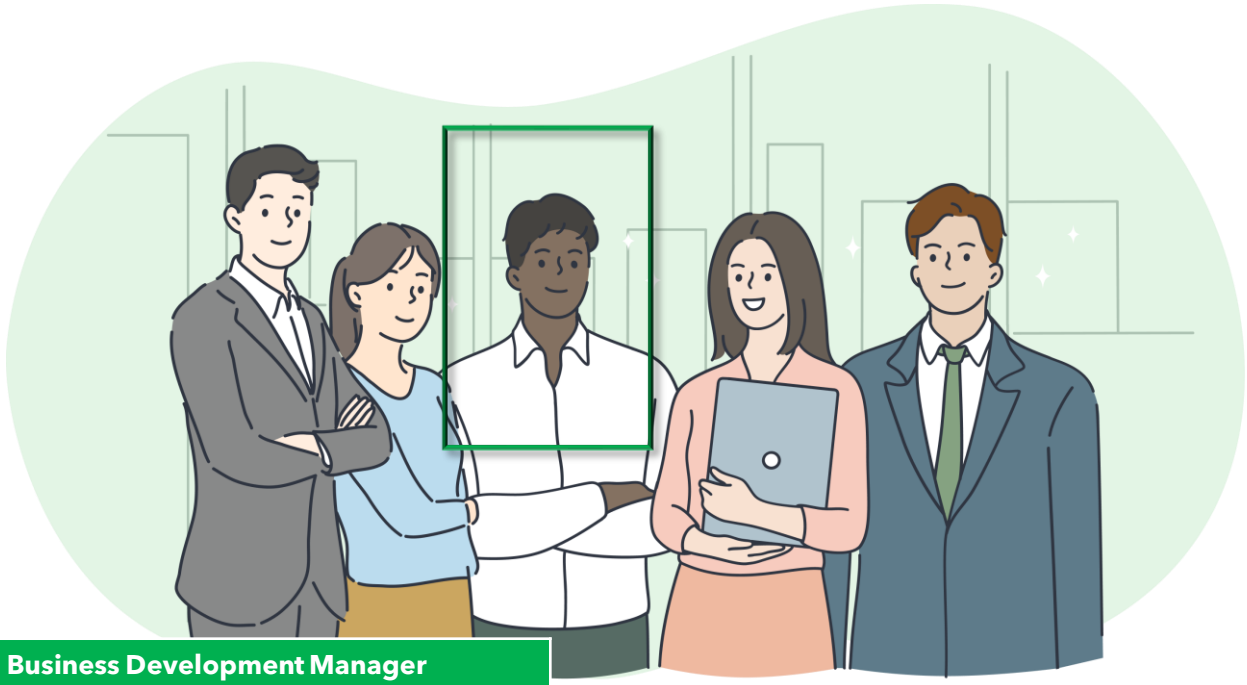
Business Development, Sales & Marketing

Impact to job roles in the Business Development, Sales & Marketing function



Business Development Manager

Medium impact

Technologies will be utilised to provide insights on market trends and dynamics, allowing job holders to make better and more informed decisions on operations and potential business opportunities.

Moderate changes; following the adoption and use of digital tools such as data analytics and visualisation tools, Robotics Process Automation (RPA), enterprise systems, focus should be on proposing novel opportunities to capitalise on market trends to drive business growth.

See the job dashboard

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Venue Management & Operations

Trends impacting the function

Competitive Landscape

The rise of alternate event spaces has threatened the monopoly traditionally held by hotels to host events. This function will need to articulate their competitive advantages and provide personalised product and service offerings to meet guests' demands.

COVID-19

COVID-19 has impacted the daily operations of this function, with physical events of various sizes being postponed, held online, or in hybrid mode. As a result, guests also have increased expectations of cleanliness and hygiene when attending events.

Shift in Operational Models

COVID-19 resulted in shifts in operating models, with events being held online or in hybrid mode. With the resumption of international travel, hotels are observing an uptick in physical events. Regardless, job holders are expected to be reactive to any last-minute changes in event formats.

Sustainability

As guests become more eco-conscious, they are increasingly demanding environmentally sustainable options when hosting corporate events. As a result, job holders are expected to keep abreast of leading trends and be responsible for the execution of green events.

Technologies impacting the function[1]

Artificial Intelligence (AI)

AI and data analytics support the forecast of the volume of guests attending events to improve crowd-control and operations during large-scale events.

Augmented Reality/Virtual Reality (AR/VR)

AR/VR technology is used in pre-sales to conducting virtual tours of hotel rooms and event spaces and providing guests with immersive experiences.

Enterprise Systems

Event Management Systems compile information regarding event expenses for payment and invoicing to the guest, allowing the user to efficiently review and scan for errors.

Internet of Things (IoT)

IoT provides instant connectivity for virtual or hybrid events and enables real-time and remote monitoring of the facility.

Robotics and Automation

Delivery robots serve food to guests, Lightweight Autonomous Carts and Autonomous Banquet Robots move furniture based on the event floor plan.

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Venue Management & Operations

Depending on the type, size, and business strategy of a hotel, venue and events services may account for a sizeable portion of the property's revenue.

The Venue and Events function is responsible for the end-to-end coordination and execution of events sales, planning and delivery.

Venue and Events teams have the potential to generate higher profit margins as compared to other revenue streams within the property by capturing audiences outside of hotels.

Please click on the respective tabs to view each function

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In the future...

A shift in consumer preferences will also require incumbents within this function to think out of the box and tailor product and service offerings to different segments of clientele via different formats. The increased permeation of technologies impacting this function will also require job holders to be well-versed in handling and applying technologies. Job holders will also need to possess a good understanding of digital communications to continually forge strong connections with guests to deliver the same, if not better, experiences to guests.

Additionally, the creation of hybrid events will require staff in this function to be involved in the planning and execution of hybrid events to ensure a smooth operational flow and minimise technical disruptions. As consumers become more eco-conscious, this function will need to keep abreast of leading trends and practices in sustainability and be responsible for the organisation and execution of green events.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Consumer Intelligence Analysis* • Data Analytics • Environmental Sustainability Management • Events Planning and Management^ • Infographics and Data Visualisation* • Internet of Things Management* • Placemaking for Hospitality **(NEW)**	• Adaptability • Digital Fluency • Global Perspective • Influence • Learning Agility • Self Management

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Venue Management & Operations

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	▪ Likely to have a full Venue Operations & Management department, although number of levels and job roles depend on size of hotel and career progression pathways offered	▪ Likely to have either only Events department or entire function is subsumed under Sales and Marketing
Locality	• At property level	
Possible stacking of roles	• Event and Venue team members have a defined scope of work • Stacking of Assistant Executive positions with Executive roles (i.e., Assistant Event Services Executive with Assistant Venue Operations Executive) • For select-service hotels, the Events team is lean and team members may perform tasks across different job levels of functions (e.g., Sales)	
Alternative sources of labour	• Outsourced labour may be used for lower-level roles	
Other manpower considerations	• Hotels often experience difficulties in the hiring of lower-level positions for this function (e.g., Assistant Executive Event Services and Venue Operations roles) due to changing employee preferences and evolving aspirations of youth for accelerated career development • As a result, hotels may observe even further vertical stacking of such roles with Executive roles as incumbents are expected to take on an enlarged client portfolio and be responsible in client servicing and handling complex, escalated client requests • Hotels are open to exploring alternative talent sources such as Persons with Disabilities (PWD) and back-to-work mothers to perform clerical tasks such as data entry and coordination of reports • While hotels are open to inclusive hiring of these profile of workers, greater effort in guidance and training (e.g., training programmes customised for PWD to help them better acquire new skills at work) will be required to ensure that these workers assimilate easily into their new roles and the work environment	

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Venue Management & Operations

Impact to job roles in the Venue Management & Operations function

Event Services Director

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed due to the highly strategic nature of this role. The job holder will continue to be responsible for all aspects of client servicing and ensuring the readiness of the event venue.

Incremental changes; focus should be on proposing innovative event solutions to support client needs and staying abreast of leading trends and practices to incorporate sustainable practices into green events for clients. Upskilling in capabilities such as environmental sustainability management and placemaking may be required.

See the job dashboard

Event Services Manager

Medium impact

Technology will automate routine tasks such as the drafting of reports and processing of customer data and feedback, freeing the job holder to focus on higher-value added tasks such as guest interactions and engagement.

Moderate changes; following the adoption and use of digital tools such as Virtual Reality (VR) technologies, data analytics and visualisation tools, and enterprise systems, focus should be analysing feedback from participants and stakeholders, allowing the job holder to better identify areas for improvement in future events.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
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Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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Venue Management & Operations

Impact to job roles in the Venue Management & Operations function

Event Services Executive

Medium impact

Technology will automate repetitive tasks, such as the generation of documentations for project closure and reporting of budget utilisation, freeing the job holder to focus on higher-value tasks such as liaising with guests and vendors.

Moderate changes; following the adoption and use of digital tools such as data analytics and visualisation tools, enterprise systems, and Robotics Process Automation (RPA), focus should be prioritising other post-event activities, such as the review of event performance and client feedback, as well as providing suggestions to improve workplace productivity.

See the job dashboard

Assistant Event Services Executive

Medium impact

Technology will automate routine tasks such as the drafting of reports and proposals, freeing the job holder to focus on task efficiency.

Moderate changes; following the adoption and use of digital tools such as Virtual Reality (VR) technologies, data analytics and visualisation tools, and enterprise systems, focus should be on reskilling to take on higher value-added tasks such as client and vendor management.

See the job dashboard

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Venue Management & Operations

Impact to job roles in the Venue Management & Operations function

Venue Operations Director

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed due to the highly strategic nature of this role. The job holder will continue to be responsible for the management of venue operations.

Incremental changes; focus should be on keeping abreast of leading practices, such as the organisation of green meetings and conferences to drive the creation of sustainable events, as well as fostering strong collaborations between internal and external stakeholder holders. Upskilling in capabilities such as consumer intelligence analysis and environmental sustainability management may be required.

See the job dashboard

Venue Operations Manager

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed as the job holder will continue to be responsible for overseeing the running of venue operations, including the logistics requirements.

Incremental changes; focus should be on utilising technologies to assist with daily operations, such as forecasting guest turnout to formulate appropriate evacuation plans and analysing past financial budgets. Upskilling in capabilities such as consumer intelligence analysis and infographics and data visualisation may be required.

See the job dashboard

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Venue Management & Operations

Impact to job roles in the Venue Management & Operations function

Venue Operations Executive

Low impact

Trends and technologies will lightly impact the way day-to-day work is performed as the job holder will continue to be responsible for overseeing all on-site details related to the events held at the venue.

Incremental changes; focus should be on supporting the daily operations of the department and acts as the main liaison between vendors and internal stakeholders. Upskilling in capabilities such as data analytics, infographics and data visualisation may be required.

See the job dashboard

Assistant Venue Operations Executive

Medium impact

Technology will automate routine tasks such as the generation of reports and remote monitoring of facilities, freeing the job holder to focus on on higher-value tasks such as vendor and client management.

Moderate changes; following the adoption and use of digital tools such as sensors, Robotics Process Automation (RPA), and enterprise systems, focus should be on researching relevant technology applications to improve productivity and innovation.

See the job dashboard

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The Future of Hotel Jobs and Skills *Functional View*

- Housekeeping
- Front Office
- Revenue & Distribution
- Business Development, Sales & Marketing
- Venue Management & Operations
- **Food & Beverage**
- Security Operations
- Engineering & Maintenance
- Cleaning Operations
- Management

Food & Beverage

Trends impacting the function

Competitive Landscape

Restaurants in hotels face stiff competition from other independent dining establishments for business. To differentiate themselves, hotels must continuously refresh existing and innovate new concepts targeted to attract existing and new guests.

Shift in Operational Models

To alleviate the labour crunch, restaurants in hotels have explored alternate cost-efficient operational models such as centralised kitchens to mass-produce food items.

Workforce Challenges

Entry-level positions in the kitchen are typically staffed by mature workers, as youths are deterred from entering this industry due to long hours and limited career progression, resulting in a perpetual labour crunch.

Guest Preferences

Due to COVID-19, guests have placed greater emphasis on sanitation and food hygiene regarding preparation and delivery of their meals to ensure their safety. Also, guests are choosing to opt for in-room dining to minimise exposure and contact.

Sustainability

As the industry gears towards net zero emissions by 2025, this function plays an important role in reducing the hotel's overall carbon footprint through sustainable methods of food waste management and procurement.

Technologies impacting the function[1]

Artificial Intelligence (AI)

AI-powered bins are used to record food waste and track consumer preferences to reduce food wastage.

Enterprise Systems

Point-of-Sales Systems are used to record sales of items and highlight peak dining periods, allowing hoteliers to generate insights to assist with menu forecasting and manpower allocation during peak periods, enhancing the overall employee and guest experience.

Data Analytics

Data analytics allows job holders to obtain insights and make decisions based on the popularity of food items, allowing chefs to exercise portion control to minimise wastage.

Robotics and Automation

Service Robots are used to increase task efficiency by transporting food from kitchens to service stations to be served to guests, allowing job holders to undertake higher-value tasks such as interacting with guests.

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Food & Beverage

Alongside Front Office and Housekeeping, Food & Beverage (F&B) is one of the core operational departments within a hotel and is responsible for satisfying the food and beverage needs of both hotel and casual guests.

While the presence of F&B establishments depend on the size of a hotel and its business strategy, the F&B function typically requires a critical volume of staff to perform a wide range of activities in an often fast-paced environment.

Please click on the respective tabs to view each function

Housekeeping
Front Office
Revenue & Distribution
BD, Sales & Marketing
Venue Management & Ops
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

In the future...

Global food trends and changing consumer expectations will mean that it is more critical than ever for this function to bring new ideas and innovations to the table. Jobs in this function will grow in demand and need to capitalise on opportunities to bring new ideas and innovations to the table, including reinventing the menu, advancing technology adoption to streamline operations and digitalising the guest experience. This function should also invest in advanced analytics and automation such as autonomous dishwashing robots/machinery to drive efficiency in both front-of-house and back-of-house operations, providing contactless solutions that address consumers' health concerns and freeing up the job holder to focus on higher value-adding tasks such as menu creation, concept development and interactions with diners.

Job holders in this function will need to be upskilled in digital communications and social media to engage guests with personalised offers across multiple channels and use guest data to make decisions on pricing, merchandising and food promotions.

Finally, job holders will also need to keep abreast of leading sustainability practices to support the hotel's sustainability efforts including the reprocessing of food waste into useful by-products such as fertilisers and animal feed for sale to local farms.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Consumer Intelligence Analysis* • Digital Marketing • Environmental Protection Management* • Environmental Sustainability Management • Infographics and Data Visualisation* • Internet of Things Management* • Revenue Optimisation^ • Social Media Marketing • Stakeholder Management* • Succession Planning*	• Adaptability • Customer Orientation • Digital Fluency • Global Perspective • Influence • Learning Agility • Problem Solving • Self Management

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted by an arrow (^) are found in SFw for HAS but may require updates to descriptions, knowledge and abilities. Skills not marked are available in SFw for HAS but are not currently not tagged to job roles in the function.

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Food & Beverage

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	• Likely to have a full Food & Beverage department	• Likely to have only Food & Beverage Service and Culinary Arts departments • Unlikely to have Beverage Service roles
Locality	• At property level	
Possible stacking of roles	• Server / Service Crew / Runner with Host / Hostess / Crew Leader	
Alternative sources of labour	• Outsourced and alternative sources of labour (e.g., ex-offenders, Persons with Disabilities) may be used for lower-level service and culinary roles such as Server / Service Crew / Runner and Cook / Kitchen Assistant • To assimilate them into the roles, adequate guidance and training will need to be provided • Additionally, hotels need to strike a balance between outsourcing to mitigate shortfalls in manpower without compromising service standards	
Other manpower considerations	• Due to the technical and skill-intensive nature of work in the Culinary Arts function, roles are unlikely to be stacked; however, the number of job levels and roles will vary depending on size and career progression pathways offered by hotels • For example, concept-based restaurants tend to favour hiring Head Chefs to oversee kitchen operations and the design of menu items in place of an Executive Sous Chef • Owing to the specialised nature of the Beverage Service track, these roles will tend to be more prevalent in full-service hotels which are more aligned with the brand's direction and guest expectations for the full suite of services	

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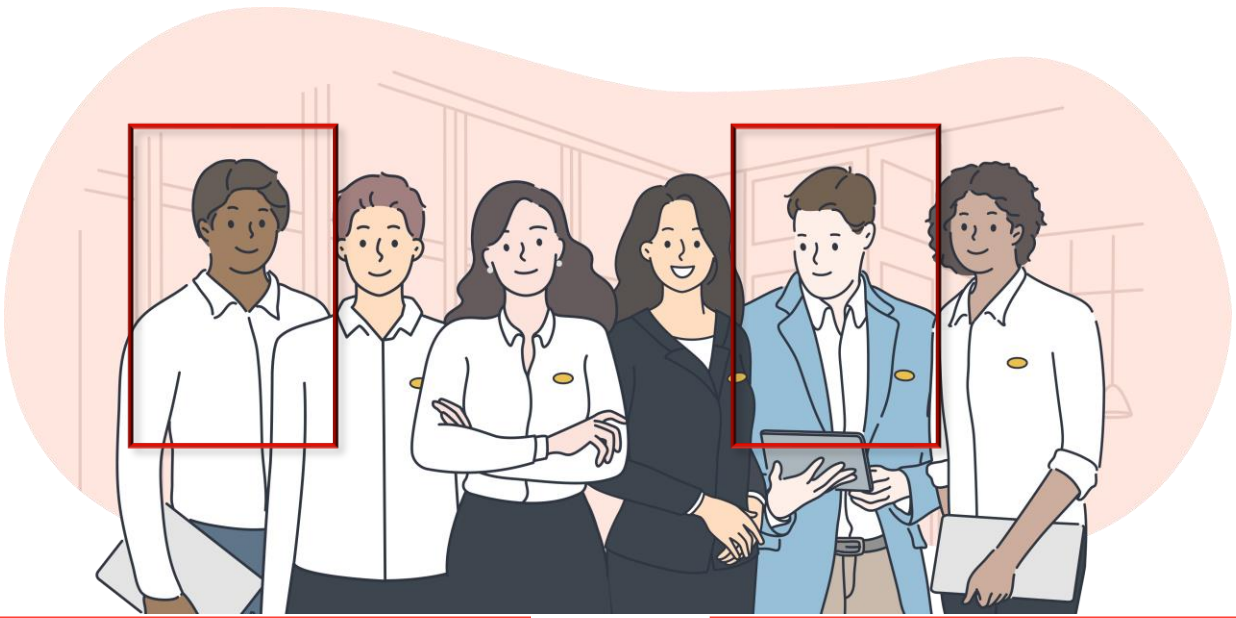
Food & Beverage *(F&B Service)*

Impact to job roles in the Food & Beverage function



Operations Director / Operations Manager

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to strategise and plan the restaurant's long-term growth.

Incremental changes; focus should be on directing the review of existing processes, developing continuous improvement strategies and formulating strategies to leverage emerging technologies to improve productivity. Upskilling in capabilities such as consumer intelligence analysis, data analytics and visualisation, and total revenue management may be required.

See the job dashboard

Multi-Outlet Manager

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to contribute to strategic business planning and operations across outlets and propose solutions to drive profitability of outlet operations.

Incremental changes; focus should be on evaluating the effectiveness of service recovery and customer loyalty strategies to improve customer delivery across outlets. Upskilling in capabilities such as consumer intelligence analysis, environmental sustainability management, and sustainable procurement may be required.

See the job dashboard

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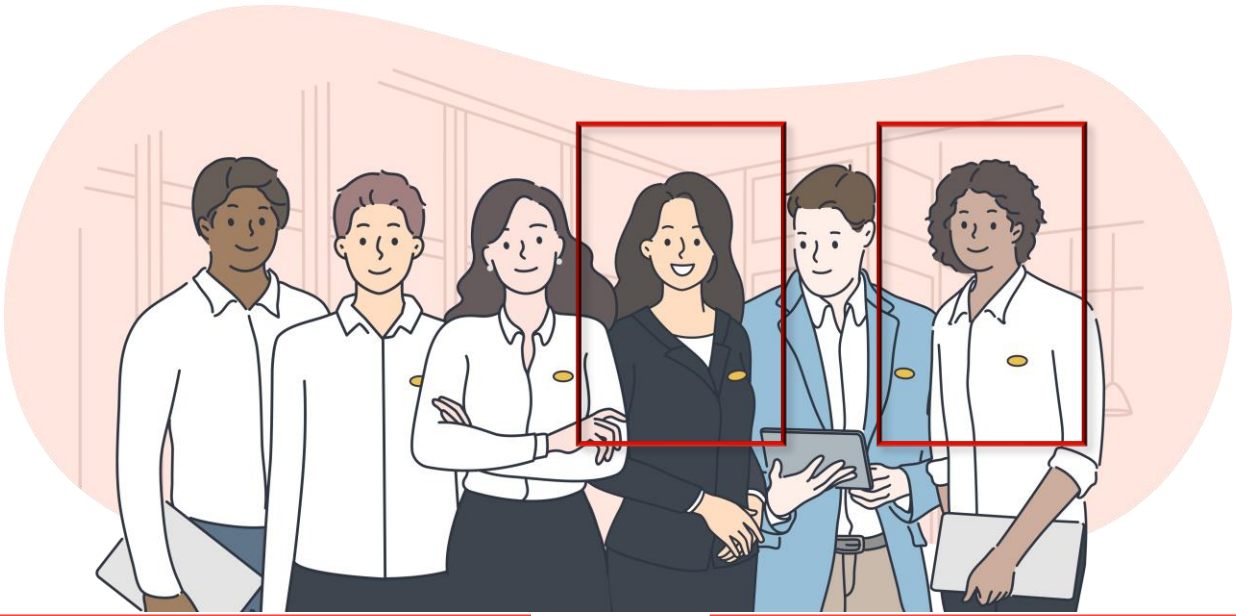
Food & Beverage *(F&B Service)*

Impact to job roles in the Food & Beverage function



Outlet Manager / Assistant Outlet Manager

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to oversee outlet operations and be responsible for the overall profitability of the outlet.

Incremental changes; focus should be on analysing current customers' profiles and preferences to provide targeted recommendations to drive sales for the business. Upskilling in capabilities such as consumer intelligence analysis and environmental sustainability management may be required.

See the job dashboard

Executive / Service Supervisor

Medium impact

Technologies such as Point-of-Sale systems and Table Management systems facilitate the daily reconciliation of sales and management of reservations and seat allocation to customers.

Moderate changes; following the adoption and use of digital tools such as Data Analytics and Enterprise Systems, focus should be on upskilling and strengthening capabilities such as data analytics and data visualisation and interpretation to make sense of sales performance data to improve service delivery.

See the job dashboard

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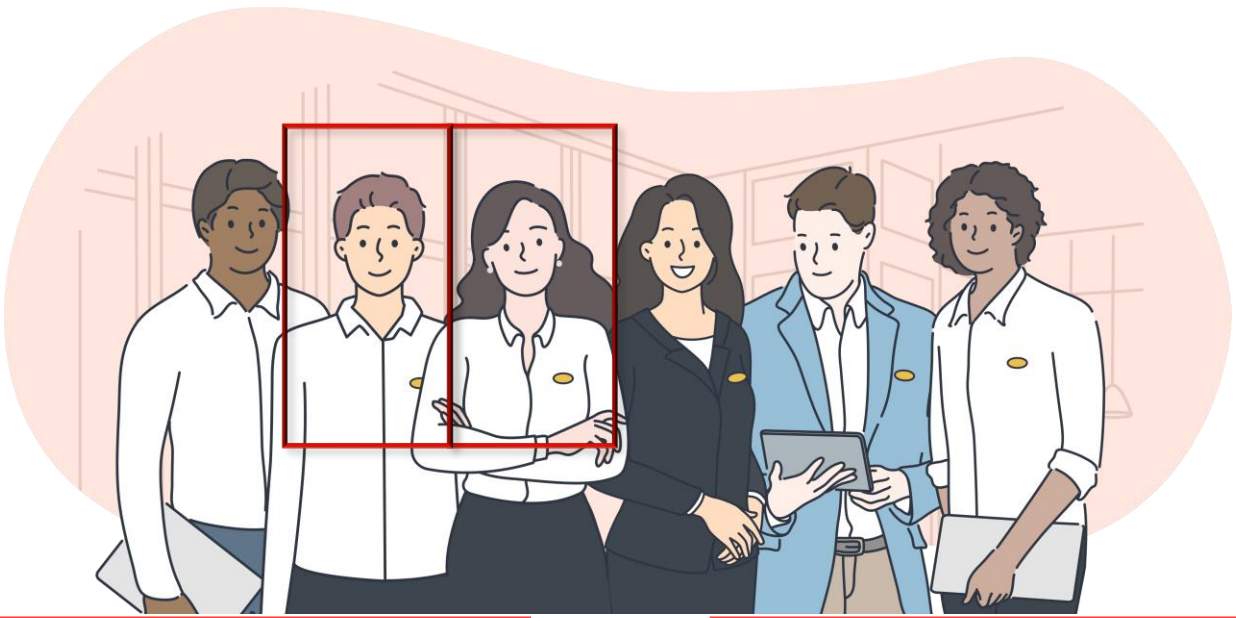
Food & Beverage *(F&B Service)*

Impact to job roles in the Food & Beverage function



Host / Hostess / Crew Leader

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to supervise staff during restaurant operations.

Incremental changes; focus should be on addressing customers' feedback and executing initiatives under customer loyalty strategies. Upskilling and strengthening technical skills on the job may be required.

See the job dashboard

Server / Service Crew / Runner

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to deliver service and operations excellence in the restaurant.

Incremental changes; focus should be on serving food and beverages to customers, escalating customers' feedback and executing initiatives under customer loyalty strategies. Upskilling and strengthening technical skills on the job may be required.

See the job dashboard

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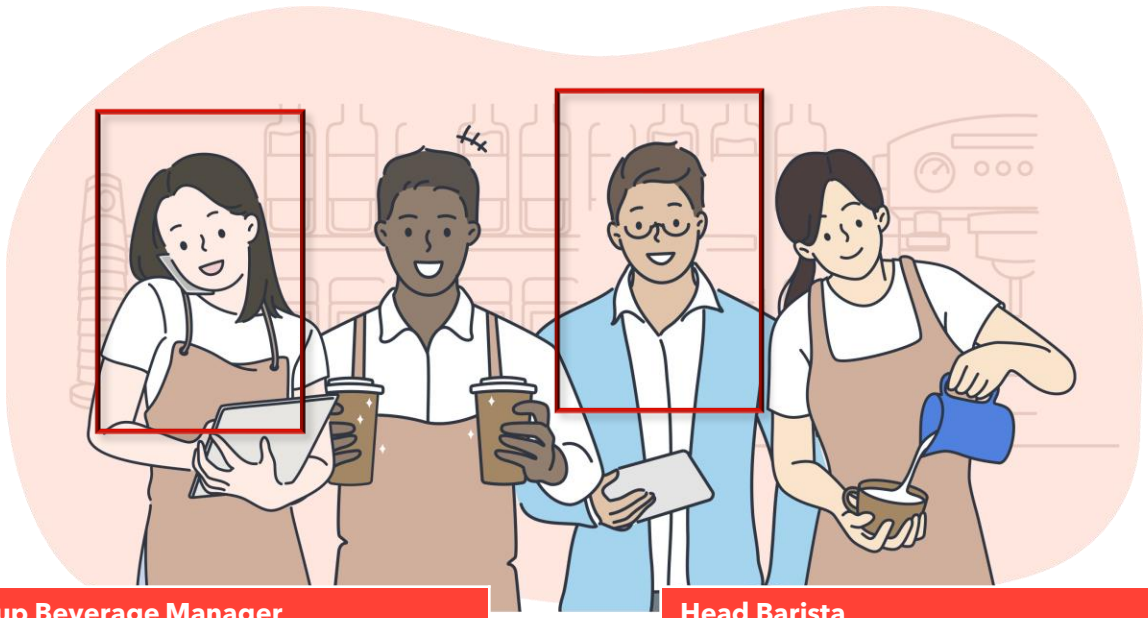
Food & Beverage *(Beverage Service)*

Impact to job roles in the Food & Beverage function



Group Beverage Manager

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to utilise some technologies to augment decision-making and better propose appropriate recommendations to drive profitability for outlets.

Incremental changes; focus should be on reviewing operational budgets across teams, evaluating effectiveness of service recovery strategies to improve customer service delivery, and building relationships for business opportunities. Upskilling in capabilities such as consumer intelligence analysis, digital marketing, and sustainable procurement may be required.

See the job dashboard

Head Barista

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to keep abreast of trends and guest preferences and tailor the restaurant's service offerings accordingly.

Incremental changes, focus should be on analysing customers' profiles and beverage preferences to provide targeted recommendations and developing customer loyalty strategies to drive sales for the restaurant. Upskilling in capabilities such as consumer intelligence analysis and environmental sustainability management may be required.

See the job dashboard

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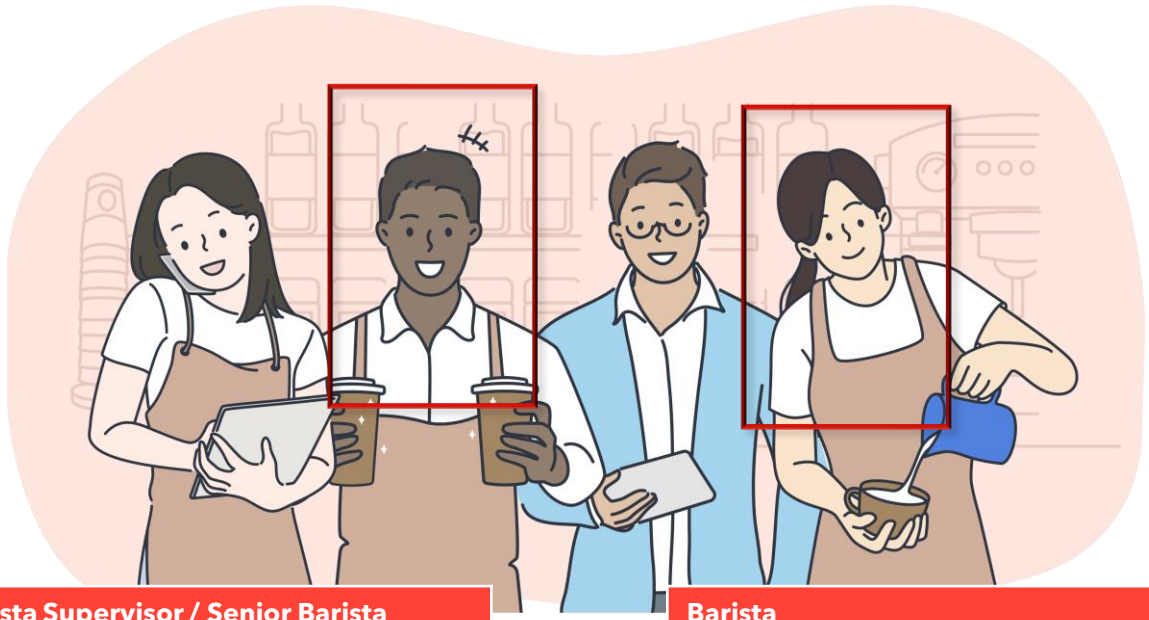
Food & Beverage *(Beverage Service)*

Impact to job roles in the Food & Beverage function



Barista Supervisor / Senior Barista

Medium impact

Technologies such as smart sensors support the tracking and management of inventory levels and undertake data collection for process improvements.

Moderate changes; following the adoption and use of digital tools such as Enterprise Systems, Internet of Things (IoT) and robotics and automation, focus should be on upskilling and strengthening capabilities such as data analytics and data visualisation and interpretation to propose appropriate solutions to improve service delivery.

See the job dashboard

Barista

Medium impact

Technologies such as automated coffee machines will assist with the preparation of a variety of coffee-based beverages and teas.

Moderate changes; following the adoption and use of digital tools such as Enterprise Systems and robotics and automation, focus should be on upskilling in areas such as data analytics to perform basic analyses of sales performance data and propose recommendations on areas of improvement.

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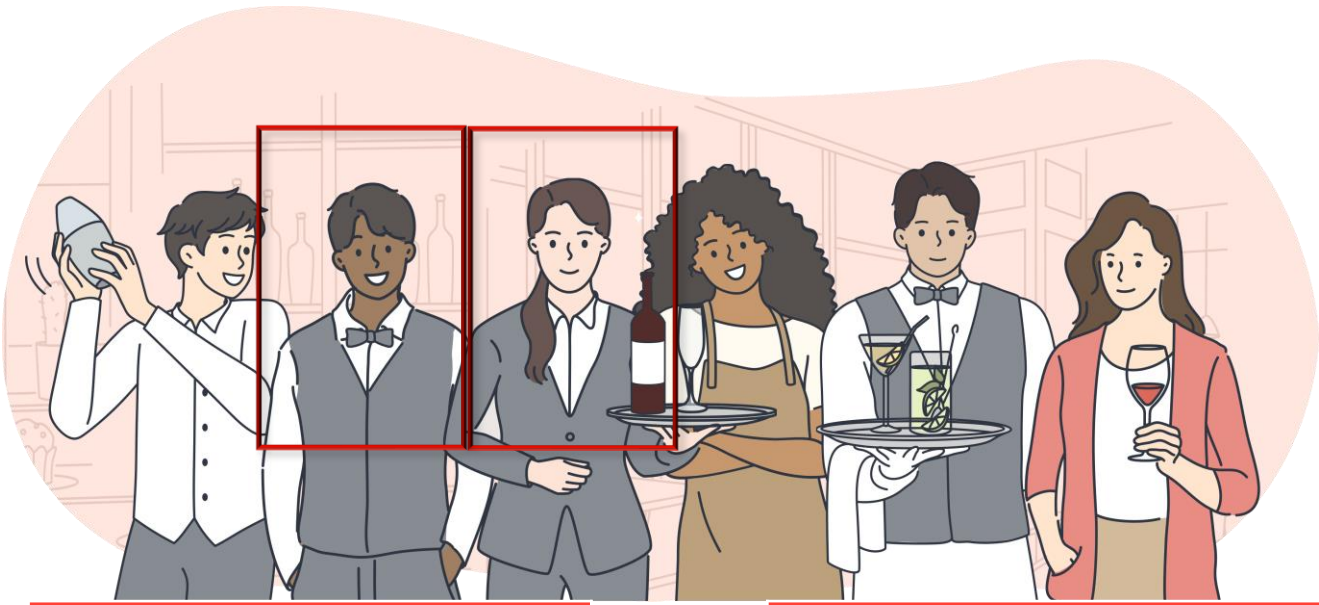
Food & Beverage *(Beverage Service)*

Impact to job roles in the Food & Beverage function



Head Bartender

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to utilise some technologies to support the analysis of operational data to better identify opportunities for improved work practices and innovation.

Incremental changes; focus should be on analysing inventory levels to propose purchases for the team and reviewing new beverage recipes for inclusion in new menu. Upskilling in capabilities such as consumer intelligence analysis and environmental sustainability management may be required.

See the job dashboard

Bartender Supervisor

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still need to guide the preparation of beverages at the restaurant and coach team members.

Incremental changes; focus should be on guiding staff in the preparation of beverages, maintenance of drinkware and beverage equipment and interacting with customers to assess customer satisfaction levels. Upskilling in capabilities such as internet of things management may be required.

See the job dashboard

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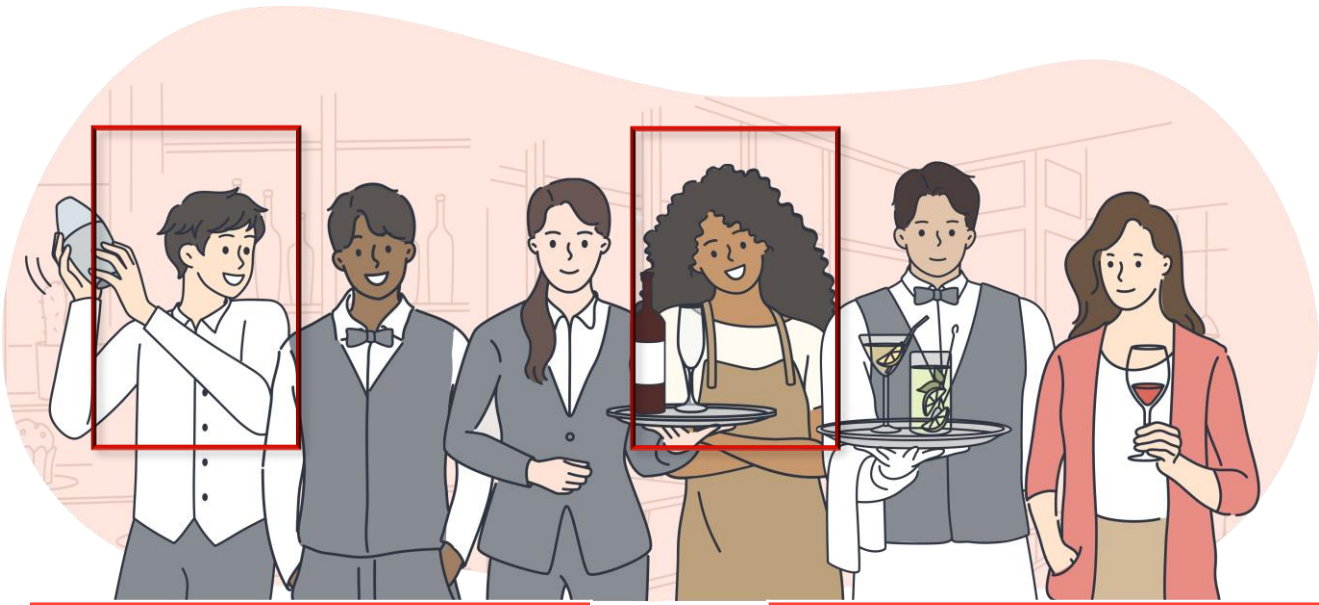
Food & Beverage *(Beverage Service)*

Impact to job roles in the Food & Beverage function



Bartender

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still need to be conversant in a variety of drinks and ensure that quality and customer service standards are consistently maintained.

Incremental changes; focus should be on preparing a variety of alcohol and non-alcoholic beverages, addressing customer queries and executing initiatives under customer loyalty strategies. Upskilling and strengthening technical skills on the job may be required.

See the job dashboard

Head Sommelier

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still need to analyse current customers' profiles and preferences to provide targeted recommendations.

Incremental changes; focus should be on reviewing existing work processes and procedures in accordance with process improvement reviews and developing tailored strategies to drive sales targets for the restaurant. Upskilling in capabilities such as consumer intelligence analysis and environmental sustainability management may be required.

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Food & Beverage *(Beverage Service)*

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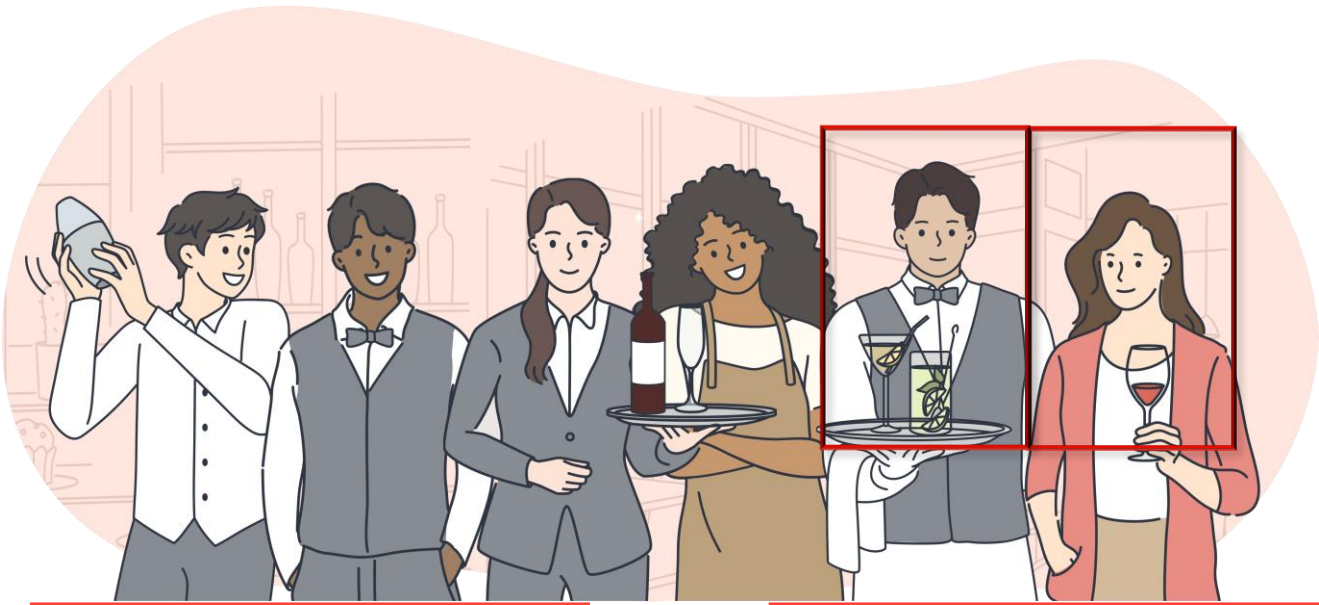

Wine Specialist / Demi Sommelier

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to coach team members and interact with guest to build rapport.

Incremental changes; focus should be on guiding staff on wine-handling and articulation of different categories of wine, interacting with customers to assess satisfaction levels and monitoring the execution of initiatives under customer loyalty strategies. Upskilling in capabilities such as internet of things management may be required.

See the job dashboard

Wine Server / Wine Waiter / Commis Sommelier

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to handle wine using various techniques and maintain drinkware and beverage equipment.

Incremental changes; focus should be on addressing customers' queries on types of beverages, recommending wine and food pairings to customers and building rapport with customers. Upskilling and strengthening technical skills on the job may be required.

See the job dashboard

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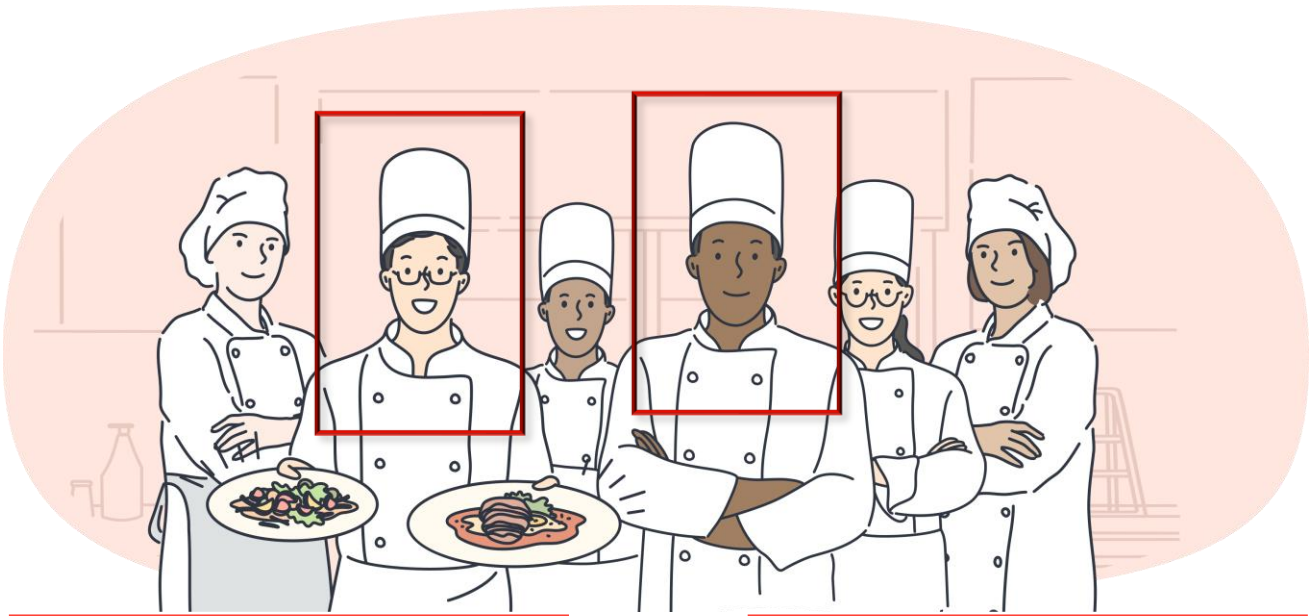
Food & Beverage *(Culinary Arts)*

Impact to job roles in the Food & Beverage function



Executive Chef

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to collaborate with internal *stakeholders to conceptualise and develop innovative menus and concepts for restaurants to drive revenue for the property.*

Incremental changes; focus should be on managing overall food production operations across the organisation and formulating strategies to leverage emerging technologies to improve productivity. Upskilling in capabilities such as consumer intelligence analysis, sustainable procurement, and total revenue management may be required.

See the job dashboard

Executive Sous Chef

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to manage and foster collaboration between team members and other stakeholders to drive sales.

Incremental changes; focus should be on coordinating all sections in the kitchen and evaluating emerging technology trends to improve productivity. Upskilling in capabilities such as consumer intelligence analysis, sustainable procurement, and total revenue management may be required.

See the job dashboard

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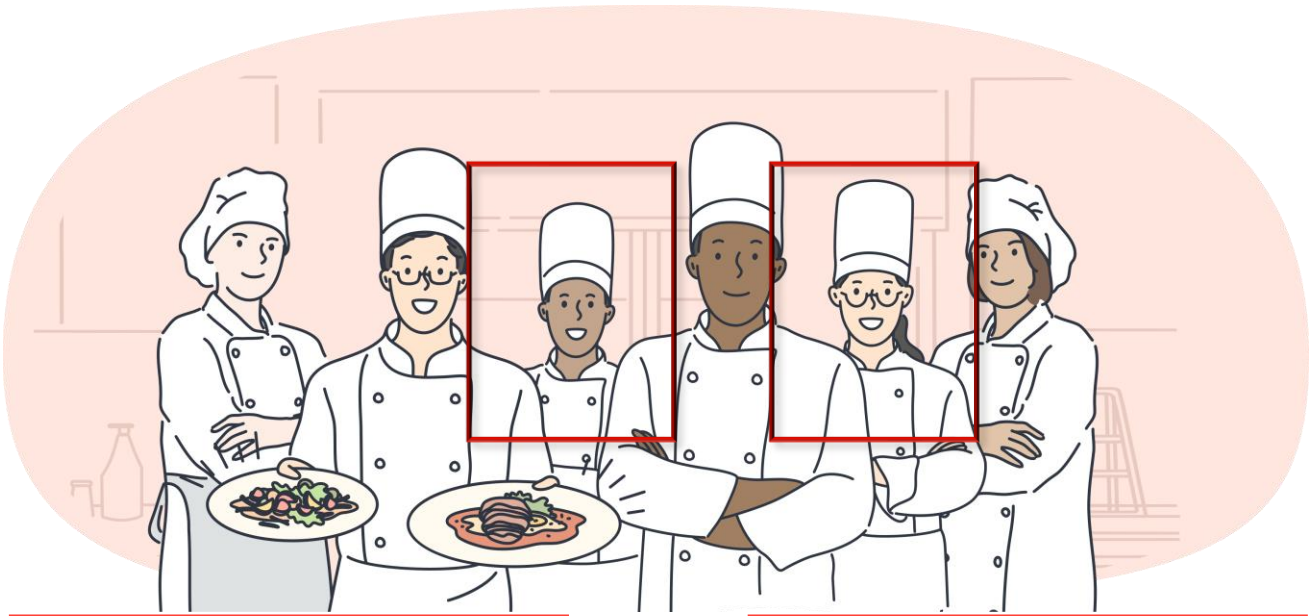
Food & Beverage *(Culinary Arts)*

Impact to job roles in the Food & Beverage function



Head Chef

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to keep abreast of leading practices and emerging technologies in this area of work to integrate knowledge into existing operations, thereby increasing the overall efficiency of the kitchen.

Incremental changes; focus should be on supervising day-to-day operations of the kitchen, analysing workplace performance and processes to identify opportunities for innovation and improved work practices. Upskilling in capabilities such as consumer intelligence analysis, environmental sustainability management, and internet of things management may be required.

See the job dashboard

Assistant Head Chef

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to guide the preparation of workstation and plating of food before the start of each service and direct all sections of the kitchen's operations.

Incremental changes; focus should be on directing all sections of the kitchen's operations and performing audits on portion and waste control practices to minimise loss and wastage. Upskilling in capabilities such as infographics and data visualisation may be required.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed. Moderate job redesign is required.
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Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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Food & Beverage *(Culinary Arts)*

Impact to job roles in the Food & Beverage function

Senior Cook / Station Chef

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to support daily operations in the kitchen and guide a section of kitchen operations.

Incremental changes; focus should be on preparing workstation before the start of each service and providing recommendations in the development of new recipes to renew menus. Upskilling in capabilities such as internet of things management may be required.

See the job dashboard

Cook / Kitchen Assistant

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to support daily operations in the kitchen, such as preparing mise en place or exercising portion and waste control.

Incremental changes, focus should be on performing day-to-day operations in the kitchen, packaging food products for takeaway and cleaning utensils and work areas. Upskilling in capabilities such as internet of things management may be required.

See the job dashboard

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- Engineering & Maintenance
- Cleaning Operations
- Management

Security

Trends impacting the function

COVID-19

COVID-19 has increased the demand for security, specifically with a focus on health and safety. Job holders in this function will need to be versed in crisis and resilience management to prepare for future disruptions.

Guest Preferences

During the outbreak, this function played a pivotal role in maintaining guest safety, ensuring secure physical premises and taking on additional roles such as temperature screening. A well-trained and skilled workforce will be essential to tackle future safety and security threats.

Shift in Operational Models

Job holders in this function are multi-skilled and trained to perform other functions in hotel operations to alleviate manpower shortages. Hotels also commonly outsource lower-level positions as a cost-effective measure. However, a core team of in-house personnel is required to respond swiftly to emergencies if need be.

Workforce Challenges

Mature workers form the bulk of this function's workforce. An ageing workforce will mean that hotels need to actively explore alternative sources of labour or consider options such as outsourcing as additional sources of manpower.

Technologies impacting the function[1]

Artificial Intelligence

AI-enabled security systems forecast guest volume to improve crowd control and operations based on data gathered through intelligent video surveillance.

Biometrics

Facial recognition technology automatically identifies suspicious behaviour and alert security staff.

Internet of Things

Smart cameras and IoT sensors notify security staff of suspicious behaviour.

Robotics and Automation

Autonomous security robots and robotic security cameras can patrol and monitor the premises for suspicious activities.

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Security

Being a place of rest, hotels not only strive to provide comfortable accommodations and good rest, but also guarantee the safety of guests staying on the property. Security teams play an important role in monitoring human activity within the hotel grounds, responding to threats and incidents, and protecting the hotel and all within it from hostile actions.

Please click on the respective tabs to view each function

Housekeeping
Front Office
Revenue & Distribution
BD, Sales & Marketing
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Management

In the future...

Technological advancements will continue to accelerate in this function, alleviating labour-intensive and repetitive tasks at lower levels. Jobs in this function will increasingly leverage data to make informed decisions regarding the wellbeing and safety of guests and employees. For instance, AI-enabled security systems and facial recognition technologies augment security surveillance activities and allow job holders to quickly detect signs of suspicious activities or behaviours. Job holders will need to be conversant in the handling of digital tools to provide effective and more timely preventive measures to promote guest and employee safety in the hotel.

As consumers place greater emphasis on safety and hygiene following the pandemic, job holders need to be upskilled in health, safety and hygiene protocols. Job holders in leadership positions will need to take on a more proactive stance in crisis and resilience management to better prepare the hotel for future disruptions.

On occasion, roles in this function are expected to wear multiple hats and take on additional responsibilities outside of their original scope such as fire risk management and basic maintenance and upkeep of hotel facilities. Hotel leaders will need to ensure that salaries are adjusted for these hybrid roles to be commensurate with enlarged responsibilities.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Data Analytics • Internet of Things Management* • Technology Adoption and Innovation • Technology Scanning* • Succession Planning*	• Adaptability • Digital Fluency • Learning Agility • Self Management

Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw).
[1]Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills not marked are available in SFw for HAS but are not currently not tagged to job roles in the function.

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Security

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	▪ Likely to have a full Security department, although number of levels and job roles depend on size of hotel and career progression pathways offered	
Locality	• At property level • Director of Security Operations may oversee a few properties or reside at group level if applicable	
Possible stacking of roles	• For select-service hotels, the Security team may be lean and team members may perform tasks across different job levels of functions (e.g., Front Office, Concierge and Bell Service) • Security Officer and Senior Security Officer may be stacked	
Alternative sources of labour	• Hotels may consider utilising contingent workforce (including outsourced labour, contract workers) for lower-level roles; however, this depends on the type, scale of operations, organisation structure, and business strategy of each hotel.	
Other manpower considerations	• The adoption of surveillance and monitoring technologies such as AI-enabled surveillance cameras augment labour-intensive/manual tasks in the Security Officer's role, allowing Security Officers to take on higher value-added tasks, such as engaging with guests, undertaking new areas of work in health, safety, and crisis response, or even undergoing upskilling to take on the Senior Security Officer roles; this enhances the employability and relevance of job holders in this role • Given the overlap in tasks relating to attending to guest queries, monitoring crowds for suspicious activities or behaviours, and managing access controls, Front Office roles (e.g., Concierge) could take on security tasks at the lobby area • Similarly, Security roles could potentially take on Concierge duties at appropriate times as well, such as during off-peak hours • This streamlines processes and may support the hotel in achieving a leaner organisation structure or help the hotel mitigate shortfalls in manpower	

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Security

Impact to job roles in the Security function

Chief Security Officer

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to stay abreast of leading security practices as well as emerging technologies and their possible applications in security operations, driving the adoption of such technologies where necessary.

Incremental changes; focus should be on developing security plans for hotel events and managing manpower resources to mitigate manpower shortages and rising costs while supporting business objectives. Upskilling in capabilities such as data analytics, technology adoption and innovation, and technology scanning may be required.

See the job dashboard

Senior Security Supervisor

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to conduct security operations audits, assess security risks and develop mitigation strategies.

Incremental changes; focus should be on assessing the performance of security teams, planning training plans, and coaching security personnel. Upskilling in areas such as data analytics and technology adoption and innovation may be required.

See the job dashboard

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Security

Impact to job roles in the Security function

Security Supervisor

Medium impact

Technologies such as incident reporting software may be used to facilitate the compilation and reporting of incidents to ensure timely and real-time reporting of potential threats for immediate action.

Moderate changes; following the adoption and use of digital tools such as Enterprise Systems, focus should be on upskilling in areas such as technology adoption and innovation to enhance the rate of threat detection and reporting of incidents.

See the job dashboard

Senior Security Officer

Medium impact

Technology such as AI-enabled security systems and smart sensors augment security surveillance activities, allowing job holders to quickly detect signs of suspicious activities or behaviours.

Moderate changes; following the adoption and use of digital tools such as Artificial Intelligence, Biometrics and Internet of Things (IoT), focus should be on upskilling in areas such as technology adoption and innovation to enhance the accuracy and speed of threat identification and response.

See the job dashboard

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Security

Impact to job roles in the Security function

Security Officer

Medium impact

Technology is increasingly used to support the monitoring, detection and identification of potential risks, allowing job holders to swiftly detect signs of suspicious activities.

Moderate changes; following the adoption and use of digital tools such as Artificial Intelligence and Biometrics, focus should be on upskilling in areas such as technology adoption and application, digital fluency, and exercising technical expertise in assessing potential risks.

See the job dashboard

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Engineering & Maintenance

Trends impacting the function

Technology Disruption

Technologies increasingly support and enable real-time tracking of equipment and system performance, allowing job holders to swiftly identify issues. However, human intervention is still required to oversee and rectify engineering issues which cannot be resolved by robotics and automation.

Workforce Challenges

Hotels need to tailor attraction and retention strategies to cater to different employee demographics. To cater to fluctuations in manpower availability, hotels will also need to think of creative and sustainable operating and resourcing plans to mitigate manpower shortages.

Sustainability

Greater emphasis on sustainability will required job holders to be equipped with the capability to manage sustainability and environmental impact of hotel operations through increased visibility and insights on sustainable parameters such as energy consumption and carbon footprint tracking.

Technologies impacting the function[1]

Artificial Intelligence

AI facilitates predictive maintenance according to insights generated from data collected through PMS and other systems.

Enterprise Systems

Building Management Systems (BMS) track sustainability metrics in some hotels.

Robotics and Automation

Autonomous robots transport supplies to engineering staff and RPA automates the scheduling of maintenance.

Data Analytics

Data analytical tools and techniques detect anomalies in hotel operations and possible defects in equipment and processes, enabling hotels to fix them before they result in failure.

Internet of Things

IoT sensors, in-room controls, and heating, ventilation and air conditioning (HVAC) systems pinpoints problem areas for predictive maintenance

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Engineering & Maintenance

Like the Housekeeping department, the work of Engineering & Maintenance teams is often unseen. Engineering & Maintenance staff supports a comfortable and safe guest experience by ensuring that all facilities and equipment on property are in good condition and functioning smoothly, reducing the risk of interruptions to the running of the hotel.

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Housekeeping
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Management

In the future...

Technology adoption will continue to enhance productivity in the function, allowing for greater visibility of facilities and equipment performance, as well as enable predictive maintenance. To accommodate this, jobs in this function play critical roles in keeping abreast of technologies implemented to oversee their implementation and be responsible for the maintenance and upkeep. As this is a skill-intensive function, incumbents still possess the technical know-how and skills to perform engineering and maintenance works, but with increased efficiency and productivity.

As the hotel industry aims to achieve net-zero emissions by 2050, jobs in this function will bear greater responsibility for the tracking of carbon emissions, as well as implementing energy-saving solutions to drive the hotel's overarching sustainability agenda. An increasing number of hotels will also integrate green design processes and technologies into the hotel infrastructure to drive higher energy savings and promote efficient energy usage. Therefore, it is important for job holders in this function to keep abreast of leading green building standards, green processes and design, and certifications to further support the hotel's sustainability efforts.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Carbon Footprint Management* • Data Analytics • Environmental Sustainability Management • Green Facilities Management* • Internet of Things Management • Succession Planning* • Technology Adoption and Innovation • Technology Scanning*	• Adaptability • Digital Fluency • Influence • Learning Agility • Problem Solving • Self Management

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Engineering & Maintenance

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	▪ Likely to have a full Engineering department, although number of levels and job roles depend on size of hotel and career progression pathways offered	
Locality	• At property level • Director of Engineering may oversee a few properties or reside at group level if applicable	
Possible stacking of roles	• Engineering team members are more likely to have a defined scope of work • Unlikely to be stacked with roles in other functions due to the technical and skill-intensive nature of work	
Alternative sources of labour	• As Engineering teams are required to be conversant in the layout, equipment, and hardware in the hotel, hotels may prefer to hire full-time or part-time employees – who are able to build the required knowledge and familiarity over time – over outsourced labour, whose skills and knowledge are less specialised • Hotels may consider utilising contingent workforce (including outsourced labour, contract workers) for lower-level roles; however, this depends on the type, scale of operations, organisation structure, and business strategy of each hotel • Vendors may be called in to service larger or more complex maintenance and installation jobs	
Other manpower considerations	• Engineering team members may be required to conduct training in basic maintenance and troubleshooting for Housekeeping Attendants / Room Attendants / Housemen or equivalent; this enables Housekeeping staff to respond swiftly to simple requests and issues raised by guests regarding in-room equipment or hardware • It also streamlines maintenance and servicing processes and may support the hotel in achieving a leaner organisation structure or help the hotel mitigate shortfalls in manpower	

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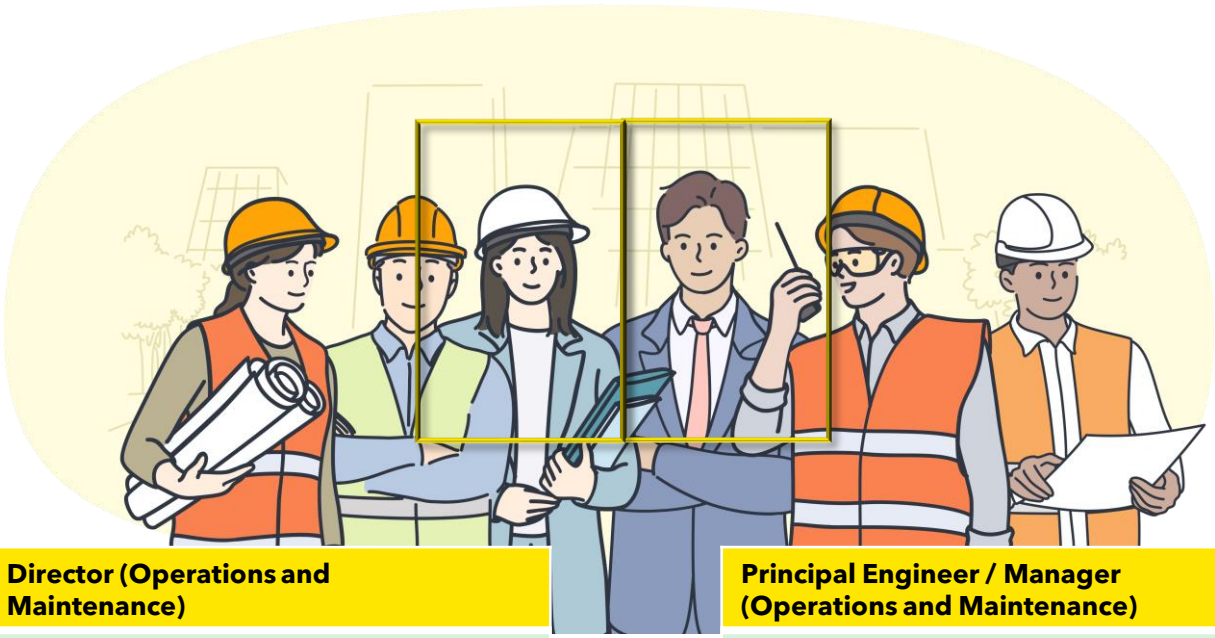
Engineering & Maintenance

Impact to job roles in the Engineering & Maintenance function



Director (Operations and Maintenance)

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to undertake asset enhancement projects to update the property and support the implementation of new technologies to support automation, sustainability, and performance improvement efforts.

Incremental changes; focus should on keeping abreast of leading practices and emerging technologies in maintenance and sustainability and support the implementation of new technologies during the hotel's asset enhancement works. Upskilling in capabilities such as carbon footprint management and green facilities management may be required.

See the job dashboard

Principal Engineer / Manager (Operations and Maintenance)

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to translate departmental strategies into action, ensuring that the team has sufficient resources and support to perform maintenance and repair activities.

Incremental changes; focus should be on optimising maintenance plans and schedules for inspection, evaluating root cause analysis reports of equipment and system failure, and providing technical guidance on equipment and systems maintenance. Upskilling in capabilities such as carbon footprint management and green facilities management may be required.

See the job dashboard

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Engineering & Maintenance

Impact to job roles in the Engineering & Maintenance function

Senior Engineer / Assistant Manager (Operations and Maintenance)

Medium impact

Technology is increasingly used to support the tracking of equipment and systems performance and increase accuracy of root cause analysis.

Moderate changes; following the adoption and use of digital tools such as Artificial Intelligence, Data Analytics and Internet of Things (IoT), focus should be on upskilling and acquiring capabilities in data analytics and data visualisation to better inform solutions.

See the job dashboard

Engineer / Supervisor (Operations and Maintenance)

Medium impact

Technology is increasingly used to support support the tracking of equipment and systems performance, allowing job holders to accurately diagnose issues and determine appropriate solutions.

Moderate changes; following the adoption and use of digital tools such as Artificial Intelligence, Data Analytics and Internet of Things (IoT), focus should be on upskilling and acquiring capabilities in data analytics and data visualisation to better inform solutions.

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Engineering & Maintenance

Impact to job roles in the Engineering & Maintenance function

Assistant Engineer / Senior Technician (Operations and Maintenance)

Medium impact

Technologies such as IoT smart sensors and AI are increasingly used to enable real-time monitoring and tracking of equipment and system performances, allowing job holder to swiftly identify issues.

Moderate changes; following the adoption and use of digital tools such as Artificial Intelligence, Internet of Things (IoT) and Robotics & Automation, focus should be on upskilling and strengthening technical skills on the job.

See the job dashboard

Technician / Coordinator (Operations and Maintenance)

Medium impact

Technologies such as IoT smart sensors and AI are increasingly used to enable real-time monitoring and tracking of equipment and system performances, allowing job holder to swiftly identify issues.

Moderate changes; following the adoption and use of digital tools such as Artificial Intelligence and Internet of Things (IoT), focus should be on familiarising with technology tools used for tracking and monitoring of equipment and systems, and upskilling and strengthening technical skills on the job.

See the job dashboard

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Cleaning Operations

Trends impacting the function

Guest Preferences

Following the pandemic, safety and sanitation protocols are increasingly important considerations that impact guest experience are key to influencing the guests' choice of accommodation.

Workforce Challenges

Mature workers form the bulk of this function's workforce as younger workers prefer jobs that provide flexible work arrangements and accelerated career progression which this function is unable to offer. Hotels will need to actively explore alternative sources of labour as additional sources of manpower.

Shift in Operational Models

Job holders in this function are multi-skilled and trained to perform other functions in hotel operations to alleviate manpower shortages. Hotels also commonly outsource lower-level positions as a cost-effective measure. However, a core team of in-house personnel is required to respond swiftly to emergencies if need be.

Technologies impacting the function[1]

Bluetooth/ RFID

RFID sensors track and monitor inventory and supply levels in real-time to ensure the sufficient stock of supplies of materials and equipment.

Enterprise Systems

Property Management Systems (PMS) and HR Managment Systems (HRMS) support staff scheduling, track workforce capabilities, staff performance and learning needs.

Robotics & Automation

Digitised forms will replace manual logs and forms, improving accuracy and reducing time needed for the job holder to update job and log card record entries.

Data Analytics

Data analytics and visualisation tools support the analysis of data related to cleaning processes to better identify trends, areas for improvement, and inform recommendations.

Internet of Things

Internet of Things (IoT) smart sensors facilitate inventory tracking of materials and equipment and alerts the job holder to replenish stock on a timely basis.

[1]Hotels can use the Tourism Transformation Index (TXI) to conduct a self-assessment on digital maturity and uncover, among other business elements, next steps for technology adoption in these areas.

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Cleaning Operations

Often overlooked, this function oversees and ensures the overall cleanliness and sanitisation of the hotel which is crucial to creating a positive first impression on guests.

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Front Office
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In the future...

As technology adoption accelerates in this function, job holders will need to be digitally literate to be able to adopt and handle cleaning technologies such as autonomous cleaning robots to achieve operational efficiencies in the performance of day-to-day tasks.

Hotels can consider tapping on alternate sources of labour such as persons with disabilities (PWD) or ex-offenders to alleviate the persistent manpower crunch, particularly in functions such as Cleaning Operations.

Depending on the hotel's business model and type of operations, hotels may also consider outsourcing cleaning labour, so long as work is clearly segmented for ease of assimilation. Hotels can also consider offering flexible working arrangements to attract a wider talent pool.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Data Analytics • Infographics and Data Visualisation* • Internet of Things Management • Public Areas Housekeeping Operations Management • Service Leadership • Stakeholder Management* • Succession Planning* • Technology Adoption and Innovation	• Adaptability • Digital Fluency • Learning Agility • Self Management

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Cleaning Operations

Future organisation and staffing considerations...

	Full-service	Select-service
Job presence	• Likely to have a core Cleaning Operations department, although some lower-level employees may be outsourced from third-party agencies	• Cleaning Operations team is likely to be lean and may be entirely outsourced
Locality	• Likely to remain at property level	
Possible stacking of roles	• Cleaning Operations roles have a defined scope of work • Unlikely to see a stacking of roles	
Alternative sources of labour	• Due to the labourious nature of work and high volume of tasks, hotels may consider utilising contingent workforce (including outsourced labour, contract workers and alternative sources of labour) for lower-level roles in this function; however, this depends on the type, scale of operations, organisation structure and business strategy of hotels • In addition, tasks will need to be clearly defined based on level of complexity to allow new-hires and/or outsourced labour to quickly assimilate into the role	
Other manpower considerations	• Nil	

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Cleaning Operations

Impact to job roles in the Cleaning Operations function

Cleaning Operations Director

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to drive overall cleaning operations and increase the productivity and performance of teams.

Incremental changes; focus should be on directing the development and review of strategic plans to improve relationships and collaborating with other functions to achieve business goals. Upskillingin capabilities such as infographics and data visualisation, service leadership, and technology adoption and innovation may be required.

See the job dashboard

Cleaning Operations Manager

Low impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to actively manage the productivity and performance of teams and lead the adoption of suitable cleaning technologies and tools to streamline cleaning activities and processes.

Incremental changes; focus should be on managing cleaning operations, ensuring quality service delivery and proposing recommendations for cleaning process improvement. Upskilling in capabilities such as infographics and data visualisation, internet of things management and service leadership may be required.

See the job dashboard

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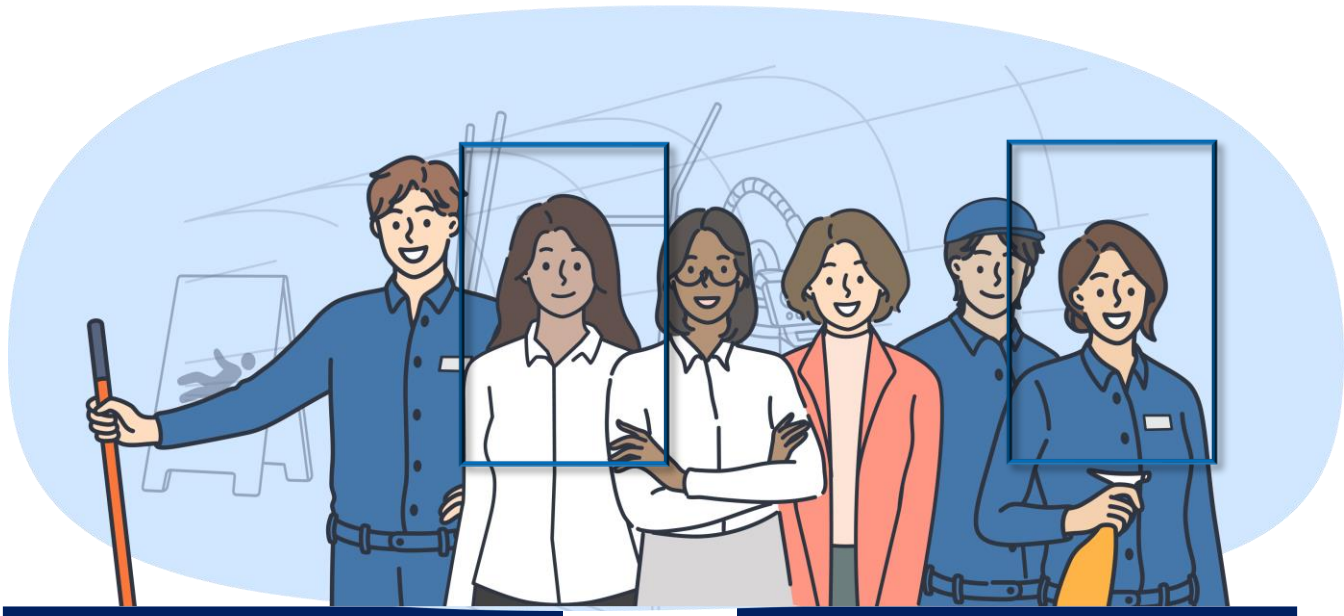
Cleaning Operations

Impact to job roles in the Cleaning Operations function



Cleaning Operations Executive

Medium impact

Technologies will facilitate the management of people and processes and support the recommendation of improvements to increase operational efficiency.

Moderate changes; following the adoption and use of digital tools such Bluetooth/RFID, Data Analytics, Enterprise Systems and Internet of Things (IoT), focus should be on upskilling in the use of technology tools to ensure operational efficiency and data visualisation to propose areas for improvement.

See the job dashboard

Cleaning Supervisor

Medium impact

Technologies will increasingly augment repetitive and routine tasks such as the communication of assignment cleaning duties and monitoring of cleaning operations.

Moderate changes; following the adoption and use of digital tools such as Bluetooth/RFID, Enterprise Systems and Internet of Things (IoT), focus should be on upskilling capabilities such as people management and leadership to ensure the job holder is able to efficiently guide cleaning teams in carrying out cleaning activities.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed. Moderate job redesign is required.
HIGH Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work. Extensive job redesign is required.

Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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Cleaning Operations

Impact to job roles in the Cleaning Operations function

Multi-Skilled Cleaner / Team Leader

Medium impact

Technologies increasingly enhance the efficiency of repetitive and labour-intensive tasks in this function, freeing the job holder to prioritise the operating of technologies and coaching of team members.

Moderate changes; following the adoption and use of digital tools such Bluetooth/RFID, Enterprise Systems, Internet of Things (IoT) and Robotics & Automation, focus should be on upskilling in leadership, people management and digital skills, as well as familiarity with the adoption and handling of new technologies.

See the job dashboard

General Cleaner

Medium impact

Trends and technology will lightly impact the way day-to-day work is performed; however, the job holder will still be required to perform cleaning in the premises as directed and ensure that the appropriate tools and equipment are well-maintained.

Incremental changes; focus should be on performing the day-to-day cleaning operations and ensuring that cleaning equipment and tools are adequate and well-maintained. Upskilling in capabilities such as internet of things management, public areas housekeeping operations management, and technology adoption and innovation may be required.

See the job dashboard

LOW Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed. Upskilling is required.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed. Moderate job redesign is required.
HIGH Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work. Extensive job redesign is required.

Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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The Future of Hotel Jobs and Skills *Functional View*

- Housekeeping
- Front Office
- Revenue & Distribution
- Business Development, Sales & Marketing
- Venue Management & Operations
- Food & Beverage
- Security Operations
- Engineering & Maintenance
- Cleaning Operations
- **Management**

Management

Trends impacting the function

Competitive Landscape

With the resumption of post-pandemic travel, Singapore will need to reinvigorate and renew branding efforts to differentiate itself as a destination of choice against regional and global competitors. Hotel leaders are responsible for forging relationships within and beyond the hospitality sector to innovate and deliver unique experiences to guests.

Shift in Operational Models

To remain agile in the face of external disruptions and internal pressures to drive service excellence and profitability, hotel leaders need to review and reinvent the hotel's operating models to respond to changes in the external tourism and domestic market.

Sustainability

As travellers grow more aware about their environmental footprint, upholding sustainability standards is critical for hotels to achieve growth and attract new and existing segments of travellers. Hotel leaders play an important role in driving a top-down approach in driving the hotel's sustainability agenda and educating employees on their part in carrying out environmental actions.

Workforce Challenges

People leaders in hotels need to develop manpower-lean business models to counter the ongoing labour crunch and remain sustainable in the long-term. Hotel management also need to partner other ecosystem players such as agencies, and education institutes to enhance industry marketing and branding efforts to attract talent.

Technologies impacting the function

As roles under this function are highly strategic in nature, technology has limited impact on the way day-to-day work is performed.

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Management

This function plays an instrumental role in the success of the hotel and is responsible for all aspects of hotel operations, day-to-day staff management, and ensuring that the highest standards of service is consistently delivered to guests.

Please click on the respective tabs to view each function

Housekeeping
Front Office
Revenue & Distribution
BD, Sales & Marketing
Venue Management & Ops
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

In the future...

The function continues to be responsible for overseeing all activities in the hotel property, including hotel operations, sales and marketing, revenue and more. To prepare the hotel for recovery following the pandemic, this function is responsible for leading management teams and hotel employees to evaluate and enhance existing processes and operating models to drive continued growth for the hotel. The job holder will also need to exercise adaptability and problem-solving skills to propose creative solutions to improve the hotel's business performance, as well as alleviating shortages in manpower.

Job holders in this function will need to keep abreast of available and emerging technologies and work in tandem with functional heads to evaluate the suitability of such solutions for the business, articulate the business case and requirements for technology adoption, and champion technological transformation as a key enabler of growth.

Lastly, this function plays an instrumental role in driving the hotel's sustainability agenda and will be required to engage with various stakeholders across different functions to obtain buy-in and participation in a concerted push towards the adoption of sustainable practices.

In addition, these additional or enhanced skills will be required by job roles within this function...

Technical Skills and Competencies (TSCs) required[1]	Critical Core Skills (CCSs) required
• Asset Management* • Design Thinking Practice* • Environment and Social Governance* • Environmental Protection Management* • Environmental Sustainability Management • Leadership Development* • Lean Management for Hospitality **(NEW)** • Placemaking for Hospitality **(NEW)** • Revenue Optimisation^ • Stakeholder Management* • Strategy Development* • Succession Planning* • Technology Scanning*	• Adaptability • Building Inclusivity • Digital Fluency • Influence • Global Perspective

[1]Nomenclature of Technical Skills and Competencies and Critical Core Skills are derived from SkillsFuture Singapore's Skills Framework (SFw). Skills denoted by an asterisk (*) are not available in SFw for Hotel and Accommodation Services (HAS) but available in other SFw. Skills denoted as (NEW) are future skills not currently captured by SFws. Skills denoted by an arrow (^) are found in SFw for HAS but may require updates to descriptions, knowledge and abilities. Skills not marked are available in SFw for HAS but are not currently not tagged to job roles in the function.

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Management

Future organisation and staffing considerations...

As hotels adapt their operating models and businesses to cater to future guests, roles in this function play an instrumental role in providing strategic oversight and direction on the execution of strategies to drive growth to the hotel. Job holders must have a thorough understanding of their departments or the hotel's operations, be skilled at managing and leading employees and make well-reasoned and sound decisions for the hotel. Roles in this function are expected to drive the execution of initiatives in areas such as sustainability, placemaking, and even asset enhancement projects.

	Full-service	Select-service
Job presence	• Likely to have a General Manager and Hotel Manager / Resident Manager / Executive Assistant Manager with the respective functional heads reporting to him or her	
Locality	• Likely to remain at property level • For select-service, General Managers may oversee multiple properties	
Possible stacking of roles	• Roles in this function have a defined scope of work • Unlikely to be stacked with roles in other functions	• Likely for General Manager and Hotel Manager / Resident Manager / Executive Assistant Manager to be stacked depending on the size of the hotel and scale of operations
Alternative sources of labour	• As this role is required to possess an understanding of all hotel operations, domain knowledge and expertise of the industry and wider tourism sector, hotels are unlikely to rely on alternative sources of labour for this function	
Other manpower considerations	• Nil	

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Management

Impact to job roles in the Management function

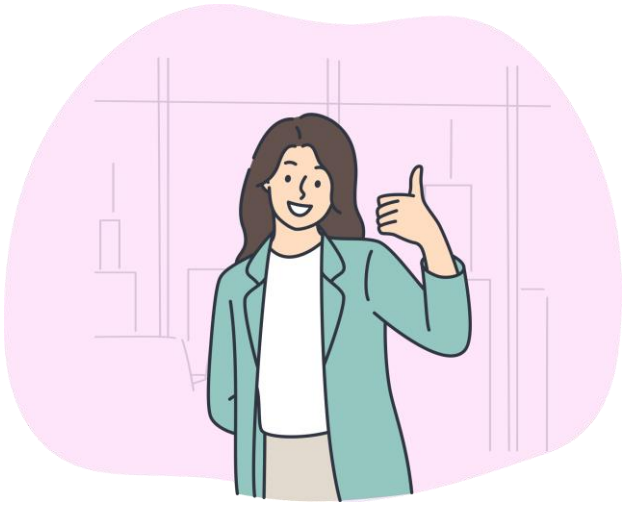
General Manager

Low impact

Trends and technologies have a limited impact to this function as this role is largely strategic in nature.

Incremental changes; the focus should be on directing organisation strategies to achieve business growth and operational excellence for the hotel. Upskilling in capabilities such as asset enhancement, asset optimisation, lean management for hospitality, and placemaking for hospitality may be required.

See the job dashboard



Hotel Manager / Resident Manager / Executive Assistant Manager

Low impact

Technology will provide visibility on operations and expenditure but will not significantly impact the way day-to-day tasks are performed.

Incremental changes; focus should be on leading the strategic planning and day-to-day operations management of the property. Upskilling in capabilities such as asset enhancement, asset optimisation, lean management for hospitality, and placemaking for hospitality may be required.

See the job dashboard

LOW Impact: Tasks in this job role are either displaced by technology or impacted by other megatrends, resulting in significant change to volume of work.
MEDIUM Impact: Tasks in this job role are either augmented by technology or impacted by other megatrends, resulting in new knowledge and abilities needed.
HIGH Impact: Tasks in this job role are not impacted by technology but impacted by megatrends, resulting in new knowledge and abilities needed.

Potential for stacking, independent of how tasks are impacted by trends and technologies (based on Industry Engagements)

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Recommendations for the Way Forward

This section of this report explores recommendations for key industry stakeholders, including hotels, individuals, education institutions, as well as sectoral agencies and associations, to address key challenges faced.

Recommendations for the way forward

Overview

To mitigate ongoing challenges, remain competitive, and seize economic opportunities in recovery, ecosystem players across the hotel industry will need to exert a concerted effort in adopting three strategic thrusts to adapt businesses, delight guests, and uplift the workforce.

Adapting Businesses
Reinventing 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

The following recommendations outline plausible ways that key stakeholders within the industry can work together to propel Singapore's hotel industry forward.

FOR **HOTELS**

Identify future-forward technology priorities and build digital capabilities to realise the Hotel of Tomorrow

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

Map out in-demand competencies across all jobs and launch upskilling efforts to future-proof the workforce

Modify existing organisational structures, operating models, and discover new revenue streams to fortify businesses

Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce

Refresh Employee Value Proposition (EVP) and elevate existing human capital practices to better attract and retain talent

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Recommendations for the way forward

Overview

FOR **EMPLOYEES**

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

FOR **EDUCATION INSTITUTIONS**

Actively market and champion the hotel industry as an industry and career of choice to past, present, and future cohorts

Review and update internship models to facilitate effective transfer of knowledge and skills while ensuring that internships are enticing to future talent

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Recommendations for the way forward | Hotels

Recommendation 1. *Identify future-forward technology priorities and build digital capabilities to realise the Hotel of Tomorrow*

Long-term technology transformation vision and strategies are crucial to hotels' competitiveness and operational viability. The successful adoption of technology is a key enabler to enhanced productivity, which in turn allows hotels to prioritise higher value-added activity, differentiate themselves, and grow their business in an increasingly competitive landscape.

To date, hotels have adopted good use of baseline technology across both front and back-of-house operations, such as the use of contactless check-in and check-out solutions, Robotic Process Automation, Customer Relationship Management systems, and more.

However, moving forward, hotels will need to accelerate beyond baseline, standalone solutions to enter the next phase of technology transformation, including:

- Scaling adoption of piloted/proven technology solutions;
- Improving visibility on operational productivity and areas for improvement;
- Offering guests service options across both digital and physical platforms;
- Driving integration of front-of-house with back-of-house operations, systems and analytics;
- Leveraging the Singapore Tourism Board tech stack to enable a frictionless end-to-end visitor journey in Singapore

To launch and secure success in technology transformation plans, hotels should:

1. Develop a **roadmap for digital transformation** that will help hotel's management and key stakeholders **achieve clarity and structure on business needs, suitable technologies, adoption strategies**, as well as plan for various stages of transformation. This is **especially important as hotels move past pilot digital initiatives and begin to scale technologies** across the business.

2. **Involve and co-create with key stakeholders from an early stage**. Depending on a hotel's ownership structure, this may mean securing the commitment of property owners, brand owners, or group-level management. Before embarking on the hotel's digital transformation journey, **owners and operators should jointly establish alignment on the technology strategy** of the hotel and thereafter, **drive the case for technology adoption**, obtaining buy-in from other stakeholders and managing expectations along the way.

3. Ensure that the **workforce remains up to date in acquiring future skills** relating to the successful technology adoption and use and **prepare workers to support the organisation in its long-term digital transformation initiatives**. By providing employees with the right upskilling opportunities and updating processes to reflect the incorporation of technology, hotels can **begin to nurture a lasting digital culture**. Furthermore, digitalisation and the **adoption of other advanced technologies indicate a future- and growth-oriented business**, which would serve as a unique selling point to potential hires, especially if hotels intend to attract fresh talent into the business.

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Recommendations for the way forward | Hotels

Recommendation 1. *Identify future-forward technology priorities and build digital capabilities to realise the Hotel of Tomorrow*

Depending on the type of hotel, scale of operations and business direction, the extent and rate of technological adoption may vary. Regardless, business leaders should take a long-term view on technology adoption, and regularly assess business priorities and readiness to determine the right time to bring in technology tools and solutions to support the company in various stages of growth. They should also be able to articulate the business case and requirements for technology adoption, and champion technological transformation to create long-term value for the hotel and its guests.

Technology adoption use cases (non-exhaustive)	Purpose of technology adoption
• Increasing visibility of productivity in areas such as customer service, property management, engineering and maintenance, and other operational areas	Help hotels understand operational performance and taking a data-driven approach to continuous improvement and eliminating inefficiencies
• Integration of enterprise systems and user interfaces to facilitate contactless and seamless interaction between guests and the hotel	Expand alternative modes of service for hotels to cater to differing guest preferences and streamline guest service
• Adoption of sustainable technologies to monitor, track, and optimise energy consumption to drive the hotel's sustainability agenda	Help hotels to move beyond simple environmental actions and commit to delivering on and accounting for tangible sustainability targets
• Gathering and analysing consumer data from a wide variety of sources dynamically to tailor marketing strategies and service offerings to different guest segments	Respond swiftly to changes in the consumer market, build business intelligence, and enhance decision making
• Scaling use of robotics and automation to simplify processes, replace manual tasks, improve productivity, and mitigate dependence on labour	Generate productivity gains and cost savings, and redirect manpower and other resources to other high-impact/high-value service processes
• Extensive adoption of self-service technologies	Provide guests with the option of self-service in addition to full-service offerings
• Driving the development of new proof-of-concept solutions and/or enhance existing solutions to address critical industry challenges and market demand	Innovate technological solutions to solve pain points and create value at the industry level, uplifting hospitality on a wider scale

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Recommendations for the way forward | Hotels

Recommendation 1. *Identify future-forward technology priorities and build digital capabilities to realise the Hotel of Tomorrow*

Available initiatives to support hotel's digital agenda and technology transformation

✓ Business Improvement Fund (BIF)

- The Business Improvement Fund (BIF) aims to encourage technology innovation and adoption, redesign of business model and processes in the tourism sector to improve productivity and competitiveness.

✓ Hotel Industry Development Plan (IDP)

- The Hotel IDP provides a step-by-step guide on the digital solutions local SMEs in the hotel industry can adopt at each stage of their growth

✓ Kickstart Fund (KF)

- The Kickstart Fund supports the creation and test-bedding of innovative consumer-focused concepts and events with strong tourism potential and scalability. This is with the aim of adding to the existing quality tourism software and enhancing the vibrancy of Singapore as a tourist destination.

✓ Productivity Solutions Grant (PSG)

- PSG covers sector-specific solutions as well as solutions that cut across industries, such as customer management, data analytics, financial management and inventory tracking
- Solutions have been pre-scoped by government agencies such as Enterprise Singapore and Singapore Tourism Board (STB)

✓ Productivity Solutions Grant – Job Redesign (PSG-JR)

- PSG-JR supports enterprises to work with pre-approved Job Redesign consults to redesign work processes, tasks and responsibilities to support business transformation and improve workforce productivity

✓ Smart Hotel Technology Guide 2018

- The Smart Hotel Guide helps hotels identify and explore next-generation system capabilities and technological solutions suited to each organisation's needs

✓ Smart Hotel Technology Guide 2019

- The second edition of the Smart Hotel Guide focuses on helping hotels tap on data and smart technologies to transform hotel's "heart-of-house" – from employees, to work processes and overall business growth

✓ Singapore Tourism Board's Tech Stack

- Singapore Tourism Analytics Network, Tourism Information & Services Hub and other assets such as the Visit Singapore Travel Guide mobile application

✓ Tourism Transformation Index (TXI)

- The TXI is a self-assessment tool designed to guide Singapore tourism organisations through a holistic diagnosis of the current state of transformation, information about where the business stand among industry peers and recommendations to stay relevant and thrive.

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Recommendations for the way forward | Hotels

CASE STUDY: Copthorne King's Hotel – How Copthorne King's Hotel is transforming digitally to drive long-term value and growth

Prior to the pandemic, technology was already redefining each stage of the customer journey. Hotels were using technology to engage with guests, update legacy analogue systems, automate manual processes, and facilitate closer workplace collaborations. As hotels continue to pursue business growth in the post-pandemic era, they will need to accelerate their digital transformation to innovate with speed, bolster operational efficiency, and deliver to changing customer expectations.

One hotel on a journey of digital transformation is the Copthorne King's Hotel. Andy Tan, Millennium Hotels and Resorts' Senior Vice President of Global Operations and Partnership and Cluster Manager for Copthorne King's Hotel and M Hotel Singapore, shares how the hotel has set out on a path to optimise processes and enhance business performance through technology adoption.

In 2021, Copthorne Kings' Hotel Singapore launched an Operation and Technology Roadmap. This 5-year roadmap systematically maps out plans for technology adoption and process optimisation to drive operational productivity within the hotel. According to Andy, "High labour turnover rates, coupled with a shrinking talent pool, will mean that hotels need to operate in a leaner and more efficient manner by leveraging and integrating available technologies in the market."

Since embarking on its 5-year Operation and Technology Roadmap, Copthorne King's Hotel has made considerable progress in implementing several technology solutions to reduce manual effort, improve coordination, increase value-added activities, and enhance guests' stays.

Some examples include:

Technology Adopted	Application in the hotel	Outcomes
Voice-Enabled Artificial Intelligence (AI)	Through the Singapore Tourism Board (STB)'s Singapore Tourism Accelerator programme, Copthorne Kings' Hotel Singapore partnered with a US-based technology firm WooHoo to embed a voice-enabled Artificial Intelligence (AI) speaker that guests can use to request for amenities, order in-room dining, and adjust the room's temperature and lighting via voice command.	This solution reduced the need for staff to take in-person dining orders and amenity requests. As a result, staff are freed up to perform higher value-added responsibilities such as attending to guests' special requests and guest interactions. Through this solution, the hotel is also able to track real-time guest data and develop targeted event and dining offerings and promotions to improve guest satisfaction.

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Recommendations for the way forward | Hotels

CASE STUDY: Copthorne King's Hotel – How Copthorne King's Hotel is transforming digitally to drive long-term value and growth (cont'd)

Technology Adopted	Application in the hotel	Outcomes
Internet of Things (IoT) sensors	Copthorne Kings' Hotel Singapore also installed Internet of Things (IoT) sensors linked by an in-room communications system. These enable guests to control the lighting, temperature, entertainment, and locks in the room without having to use manual forms of control (such as remote controls and switches). Sensors also support the hotel's efforts in using energy efficiently, such as detecting room occupancy before activating air conditioning, and identifying equipment faults.	This solution has reduced the need for engineering teams to conduct routine in-person checks of lights, locks, and air-conditioning. Instead, they can now receive real-time updates on any equipment malfunctions. Furthermore, with the data gathered on equipment effectiveness and energy use, engineering teams can also identify areas for improvement.
e-Housekeeping software	The hotel's housekeeping department has implemented an e-housekeeping platform, HotSoS, to track and automate and assigning of hotel rooms to housekeeping staff. This platform also automatically prioritises rooms due for cleaning to facilitate an efficient housekeeping roster. HotSoS is integrated with Copthorne King's Hotel's Property Management System (PMS), which allows housekeeping teams to receive real-time updates on guest preferences, room status, and room rushes.	With this solution, Housekeeping attendants can view their assigned rooms, track, and update room status in the real-time and on-the-go. Front Office employees can also view readied rooms in the PMS and highlight rooms that require urgent cleaning, which are then automatically assigned to Housekeeping Attendants instantly. Data collected through HotSoS is used by leaders in the Housekeeping department to analyse and track productivity to optimise workflow and increase productivity.

Additionally, Copthorne King's Hotel, together with parent Group, Millennium Copthorne International Limited (MCIL) and its other hotels and resorts, is currently in discussions with the Singapore Tourism Board to further their transformation efforts. Led by the Head of Digital Transformation, the Group is collectively exploring the adoption of technologies that track carbon emissions and waste output in support of its "zero-waste" vision. Hotels are also piloting Viqal, a customer analytics platform to gain real-time insights on the guest experience, guest preferences, and purchase patterns, and improve guest service. Eventually, tried and tested technologies that are successful in local hotels will be used to support MCIL's expansion overseas.

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Recommendations for the way forward | Hotels

CASE STUDY: Copthorne King's Hotel – How Copthorne King's Hotel is transforming digitally to drive long-term value and growth (cont'd)

Redesigning jobs in tandem with technology adoption to support transformation efforts

Following the adoption of the above technologies, Copthorne Kings' Hotel has observed an increase in overall operational productivity, while reducing its manning ratio from 0.7 to 0.3 employees per room. Andy credits this success to strong leadership buy-in and commitment to the hotel's transformation vision. Andy also stressed the importance of job redesign and building staff capability as key enablers of digital transformation. By ensuring that tasks and responsibilities are adjusted to reflect new ways of working and equipping employees with necessary skills to drive transformation activities, the hotel can realise and sustain the returns brought about by technology adoption. To this end, employees in roles impacted by technologies are sent for training to learn how to use new digital tools. For instance, housekeeping teams are upskilled to handle and perform simple troubleshooting on the e-Housekeeping platform. Furthermore, their salaries have been adjusted to be commensurate with the enlarged job scope. This helps to not only motivate employees in being productive, but also facilitates the retention and attraction of talent.

Key takeaways

In closing, Andy shared two lessons for other hotels with plans to embark on their digital transformation journey:

1. For transformation efforts to be successful and sustainable over the long-term, Andy stressed that hotel leaders and management will need to cultivate and model an agile and adaptive mindset that is able to look beyond present challenges to opportunities in capturing and creating new demand.

2. The long-term vision and desired outcomes for technology adoption must be clearly communicated to hotel employees at all levels in order for them to take on a positive attitude towards learning and upskilling opportunities. In doing so, employees will then understand the value of technology adoption and be motivated to embrace new changes to their job responsibilities.

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Recommendations for the way forward | Hotels

Recommendation 2. *Modify existing organisational structures, operating models, and discover new revenue streams to fortify businesses*

Considering hotels' transformation ambitions, the competitive hotel landscape, and dynamism of customer expectations, hotels should consider how the organisation can be better structured to sustain changes and respond swiftly to the demands of the market.

Reviewing and adapting organisation structures to enhance ways of working

Regardless of the organisational structure they initially start out with, hotels will eventually reach a stage where business leaders should evaluate and revise existing structures to ensure that teams and departments are well-organised, efficient, and can continue to respond to business challenges in an agile manner. Otherwise, silos drawn along traditional functional lines can hinder collaboration and performance in large organisations. An inability to connect all parts of the hotel to share data, expertise, and talent can limit, or even cripple, business transformation and success.

Some ways that hotels have and should consider updating their organisation structures include, and are not limited to:

1. **Closer collaboration between the Revenue Management function and other profit-generating departments**, such as Catering Sales and Food & Beverage functions. Hotels should consider exploring creative ways of reorganising the organisation and reporting structure amongst these departments to **ensure cohesive oversight and greater synergies in total revenue management and commercial performance**.

2. Stronger **cross-functional ties between the Marketing function and other revenue-driving functions**. As hotels innovate and expand service offerings, such as in Food & Beverage, entertainment, spa and wellness, and more, hotel leadership will need to place **greater emphasis on harmonising marketing efforts**. For example, teams offering new products and services will need to be familiar with the activities and processes associated with marketing campaigns to create relevant content and offers. In a similar vein, the Marketing team will also need to stay abreast of ongoing promotions or offers and ensure that marketing strategies are tailored accordingly.

3. Streamline functions through **vertical stacking of rank-and-file and supervisory roles** to **generate opportunities for employees to take on leadership responsibilities and improve the hotel's ability to attract, retain, and develop talent**. Hotel leaders must ensure that **sufficient guidance and support is provided** to employees in these roles to ensure their success in handling leadership responsibilities and **adjust salaries to be commensurate** with enlarged responsibilities.

4. **Tightened coordination between corporate and property-level teams**. To successfully address the demands of the industry, hotels will need to ensure that teams are **aligned on the hotel's common strategic goals, such as technology adoption, sustainability, and service innovation**, and apply them to their areas of responsibility accordingly.

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Recommendations for the way forward | Hotels

Recommendation 2. *Modify existing organisational structures, operating models, and discover new revenue streams to fortify businesses*

Evaluate current operating models with a focus on business continuity and resilience

In recent years, the pandemic has exacerbated the hotel industry's perennial manpower shortage. While international travel has resumed, hotels in Singapore continue to face operational limitations brought about by lowered staffing levels. Hotel leadership and management teams should creatively adapt and diversify operating and staffing models to ensure that the hotel remains resilient in both the near- and long-term.

Some ways that hotels have, and could consider updating their operating models include, and are not limited to:

1. **Developing manpower-lean business models**. Several hotels have explored or adopted **stacking of functions to achieve a leaner structure**. Examples include consolidating Front Office roles (Front Office, Concierge, and Butler), consolidating Security and Front Office roles, or Events and Catering Sales teams. For more possible stackings, view Section 4 on the Future of Hotel Jobs and Skills. Another approach could be the **use of multi-skilling to rotate employees through various roles in the hotel to alleviate manpower shortages**. While this may be possible to varying extents depending on which segments a hotel falls into, hotel leadership should still think about **sustainable, long-term solutions to reduce reliance on manpower**. This could be accomplished in part through the adoption of technology solutions to simplify existing work processes, which allows employees to take on enlarged responsibilities without being burn-out.

2. **Leveraging alternative sources of talent**. Hotels should explore **improving staffing agility by employing staff from alternative sources of talent**, such as back-to-work mothers, Persons with Disabilities (PWDs), and gig or contract workers, as well as outsourced staff in suitable roles, and **concentrate full-time resources on more technical, guest-facing, or skill-intensive roles**. In hiring employees from alternative sources, hotels **should consider the candidate's skills, experience, and career goals in assigning him or her to a role that is a good fit**. For example, a back-to-work mother may prefer a role with regular and defined working hours during the day and limited guest interactions. In such a case, a role that could be a good fit for her could be a back-of-house support role in Reservations or Sales and Marketing. When hiring employees from alternative sources of talent, **hotels must put in place well-paced, tailored training programmes to acclimatise different types of workers to their jobs** to ensure that they are equipped and confident in handling their responsibilities.

3. **Streamlining service and business processes**. Hotels should regularly **evaluate existing processes and update ways of working** to reduce inefficiencies and improve productivity. For example, conducting time-motion studies to **understand the duration and level of effort across various activities and hotel operations** and **identifying incidental or non-value-added tasks** that can be removed or augmented by technology, or implementing technology that **support real-time operations and resource monitoring** to gather insights for continuous improvement.

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Recommendations for the way forward | Hotels

Recommendation 2. *Modify existing organisational structures, operating models, and discover new revenue streams to fortify businesses*

Evaluate current operating models with a focus on business continuity and resilience (cont'd)

4 **Exploring new service norms**. Often, the level of service guests expect has a direct influence on the staffing levels of a hotel. Hotels that provide turn-down service, twice-daily linen changes, and table service would typically require higher levels of staffing as compared to hotels with select-service or self-service models. While this study acknowledges that such differences arise from hotels' segment, business, branding, and service strategies, **hotel leaders are encouraged to examine the current service norms being perpetuated in their properties** while keeping what guests truly desire in mind. In doing so, hotels could then **identify and channel resources towards high-value, high-impact guest touchpoints** and interactions, and explore technological or other solutions to lower-value, low-impact activities.

Diversify existing revenue streams

Hotels can and should continue to exercise creativity in generating non-core and ancillary revenues that optimise the hotel's resources and space, as well as increase the reach of the hotel's brand. Some ways that hotels have, and could consider diversifying revenue streams include, and are not limited to:

1 **Food and beverage** – Expanding food and beverage offerings onto delivery and e-commerce platforms, offering package room deals with a specially curated menu, and creating seasonal snacks and pastries for sale to the general public.

2 **Sharing spaces** – Designing niches or offering under-utilised spaces to guests and the public in the form of co-working spaces, roof gardens to grow herbs and vegetables, and open galleries to display local artwork.

3 **Profitable sustainability** – participating in the circular economy by repurposing waste, generating power for sale to adjacent areas to the property or to power electric vehicles.

To be successful in generating additional revenue, hotel teams at the corporate and property levels will need be aligned in building a revenue-generating culture to attract demand and generate revenue opportunities for the property's profits.

In addition, hotels will also need to consider the creation of new job roles in emerging areas of work such as Business Intelligence, Sustainability and Wellness to seize new opportunities, increase market share and drive the business' mid- to long-term growth. The decision to incorporate these roles will depend on the type of hotel, its size, scale of operations and business priorities. As such, hotels will need to determine the capabilities needed by their business, as well as weigh strategic people strategies before deciding to create these new roles.

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Recommendations for the way forward | Hotels

CASE STUDY: The Warehouse Hotel – How the Warehouse Hotel collaborates with other enterprises to stay relevant and on-trend

Located in a picturesque heritage building on the waterfront of Robertson Quay, the Warehouse Hotel is a distinct landmark that aims to not only draw the eye, but also repeat guests back to the hotel again and again. In the past three years, the Warehouse Hotel has created a name for itself in pursuing innovative partnerships and concepts to appeal to different demographics of guests. Be it the Gen Z traveller looking for "Instagram-worthy" places vacation in, millennials who desire a one-of-a-kind experience, or older guests looking for an intimate, exclusive stay, the Warehouse Hotel prides itself on being able to connect with guests and deliver on their expectations.

Simeon Tse, General Manager of The Warehouse Hotel, shares how it has partnered with other businesses to introduce memorable products that add elements of local novelty to the guest experience.

Spotlighting local craftsmen and businesses to exhibit Singapore's heritage and culture

Beyond adding to the guest experience and generating new revenue, the Warehouse Hotel is committed to showcasing Singapore's local artists and craftsmen through collaborations with like-minded businesses and brands. As a tribute to the hotel's history, an installation featuring the 'Objects of Vice', was curated as part of a collaboration with Supermama, a local design and lifestyle brand. To date, the hotel has also partnered with local enterprises such as GINLEE Studio, a local atelier to design tote bags complimentary for guest use during their stay, clothing brand In Good Company to tailor personalised bathrobes, Mud Rock, a ceramic studio to create in-room coffee and tea mugs, and boutique tea specialist A.Muse Projects to stock its in-room minibars with handcrafted teas.

The Warehouse Hotel also leverages its proximity to the Robertson Quay area to foster informal partnerships with a myriad of chic and trendy restaurants, cafes as well as local artisanal boutiques in the precinct. Guests need only convey their dining requests to hotel staff to be connected with exclusive, waitlist-only restaurants such as Kubô, a Filipino-inspired kitchen-restaurant concept which was recently opened along Robertson Quay, and Burnt Ends, a modern Australian barbeque restaurant located at Dempsey and of course all the concepts within the parent company The Lo and Behold Group.

As the Warehouse Hotel continues in its search for new businesses to partner with, it is also mindful in selecting collaborators that are aligned with and reflective of the hotel's own brand values and overall vision. More importantly, selected businesses should bring complementary strengths to the partnership. For instance, Simeon and his team are currently in discussions with a prospective partner to organise a local festival early next year that will bring attention to not just the arts and culture in Singapore, but the Warehouse Hotel as a destination as well. The hotel expects more of such partnerships to permeate the industry as hotels explore ways to extend their businesses and cement themselves as experience creators and aggregators of the precinct.

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Recommendations for the way forward | Hotels

CASE STUDY: The Warehouse Hotel – How the Warehouse Hotel collaborates with other enterprises to stay relevant and on-trend (cont'd)

Staying current with industry trends to discover new opportunities

Both the hotel management and owners of the Warehouse Hotel's parent group, the Lo & Behold group, recognise the value of staying abreast of global and local market trends, enabling the hotel to strategically pivot their business to better meet guest preferences, and explore new revenue opportunities to drive growth. To keep pace with key trends, Simeon emphasised that marketing teams perform regular landscape scans of what guests are interested in as well as local enterprises with exciting and niche concepts. Marketing employees will also need to be conversant in market research, digital marketing, and content development to excel in their roles and contribute to the business. Finally, to successfully execute the hotel's efforts in integrating local experiences and business into its offerings, Simeon also stressed that hotel employees should be familiar with these services and products to provide personalised recommendations for hotel guests.

Key takeaways

In closing, Simeon shared two lessons for other hotels keen on embarking on partnerships with other local businesses:

1. Hotels should strive to become "trendsetters" and proactively experiment with out-of-the-box concepts and partnerships to remain competitive. At the same time, hotel leaders need to foster a culture of innovation and continually seek ways to extend their reach and market share by looking beyond the boundaries of their own industry.

2. As the hospitality business is inherently people-centric, hotels will need to broaden the scope of their businesses beyond hotel stays and provide guests with access to an ecosystem of other services and brands, allowing them to immerse themselves in the local culture. In this manner, guests would delight in gaining exclusive access to tailored products or new concepts that enhance their stay, while hotels would enjoy the benefits of additional revenue streams, as well as increased mindshare and brand loyalty.

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Recommendations for the way forward | Hotels

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

The hotel industry hosts a vast, diverse, and well-connected mix of industry players. It is within this rich and inter-connected ecosystem that hotels can find the support they need as they carry out business and workforce transformation efforts. Hotels of different segments should consider leveraging the strengths of fellow industry partners as well as other enterprises in non-tourism sectors to innovate and enhance experiences and rejuvenate the industry.

Tap on global trends and sector relationships to innovate products and experiences

1

Hotel leadership and management teams should **continue to keep abreast of trends shaping travellers' choices**, such as heightened focus on safety and hygiene, preferences for authentic and unique localised experiences, emphasis on health and wellness, and increased environmental and social consciousness. **Technology solutions such as marketing or web analytics tools and Artificial Intelligence (AI)-enabled sentiment analysis software could be used to glean insights** on market trends and dynamics as well as guest sentiments to better inform product development and marketing strategies. At the same time, **hoteliers will need to distill, or even re-imagine, their brand values in alignment with business goals, societal impact and the brand's broader purpose** to better connect with partners, guests, and employees. Hotel leaders will need to clearly paint the picture of how innovation fits within the wider context of the company and align with overarching business objectives.

2

Hotels will need to continue **fostering strong partnerships with other players in the wider tourism industry and beyond** to innovate experiences and differentiate themselves to remain relevant and thrive in a competitive landscape. Collaborative efforts should not only **encourage hotels to share best practices**, but also be focused on **solving key issues faced by the industry (e.g., supply constraints, energy consumption, operational pain points)**, and allow for industry partners to co-develop suitable solutions, such as:

- **Partnering with local agricultural and urban farming organisations** to transform unutilised spaces into indoor vertical farms that can be in turn integrated into the hotel's supply chain to serve restaurants in the vicinity
- **Collaborating with research agencies and schools to crowdsource** and develop innovative solutions that aim to recycle waste into raw materials
- **Building up a collection of services (dining outlets, services, hotels) in partnership with other hotels** in the vicinity to offer subscription models "Hotel-as-a-Service" to different communities
- **Forming "Experiential Labs" to develop and testbed innovations**, extending beyond the hotel industry and brings in stakeholders from public sector, technology and entrepreneurial backgrounds to address pain points with their creativity and ideas

More innovation possibilities are available in Section 3. Future of Hotels.

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Recommendations for the way forward | Hotels

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

Tap on global trends and sector relationships to innovate products and experiences (cont'd)

3

Hotels will need to partner closely with other ecosystem players to **innovate the experience of would-be hoteliers, enhance industry marketing, and attract talent**. Such efforts could constitute collaborating with schools and government agencies to **highlight success stories of homegrown hoteliers, conducting tours, or structuring holistic internship programmes**. Other areas where the experience of potential talent could be innovated include:

- **Partnering with other hotels and gourmet restaurants across the country** and allowing aspiring hospitality workers to gain deeper insights into the local food and culture and at the same time, improve hospitality skills and knowledge
- **Partnering with primary and secondary schools to design a job shadowing programme**, allowing young students to "shadow" a hotel employee for a day and be exposed to the hotel industry and guest service
- **Involve interns or younger workers in spearheading service innovation and improvement projects** by allowing them to first experience the hotel as a guest during a two-day hotel stay as part of their onboarding experience, then identify areas where the guest experience could be enhanced or further innovated

More innovation possibilities are available in Section 3. Future of Hotels.

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

Redesigning jobs in parallel to transformation efforts will help companies to build an agile workforce, maximise productivity and remain competitive in the long run. In some cases, redesigning jobs could also open more opportunities to alternative sources for talent, such as segmenting job roles and allowing gig workers to take up simpler tasks or redesigning for age-friendly considerations to accommodate the mature workforce.

In recent years, hotels have embarked on an industry-wide movement to redesign jobs in tandem with technology adoption, to increase manpower efficiency, and accommodate different profiles and segments of workers. These include, but are not limited to:

Combining or streamlining roles. For example, stacking Bell Service, Front Desk, and Concierge roles to provide one-stop service to guests. In some cases, this hybridised role also takes on Security responsibilities

Segmenting duties into effort- and skill-based tasks. For example, separating Housekeeping activities based on level of complexity will allow part-timers and outsourced labour to easily acclimatise to the role

Modifying tasks to accommodate alternative sources of talent. For example, codifying or simplifying tasks in operational functions such as Reservations and Food & Beverage to make the jobs more accessible for Persons with Disabilities (PWD) or part-time workers

During the pandemic, there have also been numerous cases of hotel employees taking up "lateral service" – expanding their job scopes and stepping into other roles to close manpower gaps.

It is important to note that while this may be a solution to workforce challenges in the short-term, this arrangement may not be sustainable for employees in the long run.

However, moving forward, hotels must advance beyond job redesign to work redesign and career redesign to better engage and retain employees.

Work redesign involves understanding employees' personal needs in reviewing and restructuring the working environment and working conditions. Examples of work redesign include:

1. **Incorporation of age-friendly considerations**. For instance, establishing safe practices to minimise the risk of injury, placing more emphasis on knowledge-based tasks and fewer effort-intensive tasks to older workers, and providing the necessary training for older workers to ensure they can perform their roles effectively.

2. **Adoption of flexible work arrangements**. For instance, offering the option of part-time work, flexible working hours, or shortened work weeks. Other examples include work-from-home or work-from-anywhere arrangements, although these arrangements may not work for operational roles that require employees to be on hotel premises.

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

However, moving forward, hotels must advance beyond job redesign to work redesign and career redesign to better engage and retain employees (cont'd)

Career redesign involves understanding employees' aspirations in designing career pathways and developmental opportunities, with the aim of growing their long-term careers within the organisation. Examples of career redesign include:

1. **Offering job scopes that are tailored** to the aptitude, skillsets, and ambitions of employees. For instance, offering a hybrid Concierge and Experience Design role to an employee who has interest in both guest service and guest experience creation.

2. **Charting novel and varied career pathways** to prepare hotel leaders of the future. For instance, moving beyond traditional vertical, specialised career pathways and offering cross-functional, multi-location progressions that will help employees establish a rich career portfolio and sustain their interest and trajectory within the industry. Accelerated career progression pathways should also be charted out for identified high-potential individuals as part of the hotel's talent development and retention strategy.

3. **Developing training roadmaps** to prepare employees for future roles, and growing wages and incentives along with increased scope responsibilities and high performance.

Regardless of the job redesign approach used, business leaders should actively monitor the external landscape and its effect on the workforce to proactively shape the role and capabilities of employees and better respond to future challenges.

Leaders should also be cautious of possible burn-out and demotivation of employees and ensure that redesigned jobs and responsibilities are calibrated well, remuneration is competitive and commensurate to new job scopes and level of skill, and that work-life balance practices are actively promoted.

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

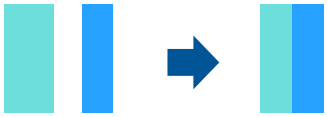
What is **job redesign?**

Job redesign involves modifying the way work is performed in an existing job to include more value-adding tasks or increase productivity. It enables companies to align available resources to respond to both internal and external pressures. A classic scenario where job redesign can add value is introduction of new technology which changes the work processes and/or skills required of existing jobs.

For example, introducing a digital concierge may free up valuable time for a Concierge of Front Office Agent to focus on higher value-added guest interactions, such as providing recommendations and engaging with guests, or being multi-skilled in other job roles. However, job redesign could also happen independent of technology adoption, such as in the case of a business process redesign, or redesign of jobs to incorporate age-friendly practices for a mature workforce.

What can **job redesign** look like?

JOB ENLARGEMENT



Job enlargement involves **introducing additional tasks** to an employee's original job scope, often due to reduced time required to carry out the original job scope because of improved processes and/or technology use.

Outcomes:

- Increased task variety and learning opportunities
- Improved job satisfaction and expansion of skillsets
- Enhanced employee engagement

JOB RECONFIGURATION

Job reconfiguration involves making an adjustment to an employee's existing job scope by **reshaping priorities and tasks to achieve new outcomes**, often to support a change in company strategy.

Outcomes:

- Increased task variety
- Increased task specialisation
- Reduced non-value add work and increased productivity

JOB ENRICHMENT

Job enrichment involves **introducing a value-added component at a higher job level** on top of the employee's original job scope, elevating the employee's scope of responsibility and allowing for upskilling.

Outcomes:

- Development of knowledge and skills
- Better preparedness for higher-level roles
- Improved job satisfaction from development challenges

JOB SIMPLIFICATION

Job simplification involves **removing redundant or duplicated tasks** conducted by an employee to streamline the job role and reduce unproductive activities, allowing for greater focus in achieving objectives.

Outcomes:

- Reduced work fatigue
- Reduced job monotony
- Reduced task duplication

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

What can **job redesign** look like?

Job redesign could also result in the stacking of job roles into new job composites. Examples of possible job composites can be found across the next two pages. These examples are non-exhaustive, and hotels may elect to stack other jobs together to form new job composites according to business needs.

To get started, hotels should:

1. Identify the business challenge for which job redesign could be a potential solution, as well as relevant roles in question
2. Examine the roles in question and identify both synergies and area of differences, requiring upskilling or reskilling
3. Consolidate job profiles with combined tasks and skills, and commence change management and upskilling activities to transit selected incumbents into the redesigned role
4. Update supporting human capital levers such as career opportunities and remuneration to ensure that progression pathways and salary levels remain attractive and equitable to incumbents

Illustrated mapping for stacked roles. Based on each hotel's unique combination of selected roles, a similar mapping should be conducted.

Housekeeping Attendant[1]		Housekeeping Coordinator	
Respond to guest requests	✓	Monitor follow-up on guest requests	-
Provide suggestions on improvements to service	✓	Identify areas for improvement to work processes	✓
Perform cleaning activities	✓	Coordinate cleaning activites	-
		Coordinate meetings for the department	✓
		Monitor team compliance to processes and organisational requirements	✓

✓ *Retained tasks for the redesigned role. Incumbents require upskilling in competencies such as leadership, business and vendor relationship management, innovation, risk, and sustainability management*

\- *Tasks assessed to be displaced by technology*

\+ *Tasks to be combined*

Note: As hotels explore different permutations of organising jobs more effectively, leaders should also ensure that salaries are adjusted to be commensurate with enlarged responsibilities. Hotels are strongly recommended to remunerate job roles within functions that are adjacent to Progressive Wage Model (PWM) sectors, such as Cleaning, Food Services, and Security, and other comparable/competing industries at an equal or higher level in order to be equitable and competitive paymasters.

[1]Housekeeping Attendant / Room Attendant / Public Area Attendant – shortened for illustrative purposes.

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

What can **job redesign** look like?

Horizontal job composites
Stacking of roles at the same level, either within the same function or across functions.

This solution supports the creation of a leaner organisation and improves staffing agility as job holders are equipped to assume a variety of cross-functional responsibilities.

However, hotel leaders must ensure that the scope of such 'hybrid' roles are well-calibrated and complemented by work-life balance practices to prevent employee burn-out.

Original job roles							Possible new job composites
Rooms Division Manager / Director of Room			+		Cleaning Operations Director	=	**Director of Rooms**
Director of Revenue Management	+	Director of Sales & Marketing	+		Event Services Director	=	**Commercial Director**
Maintenance and Operations Director			+		Venue Operations Director	=	**Director of Facilities**
Assistant Executive Housekeeper			+		Laundry Manager	=	**Housekeeping and Laundry Manager**
Chief Concierge / Assistant Chief Concierge	+	Assistant Front Office Manager / Assistant Operations Manager / Duty Manager / Guest Services Manager / Guest Relations Manager	+		Head Butler / Butler Manager / Club Floor Manager	=	**Lead Guest Experience Ambassador**
Concierge	+	Front Office Executive / Guest Services Executive / Guest Relations Executive / Front Office Supervisor / Guest Services Supervisor / Guest Relations Supervisor	+		Butler Supervisor / Club Floor Executive / Club Floor Supervisor	=	**Guest Experience Ambassador**
Bell Captain	+	Front Office Officer / Guest Services Officer / Guest Relations Officer / Front Office Agent / Guest Services Agent / Guest Relations Agent	+		Butler / Club Floor Officer / Club Floor Agent	=	**Guest Experience Associate**

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

What can **job redesign** look like?

Horizontal job composites (cont'd)
Stacking of roles at the same level, either within the same function or across functions.

This solution supports the creation of a leaner organisation and improves staffing agility as job holders are equipped to assume a variety of cross-functional responsibilities.

However, hotel leaders must ensure that the scope of such 'hybrid' roles are well-calibrated and complemented by work-life balance practices to prevent employee burn-out.

Original job roles				Possible new job composites
Director of Sales / Director of Catering/ Assistant Director of Sales / Assistant Director of Catering	+	Business Development Director	=	**Business Development Director / Director of Sales / Director of Catering/ Assistant Director of Sales / Assistant Director of Catering**
Sales Manager / Catering Sales Manager / Assistant Sales Manager / Assistant Catering Sales Manager	+	Business Development Manager	=	**Business Development / Sales / Catering Manager**
Sales Coordinator / Catering Sales Coordinator	+	Assistant Event Services Executive	=	**Sales / Catering / Events Associate**
Assistant Venue Operations Executive	+	Assistant Engineer / Senior Technician	=	**Facilities Associate**

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

What can **job redesign** look like?

Vertical job composites

Stacking of roles with roles at a higher level within the same function.

In addition to supporting the creation of a leaner organisation, vertical stacking of rank-and-file and supervisory roles generates opportunities for employees to take on leadership responsibilities and improves the hotel's ability to attract, retain, and develop talent.

Hotel leaders must ensure that sufficient guidance and support is provided to employees in these roles to ensure their success in handling leadership responsibilities.

Original job role				Possible new job composites
General Manager	+	Hotel Manager / Resident Manager / Executive Assistant Manager	=	**General Manager**
Housekeeping Coordinator	+	Housekeeping Attendant / Room Attendant / Public Area Attendant	=	**Housekeeping Associate**
Concierge	+	Assistant Concierge	=	**Concierge**
Bell Captain	+	Bellhop / Bell Attendant	=	**Bell Associate**
Reservations Executive / Reservations Supervisor	+	Reservations Officer / Reservations Agent	=	**Reservations Specialist**
Marketing Communications Executive / Digital Marketing Executive / Public Relations Executive	+	Marketing Communications Officer / Digital Marketing Officer / Sales and Marketing Officer	=	**Marketing Communications / Digital Marketing / Sales and Marketing Specialist**
Venue Operations Executive	+	Assistant Venue Operations Executive	=	**Venue Operations Specialist**
Multi-Outlet Manager	+	Outlet Manager / Assistant Outlet Manager	=	**Multi-Outlet / Outlet Manager**
Host / Hostess / Crew Leader	+	Server / Service Crew / Runner	=	**F&B Associate**

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

What can **job redesign** look like?

Vertical job composites (cont'd)
Stacking of roles with roles at a higher level within the same function.

In addition to supporting the creation of a leaner organisation, vertical stacking of rank-and-file and supervisory roles generates opportunities for employees to take on leadership responsibilities and improves the hotel's ability to attract, retain, and develop talent.

Hotel leaders must ensure that sufficient guidance and support is provided to employees in these roles to ensure their success in handling leadership responsibilities.

Original job role				Possible new job composites
Senior Security Supervisor	+	Security Supervisor	=	**Security Specialist**
Senior Security Officer	+	Security Officer	=	**Security Associate**
Principal Engineer / Manager	+	Senior Engineer / Assistant Manager	=	**Engineering Manager**
Assistant Engineer / Senior Technician	+	Technician / Coordinator	=	**Engineering Associate**
Cleaning Supervisor	+	Multi-Skilled Cleaner / Team Leader	=	**Cleaning Operations Specialist**

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Recommendations for the way forward | Hotels

Recommendation 4. *Explore new permutations of career and job redesign as well as talent compositions to shore up the workforce*

What can **job redesign** look like? (Cont'd)

Detailed information on the future of jobs in the hotel industry can be found in **Section 4: The Future of Hotel Jobs and Skills as well as Appendix: Job Dashboards**. Hotels can use the relevant materials as a guide to redesigning existing jobs, especially for High- and Medium-impact roles and roles that may potentially be stacked with other roles, independent of how tasks are impacted by trends and technologies (based on Industry Engagements).

In embarking on a job redesign exercise, business leaders should keep in mind that it is one of the components in the overall workforce transformation process and should not be considered in isolation. **Job redesign should be anchored by hotels' overall business strategy**, including people and digitalisation priorities, and be further linked to downstream workforce management activities.

Furthermore, **strong and effective change management** is needed to ensure the success of the job redesign exercise. Hotels will need to anticipate and prepare for employees' difficulties in changing current ways of working, adopting and using technology, picking up new skills, as well as concerns around employability and the stability of jobs.

To mitigate these potential workforce challenges in job redesign implementation, business leaders will need to **clearly articulate the rationale for transformation**, empower people managers to guide employees through the transition, and actively encourage and facilitate the equipping of employees to adjust to new ways of working.

Available initiatives to support hoteliers' job redesign efforts

✓ Career Conversion Programme for Hotel Professionals

- Supports progressive hotels to train new and reskill existing workers for redesigned job roles that are tech-enabled or in emerging areas such as Digital Marketing and Analysis, Sustainability and Wellness.

✓ Hotel Job Redesign Initiative (HJRI)

- A tripartite collaboration that aims to develop manpower-lean business models by encouraging hoteliers to review, optimise and value-add to existing roles to create higher quality jobs and a greater sense of job satisfaction amongst employees

✓ Productivity Solutions Grant (PSG-JR)

- Spur enterprises to implement Job Redesign initiatives for their workforce to support business transformation needs to make jobs more productive and attractive for employees and to help enterprises hire and retain good workers

✓ SkillsFuture Career Transition Programmes (SCTP)

- Supports mid-career individuals in acquiring industry-relevant skills to improve employability and pivot to new sectors or job roles. SCTPs are offered at Institutes of Higher Learning (IHLs) and CET Centres.

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Recommendations for the way forward | Hotels

Recommendation 5. *Map out in-demand competencies across all jobs and launch upskilling efforts to future-proof the workforce*

Considering hotels' transformation ambitions, the competitive hotel landscape, and dynamism of customer expectations, hotels should consider how the organisation can be better structured to sustain changes and respond swiftly to the demands of the market.

A crucial enabler to sustained business transformation and success is the timely and continual reskilling and upskilling of the workforce, especially for skills in demand. In today's dynamic environment, hotel leaders and HR personnel will need to take the lead in providing employees with the skills and knowledge they need to grow in their roles, creating a culture of lifelong learning.

Build a future-ready workforce equipped with in-demand skills to remain competitive

1

Hotels will **should prioritise in-demand[1] and future skills[2] such** as those belonging to the **digital economy and the green economy**, especially as they accelerate digital transformation, technology adoption, and sustainable practices.

- **Digital skills:** Hotels will need to continue to invest and build capabilities in areas such as **Data Analytics** and **Technology Adoption and Innovation** to allow employees to stay abreast of the latest technological developments in the industry, evaluate their usefulness to hotel operations, and apply them in various areas of responsibilities (such as using technology to interact with guests or to analyse operational data). By providing employees with the right upskilling opportunities, hotels will build a digital culture that will serve the business well in the future.

- **Green skills:** Another area of future skills involve capabilities in sustainability, given that it is a key priority of the industry in the coming years. Hotel leaders involved in driving sustainability will need to acquire knowledge and skillsets such as **Carbon Footprint Management and Green Facilities Management** to identify and evaluate sustainability opportunities, assess the impact of environmental actions and drive a top-down approach in educating and communicating with employees on their part in carrying out environmental actions. Likewise, employees will also need to keep abreast of leading practices in sustainability and be proactive in acquiring the necessary skills in-demand to support the hotel in sustainability-related transformations.

2

While technology will continue to alter the hospitality work environment with a shift towards a greater use of data and analytics, automation, and application of other technologies, leaders should **continue to emphasise skills in building customer relationships, service excellence, creative thinking, and developing meaningful and novel experiences for guests**. Even though Critical Core Skills such as Communication, Collaboration and Customer Orientation can be largely developed over time on the job, hotels can consider using **targeted experiential programmes to groom the necessary skillsets**, such as using simulated training experiences to prepare staff for real-life guest interaction and high-pressure situations.

For details on the in-demand skills required by existing functions in the industry, please refer to Section 4: The Future of Hotel Jobs and Skills.

[1]A differentiated skill that allows a job holder to excel within his/her role. Consequently, it is a skill that is highly sought-after by employers/organisations and the industry. | [2]A future skill not currently demanded but is expected to be critical for the future economy in accordance with industry strategies.

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Recommendations for the way forward | Hotels

Recommendation 5. *Map out in-demand competencies across all jobs and launch upskilling efforts to future-proof the workforce*

Build a future-ready workforce equipped with in-demand skills to remain competitive (cont'd)

3

Hotels should **tailor learning experiences to the workforce** and make use of innovative methods to facilitate a smooth process and pave the way for future learning. Leading practices in workforce upskilling suggest that holistic skills development leverages a hybrid approach encompassing a variety of development options comprising:

- Education – Formal, structured learning
- Experience – On-the-job or hands-on learning
- Exposure – Informal learning to progressively build higher proficiency levels for the requisite knowledge, skills and abilities as one progresses to the next career level

Development options	
EDUCATION	• Instructor-led trainings (can also be done in partnership with IHLs) • Vendor trainings and workshops • Certification programmes • Online learning platforms (e.g., Udemy, Coursera) • Leadership and other short courses • Management development programmes
EXPERIENCE	• Structured On-the-job training (OJT) • Job rotation • Cross-functional teams • Action learning projects • Special stretch projects • Short-term assignments
EXPOSURE	• Knowledge-sharing • Coaching and mentoring • Buddy system • External forums

When planning for learning and development activities, both hotel management and HR personnel need to be **cognisant of the different learning needs of various levels of staff**. Learning experiences should **account for the demographic profile of the employee, type and level of skill to be acquired**, and the nature of the worker's job. Creating a fit-for-purpose learning experience with innovative delivery styles will better engage employees and help them process and apply new knowledge and abilities.

In addition, hotels can **leverage existing initiatives by government agencies and sectoral associations** to support their upskilling endeavours. Companies should also consider working with education institutions or training providers in developing suitable curriculum for the workforce, especially if the type of skill or demographic of learners cannot be adequately catered to with available training programmes. Training avenues, especially in the areas of tech adoption and continuous improvement are also available through unions.

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Recommendations for the way forward | Hotels

Recommendation 5. *Map out in-demand competencies across all jobs and launch upskilling efforts to future-proof the workforce*

Build a future-ready workforce equipped with in-demand skills to remain competitive (cont'd)

For example, workers in the Housekeeping, Cleaning Operations, and Front Office function may require practical technology familiarisation or basic data analytics courses that are contextualised to the hospitality environment, and these may not be widely available on public training platforms. Hence, business leaders interested in these areas **can either work with HR personnel to develop a training programme, or partner with education institutions and training providers to do so**, if they do not have the in-house training expertise.

Larger hotels who possess such in-house training expertise and resources, such as their own in-house training platforms, could **consider offering training services to other hotels**. On the one hand, this would contribute to the uplift of capabilities in the industry, and on the other, strong branding as subject matter experts and market leaders.

Finally, effective upskilling of the workforce requires concerted and integrated efforts across both companies and employees. **Hotel leaders will need to model and cultivate a mindset of continuous learning for staff to emulate**.

Available initiatives to support hoteliers' reskilling and upskilling efforts

✓ Career Conversion Programme for Hotel Professionals

- Supports progressive hotels to reskill new and existing workers for redesign job roles enabled through technology/digitalisation in emerging areas such as Digital Marketing and Analysis, Sustainability and Wellness.

✓ Capability Transfer Programme (CTP)

- Aims to plug capability gaps in the local workforce by engaging foreign specialists to transfer capabilities to local workers, or send local workers for overseas training, with funding support and work pass facilitation

✓ Mentor Assistance Programme (MAP)

- Encourage hospitality-related companies to redesign jobs and multi-skill their employees with the help of experienced mentors

✓ National Workplace Learning Framework

- Offered by the National Centre of Excellence for Workplace Learning (NACE), the framework support companies to build up a best-in-class and sustainable company-wide workplace learning eco-system aligned to business needs so as to advance talent development.

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Recommendations for the way forward | Hotels

Recommendation 5. *Map out in-demand competencies across all jobs and launch upskilling efforts to future-proof the workforce*

Available initiatives to support hoteliers' reskilling and upskilling efforts (cont'd)

✓ SkillsFuture Career Transition Programmes (SCTP)

- Supports mid-career individuals in acquiring industry-relevant skills to improve employability and pivot to new sectors or job roles. SCTPs are offered at Institutes of Higher Learning (IHLs) and CET Centres.

✓ SkillsFuture Work-Study Programme (WSP)

- Provides companies with a talent pipeline of Singaporeans and opportunities for Singaporeans to acquire Diploma to Post-Graduate and Degree level qualifications as they work. Offered by the Institutes of Higher Learning (IHLs) and training providers appointed by SSG. Some relevant WSP Programmes include the Work-Study Certificate leading to Diploma in Business Practice (Hospitality Management) and Work-Study Post-Diploma in Hospitality Business Management.

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Recommendations for the way forward | Hotels

Recommendation 6. *Refresh EVP and elevate existing human capital practices to better attract and retain talent*

Hotels play a key role in elevating sector appeal and business leaders should **rethink their employer branding and Employee Value Proposition (EVP) to better differentiate themselves** from their competitors, which may include not only other their peers, but adjacent sectors from which they wish to attract talent as well.

Hence, hotels **should actively define and differentiate the value they can offer to both existing and potential employees** and find channels and avenues to **actively communicate this** (e.g., through education institutions, company website, and/or social media platforms).

For example, smaller or independent hotels may wish to highlight their **lean and agile organisation structures**, offering wide exposure to hotel operations and opportunities to be involved in business transformation and innovation, while larger groups may wish to highlight **established career pathways and international networks**.

Irrespective of segment or size, hotels should take **active steps to refine, align, and integrate HR policies and practices with their EVP to create a consistent yet differentiated message** on the benefits of being employed by them.

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Recommendations for the way forward | Hotels

Recommendation 6. *Refresh EVP and elevate existing human capital practices to better attract and retain talent*

What is an **Employee Value Proposition (EVP)**?

An EVP is a unique set of offerings provided by an organisation to its workforce in return for the skills and capabilities employees bring to the organisation. Essentially, an EVP is the company's promise to any employee about what he or she can experience or receive while working at this organisation. An EVP is typically captured in a statement, or a set of statements, and may include features such as: culture, ways of working, career opportunities, work aspects, and benefits.

Consider the following elements. Which elements are relevant to your company's current value proposition, or describes what your company aims to embody as an employer?

PEOPLE	ORGANISATION	WORK	OPPORTUNITY	REWARDS
Collegial work environment	Communication	Travel	Career management	Compensation
Co-worker quality	Diversity	Work environment	Speed of progression	Benefits
Leader quality	Empowerment	Job impact	Promotion	Recognition
People management	Market position or branding	Job match	Training and development	
Senior leadership	Fairness and ethics	Work-Life Balance	Job security	
	Organisation size	Accommodation		
	Technology	Job Satisfaction		

Examples:

▪ Supportive and forward-looking senior leadership ▪ Family-like organisation culture ▪ Strong emphasis on teamwork and collaboration	▪ Building a fair work environment ▪ Encouraging open and agile communication ▪ Empowered workers enabled by technology	▪ Providing resources for people to fulfil their jobs ▪ Performing meaningful and value-added job tasks ▪ Ensuring a safe work environment	▪ Putting in place the right L&D programmes ▪ Providing employees with career opportunities	▪ Benchmarking pay ▪ Offering non-monetary rewards ▪ Conducting regular and fair performance and wage reviews

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Recommendations for the way forward | Hotels

Recommendation 6. *Refresh EVP and elevate existing human capital practices to better attract and retain talent*

Why is an **Employee Value Proposition (EVP)** important?

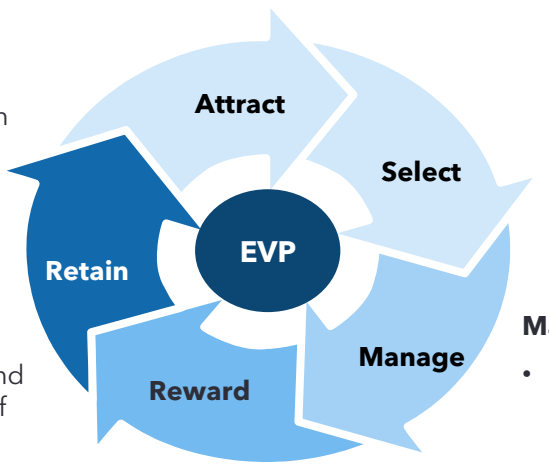
An authentic and consistently implemented EVP has an impact on major activities through an employee's lifecycle, and can enable hotels to attract, secure, and retain the talent it needs to grow.

Attract:

- Clearly communicate desired attributes by candidate profile
- Engage candidate in broad value not just remuneration
- Establish employment expectations

Select:

- Refine selection criteria to target applicants who are culturally aligned



Retain:

- Reduce turnover by differentiating organisation's offer against competing external offers
- Strengthen rewards and career progression system to increase talent attraction competitiveness

Reward:

- Deliver on the tangible and intangible components of the employment offer, driving engagement and commitment
- Reinforce broad based value of company employment

Manage:

- Align organisational strategies and processes to overarching value proposition
- Perpetuate desired culture through aligned and consistent EVP messaging

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Recommendations for the way forward | Hotels

Recommendation 6. *Refresh EVP and elevate existing human capital practices to better attract and retain talent*

Why is an **Employee Value Proposition (EVP)** important?

Designing an EVP

STEP 1	**Lay the foundation** • Establish principles to support the EVP • Establish the employment elements to be considered for including in EVP
STEP 2	**Build the evidence base** Collect evidence through surveys, focus groups, etc. to understand: • People preferences • What the organisation is currently doing well in • The unique characteristics of the organisation • The competitive environment
STEP 3	**Design the EVP** • The EVP should account for what is important to people and what the organisation can deliver and its unique characteristics • Consideration is given to brand alignment
STEP 4	**Implement and maintain the EVP** • Assign ownership and resources to ensure that policy & processes are constantly aligned to EVP • Market and communicate the EVP • Review the EVP

A successful EVP should have the following:

- Alignment with organisation vision and strategy
- Buy-in from senior leadership
- Authentic reflection of working within the hotel
- Alignment with people practices across the employee lifecycle (such as Recruitment, Performance Management, Training & Development, Career Development)
- Measures of success to track the effectiveness of an EVP
- Communicated clearly across appropriate channels (such as company website, and/or social media platforms)

Separately, along with reevaluating EVP, business leaders should be aware of leading people practices, and adopt them as necessary in support of building a meaningful employee experience, which lends to a strong EVP.

Available initiatives to support hoteliers' people practices

✓ Human Capital Partnership (HCP) Programme

- A tripartite initiative to support progressive employers who invest in human capital development
- Employers who are recognised as HCPartners will enjoy benefits such as priority processing for transactions with MOM, endorsement with the 'Human Capital Partner' mark that will recognise them as employers of choice as well as access to government support and resources to further develop human capital

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Recommendations for the way forward | Hotels

CASE STUDY: IHG Hotels & Resorts – How IHG's Employee Value Proposition in action helps employees deliver on the Group's purpose of "True Hospitality for Good"

Delivered well, a strong EVP can result in improved talent outcomes, engaged employees, and better business performance. Mustafa Denlisoz, IHG Hotels & Resorts' Head of Human Resources for Southeast Asia and Korea, shares how the Group is shaping its proposition as an employer of choice to better attract and retain the talent needed to grow its business.

Within the last decade, IHG Hotels & Resorts has earned multiple accolades for being a "Global Best Employer". Mustafa attributes this to the Group's commitment to building a culture of diversity, equity, inclusion, and enriching the employee experience.

IHG Hotels & Resorts' EVP

Room to Belong	Room to Grow	Room to Make a Difference
Creating a culture of inclusion and belonging so that employees feel valued, respected, and supported.	Providing a wealth of opportunities for employees to grow personally and professionally.	Encouraging employees to make a positive impact on guests, fellow colleagues, and others within their sphere of influence.

These set of core values guide IHG in engaging with employees, understanding their needs, and recognising them for their contributions to the hotel's performance, examples of which are elaborated below

Room to belong – Creating a culture of diversity and inclusion

IHG offers a mentoring programme, IHG Rise, to promote IHG's global diversity and inclusion philosophy and provide career planning support to high-potential female colleagues who aspire to take on leadership roles in the company. IHG also considers the varying needs of different demographics in the workforce and adjusts elements of the workplace and employee experience to cater to a range of generations within its workforce, such as offering a variety of career opportunities in multiple locations. IHG's our local partnerships with SG Enable/APSN in Singapore as well as an innovative partnership with STEPs in Thailand providing help to integrate differently-abled talent into our hotel teams expanding our talent streams into the business.

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Recommendations for the way forward | Hotels

CASE STUDY: IHG Hotels & Resorts – How IHG's Employee Value Proposition in action helps employees deliver on the Group's purpose of "True Hospitality for Good" (cont'd)

Room to grow – Providing opportunities for employees to grow

At the Group level, HR defines the overarching EVP for all hotel properties, including the guidelines for learning and development, to ensure that employees are equipped to excel in their work. The company is a strong advocate for upskilling and offers a multitude of learning and development opportunities through its flagship IHG Academy programme to employees globally. For aspiring young hoteliers, IHG's Future Leaders Programme provides accelerated development and mentorship through a series of training and rotation in key hotel departments and graduates are placed into senior or leadership roles upon completion of the programme. Currently more than 60% of General Managers ('GMs') are hired from within IHG, helping to drive this agenda with 27% of those hires being 'first time' GMs.

Room to make a difference - Encouraging employees to make a positive impact

At IHG hotels, employees are regularly celebrated and recognised for their efforts in making a positive impact on guests. For instance, all IHG hotels participate in the annual IHG Celebrate Service week to celebrate and recognise the dedication and passion of colleagues, especially front-line teams who go above and beyond to deliver extraordinary customer service to guests. Other events include the International Housekeeping week, which recognises housekeeping teams for their hard work in keeping the property clean. In addition, IHG also recognises that a conducive workplace helps employees feel at their best. In voco Orchard Singapore, the staff canteen is designed to be more than a place for meals – its interiors replicate a cosy, café-esque atmosphere for employees to rest and recharge during their breaks.

Rolling out the EVP to past and future employees

Presently, IHG is leveraging print media to build brand prominence and broaden its outreach to the mass audience through its 'Guest How You Guest' campaign, including advertising campaigns at major international airports. Its efforts are also supported by a supplementary marketing campaign to feature inspirational stories of hotel employees, their day-to-day work, and why they enjoy working in the hotel. IHG also recognizes the key role Hotel General Manager's play as a "Magnet for Talent" highlighting that "great people work for great managers". As a new generation of digital natives enter the workforce, Mustafa highlighted that there is a huge opportunity in utilising social media to tap into new sources of talent. For instance, IHG has recently partnered with a mobile messenger application, LINE, to consolidate all hotel job vacancies in Thailand. This has accelerated the hiring process of both part-time and full-time positions as the company is able to access a wider range of potential jobseekers. Mustafa shared that IHG is looking to scale this in its other operating countries such as Singapore. Given the intense competition for talent, Mustafa and his team purposefully maintain channels of contact with past and future employees to develop a pipeline of talent for IHG.

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Recommendations for the way forward | Hotels

CASE STUDY: IHG Hotels & Resorts – How IHG's Employee Value Proposition in action helps employees deliver on the Group's purpose of "True Hospitality for Good" (cont'd)

Key takeaways

In closing, Mustafa shared three lessons for other hotels seeking to build and strengthen their EVP:

1. It is critical for the hotel to build a good understanding of what is important to both current and potential employees. Hotel leaders and HR teams will need to ensure that the EVP is communicated effectively across the hotel and customised to job roles with large hiring volumes or hiring challenges.

2. Secondly, hotels will need to leverage advertising and social media channels to promote their employer brands and EVP. Hotels may also consider developing creative and interesting content that showcases aspects of hotel operations to appeal to different demographics and profiles of jobseekers. A consistent and organic posting cadence is also required to build brand reputation and attract potential applicants.

3. Finally, hotel leaders must recognise their role in influencing and modelling organisation culture, values, and behaviour. Celebrating wins and special occasions as a team is one effective way to help develop camaraderie amongst employees. Hotel leaders should also make conscious efforts to recognise, appreciate, and empower employees. These personal touches motivate employees whilst also demonstrating that the organisation cares about their wellbeing. Finally, hotels should also ensure that people leaders are provided with the necessary support and training for them to perform effectively and succeed in their roles in shaping and driving the hotel's EVP.

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Recommendations for the way forward | Employees

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

Employees in the hotel industry too have a part to play in uplifting the capabilities of the industry and will need to ensure that they remain up-to-date on their skills. By adopting a lifelong learning mindset and actively seeking opportunities to upskill and reskill, individuals will be able to successfully navigate current and future demands of the industry, maintain or even increase their employability, and support their organisations in transformation.

As workforce challenges, shifts in operational models, increased industry competition and evolving consumer and employee preferences continue to reshape the hotel industry, current and future job-holders must acknowledge that jobs and career paths of the future may not be as static as they have been in the past. While findings from this study indicate that technology is unlikely to replace hotel jobs in the short- to mid-term, expectations of the workforce to acquire and strengthen in-demand skills[1] are rising.

Keep current by developing in-demand technical and soft skills with an agile mindset

1. **Be proactive in their professional development** – take the initiative and actively seek feedback and opportunities to learn and develop current and future skills. As hotels continually innovate and explore new technologies, employees will be required to **comfortably use digital tools and incorporate them into current ways of working**. Picking up skills such as **Technology Application and Data Analytics**, along with increasing their **proficiency in technical aspects of their jobs**, will help individuals to differentiate themselves as **future-ready employees**.

2. **Hone transferrable Critical Core Skills** as well, such as Adaptability, Communication, Global Perspective, and Problem Solving, which will enable employees to **better cope with change and transformation**, **work well with others**, and relate to guests on **a deeper and more impactful level**.

3. **Stay abreast of changes in the industry**, career opportunities, and individual job roles, as well as **anticipate how jobs may change to identify the right learning opportunities** that can prepare them to take on new or modified job tasks, or even the next level of their careers (e.g., through Job-Skills Insights from SkillsFuture Singapore).

4. **Recognise the dynamic and fluid nature of hospitality work** and its impact on their job roles. As various hotel functions strive for guest satisfaction, this may at times require individuals to **step out of their comfort zones and defined roles**, taking up other responsibilities and initiatives to deliver exceptional guest service. In the long-term, this facet of hospitality has **benefits for employees' career trajectories** as individuals **pick up a wide range of new experiences and skills**.

[1]Additional or enhanced TSCs that will be required in the future for the respective functions (based on Industry Engagements).

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Recommendations for the way forward | Employees

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

Available initiatives to support the workforce's acquisition of in-demand and future skills

✓ Jobs-Skills Insights

- Individuals can make use of these resources by SkillsFuture Singapore to understand industry needs and guide their skills development journeys
- Skills Demand for the Future Economy Report
  - An annual publication that highlights the priority skills and jobs in selected high-growth areas to help citizens understand the value of skills to their jobs and their future career opportunities.
- Jobs-Skills Quarterly Insights
  - A quarterly publication that spotlights high-tempo jobs and skills changes within specific sectors or economies to keep citizens and enterprises updated on fast-moving jobs and skills.

✓ SkillsFuture Career Transition Programmes (SCTP)

- Supports mid-career individuals in acquiring industry-relevant skills to improve employability and pivot to new sectors or job roles. SCTPs are offered at Institutes of Higher Learning (IHLs) and CET Centres.

✓ SkillsFuture Credit

- Aims to encourage individuals to take ownership of their skills development and lifelong learning

✓ SG United Mid-Career Pathways Programme

- A full-time attachment programme which supports mid-career individuals to widen their professional networks and gain meaningful industry-relevant skills and experience by being attached to a host organisation and undergoing the development plans put in place for them. The attachments will last between four to six months.

✓ SkillsFuture Series

- The SkillsFuture Series is a curated list of industry-relevant training programmes that focus on future skills in the digital, care, and green economies (Future skills: SSG | Jobs-Skills Insights (skillsfuture.gov.sg)), that are offered by Institutes of Higher Learning (IHLs) and CET Centres.

✓ CET Centres

- CET Centres are public training providers which offer a comprehensive array of WSQ courses as well as additional services, such as employment advisory and placement. The CET Centres for the Tourism and Hospitality sectors are Ascott Centre for Excellence (ACE) and SHATEC Institutes Pte Ltd (SHATEC).

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Recommendations for the way forward | IHL/PEIs

Recommendation 1. *Actively market and champion the hotel industry as an industry and career of choice to past, present, and future cohorts*

As the bridge between graduates and the hotel industry, education institutions play a key role in shaping the industry's pipeline of talent and generating an interest in hotel careers. Considering the unique position of education institutions, they can influence the supply of skilled, fresh talent into the sector to address gaps in both manpower and skills. As such, the following section explores two key recommendations for educators to adopt, or otherwise continue practicing.

Establishing career service centres to provide pre- and post-graduation hospitality career advice

As students explore career opportunities, **Career Services Centres** in education institutions are a major platform that can help **raise awareness of the different career pathways within the hotel industry**.

Through a mix of career advisory, coaching, and counselling sessions, Career Services Centre can help students **visualise and identify career goals in line with student's personal aspirations**. As such, Career Service Centre counsellors will need to be aware of the current and emerging developments and opportunities within the hotel industry in order to provide a fair view of the available career opportunities.

Career Service Centre advisors should also **highlight to students that the hotel industry offers careers beyond Housekeeping, Front Office, Food & Beverage, and other existing functions**. This study found that hotels are increasingly **seeking talent in areas such as data analytics / business intelligence, place-making / experience creation, and sustainability**, thus presenting exciting career opportunities to students from both hospitality and non-hospitality disciplines as well.

Career Services Centres could also expand their target audience to **include graduated students and help them stay informed of the industry and hiring landscape**. This could **potentially capture talent at a career crossroads and channel them to hotels**, and **draw students lost through "leakage"** – students who graduated with hospitality or tourism related qualifications but did not eventually seek employment within the industry – back to consider a career within hotels.

Drive awareness of career opportunities in the industry

Additionally, education institutions could play a part in challenging existing perceptions and promoting an alternate narrative of the industry, such as the presence of meaningful and value-adding work in a dynamic work environment through means including:

1. Conduct **campus-wide recruitment initiatives, lunch-and-learn sessions** as well as **webinars on social media platforms**. A diversified approach will generate a wider outreach to both existing students and alumni.

2. Partner with sectoral agencies or associations to **organise campus talks and share emerging trends within the industry**, **technologies that are being adopted**, and **how jobs are changing** to bring to life what working in the industry is like.

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Recommendations for the way forward | IHL/PEIs

Recommendation 1. *Actively market and champion the hotel industry as an industry and career of choice to past, present, and future cohorts*

Drive awareness of career opportunities in the industry (cont'd)

3 **Organise roundtable discussions** featuring senior leaders from the Hotel industry and passionate hoteliers to share their experiences, vision for the industry and personal anecdotes on what drives them to succeed in their hospitality careers

4 **Conduct experiential learning journeys** to expose students to "behind-the-scene" activities in a hotel and facilitate interactions with hotel employees, empowering them to make informed choices on pursuing a career in the hotel industry

5 Partner with hotels to **organise case competitions** for students to **innovate and develop real-world solutions** addressing common pain points experienced by hotels across the industry

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Recommendations for the way forward | IHL/PEIs

Recommendation 2. *Review and update internship models to facilitate effective transfer of knowledge and skills*

Internships serve as a vital platform for students to assess their suitability and fit for the industry and gain insights on their intended discipline of work in the hotel. A well-structured internship acts as a bridge between the classroom and the realities of the working world and allow students to apply knowledge acquired school in real-world scenarios. However, according to industry insights, the structure and quality of internships offered to hospitality students can be improved.

Collaborate closely with hotels to design internship experiences that will nurture students' interest and passion in hospitality

1. Structure internships to **create and document clear learning objectives** for the student. IHLs and PEIs should continue to **actively engage and collaborate with hotels and ecosystem players to establish well-designed internship programmes** that detail clear **deliverables and milestones** for the students, allowing the student to master course content more effectively by applying it to real-life situations.

2. **Work closely with hotels to advise them against assigning interns to vacant roles as a stop-gap measures** for the entire duration of the internship. Faculty in charge of internships should also be **available to provide interns with guidance or intervention support** from the school during the internship period. This will facilitate a holistic exposure to the inner workings of a hotel, making for a fruitful internship experience and encouraging students to return.

3. Ensure that internship programmes **include departmental rotations**, with sufficient time in each department for interns to be familiarised with work processes. This will allow interns sufficient time to **build confidence and expertise in their assigned area of work**.

4. Continuously **review and enhance internship models** to facilitate more effective learning on-the- job and improve knowledge transfer of application skills for students. This includes **mandating internship learning journals**, supervisor's **performance review and feedback**, and **presentations on lessons learnt**, and even **gathering interns' feedback on their experience within the hotel**, which will help to create a more positive and enriching internship experience for students.

5. **Work closely with hotels to ensure upkeep of competitive internship compensation packages.** As internships are a primary source that hotels use to recruit their full-time employees, a competitive compensation package will greatly benefit hotels' long-term **talent attraction and retention strategy** and encourage students to enter the industry post-graduation.

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Recommendations for the way forward | IHL/PEIs

Recommendation 2. *Review and update internship models to facilitate effective transfer of knowledge and skills*

Collaborate closely with hotels to design internship experiences that will nurture students' interest and passion in hospitality

5

Pilot different models and frequencies of internships to allow students to hone their skills and gain exposure to the industry. Presently, most students undertake one internship during the length of their education. Throughout the course of their internship, students are often placed into operational functions such as Housekeeping or Front Office and have a limited exposure to corporate functions. IHLs and PEIs should explore organising more internships for students, such as in the second and penultimate semesters. In this way, students have two opportunities to be exposed to industry practice and hotel operations. The first internship could be used to **provide exposure to the core operations in the hotel**. In the second internship, students could be **assigned into corporate departments**, which allows students to integrate their learnings in operational departments with their management skills to value-add to the organisation. IHLs and PEIs could also work with hotels to offer more **diverse internship opportunities**, such as internships at two or more hotel properties locally or even overseas. This exposes students to **different cultures and work environments** and provides them with the opportunity to **develop a network of potential colleagues** and **industry mentors**.

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Appendices

Study methodology

Job dashboards

References

Acknowledgements

Project Objectives

This study aims to understand the **impact of key trends and technologies** on Singapore's hotel workforce, with a focus **on envisioning future jobs and building an ecosystem** that nurtures a **resilient and competitive workforce** that is competitive and future-ready.

Identify **key trends and technologies** affecting **jobs and skills**, and workplace practices in Singapore's hotel industry in the short-term, medium-term and long-term*

Assess impact of **key trends** on the **industry workforce**

Understand the **current manpower profile of the hotel industry**, and **project the number of jobs** that will be created in the short-, medium-, and long-term

Identify and analyse changes to job roles, **critical work functions, key tasks** and **skills** of the workforce in Singapore's hotel industry

Identify solutions to assist Singapore's hotel industry to **manage possible impact of key trends**, as well as **opportunities and appropriate responses** to job role disruptions within the industry, into the industry, and out of the industry

Design the hotel of the future based on identified trends and threats to **improve overall manpower outcomes** for the hotel industry

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In-scope functional tracks

Based on the **Skills Framework (SFw) for Hotel and Accommodation Services**, as well as referenced from other Skills Frameworks, **8 functional tracks** were identified for the purpose of this study.

In-scope functions

- **Housekeeping & Cleaning Operations**
- **Front Office**
- **Revenue & Distribution**
- **Business Development, Sales & Marketing**
- **Food & Beverage**
- **Venue Management & Operations**
- **Security Operations**
- **Engineering & Maintenance**
- **Management**

Note: In this study, the following job roles are out of scope as they are typically in-house corporate support roles/roles that fall under different industries:

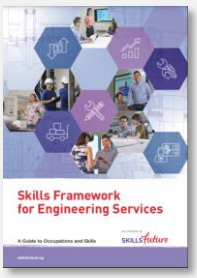
- Corporate support roles, such as in Administration, Human Resource, Information Technology, and Finance functions

However, this study also includes emerging areas of work and new roles in the hotel industry created in response to megatrends and changing business needs.

The **SFw for Hotel and Accommodation Services** served as the primary reference point to define the scope of the industry, functional tracks and job roles, as well as the existing skills and competencies.

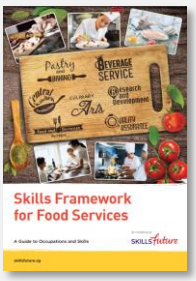
Click on the image on the left for more information on the SFw.

Other references for this study



SFw for Engineering Services

SFw for Environmental Services



SFw for Food Services

SFw for Tourism

SFw for Security

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Overall approach and research techniques

We adopted a **four-step approach** and utilised various qualitative and quantitative research techniques to generate insights and meet the objectives of the study.

1 Local and global trends scoping

As a first step, we **identified key trends** affecting the industry, jobs, and skills that will have a significant impact on the hotel workforce. Next, we **consulted EY SMEs and conducted in-depth interviews and Envisioning Workshops with key industry players** to validate trends and solicit inputs for the Hotel of Tomorrow to perform the preliminary impact analysis on jobs and skills. These formed the basis for subsequent impact analysis.

2 Jobs and skills impact analysis

To assess the **impact of trends and technologies** on job roles, we utilised qualitative and quantitative techniques to identify:

- Job roles that require job redesign
- Future skills required to perform the existing and evolving job roles
- Emerging areas of work and job roles being created in the industry

3 Manpower study

We analysed the historical headcount and wage trends in the hotel industry to **identify demand projections** for the sector, up to 2023

4 Recommendation

As a final step, we used the insights gathered to develop **recommendations** to help the industry move forward.

RESEARCH TECHNIQUES

Thought Leadership and Research

- Thought leadership from STB, WSG, EY
- Academic publications
- Research papers

Industry Insights

- Executive Interviews with selected industry players
- Focus Group Discussions
- Envisioning Workshops
- Consultations with EY Subject Matter Experts[1]

Data Sources

- Internal data[2]
- Company Surveys[3]
- IHL Surveys[4]

[1]EY professionals with subject matter expertise in the Hospitality field
[2]Obtained from relevant government agencies
[3]Surveys released to hotels on workforce demographics and projections
[4]Surveys released to Institutes of Higher Learning (IHLs) and Private Education Institutions (PEIs) on cohort size and graduation size of hospitality-related courses

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Overall approach and research techniques & Details of Step 1 and Step 2

1 IDENTIFY TRENDS

- Identify key trends and threats affecting the Hotels sector and therefore impacting **jobs and skills**

2 VALIDATE TRENDS

- Conducted Executive Interviews with selected industry players to validate trends and **solicit inputs for the Hotel of Tomorrow and perform preliminary impact analysis** of jobs and skills

3 DEVELOP DASHBOARDS

- Conduct **preliminary assessment** on **jobs and skills impact**, and develop dashboards (e.g., nature, extent and time horizon of impact etc.)

4 VALIDATE DASHBOARDS

- Conduct **Focus Group Discussions (FGDs)** with industry representatives to **validate assessment on skills and impact**

5 REFINE DASHBOARDS

- Make refinements to the dashboards **based on qualitative inputs from FGDs**

6 DEVELOP JOBS AND SKILLS IMPACT ANALYSIS

- **Consolidated findings** to develop final analysis of impact on jobs and skills, and **identified solutions** to manage the impact of trends

39 engagement sessions conducted

1. In-depth Interviews	2. Focus Group Discussions (FGDs)	2. Envisioning Workshops
Conducted **25** in-depth interviews with key stakeholders in the hotel industry to **gather insights** on industry trends, skills and capabilities required of the industry and to identify emerging jobs within the industry	Conducted **12[1] Focus Group Discussions** with representatives from hotels and education institutions to **validate assessment** on the impact to jobs and skills within the industry	Conducted **2 Envisioning Workshops** with representatives from hotels and education institutions to ideate and envision the way ahead for the hotel industry

[1]Includes 1 FGD with Institutes of Higher Learning (IHLs) and Private Education Institutions (PEIs).

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Overview of key stakeholders

4

Government Agencies & Associations

- Singapore Tourism Board (STB)
- Workforce Singapore (WSG)
- SkillsFuture Singapore (SSG)
- Singapore Hotel Association (SHA)

105

Hotels[1]

- Please **click here** for the full list of hotels engaged throughout the course of the manpower study

8

Education Institutions

- École hôtelière de Lausanne
- Institute of Technical Education
- Nanyang Polytechnic
- Ngee Ann Polytechnic
- Republic Polytechnic
- Singapore Hotel and Tourism Education Centre (SHATEC)
- Singapore Institute of Technology
- Temasek Polytechnic

113 of the above stakeholders were engaged across...

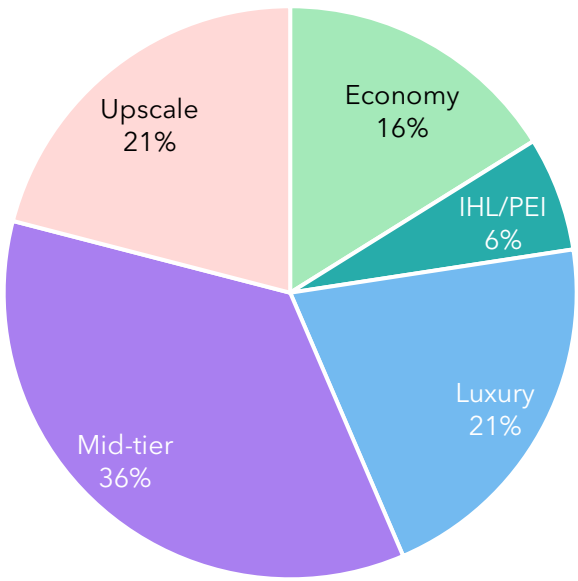
25	11	2	1
CXO Interviews	Focus Group Discussions	Envisioning Workshops	Manpower Survey

A total of 105 hotels and 8 Institutes of Higher Learning and Private Education Institutions (IHLs and PEIs) were engaged across different segments and sizes of hotels. They provided relevant insights to assess the impact of key trends on job roles and skills in the hotel industry, as well as their perspectives on the Hotel of Tomorrow.

Key discussion points included:

1. Impact on respective functional tracks, jobs and skills given the industry trends and technologes
2. Emerging areas of work and jobs
3. Potential mobility opportunities within or out of the industry
4. Anticipated challenges and possible solutions to manage changes to jobs and skills

Breakdown of stakeholders engaged



[1]This list encompasses hotel groups that have been engaged across the study and is non-exhaustive, a full list of hotels engaged can be found in the acknowledgements.

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Appendices

Study methodology

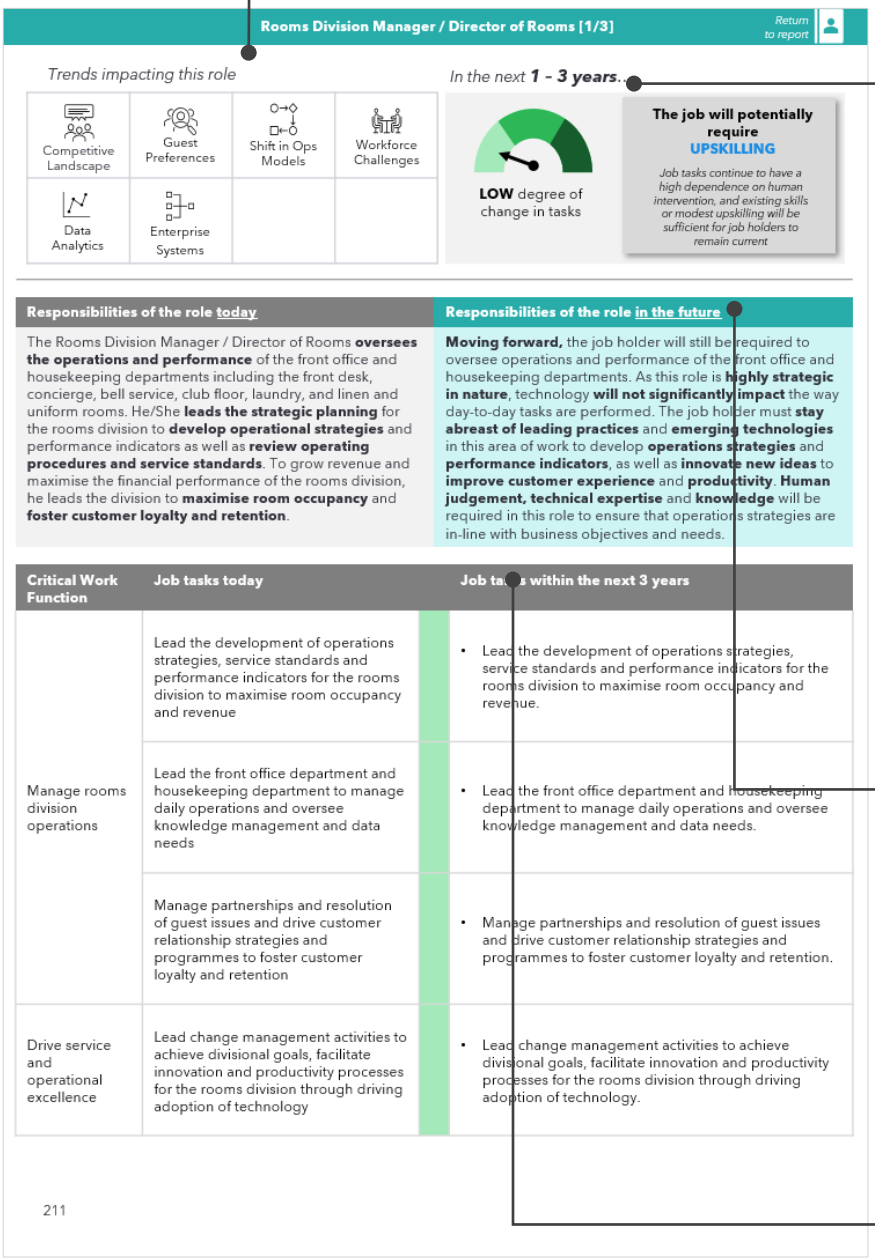
Job dashboards

References

Acknowledgements

A guide on how to read the job dashboards

Components within the job dashboards



Rooms Division Manager / Director of Rooms [1/3] *Return to report*

Trends impacting this role

Competitive Landscape | Guest Preferences | Shift in Ops Models | Workforce Challenges | Data Analytics | Enterprise Systems

*In the next **1 - 3 years**...*

LOW degree of change in tasks

The job will potentially require UPSKILLING

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

Responsibilities of the role today

The Rooms Division Manager / Director of Rooms **oversees the operations and performance** of the front office and housekeeping departments including the front desk, concierge, bell service, club floor, laundry, and linen and uniform rooms. He/She **leads the strategic planning** for the rooms division to **develop operational strategies** and performance indicators as well as **review operating procedures and service standards**. To grow revenue and maximise the financial performance of the rooms division, he leads the division to **maximise room occupancy** and **foster customer loyalty and retention**.

Responsibilities of the role in the future

Moving forward, the job holder will still be required to oversee operations and performance of the front office and housekeeping departments. As this role is **highly strategic in nature**, technology **will not significantly impact** the way day-to-day tasks are performed. The job holder must **stay abreast of leading practices** and **emerging technologies** in this area of work to develop **operations strategies** and **performance indicators**, as well as **innovate new ideas** to **improve customer experience** and **productivity**. **Human judgement, technical expertise** and **knowledge** will be required in this role to ensure that operations strategies are in-line with business objectives and needs.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage rooms division operations	Lead the development of operations strategies, service standards and performance indicators for the rooms division to maximise room occupancy and revenue	• Lead the development of operations strategies, service standards and performance indicators for the rooms division to maximise room occupancy and revenue.
	Lead the front office department and housekeeping department to manage daily operations and oversee knowledge management and data needs	• Lead the front office department and housekeeping department to manage daily operations and oversee knowledge management and data needs.
	Manage partnerships and resolution of guest issues and drive customer relationship strategies and programmes to foster customer loyalty and retention	• Manage partnerships and resolution of guest issues and drive customer relationship strategies and programmes to foster customer loyalty and retention.
Drive service and operational excellence	Lead change management activities to achieve divisional goals, facilitate innovation and productivity processes for the rooms division through driving adoption of technology	• Lead change management activities to achieve divisional goals, facilitate innovation and productivity processes for the rooms division through driving adoption of technology.

211

Trends and technologies impacting the job role

- List of trends and technologies impacting the identified job role

Impact assessment

- Provides a consolidated view of level of impact on the identified job role and the pace of change in the next 1 to 3 years
- The 3 levels of impact, Low, Medium and High, are colour-coded light, medium and dark green accordingly

Responsibilities of the role today vs. the future

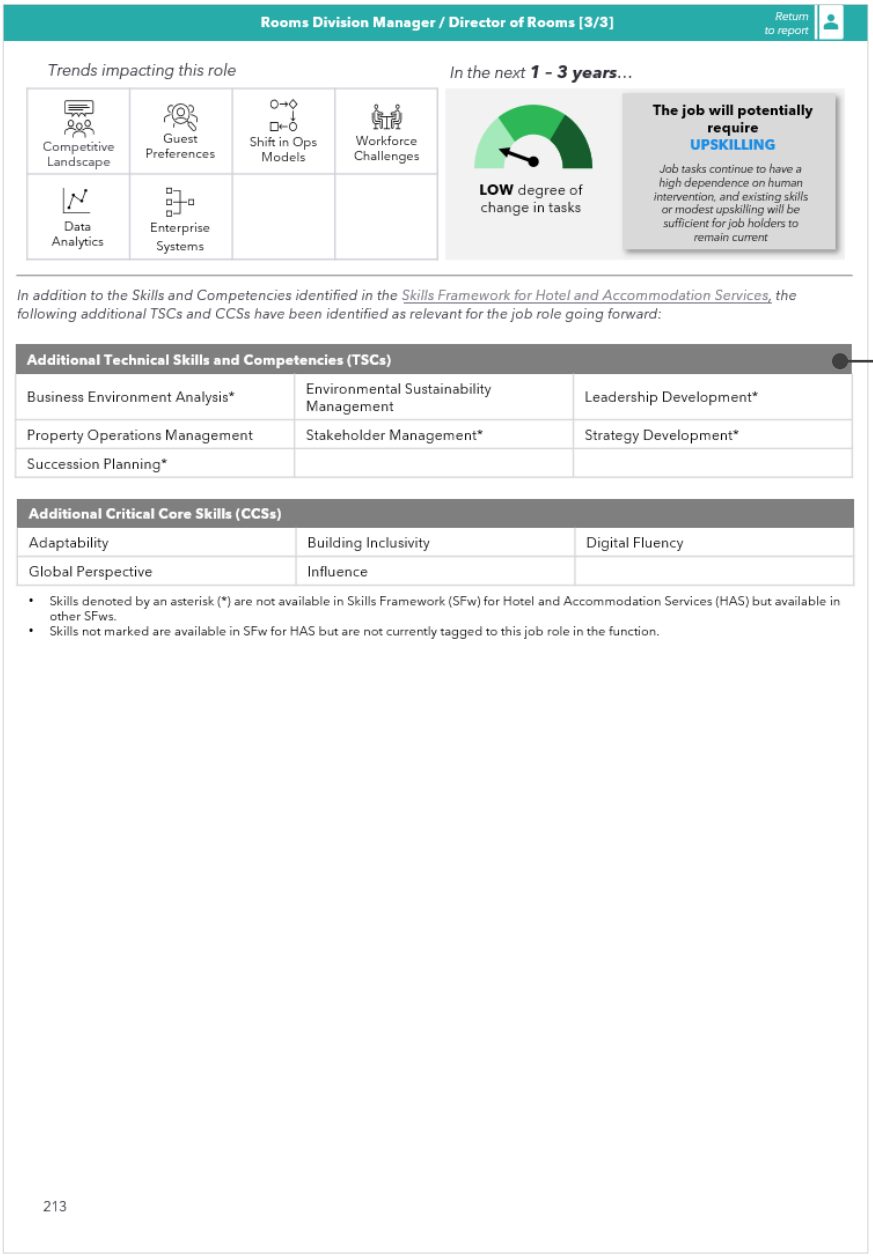
- Compares the identified job role's current responsibilities with the future
- Details important changes in the job role's responsibilities and the relevant technologies and skills

Change in job tasks

- Provides an overview of all job tasks performed by the identified job role and details how each task will change within the next 3 years
- Tasks are colour-coded light to dark green, indicating the level of impact on each task

A guide on how to read the job dashboards

Components within the job dashboards



Rooms Division Manager / Director of Rooms [3/3] Return to report

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**...*

LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Environmental Sustainability Management	Leadership Development*
Property Operations Management	Stakeholder Management*	Strategy Development*
Succession Planning*		

Additional Critical Core Skills (CCSs)		
Adaptability	Building Inclusivity	Digital Fluency
Global Perspective	Influence	

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

213

Additional or enhanced skills required

- Additional Technical Skills and Competencies (TSCs) and Critical Core Skills (CCSs) needed by the identified job role going forward

Glossary of terms

Competitive Landscape

The hotel landscape has gotten increasingly competitive in terms of business and manpower, forcing hotels to innovate and build strong relationships with stakeholders

COVID-19

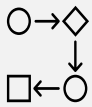
COVID-19 has presented valuable opportunities for hotels to examine their businesses and identify creative solutions to increase resilience.

Employee Preferences

Hotels would need to keep up with changing demands of their workforce comprising different profiles and needs, and continually redefine strategies to develop best practices to manage talent.

Guest Preferences

The shift towards an experience and personalisation economy has prompted hotels to leverage data and technology in developing personalised experiences to delight travellers.



Shift in Operational Models

Hotels are reinventing their operating models to improve end-to-end guest journeys and business processes to remain agile in the face of external disruptions and internal pressures.

Sustainability

With the rise of eco-conscious travellers and guests, it is important for hotels to adopt green policies to attract them. Also, by tapping into alternative energy sources, hotels are likely to see energy savings and reduced costs.

Technological Disruption

Advancements in technologies are enabling hotels to transform siloed legacy systems, integrate and harness fragmented data, reduce wastages, and improve overall productivity and efficiency of the workforce.

Workforce Challenges

The ageing population, changing aspirations of young talent, and the limitations on foreign manpower present pressing concerns to hoteliers, especially filling in operational roles in the short and long term.

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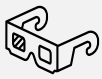
Glossary of terms

Artificial Intelligence

Artificial Intelligence can facilitate smarter, more accurate decision-making based on past data, allowing hoteliers to make informed decisions.



Augmented Reality/ Virtual Reality

The introduction of AR/VR technology allows hoteliers to reimagine the delivery of guest experiences. Using AR/VR, it facilitates the creation of immersive experiences for guests without physically leaving the hotel.

Biometrics

Unique personal identifiers such as facial recognition, biometrics technology offers guests a seamless verification experience while enhancing operational efficiency by streamlining administrative processes.

Bluetooth / RFID

Bluetooth and RFID technology serve as a precursor to enabling the organisation's Internet of Things network to facilitate the exchange of real-time information. Above all, they are secure, reliable, and enable asset tracking.

Data Analytics

Data Analytics facilitates insights-driven decision-making based on data, allowing the user to make an informed decision.

Enterprise Systems

Enterprise Systems support the integration and management of the hotel's resources and data effectively on one platform, increasing operational efficiency for users.

Internet of Things

Internet of Things provides a virtual network for electronic devices to interact and exchange information within the hotel, equipping hoteliers with real-time information to manage operations.

Robotics & Automation

The creation of robotics and automation facilitates and automates the completion of repetitive tasks, freeing employees to undertake higher-value tasks.

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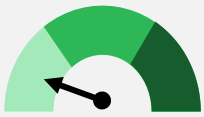
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

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UPSKILLING

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Responsibilities of the role today

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Responsibilities of the role in the future

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	Manage partnerships and resolution of guest issues and drive customer relationship strategies and programmes to foster customer loyalty and retention	• Manage partnerships and resolution of guest issues and drive customer relationship strategies and programmes to foster customer loyalty and retention.
Drive service and operational excellence	Lead change management activities to achieve divisional goals, facilitate innovation and productivity processes for the rooms division through driving adoption of technology	• Lead change management activities to achieve divisional goals, facilitate innovation and productivity processes for the rooms division through driving adoption of technology.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage operational risks	Oversee the development of crisis management, business continuity and recovery plans for the rooms division		• Oversee the development of crisis management, business continuity and recovery plans for the rooms division.
Manage human resources, finance and report management	Establish financial plans and budget requirements for the rooms division, review expenditure reports to address budget variances and present reports and recommendations for management updates		• Establish financial plans and budget requirements for the rooms division, review expenditure reports to address budget variances and present reports and recommendations for management updates.
	Oversee performance management for the rooms division and review talent capability and develop high potential employees for the rooms division		• Oversee performance management for the rooms division and review talent capability and develop high potential employees for the rooms division.

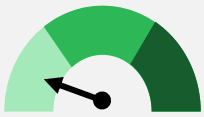
Redesign possibilities	
Horizontal stacking	• Stacked with *Cleaning Operations Director* and enlarged to become **Director of Rooms**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



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Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Environmental Sustainability Management	Leadership Development*
Property Operations Management	Stakeholder Management*	Strategy Development*
Succession Planning*		

Additional Critical Core Skills (CCSs)		
Adaptability	Building Inclusivity	Digital Fluency
Global Perspective	Influence	

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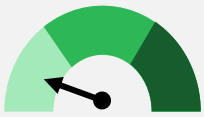
Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Enterprise Systems			

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Executive Housekeeper / Director of Housekeeping is the head of department. He/She **leads the housekeeping department** to provide the highest level of comfort and hospitality to guests to **achieve guest satisfaction** and **organisational profitability**. He leads the **development and implementation** of the department's **operational strategies and plans**, operating procedures and service standards, and oversees the department's adherence to these performance requirements. He **oversees outsourced services, asset and inventory control and knowledge management** for the department.

Responsibilities of the role in the future

Moving forward, the job holder will continue to be responsible for leading the department. However, the scope of this role may **expand to oversee estate management**. Technology will **provide visibility on housekeeping assets** and **inventory** for **better resource management** but will not significantly impact the way day-to-day tasks are performed. Ultimately, **leadership skills**, **people and stakeholder management** remain critical for managing the housekeeping team and driving continuous improvement to achieve department goals.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage housekeeping operations	Lead the development and implementation of operations strategies and plans for the housekeeping department	• Lead the development and implementation of operations strategies and plans for the housekeeping department.
	Develop and review operating procedures and service standards for housekeeping operations, lead knowledge management and oversee partnerships and quality of outsourced services	• Develop and review operating procedures and service standards for housekeeping operations, lead knowledge management and oversee partnerships and quality of outsourced services.
	Manage asset and inventory control	• **Enterprise systems**, such as **Property Management Systems (PMS)** and **Inventory Management Systems (IMS) provide visibility on housekeeping assets and inventory**, allowing the job holder to better manage resources across the Housekeeping function.
Drive service and operational excellence	Lead the development and evaluation of service recovery strategies, improvement initiatives and service innovation and operational efficiency	• Lead the development and evaluation of service recovery strategies, improvement initiatives and service innovation and operational efficiency.
	Lead sustainable operations using green initiatives	• Lead sustainable operations using green initiatives.

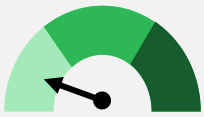
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage human resources, finance and report management	Manage departmental budgets to ensure proper utilisation of resources and present housekeeping reports and recommendations for management decision-making		• **Enterprise Resource Planning (ERP) solutions provide visibility on financial inflows and outflows**, allowing the job holder to **identify deviations in budget utilisation** and **propose corrections to ensure adherence to planned budgets and financial forecasts**. • Present housekeeping reports and recommendations for management decision-making.
	Lead the management of staff performance to achieve department goals and oversee manpower allocation for work assignments and the implementation of capability development plans		• Lead the management of staff performance to achieve department goals • Oversee manpower allocation for work assignments. The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • Oversee the implementation of capability development plans.
Manage operational risks	Develop crisis management, business continuity and recovery plans for the housekeeping department		• Review compliance management on organisational guidelines and regulatory requirements for housekeeping operations and develop crisis management and business continuity plans for the department
NEW	Lead organisation's strategies on sustainable procurement, and establish sustainability procurement guidelines for vendor management		• Lead organisation's strategies on sustainable procurement and establish sustainability procurement guidelines for vendor management.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Enterprise Systems			

*In the next **1 – 3 years**…*



LOW degree of change in tasks

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UPSKILLING

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In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Environmental Protection Management*	Infographics and Data Visualisation*	Service Leadership
Property Operations Management	Service Leadership	Stakeholder Management*
Succession Planning*	Technology Scanning*	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Problem Solving		

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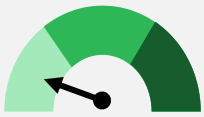
Trends impacting this role

Guest Preferences	Sustainability	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Assistant Executive Housekeeper **manages the day-to-day housekeeping operations** to ensure **consistently high operating standards** in every area of housekeeping. He/She **develops operations plans**, **implements housekeeping operating procedures** and **service standards,** and monitors the department's adherence to these performance requirements.

Responsibilities of the role in the future

Moving forward, the job holder will still be required to manage day-to-day housekeeping operations, however, the scope of this role **may expand** to include the **overseeing of public area cleaning**. Technology will **provide visibility on operations**, freeing up the job holder to **perform higher value-added tasks** such as **coaching team members**, **managing service recovery** for guest concerns and **innovating new ideas** to enhance the guest experience. The job holder will be required to **stay abreast of consumer trends and guest preferences**, **applying professional judgement** and **technical expertise** to incorporate this knowledge into recommendations.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage housekeeping operations	Develop operations plans for the department and implement operating procedures and service standards for housekeeping operations		• Develop operations plans for the department and implement operating procedures and service standards for housekeeping operations.
	Monitor housekeeping operations, inventory of housekeeping supplies and equipment, and monitor quality of outsourced services and vendors		• Monitor housekeeping operations to ensure adherence to organisational standards and procedures. • A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitor inventory levels** and alert the job holder when inventory levels are low. This **improves the accuracy of inventory tracking** and frees up the job holder to prioritise other day-to-day tasks, such as overseeing housekeeping operations and coaching team members.
Drive service and operational excellence	Manage service recovery for escalated guests' concerns and feedback		• Manage service recovery for escalated guests' concerns and feedback.
	Analyse service quality of housekeeping operations, review systems and processes for productivity improvement and innovate new ideas on housekeeping services to enhance guest experience		• The job holder will be required to amalgamate various sources of operations information, relating to the performance of systems and processes, collected from a variety of sources such **as Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS) and HR Management Systems (HRMS)**, and feedback from teams and guests, to **identify areas for improvement and innovate ideas to enhance guest experience**.
	Direct the implementation of sustainability programmes to drive organisational green initiatives		• Direct the implementation of sustainability programmes to drive organisational green initiatives.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage operational risks	Manage emergency situations		• Manage emergency situations.
Manage human resources, finance and report management	Review housekeeping reports to monitor departmental performance, support budget forecasting processes and manage cost control to keep departmental operating expenses within budget		• Review housekeeping reports to monitor departmental performance. • **Enterprise Resource Planning (ERP) solutions** provide **visibility on operating expenses**, allowing the job holder to manage cost control and identify opportunities for cost-savings to keep departmental operating expenses within budget.
	Review manpower allocation for work assignments, manage team performance to achieve departmental goals, and facilitate learning and development opportunities		• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and Automated Manpower Scheduling System**, **monitor and assign maintenance duties**, as well as **track availability and performance of teams**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. • Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives.
NEW	Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines		• Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines.

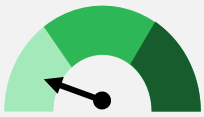
Redesign possibilities	
Horizontal stacking	• Stacked with *Laundry Manager* and enlarged to become **Housekeeping and Laundry Manager**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Sustainability	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*



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Additional Technical Skills and Competencies (TSCs)		
Environmental Protection Management*	Internet of Things Management*	Public Areas Housekeeping Operations Management
Technology Scanning*		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Assistant Housekeeper / Assistant Housekeeping Manager / Housekeeping Supervisor **organises and supervises** the **day-to-day housekeeping operations** to ensure **rooms and public areas are well-maintained** for the comfort of guests. He/She **plans resources, allocates work assignments, supervises cleaning activities**, inspects rooms and **monitors the turnover of rooms** to uphold the highest level of cleanliness and efficiency of the team.	**Moving forward,** the job holder will still be required to organise and supervise day-to-day operations. Technology will **automate certain repetitive tasks** and **improve the visibility of operational performance**, freeing up the job holder to focus on managing team performance and **propose improvements to operations and guest experience**. The job holder will also be required to propose **creative and sustainable operating and resourcing plans** to **mitigate manpower shortages** and rising costs in support of business objectives.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage housekeeping operations	Coordinate and supervise the maintenance of rooms, public areas and housekeeping equipment, and organise work activities for shift commencement and completion	Coordinate and supervise the maintenance of rooms, public areas and housekeeping equipment, and organise work activities for shift commencement and completion
	Inspect rooms and public areas to ensure satisfactory level of cleanliness, monitor turnover of rooms to ensure housekeeping efficiency, and maintain inventory of housekeeping supplies and equipment	• Inspect rooms and public areas to ensure cleanliness level conforms to organisational standards. • **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and Automated Manpower Scheduling System, track and monitor turnover of rooms** for housekeeping efficiency, freeing up time for the job holder to perform higher value-add activities such as issue resolution, continuous improvement, and team performance management. • A **combination of RFID sensors and smart Inventory Management Systems (IMS) track and monitor inventory and supply levels in real-time**, alerting the job holder to re-stock when necessary. The job holder will then be required to trigger procurement or replenishment processes.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Drive service and operational excellence	Implement innovation, improvement and sustainability plans for continuous improvement		• Implement innovation, improvement and sustainability plans for continuous improvement.
	Resolve guests' concerns and feedback and propose improvements to enhance operational efficiency and guest experience		• Resolve guests' concerns and feedback. • Professional judgement and technical expertise remain important in prioritising and proposing improvements. However, the job holder may be required to examine operational and guest data from a wide variety of sources, including direct feedback and **Customer Relationship Management (CRM) systems** to **identify areas for improvements**.
Manage operational risks	Identify and monitor signs of potential security threats for appropriate follow-up and execute response and recovery actions during emergency situations		• Identify and monitor signs of potential security threats for appropriate follow-up and execute response and recovery actions during emergency situations.
Manage human resources, finance and report management	Generate and interpret operations reports for management reporting		• **Robotic Process Automation (RPA) automates the generation of operations reports** based on data on housekeeping activity. However, human intervention is still required to interpret reports for management reporting.
	Plan resources and allocate work assignments to team, monitor team performance and provide feedback for improvement and implement training plans to enhance team capabilities		• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and Automated Manpower Scheduling System, monitor and assign work assignments**, as well as track availability and performance of teams, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • Monitor team performance, provide feedback for improvement, and implement training plans to enhance team capabilities.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Hospitality Data Collection and Analysis	Internet of Things Management*	Service Leadership

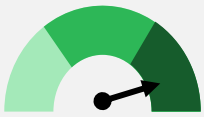
Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Technological Disruption	Workforce Challenges
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**...*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

Responsibilities of the role today

The Housekeeping Coordinator **coordinates and assists** in the **daily housekeeping operations** and requirements and performs administrative duties to **ensure the smooth running** of the Housekeeping department. He/She liaises with various departments to **coordinate housekeeping activities**, assists in **allocating housekeeping assignments** and **updates room status for allocation**. He also takes stock of inventories and administers maintenance works for rooms, public areas as well as housekeeping equipment and machines.

Responsibilities of the role in the future

Moving forward, the job holder will leverage technology to coordinate and assist in daily housekeeping operations. Technology will **augment coordination tasks** performed by this role, freeing up the job holder to **perform higher value-added tasks** such as **coaching team members** and **engaging with guests** to **deliver excellent service**. **Human judgement**, and **people and relationship management skills** will remain important as the job holder liaises with various departments and responds to guest requests.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage housekeeping operations	Assist in the assignment and coordination of housekeeping tasks and rooms to the housekeeping team including update of room status to facilitate coordination assignments	• **Internet of Things (IoT)-based applications**, **integrated with Property Management System (PMS), monitor and assign work duties**, as well as track availability and performance of teams, freeing up time for the job holder to coach team members or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • **Integrated e-Housekeeping applications** allow for **real-time** and **automatic tracking** and **updates of room status** by Housekeeping Attendants, freeing up the job holder to prioritise other areas of housekeeping operations or coaching team members.
	Conduct inventory count on housekeeping supplies and equipment and perform safekeeping of lost and found items	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when inventory levels are low**. This **improves the accuracy of inventory tracking** and frees up the job holder to prioritise other day-to-day tasks, such as engaging with guests. At times, the job holder may still be required to conduct manual stock counts. • Perform safekeeping of lost and found items.
	Conduct maintenance checks on housekeeping equipment and machines and assist in the coordination of maintenance workrooms, public areas and housekeeping equipment and machines	• Conduct maintenance checks on housekeeping equipment and machines. • **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS), monitor and assign work duties**, as well as **track availability and performance of teams**, freeing up the job holder to prioritise other areas of housekeeping operations or coaching team members.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive service and operational excellence	Coordinate and monitor follow-up on guest requests and provide suggestions to improve housekeeping operations and enhance customer experience	• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS)**, **monitor and assign guest requests to team members**, as **well track the completion status of guest requests**, freeing up the job holder to prioritise other areas of housekeeping operations or coaching team members. • Provide suggestions to improve housekeeping operations and enhance customer experience.
Manage operational risks	Report and assist in the execution of response to safety hazards and security threats	• Report and assist in the execution of response to safety hazards and security threats.
Manage human resources, finance and report management	Consolidate budget reports, maintain and generate housekeeping records and coordinate meetings for the department	• **Robotic Process Automation (RPA) generates reports for the department based on recorded data**. Human oversight is still required to ensure quality of the output. • **Enterprise Resource Planning (ERP) solutions** may serve as a **central repository for budget reports**, automatically consolidating, organising, storing, and integrating budget reports for the department, freeing up the job holder to prioritise day-to-day housekeeping operations. • **Enterprise Resource Planning (ERP) solutions track staff and conference room availabilities** for ease of coordination of department meetings.

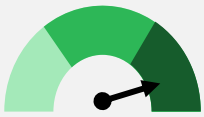
Redesign possibilities	
Vertical stacking consolidation	• Stacked with *Housekeeping Coordinator* and enlarged to become **Housekeeping Associate**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Technological Disruption	Workforce Challenges
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Hospitality Data Collection and Analysis	Internet of Things Management*	Service Leadership

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

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Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems	IoT		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Housekeeping Attendant / Room Attendant / Public Area Attendant is **responsible for the cleanliness and orderly presentation of rooms and/or public areas** to create a positive impression for guests and/or customers. He/She **performs cleaning, replenishes amenities** and supplies as well as **checks and reports items in need of maintenance or replacement**. He updates room cleaning status, turns over any lost and found items and maintains the housekeeping cart before and after each shift.

Responsibilities of the role in the future

Moving forward, the job holder will remain responsible for the cleanliness and orderly presentation of rooms. While technology will not be able to automate housekeeping tasks, it will **facilitate swift sharing of information** and **allow the job holder to prioritise** and **respond quickly to operational needs**. Technical expertise and strong interpersonal skills remain central to perform in this role.

Critical Work Functions	Job tasks today	Job tasks within the next 3 years
Manage housekeeping operations	Perform activities for shift duty check-in and check-out and update of room status on completion of housekeeping work activities	• Perform activities for shift duty check-in and check-out. • **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS),** allow the job holder to **update room status on completion of housekeeping work activities in real time**.
	Perform cleaning activities in rooms and/or public areas, including replenishment of amenities and supplies, report of defects and missing items and maintain cleanliness of cleaning carts	• Perform cleaning activities in rooms and/or public areas, including replenishment of amenities and supplies, report of defects and missing items and maintain cleanliness of cleaning carts. • A **combination of RFID sensors and unique RFID tags** on hotel equipment, furniture, and other loose articles **automatically detect defects and missing items**, allowing the job holder to quickly investigate and perform corrective or recovery actions where needed.
Drive service and operational excellence	Respond to guests' requests, concerns and feedback on the floor and identify areas for work performance improvement	• **In-room Smart systems, integrated with Internet of Things (IoT)-based applications**, seamlessly **direct guests' requests, concerns and feedback to the job holder**, allowing the job holder to respond quickly. • Identify areas for work performance improvement, **based on guest feedback and observations of guest trends** as well as **cleaning operations.**
Manage operational risks	Report and respond to safety hazards and security threats	• Report and respond to safety hazards and security threats.

Redesign possibilities	
Vertical stacking	• Stacked with *Housekeeping Coordinator* and enlarged to become **Housekeeping Associate**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems	IoT		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Hospitality Data Collection and Analysis	Internet of Things Management*	

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

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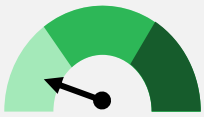
Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Bluetooth/ RFID	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Laundry Manager **oversees the laundry, linen** and **uniform room operations** to ensure maximum efficiency in the functioning of the housekeeping department. He/She **develops operations plans**, **implements operating procedures and service standards** and monitors the department's adherence to these performance requirements. He **oversees the distribution of linens** and **laundry, inventory management, outsourced services** as well as maintenance work.

Responsibilities of the role in the future

Moving forward, the job holder will continue to oversee laundry, linen and uniform room operations to ensure maximum efficiency. Technology will **provide visibility** on **inventory tracking** and **distribution of linens**, freeing up the job holder to prioritise overseeing day-to-day operations, such as **managing team performance** as well as the **quality of services and vendors**. The job holder will be required to continue applying **professional judgement** and **technical expertise** to incorporate this knowledge into **innovating new ideas** to enhance the laundry department's operational efficiency.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage housekeeping operations	Develop operations plans for the department and implement operating procedures and service standards for laundry, linen and uniform room operations	• Develop operations plans for the department and implement operating procedures and service standards for laundry, linen and uniform room operations.
	Monitor laundry room operations and monitor outsourced services and work quality of vendors	• Monitor laundry room operations and monitor outsourced services and work quality of vendors.
	Monitor inventory of laundry, linen and uniform room supplies and equipment as well as distribution of linens and laundry to guest rooms and other departments	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when inventory levels are low**. This improves the accuracy of inventory tracking and frees up the job holder to prioritise other day-to-day tasks, such as **overseeing laundry operations** and **coaching team members**. • Monitor the distribution of linens and laundry to guest rooms and other departments.
Drive service and operational excellence	Direct the implementation of sustainability programmes to drive organisational green initiatives	• Direct the implementation of sustainability programmes to drive organisational green initiatives.
	Manage service recovery for escalated guests' concerns and feedback	• Manage service recovery for escalated guests' concerns and feedback.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive service and operational excellence	Review systems and processes for workflow and productivity improvement and innovate new ideas on laundry, linen and uniform room services to enhance operations efficiency and guest satisfaction	• The job holder will be required to **amalgamate various sources of operations information**, relating to the performance of systems and processes, collected from a variety of sources such as **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS) and HR Management Systems (HRMS)**, and feedback from teams and guests, to identify areas for improvement. • Innovate new ideas on laundry, linen and uniform room services to enhance operations efficiency and guest satisfaction.
Manage operational risks	Execute response and recovery actions during emergency situations	• Execute response and recovery actions during emergency situations.
Manage human resources, finance and report management	Review operation reports to monitor departmental performance, support budget forecasting processes and manage cost control to keep departmental operating expenses within budget	• Review operations reports to monitor and report departmental performance. • Support budget forecasting processes for the department. • **Enterprise Resource Planning (ERP) solutions** provide **visibility on operating expenses**, allowing the job holder to manage cost control and identify opportunities for cost-savings to keep departmental operating expenses within budget.
	Review manpower allocation for work assignments, manage team performance to achieve departmental goals and facilitate learning and development opportunities	• Review manpower allocation for work assignments. The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • Manage team performance to achieve departmental goals and facilitate learning and development opportunities.

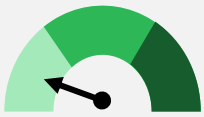
Redesign possibilities	
Horizontal stacking	• Stacked with *Assistant Executive Housekeeper* and enlarged to become **Housekeeping and Laundry Manager**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Bluetooth/ RFID	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Technology Scanning*	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Linen Room Supervisor **supervises the daily operations** of **the laundry, linen and uniform room** to ensure adherence to organisational procedures and standards. He/She **plans resources, allocates work assignments, oversees laundry, linen and uniform room workflow** and **supervises work performance** and quality control. He also maintains an inventory of assets and supplies and coordinates equipment and facilities maintenance.

Responsibilities of the role in the future

Moving forward, the job holder will continue to supervise daily operations of the laundry, linen and uniform room. Technology will **automate certain repetitive tasks** performed by the job holder to improve operational efficiency, freeing the job holder to **perform higher value-added tasks** such as **monitoring guests' requests** and follow-up actions. He/She will also be required to propose improvements to enhance the efficiency of linen and laundry operations.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage housekeeping operations	Organise work activities for shift commencement and completion and coordinate maintenance of laundry, linen and uniform room equipment and facilities	• Organise work activities for shift commencement and completion and supervise work performance. • **Internet of Things (IoT)-based applications and sensors monitor alert the job holder to equipment or facility faults and breakdowns**, allowing the job holder to schedule required maintenance activities.
	Maintain inventory of laundry, linen and uniform room supplies, oversee workflow and inspect processed laundry and linen to ensure quality control	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) track and monitor inventory and supply levels in real-time**, alerting the job holder to re-stock when necessary. The job holder will then be required to trigger procurement or replenishment processes. • Oversee workflow on collection and delivery of laundry and linen.
Manage service and operational excellence	Monitor guests' requests and follow-up actions and propose improvements to enhance operational efficiency and guest experience	• **In-room Smart systems, integrated with Internet of Things (IoT)-based applications**, seamlessly **direct guests' requests to the job holder**, allowing the job holder to monitor follow-up actions and track the progress of the request. • Propose improvements to enhance operational efficiency and guest experience. Professional judgement and technical expertise remain important in prioritising and proposing improvements. However, the job holder may be required to examine operational and guest data from a wide variety of sources to identify areas for improvements.
	Implement innovation, improvement and sustainability plans for continuous improvement	• Implement innovation, improvement and sustainability plans for continuous improvement.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage operational risks	Execute response and recovery actions during emergency situations		• Execute response and recovery actions during emergency situations.
Manage human resources, finance and report management	Generate and verify operations reports for management updates		• **Robotics Process Automation (RPA) automates the drafting and cross-checking of operation reports** for management updates. • Human judgment may still be required for verifying and managing the quality of output.
	Plan resources and allocate work assignments to team, monitor team performance and provide feedback for improvement and implement training plans to enhance team capabilities		• Plan resources and allocate work assignments to team, monitor team performance and provide feedback for improvement and implement training plans to enhance team capabilities

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**...*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Linen Room Attendant / Laundry Valet Attendant **performs daily assigned duties** to **support** the day-to-day **laundry, linen and uniform room operations**, ensuring the delivery of clean garments, uniforms, towels and linens to all internal and external customers. He/She collects and delivers guest laundry, performs laundry cleaning, sorts and issues linens and uniforms, and assists in inventory count. He also cleans and maintains laundry equipment and the work area.

Responsibilities of the role in the future

Moving forward, the job holder will remain responsible for the delivery of clean linens and laundry. Technology will **automate repetitive tasks** such as the sorting of laundry, as well as **facilitate swift sharing of information** to allow the job holder to **prioritise and respond quickly** to operational needs. **Technical expertise and strong interpersonal skills** remain central to perform in this role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage housekeeping operations	Perform activities for shift duty check-in and check-out and clean and maintain equipment and work areas	• Perform activities for shift duty check-in and check-out and clean and maintain equipment and work areas.
	Collect and deliver guests' laundry, perform sorting, storage and issuance of linens and uniforms and cleaning	• Collect and deliver guests' laundry. • Linen, uniforms, and other laundry items tagged with **barcodes RFID tags** will be **automatically sorted**. • Perform storage and issuance of linens and uniforms and cleaning.
	Assist to conduct inventory count, document and maintain records on work activities and inventory tracking	• A **combination of RFID sensors, Internet of Things (IoT)-based applications and smart Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when inventory levels are low**. This improves the accuracy of inventory tracking and frees up the job holder to prioritise other day-to-day tasks, such as engaging with guests. At times, the job holder may still be required to conduct manual stock counts. • **Robotic Process Automation (RPA) documents and maintains records on work activities and inventory tracking**. The job holder can focus on ideating solutions to enhance operational efficiency.
Drive service and operational excellence	Respond to guests' requests, concerns and feedback on the floor and identify areas for work performance improvement	• **In-room Smart systems, integrated with Internet of Things (IoT)-based applications**, seamlessly **direct guests' requests**, concerns and feedback to the job holder, allowing the job holder to respond quickly and directly. • Identify areas for work performance improvement.
Manage operational risks	Report and respond to safety hazards and security threats in accordance with organisational guidelines	• Report and respond to safety hazards and security threats in accordance with organisational guidelines.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*		

Additional Critical Core Skills (CCSs)		
Adaptability	Collaboration	Digital Fluency
Learning Agility	Self Management	

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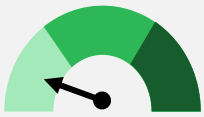
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Front Office Manager / Operations Manager manages all front office teams including the front desk, concierge, bell service, and club floor. He/She **leads the development** and **implementation of operations strategies** and plans, as well as operating procedures and service standards, and oversees the department's adherence to these performance requirements. To **achieve financial performance targets**, he works closely with the revenue department to **maximise room occupancy and departmental revenue**, builds guest relationships to **enhance customer loyalty** and manages customer loyalty programmes to attract and retain guests. He also leads knowledge management for the department to facilitate front office operations.

Responsibilities of the role in the future

Moving forward, the job holder will still be required to manage all front office teams and lead the development and implementation of strategies and plans. Technology will **provide visibility** on **room sales performance**, **customer loyalty strategies and budget utilisation**, allowing the job holder to make **informed operational decisions**. The job holder will be required to stay abreast of guest preferences and emerging technologies, **applying professional judgement** and **technical expertise** to incorporate this knowledge into **innovating new ideas** to enhance service quality and guest experience.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Lead the development of front office operations strategies, operating procedures and service standards, and knowledge management	• Lead the development of front office operations strategies, operating procedures and service standards, and knowledge management.
	Monitor and control the availability of rooms and room rate categories with the revenue department to maximise room occupancy and revenue	• **Property Management Systems (PMS) provide real-time visibility on room availability and room rate categories**, allowing the job holder to work in synergy with the revenue department to maximise room occupancy and revenue.
	Establish customer loyalty strategies, monitor and resolve special requests to build customer loyalty and evaluate front office service quality for improvement	• **Data analysis and visualisation tools support the analysis of room sales performance** and returning guests against **customer loyalty strategies and programmes**, allowing the job holder to better understand strategies' effectiveness and identify areas for improvement.
Drive service and operational excellence	Lead improvement and sustainability initiatives and evaluate industry best practices and new technology for adoption	• Lead improvement and sustainability initiatives and evaluate industry best practices and new technology for adoption.
Manage operational risks	Review and develop compliance crisis management and business continuity plans for the front office	• Review and develop compliance crisis management and business continuity plans for the front office.

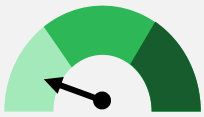
Critical Work Functions	Job tasks today		Job tasks within the next 3 years
Manage human resources, finance and report management	Manage departmental budget and budget forecasting		• **Enterprise Resource Planning (ERP) solutions provide visibility on financial inflows and outflows**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets and financial forecasts.
	Oversee manpower allocation, capability development and performance management of the front office to achieve department goals		• Oversee manpower allocation for work assignments. The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • Lead the management of staff performance to achieve department sales targets. Human intervention remains critical for influencing behavioural changes and driving continuous improvement to achieve department goals.
NEW	Lead organisation's strategies on sustainable procurement, and establish sustainability procurement guidelines for vendor management		• Lead organisation's strategies on sustainable procurement and establish sustainability procurement guidelines for vendor management.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Data Analytics
Environmental Protection Management*	Infographics and Data Visualisation*	Stakeholder Management*
Succession Planning*	Technology Scanning*	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Data Analytics	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Assistant Front Office Manager / Assistant Operations Manager / Duty Manager / Guest Relations Manager / Guest Services Manager **manages the daily operations of the front office** to ensure efficient functioning of the team in accordance with the department's operating procedures and service standards. He/She **develops operations plans**, **monitors room inventory** and collaborates with other departments on **special guest arrangements**. He also manages **personalised reception services** for VIP guests, implements **loyalty programmes** and identifies and resolves deviations and irregularities in service operations.

Responsibilities of the role in the future

Moving forward, the job holder will still be required to manage daily operations of the front office. Technology **provides visibility** on **guest satisfaction levels** and **operations**, allowing the job holder to understand and **improve on processes**, **team performance**, and **guest satisfaction**. **Customer and stakeholder management skills** will continue to be crucial in managing team performance and managing guest interactions. The job holder will also be required to **stay abreast of consumer trends and guest preferences**, applying professional judgement and technical expertise to incorporate this knowledge into **innovating new ideas** to **enhance the guest experience.**

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Develop and implement operation plans, identify and resolve deviations and irregularities related to front office services	• Develop and implement operation plans, identify and resolve deviations and irregularities related to front office services.
	Monitor room inventory levels, reconcile discrepancies, and collaborate with various departments on VIP guests' special requirements and requests	• **Property Management Systems (PMS) enable real-time tracking of room inventory levels**. The job holder may still be required to confirm status of rooms and reconcile any discrepancies. • While **Customer Relationship Management (CRM) systems** may **provide visibility on guests' special requirements and requests**, the job holder is still required to collaborate with various departments to plan and execute on these requests.
Drive service and operational excellence	Analyse guest satisfaction levels and feedback for service improvement and relationship management, and implement loyalty programmes for guest retention and growth	• **Data analytics and visualisation tools support the analysis of guest satisfaction levels and feedback** to better identify initiatives to improve service and guest relationships. The job holder will still be required to exercise professional judgement in prioritising improvements with the greatest impact on guest satisfaction. • Implement loyalty programmes for guest retention and growth.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Drive service and operational excellence	Review systems and processes for workflow and productivity improvement and innovate new ideas to enhance guest experience and revenue generation		• The job holder will be required **to amalgamate various sources of operations information** relating to the performance of systems and processes, collected from a variety of sources such as **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS) and HR Management Systems (HRMS),** and feedback from teams and guests, to identify areas for productivity improvement. • Innovate new ideas to enhance guest experience and revenue generation.
	Direct the implementation of sustainability programmes to drive organisational green initiatives		• Direct the implementation of sustainability programmes to drive organisational green initiatives.
Manage operational risks	Manage emergency situations		• Manage emergency situations.
Manage human resources, finance and report management	Review manpower allocation and manage staff performance while providing coaching and learning and development opportunities to enhance work performance		• Review manpower allocation and manage staff performance while providing coaching and learning and development opportunities to enhance work performance. The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives.
	Manage cost control to keep departmental operating expenses within budget and support budget forecasting for the department		• **Enterprise Resource Planning (ERP) solutions provide visibility on operating expenses**, allowing the job holder to manage cost control and identify opportunities for cost-savings to keep departmental operating expenses within budget. • Support budget forecasting for the department.
NEW	Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines		• Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines.

Redesign possibilities	
Horizontal stacking	• Stacked *Chief Concierge / Assistant Chief Concierge* and *Head Butler / Butler Supervisor / Club Floor Manager* to become **Lead Guest Experience Ambassador**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Data Analytics	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Data Analytics
Environmental Protection Management*	Infographics and Data Visualisation*	Internet of Things Management*
Tourism Promotion^		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Guest Preferences	Shift in Ops Models		
Data Analytics	Enterprise Systems	IoT	

*In the next **1 – 3 years**...*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Front Office Executive / Guest Services Executive / Guest Relations Executive / Front Office Supervisor / Guest Services Supervisor / Guest Relations Supervisor **supervises and coordinates the daily operations** of the front office department to ensure the **smooth delivery of guest service** in accordance with the department's service standards and procedures.	**Moving forward,** the job holder will continue to supervise and coordinate daily operations. Technology will **automate certain repetitive tasks** such as **managing switchboard services** and **responding to common guest queries**, freeing the job holder to focus on **diverse, complex**, and **escalated guest queries**. The job holder will require **basic data analytics capabilities** to **analyse reports** and **statistics** for management updates.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Supervise and coordinate delivery of guest and switchboard services and upselling procedures to maximise room revenue, and assist with the check-in and check-outs of VIP guests and large groups	• **Automated answering systems** direct call traffic to relevant channels for follow-up and offer ready-to-deliver responses for common guest queries, **minimising the job holder's effort in fielding incoming inquiries**. However, the job holder will still need to handle diverse, complex and escalated customer queries. • Assist with the check-in and check-outs of VIP guests and large groups.
Drive service and operational excellence	Provide information and recommendations on tourism-related activities and property's amenities and services, manage guest concerns and feedback to ensure guest satisfaction and improve service levels	• **Customer Relationship Management Systems (CRMS) record and track guest profiles and preferences** based on past visits and interactions, enabling the job holder to better recommend entertainment, dining and other engagements appropriate to guests. Human judgement is still required to assess guests' needs at the point of interaction and make suitable recommendations. • Manage guest concerns and feedback to ensure guest satisfaction and improve service levels.
	Maintain accurate room status information and analyse operations reports and guest statistics for management updates	• A **combination of in-room Internet of Things (IoT) smart sensors work, Property Management Systems (PMS), and integrated E-Housekeeping applications track real-time room occupancy** and **maintain accurate room status**, freeing up time for the job holder to interact with and attend to guests. • **Data analytics and visualisation tools support the analysis of operations reports and guest statistics**, allowing the job holder to better identify trends in operations performance and guest preferences and identify areas for improvement.
Manage operational risks	Identify and analyse signs of potential service incidents, safety risks or emergencies and execute response and recovery actions	• Identify and analyse signs of potential service incidents, safety risks or emergencies and execute response and recovery actions.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive service and operational excellence	Propose and implement innovation, improvement and sustainability plans to enhance operational efficiency and guest experience	• Professional judgement and technical expertise remain important in prioritising and proposing improvements. However, the job holder may be required to examine operational and guest data from a wide variety of sources, including direct feedback and Customer Relationship Management (CRM) systems to identify areas for improvements.
Manage human resources, finance and report management	Plan resources and allocate work assignments, monitor team performance and provide coaching and training to enhance team capabilities	• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and HR Management System (HRMS), monitor and assign work duties**, as well as **track availability and performance of teams**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies.

Redesign possibilities	
Horizontal stacking	• Stacked *Concierge* and *Butler Supervisor / Club Floor Executive / Club Floor Supervisor* to become **Guest Experience Ambassador**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Data Analytics	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Infographics and Data Visualisation*	Internet of Things Management*	Product, Content and Experience Performance Management*
Tourism Promotion^		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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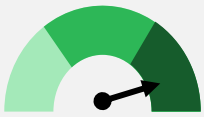
[1]*Roles include Front Office Executive / Guest Services Executive / Guest Relations Executive / Front Office Supervisor / Guest Services Supervisor / Guest Relations Supervisor.*

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Data Analytics	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**...*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN

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

Responsibilities of the role today	Responsibilities of the role in the future
The Front Office Officer / Guest Services Officer / Guest Relations Officer / Front Office Agent / Guest Services Agent / Guest Relations Agent **addresses the needs of all guests** and ensures an **exceptional guest experience**. He/She performs room check-ins and check-outs for guests, handles room reservation requests, and attends to guests' enquiries, requests, as well as concerns and feedback with professionalism to promote a positive first impression. He works closely with the housekeeping department to keep **room status reports up-to-date** and performs cashier-related functions and guest account billing.	**Moving forward,** the job holder will **leverage technology** to **address the needs of guests** and ensure exceptional guest experience. Technology will **automate most tasks** performed, freeing the job holder to **interact with guests** and **attend to more complex guest queries**. With **accelerated technology adoption**, the job holder must remain **digitally savvy** and **keep abreast of** the latest **technology developments** in the front office function to maintain operational efficiency and high service quality.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Handle and perform room check-ins and check-outs	• **Mobile check-in applications** and **self-service check-in kiosks allow guests to perform room check-ins and outs independently**. However, the job holder will still be required to attend to guests who prefer assisted check-ins and check-outs.
Drive service and operational excellence	Handle reservation requests and promote hotel offerings to guests	• **Online reservation platforms** and **automated telephone systems** may **assist guests in the reservation of rooms**, thereby freeing up time for the job holder to focus on higher-value guest interactions. However, the job holder will still be required to attend to walk-in guests or guests who prefer to be assisted in their reservations. • **Customer Relationship Management (CRM) systems record, and track guest profiles and preferences** based on past visits and interactions, enabling the job holder to better promote suitable accommodation packages, loyalty programmes and food and services offerings to guests. Human judgement is still required to assess guests' needs at the point of interaction and make suitable promotions.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive service and operational excellence	Maintain accurate room status information and perform guest account billings and generate relevant reports	• A **combination of in-room Internet of Things (IoT) smart sensors, Property Management Systems (PMS), and integrated E-Housekeeping applications track real-time room occupancy** and **maintain accurate room status**, freeing up time for the job holder to interact with and attend to guests. The job holder may still be required to coordinate with housekeeping to resolve discrepancies or address ad-hoc requests or service challenges. • **Property Management Systems (PMS) integrated with payment gateways automatically input payments into electronic data capture (EDC) terminals** to **automate billing at the check-out process**, freeing up the job holder to interact with and attend to guests. • **Robotics Process Automation (RPA)** can be used to **generate and check standard reports**. Human judgement may still be required for verifying and managing the quality of output.
	Handle and attend to guests' enquiries to ensure guest satisfaction and gather feedback on guest satisfaction levels on front office services on areas of improvement	• Handle and attend to guests' enquiries to ensure guest satisfaction. • The job holder may be required to amalgamate guests' feedback across various sources, including direct, indirect, and even online feedback, as well as feedback from team members, to understand guest satisfaction levels. Data analytics and visualisation tools may support the analysis of data, allowing the job holder to better identify trends and areas for improvement.
Manage operational risks	Monitor activities on the lobby to identify and report potential service incidents, safety risks or emergencies, and assist in response and recovery actions	• Monitor activities on the lobby to identify and report potential service incidents, safety risks or emergencies, and assist in response and recovery actions.

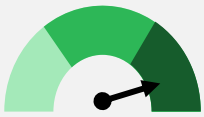
Redesign possibilities	
Horizontal stacking	• Stacked *Bell Captain* and *Butler / Club Floor Officer / Club Floor Agent* to become **Guest Experience Associate**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

A list of new or additional skills can be found on the following page. [1]Roles include Front Office / Guest Services / Guest Relations Officer, Front Office / Guest Services / Guest Relations Agent.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Data Analytics	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Customer Experience Management	Internet of Things Management*	Product, Content and Experience Performance Management
Service Leadership		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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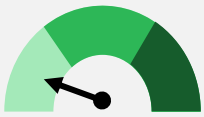
[1]*Roles include Front Office / Guest Services / Guest Relations Officer, Front Office / Guest Services / Guest Relations Agent.*

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Enterprise Systems	IoT		

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Chief Concierge / Assistant Chief Concierge ensures the concierge team offers the best service, knowledge and assistance to guests during their stay at the property. He/She manages **all aspects of concierge operations** to ensure that the team is functioning at its **peak efficiency** in accordance with the department's operating procedures and standards. He **develops operations plans, monitors concierge operations and service performance**, and resolves irregularities in concierge service and escalated cases of guests' feedback.

Responsibilities of the role in the future

Moving forward, the job holder will still be required to manage concierge operations and maintain quality of service. Due to the **highly social nature of this role**, technology will **improve visibility on operations** but will not have a significant impact on the way day-to-day work is performed. **Customer and stakeholder management skills** will be crucial for building and maintaining relationships with guests. The job holder will also be required to **stay abreast of consumer trends** and guest preferences, applying professional judgement and technical expertise to incorporate this knowledge into **innovating new ideas** to **enhance the guest experience**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Develop and implement operation plans and monitor departmental performance by reviewing activity reports	• Develop and implement operation plans and monitor departmental performance by reviewing activity reports.
Drive service and operational excellence	Review service performance standards and provide service recovery for escalated guests' concerns	• Review service performance standards and provide service recovery for escalated guests' concerns.
	Review systems and processes and innovate new ideas to improve productivity and enhance guest experience	• The job holder will be required to **amalgamate various sources of operations information**, relating to the performance of systems and processes, collected from a variety of sources such as **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS) and HR Management Systems (HRMS)**, and feedback from teams and guests, to identify areas for improvement. • Innovate new ideas to improve productivity and enhance guest experience.
	Direct implementation of sustainability programmes to drive organisational green initiatives	• Direct implementation of sustainability programmes to drive organisational green initiatives.
Manage operational risks	Manage emergency situations, loss and prevention policies and procedures	• Manage emergency situations, loss and prevention policies and procedures.
Manage human resources, finance and report management	Manage budgeting and cost control, and support budget forecasting processes for the department	• **Enterprise Resource Planning (ERP) solutions** will **provide visibility on operating expenses**, allowing the job holder to manage cost control and identify opportunities for cost-savings to keep departmental operating expenses within budget.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage human resources, finance and report management	Plan resources and allocate work assignments to team members, monitor team performance and provide coaching and training to enhance team capabilities		• Plan resources and allocate work assignments to team members, monitor team performance and provide coaching and training to enhance team capabilities. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives.
NEW	Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines		• Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines and initiatives.

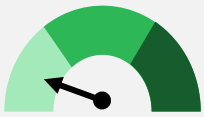
Redesign possibilities	
Horizontal stacking	• Stacked with *Assistant Front Office Manager / Assistant Operations Manager / Duty Manager / Guest Services Manager / Guest Relations Manager* and *Head Butler / Butler Supervisor / Club Floor Manager* to become **Lead Guest Experience Ambassador**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Enterprise Systems	IoT		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Environmental Protection Management*	Internet of Things Management*	Product, Content and Experience Performance Management*
Tourism Promotion^		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Learning Agility		

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Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Concierge coordinates and supervises the day-to-day concierge operations to ensure the highest level of service delivery to guests. He/She **plans resources and allocates work assignments**, **coordinates concierge activities,** handles operational irregularities, and takes on concierge duties as needed.	**Moving forward,** the job holder will still be required coordinate and supervise day-to-day concierge operations. Technology will **automate certain routine tasks** such as the drafting of reports and manpower allocation, freeing the job holder to focus on **higher value-added tasks** such as **building and maintaining guest relationships** and providing **personalised recommendations to guests**. The job holder will also have to **ideate creative** and **sustainable operating** and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Supervise and coordinate day-to-day concierge service operations, handle irregularities and generate activity reports for management updates	• Supervise and coordinate day-to-day concierge service operations and handle irregularities. • **Robotics Process Automation (RPA) automates the drafting of standard reports** and **extraction of required data** from existing enterprise system for management updates. Human judgement may still be required for verifying and managing the quality of output.
Drive service and operational excellence	Monitor guest satisfaction, facilitate service responses to guest concerns, and propose improvements to enhance operational efficiency	• Monitor guest satisfaction and facilitate service responses to guest concerns. • Professional judgement and technical expertise remain important in prioritising and proposing improvements. However, the job holder may be required to **examine operational and guest data** from a wide variety of sources, including direct feedback and **Customer Relationship Management (CRM) systems** to identify areas for improvements.
	Implement innovation, improvement and sustainability plans for continuous improvement	• Implement innovation, improvement and sustainability plans for continuous improvement.
Manage operational risks	Monitor hotel activities to identify and report potential service incidents, safety risks and threats or emergencies, and execute response and recovery actions	• **AI-Enabled security systems** and **facial recognition technology** support the **monitoring of hotel activities** and allow job holders to quickly detect signs of suspicious activities or behaviours. • Report potential service incidents, safety risks and threats or emergencies, and execute response and recovery actions

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage human resources, finance and report management	Plan resources, allocate work assignments to team, monitor team performance and provide coaching and training to enhance team capabilities	• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and HR Management System (HRMS), monitor and assign work duties**, as well as **track availability and performance of teams**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • Monitor team performance and provide coaching and training to enhance team capabilities.

Redesign possibilities	
Horizontal stacking	• Stacked with *Front Office Executive / Guest Services Executive / Guest Relations Executive / Front Office Supervisor / Guest Services Supervisor / Guest Relations Supervisor* and *Butler Supervisor / Club Floor Executive / Club Floor Supervisor* to become **Guest Experience Ambassador**.
Vertical stacking	• Stacked with Assistant Concierge to become **Concierge.**

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Product, Content and Experience Performance Management*	Tourism Promotion^

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 – 3 years**...*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Assistant Concierge provides assistance and information guidance to guests during their stay at the property. He/She **proactively anticipates and meets the needs of guests** by assisting them on their queries and requests. His responsibilities include **assisting guests to make reservations**, **providing information** and **recommending local features** such as shopping, dining, and entertainment activities and delivering guest luggage and items as needed.

Responsibilities of the role in the future

Moving forward, the job holder will leverage technology to aid and inform hotel guests. Technology **will automate several routine tasks** such as updating work records and recording guest preferences, freeing the job holder to focus on **higher-value interactions** with guests such as providing **customised recommendations** on tourism-related activities. The job holder should also **familiarise himself** with **IoT-related skillsets and knowledge** to **operate digital tools more effectively.**

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Greet guests and assist with their enquiries, concerns and feedback, and provide suggestions on improving concierge services and enhancing guest experience	• Greet guests and assist with their enquiries, concerns and feedback. **Customer Relationship Management (CRM) systems** may **provide insights on guest profiles** to enable the job holder to tailor their interactions accordingly. In time to come, **Robot Concierges** may be used, freeing up the job holder to facilitate **higher-value interactions** with guests. • Provide suggestions on improving concierge services and enhancing guest experience.
	Update records on completed work tasks and work items for handover	• **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS)**, allow the job holder to **update records** on completed work tasks and work items for handover.
Drive service and operational excellence	Provide information on property amenities and tourist-related activities to guests and recommend entertainment, dining and other engagements	• **Customer Relationship Management (CRM) systems record, and track guest profiles and preferences** based on past visits and interactions, enabling the job holder to **better recommend entertainment, dining and other engagements** appropriate to guests. Human judgement is still required to assess guests' needs at the point of interaction and make suitable recommendations.
	Guide team members in the conduct of work activities, assist in the training of team members, and provide the necessary feedback to improve work performance	• Guide team members in the conduct of work activities, assist in the training of team members, and provide the necessary feedback to improve work performance.

Redesign possibilities	
Vertical stacking	• Stacked with Concierge to become **Concierge**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Product, Content and Experience Performance Management*	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

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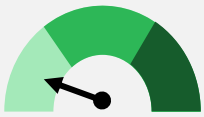
Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Bell Captain orchestrates a professional and memorable service experience for all guests and customers. Apart from **providing bell services to guests**, addressing their concerns and feedback and recommending them tourism products and services, he/she also performs the role of **a team leader**, **allocating work duties**, **coordinating and supervising bell service operations** to ensure service standards are met or exceeded.	**Moving forward,** the job holder will continue to provide bell services and address guest queries. Technology will **augment the coordination** and **assignation of teams**, freeing the job holder to focus on **higher value-added tasks** such as **interacting with guests**, **handling requests and feedback**, and **managing team performance**. The job holder should also **familiarise himself** with **IoT-related skillsets and knowledge** to **operate digital tools more effectively.**

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Supervise and coordinate day-to-day service operations of the bell team, including luggage storage and verification of bell service activities and guest services	• Supervise and coordinate day-to-day service operations of the bell team, including luggage storage and verification of bell service activities and guest services.
Drive service and operational excellence	Handle guests' requests and feedback, recommend tourism products and services, and provide feedback to improve bell services	• Handle guests' requests and feedback, **personalise recommendations** on **tourism products and services**, and provide feedback to improve bell services.
Manage operational risks	Monitor activities in the lobby to identify suspicious behaviour and assist in the execution of response and recovery during emergency situations	• Monitor activities in the lobby to identify suspicious behaviour and assist in the execution of response and recovery during emergency situations.
Manage human resources, finance and report management	Allocate work duties for the bell team, assist in the training of team members, and provide feedback to team members to improve work performance	• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and HR Management System (HRMS)**, **monitor and assign work duties**, as well as **track availability and performance of teams**, freeing up time for the job holder to manage the performance of the bell team or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies.

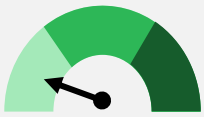
Redesign possibilities	
Horizontal stacking	• Stacked with *Front Office Officer / Guest Services / Guest Relations Agent* and *Butler / Club Floor Officer / Club Floor Agent* to become **Guest Experience Associate**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 – 3 years**…*



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In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Customer Feedback and Relationship Management	Internet of Things Management*	

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

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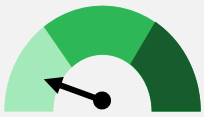
Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems			

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Bellhop / Bell Attendant creates the first impression to arriving property guests. He/She **directs vehicular flow** at the driveway, greets guests and **directs them to the check-in desk**. He provides **luggage and item delivery assistance**, **escorts guests** to their designated rooms, explains the use of room amenities and facilities, as well as addresses guests' queries and requests.	**Moving forward,** this role will continue to be vital in creating a first impression of the hotel to arriving guests. Due to the **highly social nature of this role**, technology will not significantly impact the day-to-day tasks are performed. **Communication** and **interpersonal skills** remain crucial in allowing the job holder to interact with guests and **uphold high standards of service delivery**. The job holder should also **familiarise himself with IoT-related skillsets** and **knowledge** to **operate digital tools more effectively**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage front office operations	Greet guests and assist them with ground transportation as well as with general enquiries, and direct vehicular flow	• Greet guests and assist them with ground transportation as well as with general enquiries, and direct vehicular flow. • **Personalise recommendations** on **tourism-related activities** based on guests' needs
	Escort guests and deliver items to their rooms, provide luggage assistance, and maintain the tidiness of luggage rooms and trolleys	• Escort guests and deliver items to their rooms, provide luggage assistance, and maintain the tidiness of luggage rooms and trolleys.
Drive service and operational excellence	Update records on completed work tasks and work items for handover, and identify areas for work improvement	• **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS)**, allow the job holder to **update records** on completed work tasks and work items for handover.
Manage operational risks	Identify and report suspicious behaviour and respond to emergency situations according to standard operating procedures	• Identify and report suspicious behaviour and respond to emergency situations according to standard operating procedures.

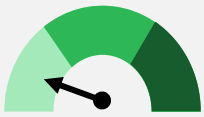
Redesign possibilities	
Vertical stacking	• Stacked with Bell Captain to become **Bell Associate**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems			

*In the next **1 – 3 years**…*



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Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

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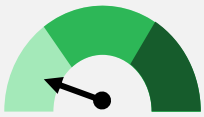
Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Head Butler / Butler Manager / Club Floor Manager monitors all aspects of the club floor and/or butler operations and ensures all guests' needs are attended to promptly in accordance with organisational standards and procedures. He/She **develops operations plans**, **conducts regular inspections on service delivery**, monitors inventories and **maintenance of the club floor** and resolves operational irregularities. He also **supports the club floor team** to provide **reception assistance** to guests during busy periods and/or to assist the butler team in the delivery of ad-hoc services and conduct of personal errands.

Responsibilities of the role in the future

Moving forward, the job holder will continue to monitor club floor and butler operations, ensuring guests' needs are attended to. Technology will **automate certain routine tasks** such as **inventory tracking** but will not have a significant impact on the way day-to-day tasks are performed. Due to the **highly social nature** of this role, **customer and stakeholder management** remains critical. The job holder will also be required to **stay abreast of consumer trends** and **guest preferences**, applying professional judgement and technical expertise to incorporate this knowledge into innovating new ideas to enhance the guest experience.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage club floor operations	Monitor club floor operations and/or butler service, conduct regular inspections on service delivery, and identify and resolve handle irregularities related to the delivery of services		• Monitor club floor operations and/or butler service, conduct regular inspections on service delivery, and identify and resolve handle irregularities related to the delivery of services.
	Develop and implement operating plans, procedures and service standards for club floor operations and/or butler service		• Develop and implement operating plans, procedures and service standards for club floor operations and/or butler service.
	Monitor maintenance of club floor lounge, facilities and equipment as well as club floor supplies and equipment inventory		• Monitor maintenance of club floor lounge, facilities and equipment. • A combination of **RFID sensors and smart Inventory Management Systems (IMS)** monitor inventory levels and alert the job holder when inventory levels are low. This **improves the accuracy of inventory tracking** and frees up the job holder to **prioritise other day-to-day tasks**, such as **overseeing club floor operations** and **coaching team members**.
	Provide reception assistance and/or butler service assistance to guests and manage service recovery for escalated guests' concerns and feedback		• Provide reception assistance and/or butler service assistance to guests and manage service recovery for escalated guests' concerns and feedback.
Drive service and operational excellence	Analyse guest satisfaction levels and feedback for service improvement and relationship management		• **Data analytics and visualisation tools** support the **analysis of guest satisfaction levels** and feedback, allowing the job holder to **better identify trends** in **guest preferences and behaviour**, and **propose recommendations** for **service improvement** and relationship management.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Drive service and operational excellence	Direct the implementation of sustainability programmes to drive organisational green initiatives		• Direct the implementation of sustainability programmes to drive organisational green initiatives.
	Review systems and processes for workflow and productivity improvement and innovate new ideas to enhance guest experience and revenue generation		• The job holder will be required to a**malgamate various sources of operations information**, relating to the performance of systems and processes, collected from a variety of sources such as **Internet of Things (IoT)-based applications**, integrated with **Property Management Systems (PMS)** and **HR Management Systems (HRMS)**, and feedback from teams and guests, to **identify areas for improvement**. • Innovate new ideas to enhance guest experience and revenue generation.
Manage operational risks	Manage emergency situations		• Manage emergency situations.
Manage human resources, finance and report management	Review manpower allocation for club floor operations, manage staff performance, provide coaching and facilitate learning and development opportunities to enhance work performance		• Review manpower allocation for club floor operations, manage staff performance, provide coaching and facilitate learning and development opportunities to enhance work performance. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives.
	Support budget forecasting processes, manage cost control, and review activity and revenue reports to monitor and update management		• **Enterprise Resource Planning (ERP) solutions provide visibility on operating expenses**, allowing the job holder to **manage cost control** and **identify opportunities for cost-savings** to keep departmental operating expenses within budget.

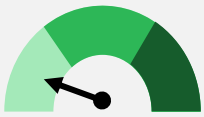
Redesign possibilities	
Horizontal stacking	• Stacked *Chief Concierge / Assistant Chief Concierge* and *Assistant Front Office Manager / Assistant Operations Manager / Duty Manager / Guest Services Manager / Guest Relations Manager* to become **Lead Guest Experience Ambassador**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Sustainability	Workforce Challenges
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Product, Content and Experience Performance Management*	Tourism Promotion^

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Butler Supervisor / Club Floor Executive/Club Floor Supervisor supervises and coordinates the daily operations of the club floor and/or butler services to ensure that caring, thoughtful and **dedicated personalised service** is always provided to guests in accordance with organisational standards and procedures. He/She **plans resources**, **allocates work assignments** to team members, handles operational irregularities and assists in providing **personalised room check-ins and check-outs** for **club floor VIP guests**. He also conducts regular checks on club floor lounge, facilities and equipment and **maintains the stock level of club floor supplies**.	**Moving forward,** the job holder will still be required to supervise and coordinate the daily operations of the club floor and/or butler services. Technology **will enhance the efficiency of certain repetitive tasks**, such as **manpower allocation** and the **compiling of operations reports**. The job holder will be freed to perform higher value-added tasks such as **resolving guest concerns** and **managing team performance**. He/She will also be responsible for proposing **creative and sustainable operating** and **resourcing plans** to mitigate manpower shortages and rising costs in support of business objectives.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage club floor operations	Supervise and coordinate the daily operations of club floor and/or butler services for VIP guests, and handle irregularities related to the delivery of services	• Supervise and coordinate the daily operations of club floor and/or butler services for VIP guests, and handle irregularities related to the delivery of services
	Conduct checks on club floor lounge, facilities and equipment and maintain stock level of guest rooms and club lounge inventories and supplies	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) track and monitor inventory and supply levels in real-time**, alerting the job holder to re-stock when necessary. The job holder will then be required to trigger procurement or replenishment processes.
Drive service and operational excellence	Resolve guests' concerns and requests, and monitor feedback	• Resolve guests' concerns and requests and monitor feedback.
	Propose innovation, improvement, and sustainability plans to enhance operational efficiency and guest experience	• Professional judgement and technical expertise remain important in prioritising and proposing improvements. However, the job holder may be required to examine operational and guest data from a wide variety of sources, including direct feedback and **Customer Relationship Management (CRM) systems** to **identify areas for improvements**.
Manage operational risks	Identify and analyse signs of potential service incidents, safety risks or emergencies and execute response and recovery actions	• Identify and analyse signs of potential service incidents, safety risks or emergencies and execute response and recovery actions.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage human resources, finance and report management	Verify and compile operations reports and guest statistics for management updates		• **Robotics Process Automation (RPA) automates the extraction and compilation of operations reports and guest statistics**. Human judgement may still be required for verifying and managing the quality of output.
	Plan resources and allocate work assignments to team members, monitor and provide coaching to team members and identify training needs to enhance team capabilities		• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS) and HR Management System (HRMS), monitor and assign work duties**, as well as **track availability and performance of teams**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies.

Redesign possibilities	
Horizontal stacking	• Stacked *Concierge* and *Front Office Executive / Guest Services Executive / Guest Relations Executive / Front Office Supervisor / Guest Services Supervisor / Guest Relations Supervisor* to become **Guest Experience Ambassador**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Product, Content and Experience Performance Management*	Tourism Promotion^

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

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Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Butler / Club Floor Officer / Club Floor Agent **coordinates the daily operations** of the suites, club floor rooms and club lounge to provide a warm and personalised guest service to club floor guests during their stay. He/She **conducts room checks**, **distributes guest amenities**, **performs room check-in and check-out** processes and conducts property tours and room orientations for club floor guests. His responsibilities as a Butler includes **performing household management**, ad-hoc services, personal errands as well as food and beverage related duties. He also assists in **stock count and supports club floor events and functions**.

Responsibilities of the role in the future

Moving forward, the job holder will continue to coordinate daily operations of the suites, club floor rooms and club lounge. Technology will enhance the efficiency of certain **repetitive tasks**, such as **monitoring inventory levels** and **generating standard reports**. The job holder is freed to focus on **engaging with guests** and attending to VIP guests. Ultimately, **people and relationship management** will remain crucial for providing personalised guest service to club floor guests. The job holder will also have to be **digitally savvy** to troubleshoot technologies and **oversee the quality of technology output.**

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage club floor operations	Conduct room checks and distribution of guest amenities, guest arrival and departure activities, property tours and room orientations, other food and beverage-related duties, as well as ad-hoc services	• **Internet of Things (IoT) smart sensors track real-time usage of room amenities**, allowing the job holder to be notified on rooms that require replenishment of amenities and supplies. **Autonomous delivery robots** may assist with the **delivery of requested amenity items**. However, human intervention is still required to assist and attend to VIP guests and to operate and troubleshoot technologies if needed. • Conduct guest arrival and departure activities, property tours and room orientations, other food and beverage-related duties, as well as ad-hoc services.
	Conduct stock count on guest room and club lounge inventories and supplies, and generate reports related to the delivery of club floor and/or butler services	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when inventory levels are low**. This improves the accuracy of inventory tracking and frees up the job holder to prioritise other day-to-day tasks, such as engaging with guests. At times, the job holder may still be required to conduct manual stock counts. • **Robotics Process Automation (RPA) automates the generating and checking of standard reports**. Some human judgement may still be required for oversight and managing quality of output.
Drive service and operational excellence	Collect and update guest personal information, preferences and pertinent data in guest database	• **Customer Relationship Management Systems (CRMS)** and **data analytical tools gather real-time and actionable feedback on guest satisfaction levels**, allowing the job holder to develop targeted plans to improve service levels

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Drive service and operational excellence	Handle general requests, enquiries or concerns from guests, and gather feedback on club floor and/or butler services for continuous improvement		• Handle general requests, enquiries or concerns from guests, and gather feedback on club floor and/or butler services for continuous improvement.

Redesign possibilities	
Horizontal stacking	• Stacked with *Bell Captain* and *Front Office Officer / Guest Services Officer / Guest Relations Officer / Front Office Agent / Guest Services Agent / Guest Relations Agent* to become **Guest Experience Associate**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

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Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Product, Content and Experience Performance Management*	Service Leadership

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

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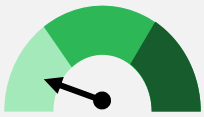
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

COVID-19	Competitive Landscape	Shift in Ops Models	
AI	Data Analytics	Enterprise Systems	

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Director of Revenue Management is responsible for optimising overall property revenue and market share. He/She establishes the guidelines for revenue management to **maximise revenue from each segment** and **distribution channel**. He **directs market, competitor and trends analyses**, **oversees the generation of revenue forecast reports** and directs **effective revenue management strategies** for all business sources of the property, ensuring proper **price competitiveness** within the market. He also leads various revenue stakeholders to determine effective and engaging rate offers.

Responsibilities of the role in the future

Moving forward, the job holder is required to stay abreast of leading practices and emerging technologies in this area of work, applying professional judgement and technical expertise to incorporate this knowledge into developing the organisation's revenue management strategies. As this role is **highly strategic in nature**, technology will **augment decision-making** for some activities but will not have a significant impact on the way day-to-day work is performed. **Technical expertise, strategic thinking, business acumen and stakeholder management** remain critical for making **sound and well-reasoned decisions**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive revenue optimisation	Establish revenue management tools, processes and guidelines, and lead the development of inventory, pricing and sales strategies for all market segments and distribution channels	• The job holder is required to stay abreast of leading practices and **emerging technologies** in this area of work, applying professional judgement and technical expertise to incorporate this knowledge into developing the organisation's strategies for inventory, pricing and sales for all market segments and distribution channels.
	Review and lead revenue management strategies for the property to improve overall revenue growth, and determine effective and engaging rate offers	• Review and lead revenue management strategies for the property to improve overall revenue growth and determine effective and engaging rate offers. • Human judgement, technical expertise and knowledge will remain critical in developing long-term strategies to drive overall revenue growth for the property and ensure alignment to business priorities.
Develop revenue management data insights	Analyse statistics, yield information to identify potential new business, markets and trends and establish types of data insights and key analysis to support strategic revenue management	• **Advanced analytics and visualisation tools** support the **analysis of statistics, yield information**, allowing the job holder to make informed recommendations on potential new revenue streams, markets and trends. • Human judgement and experience is required to make sound and well-reasoned strategy decisions based on business needs.
	Oversee market intelligence on competitor landscape related to pricing, products and market positioning to enhance property's market competitiveness and manage revenue audits of property	• **Advanced analytics and visualisation tools** augment **decision-making in the deployment of pricing, products** and **market positioning** in relation to maintaining marketing competitiveness. • The job holder will continue to perform these tasks by leveraging technical expertise and stakeholder management skills to ensure alignment in overall revenue strategy.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage reservation operations	Oversee implementation of inventory and pricing strategies and guide rectification measures for no shows, cancellations and overbooking		• Oversee implementation of inventory and pricing strategies and guide rectification measures for no shows, cancellations and overbooking.
	Evaluate reservation department's compliance with policies and legal requirements and oversee property management system's ability to integrate with global distribution systems and channel intermediaries		• Evaluate reservation department's compliance with policies and legal requirements and oversee property management system's ability to integrate with global distribution systems and channel intermediaries.
Manage distribution strategies	Optimise and expand distribution partnerships, build rapport with distribution partners to gain insights on market performance and update distribution channels with rate or inventory restrictions		• Optimise and expand distribution partnerships, build rapport with distribution partners to gain insights on market performance and update distribution channels with rate or inventory restrictions
Manage human resources, finance and continuous improvement	Manage financial plans and budget requirements for the reservation and revenue functions		• **Enterprise Resource Planning (ERP) solutions** and **data analytics and visualisation tools** support the **analysis of past budgets** and **capture operational requirements**, allowing the job holder better propose financial plans and budgets for the reservation and revenue functions.
	Review performance of staff and develop talent		• **HR Management Systems (HRMS) track staff performance** against Key Performance Indicators, allowing the job holder oversight of team's performance. • The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance.

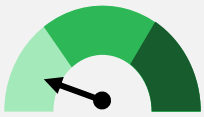
Redesign possibilities	
Horizontal stacking	• Stacked with *Director of Sales and Marketing* and *Event Services Director* to become **Commercial Director**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Competitive Landscape	Shift in Ops Models	
AI	Data Analytics	Enterprise Systems	

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Asset Management*	Business Acumen*	Business Environment Analysis*
Business Opportunities Development	Consumer Intelligence Analysis*	Infographics and Data Visualisation*
Revenue Optimisation^	Stakeholder Management*	Succession Planning*
Technology Scanning*		

Additional Critical Core Skills (CCSs)		
Adaptability	Developing People	Digital Fluency
Global Perspective	Influence	Transdisciplinary Thinking

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Trends impacting this role

COVID-19	Competitive Landscape	Shift in Ops Models	
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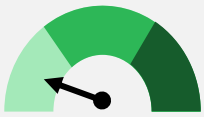

LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Revenue Manager / Assistant Revenue Manager **oversees revenue management and distribution strategies** of the property. He/She ensures that the revenue team adopts best practice standards in revenue management operations and leads the team in **monitoring market trends** and the **competitive landscape** to develop **pricing and sales strategies**. He works closely with other departments to ensure sales strategies are implemented on a daily basis to achieve revenue goals.

Responsibilities of the role in the future

Moving forward, this role will continue to oversee revenue management and distribution strategies of the property by leverage data and analytics to support the decision-making process. However, technology will have **limited impact** on this role due to the **high level of human judgement**, **technical knowledge** and **expertise** and **business acumen** required to develop pricing and sales strategies for the hotel. The job holder will also need to work in **close collaboration** with **key internal stakeholders** to **achieve revenue goals** for the hotel.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive revenue optimisation	Develop and revise inventory, sales, and pricing strategies and develop weekly dynamic forecasts of expected results, variances and budget comparisons	• Develop and revise inventory, sales, and pricing strategies and develop weekly dynamic forecasts of expected results, variances and budget comparisons. • **AI-powered Revenue Management System (RMS) support dynamic forecasts on expected results, variances and budget comparisons**, allowing the job holder to make informed decisions on budget adjustments.
	Implement revenue management operations and procedures in managing room categories and overbooking status	• Implement revenue management operations and procedures in managing room categories and overbooking status
Develop revenue management data insights	Review business performance and market analysis reports to generate insights, define appropriate strategies and future rate settings	• Review business performance and market analysis reports to generate insights, define appropriate strategies and future rate settings.
Manage revenue management systems	Oversee maintenance of accurate data and information within all related revenue management systems and recommend system improvements for data collection and evaluation	• Oversee maintenance of accurate data and information within all related revenue management systems and recommend system improvements for data collection and evaluation.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage distribution strategies	Manage strategies and rate parity across distribution channels and partners, and review the performance of distribution partners, contracted rates and channel distribution models		• **Revenue Management Software (RMS) tracks real-time pricing** across all channels and adjusts published rates automatically to match or beat lower pricings. • Human judgement, technical expertise and knowledge are required to configure the system based on market conditions and override system decisions for complex situations. • **Data analytics and visualisation tools analyse performance of distribution channels, distribution partners and contracted rates**, allowing the job holder to evaluate and provide recommendations on performance improvement and increasing channel efficiency to drive revenue.
Manage human resources, finance and continuous improvement	Develop innovation and productivity plans to improve revenue management operations, incorporating latest technologies for revenue management		• Develop innovation and productivity plans to improve revenue management operations, incorporating latest technologies for revenue management.
	Manage department performance as well as budget forecasting and cost control for operating expenses		• **Enterprise Resource Planning (ERP) solutions provide visibility on budget utilisation and operating expenses**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets.
	Provide coaching and learning and development opportunities to improve staff work performance		• **HR Management Systems (HRMS) track staff performance** against Key Performance Indicators, allowing the job holder oversight of team's performance. The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Competitive Landscape	Shift in Ops Models	
AI	Data Analytics	Enterprise Systems	

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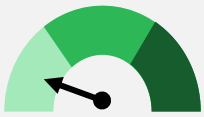

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Additional Technical Skills and Competencies (TSCs)		
Asset Management*	Business Acumen*	Business Environment Analysis*
Business Opportunities Development	Consumer Intelligence Analysis*	Infographics and Data Visualisation*
Revenue Optimisation	Stakeholder Management*	

Additional Critical Core Skills (CCSs)		
Adaptability	Developing People	Digital Fluency
Global Perspective	Influence	Learning Agility

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Trends impacting this role

COVID-19	Competitive Landscape	Shift in Ops Models	
AI	Data Analytics	Enterprise Systems	Robotics & Automation

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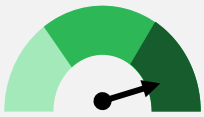


HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

Responsibilities of the role today

The Revenue Specialist / Revenue Analyst **implements inventory and pricing strategies** to maximise overall revenue and profits for the property. With the ability to perform statistical data analysis and interpretation, he/she assists to **maximise revenue** and **grow the Revenue per Available Room (RevPAR)** Index for the property. He analyses reports, market performance and trends, and tracks inventory for the optimal business mix. He also **performs research** and **gathers market intelligence** through close **monitoring of competitors' performance**, **strategies and pricing structures**.

Responsibilities of the role in the future

Moving forward, this role will be increasingly supported by technology for data gathering and processing. As hotels have access to increasingly rich and disparate sources of guest data, this role will evolve to **require more data visualisation capabilities** with **operations knowledge** to **recommend appropriate revenue strategies** to serve the needs of the hotel's business. While the use of technology will **support decision-making**, this role will continue to require **human judgement**, **technical expertise** and **domain knowledge** for **key strategy decisions**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive revenue optimisation	Track sales programmes and promotions and provide feedback to relevant departments	• **Customer Relationship Management (CRM) systems** support the **tracking of ongoing sales programmes and promotions**, allowing the job holder to identify gaps in performance and provide feedback to relevant departments.
	Monitor property's room inventory and occupancy level fluctuations to recommend appropriate strategies to optimise business mix and overall revenue and profit	• **Revenue Management Software (RMS)** provides **real-time visibility on occupancy level fluctuations**, factoring market supply and customer demand. • Human judgement and technical expertise is required to implement corrective measures to counter fluctuations and recommend appropriate revenue strategies in line with the property's strategic direction. • **Property Management System (PMS), data analytics and visualisation tools** support the **analysis of revenue, market segment performance**, providing insights on historical patterns and future demand forecasts, allowing the job holder to tailor strategies to drive optimal business mix.
Develop revenue management data insights	Prepare and analyse business performance reports, revenue forecasts, and competitor performance and identify recommendations	• **Advanced analytics and Revenue Management Software (RMS)** support the **analysis of competitor performance and pricing structures**, allowing the job holder to propose recommendations to maintain market competitiveness. • While this will inform decision-making, the job role will continue to require human judgement and experience for key strategy decisions.
Manage revenue management systems	Run system checks and maintain accuracy of data on revenue management systems and reservation systems	• **Robotic Process Automation (RPA) automates system checks** to ensure data accuracy of the revenue management system. • Human oversight will still be required to ensure data accuracy of the system and override issues/errors if any.

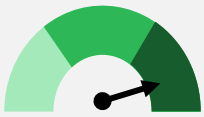
Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage distribution strategies	Assist in managing and evaluating the performance of distribution channels, and analyse channel distribution models and the impact on revenue	• **AI-powered Revenue Management System (RMS)** support the **forecasting, inventory and rate management** for distribution channels. • **Data analytics and visualisation tools** provide **insights on channel distribution models** and the **impact on revenue**. • While this will augment decision-making, technical expertise will be required by the job holder to make sound and well-reasoned recommendations and refine channel distribution models.
Manage human resources, finance and continuous improvement	Identify opportunities and implement initiatives for tech adoption, productivity improvement, and innovation to improve revenue management operations	• Identify opportunities and implement initiatives for tech adoption, productivity improvement, and innovation to improve revenue management operations.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Competitive Landscape	Shift in Ops Models	
AI	Data Analytics	Enterprise Systems	Robotics & Automation

*In the next **1 – 3 years**…*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Asset Management*	Business Acumen*	Business Environment Analysis*
Business Opportunities Development	Consumer Intelligence Analysis*	Infographics and Data Visualisation*
Revenue Optimisation^	Stakeholder Management*	

Additional Critical Core Skills (CCSs)		
Adaptability	Influence	Learning Agility

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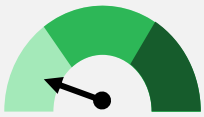
Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Reservations Manager / Assistant Reservations Manager is responsible for **managing the reservation process** and operations in the property to meet financial targets for the property. He/She **leads the development** of department's strategies and operation plans, **oversees the reservation team's service responses** to guests' queries and requests and **manages guest relationships** to ensure **revenue growth**. He oversees reservations systems and data accuracy and works closely with the revenue management team to implement pricing strategy and manages room inventory to achieve **day-to-day optimal room occupancy**.

Responsibilities of the role in the future

Moving forward, this role will continue to manage customer service excellence and guest relationships to ensure revenue growth for the hotel. The job holder will **leverage analytical capabilities**, and make use of the richness of available data to **establish** or **maintain effective relationships** and **decide appropriate recommendations** in response to guest queries or to **improve room inventory strategies** for the hotel.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage reservation operations	Lead the development of department's strategies and operations plans and execute reservation policies, procedures, and legal requirements		• Lead the development of department's strategies and operations plans and execute reservation policies, procedures, and legal requirements.
Manage reservation requests	Build and maintain relationships with guests, manage service recovery for escalated guests' concerns, while analysing guest data and feedback to improve service quality		• Build and maintain relationships with guests, manage service recovery for escalated guests' concerns. • **Data analytics and visualisation tools** support the **analysis of guest data and feedback**, allowing the job holder to make prioritised recommendations to improve service quality.
Create sales opportunities	Maintain good relationships with distribution channel partners, establish new corporate accounts and implement pricing strategy for the property		• Maintain good relationships with distribution channel partners, establish new corporate accounts and implement pricing strategy for the property.

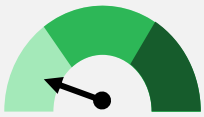
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage room inventory	Manage room inventory, optimise occupancy and manage related reservations systems to ensure data accuracy and identify risk response activities to manage system downtime		• **Central Reservation System (CRS) tracks real-time updates on room inventory**, freeing the job holder to provide recommendations on maximising occupancy. • With basic quality and compliance checks embedded into automated processes, the job holder will be required to handle exceptions and complex troubleshooting to ensure data accuracy.
	Review and analyse reservations reports and statistics to report property's occupancy performance, and prepare forecast and statistical reports for management review		• Review and analyse reservations reports and statistics to report property's occupancy performance. • **Robotic Process Automation (RPA) automates the generation of forecast and statistical reports**, allowing the job holder to make recommendations. • Human judgement, technical expertise and knowledge remain critical in overseeing and ensuring the accuracy of reports.
Manage human resources, finance and continuous improvement	Develop innovation and productivity plans to improve reservation operations and service delivery		• Develop innovation and productivity plans to improve reservation operations and service delivery.
	Review manpower allocation and provide coaching and learning and development opportunities to improve staff work performance		• **HR Management Systems (HRMS) track staff performance** against Key Performance Indicators, allowing the job holder oversight of team's performance. • The job holder will still be required to provide feedback, mentor, and coach team members to improve work performance. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives.
	Manage department performance as well as budget forecasting and cost control for operating expenses		• **Enterprise Resource Planning (ERP) solutions** provide **visibility on budget utilisation and operating expenses**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models	Workforce Challenges	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**…*



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In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Acumen*	Data Analytics	Infographics and Data Visualisation*
Stakeholder Management*		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Learning Agility		

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Trends impacting this role

Guest Preferences	Shift in Ops Models		
AI	Data Analytics	Enterprise Systems	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Reservations Executive / Reservations Supervisor is responsible for **supervising the operations of the department** in **selling rooms** and **managing room inventory to maximise sale**s. He/She ensures that all guest requests, concerns and feedback relating to rooms reservations are addressed in a timely and professional manner and collaborates with relevant departments on **booking requirements** and **special guest requests** to provide a **seamless guest experience**.

Responsibilities of the role in the future

Moving forward, this role will still be responsible for building and maintaining guest relationships in the hotel. **High level of social interaction** will still be required for the job holder to **identify new business opportunities** for **targeted upselling** and **grow relationships** with **key accounts**. The job holder will also leverage technologies such as **data and analytics** to play a **larger role in customer relationship building** and **service quality improvement**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage reservation requests	Assist guests on enquiries and escalated concerns, and provide recommendations on rooms or packages, while monitoring guest satisfaction levels	• **Virtual chatbots enabled by AI and ML** will **address basic customer queries** and enable **round-the-clock resolution of customer queries**. • **Smart Customer Relationship Management (CRM) systems** provide **insights on guest preferences and purchase patterns**, allowing the job holder to provide personalised recommendations on room packages.
Manage reservation operations	Check records, data entries, and transactions in the PMS to ensure data and documentation accuracy, and execute risk response activities to manage system downtime	• **Robotic Process Automation (RPA) automates the input of records and reservation data in the Property Management System (PMS)** and **conducts auto cross checks**, therefore **increasing efficiency and accuracy**. Some human judgement may still be required for oversight and managing quality of output.
	Collaborate with relevant departments on group allocations and reservations and special guests' requests	• Collaborate with relevant departments on group allocations and reservations and special guests' requests.
Manage room inventory	Verify room inventory and availability of room types and rates on booking platforms	• **Central Reservation System (CRS) tracks real-time updates on room inventory** and **availability of room types and rates on multiple booking platforms**. • The job holder may still be required to verify room availability and inventory.
	Monitor room sales, booking pick-up, and occupancy rates for management reporting and forecasting purposes	• **Central Reservation System (CRS) tracks real-time updates on room sales and booking pick-up rates** for management reporting • **Data analytics and visualisation tools** support the **analysis of seasonal and historical trends**, allowing the job holder to make informed reservation forecasts for more accurate analysis and planning.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage human resources, finance and continuous improvement	Implement innovation, productivity and technology enhancement plans to improve reservation operations and service delivery		• Implement innovation, productivity and technology enhancement plans to improve reservation operations and service delivery.
	Manage and improve team service performance by facilitating opportunities for knowledge and information sharing, implementing training plans and coaching team members		• Manage and improve team service performance by facilitating opportunities for knowledge and information sharing, implementing training plans and coaching team members.

Redesign possibilities	
Vertical stacking	• Stacked with *Reservations Officer / Reservations Agent* and enlarged to become **Reservations Specialist**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
AI	Data Analytics	Enterprise Systems	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

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Additional Technical Skills and Competencies (TSCs)		
Business Acumen*	Business Negotiation	Data Analytics
Infographics and Data Visualisation*	Service Leadership	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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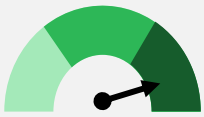


HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

Responsibilities of the role today	Responsibilities of the role in the future
The Reservations Officer / Reservations Agent responds to reservation requests from guests, travel agents, and referral networks made through various communication platforms. He/She ensures that **reservation hotlines are attended** to at all times to meet **daily business needs**, and is responsible for **creating, updating and maintaining reservation bookings** promptly in accordance with guests' booking confirmations. Additional duties may include preparing **the list of expected arrivals** for the front office, assisting in **pre-registration activities** and **processing advance reservation deposits**.	**Moving forward,** the role will still be expected to respond to reservation requests from guests and travel agent. Technology will **augment routine tasks** such as **request handling and reporting**, allowing the job holder to focus on **building and maintaining relationships** with customers and other key stakeholders. With **analytics and automation**, the job holder will be able to **better understand customer profiles** and **develop greater personalisation of guest experiences** through **targeted services and/or upselling**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Create sales opportunities	Create sales leads by converting guest queries into sales and upsell hotel rooms and facilities to maximise room revenue	• Create sales leads by converting guest queries into sales and upsell hotel rooms and facilities to maximise room revenue.
Manage reservation requests	Handle reservation requests and provide information to guests	• **Virtual chatbots enabled by Artificial Intelligence (AI) and Machine Learning (ML)** will **address basic customer queries** and enable **round-the-clock resolution of customer issues**. • **Automated answering systems direct call traffic to relevant channels** for follow-up and offer **ready-to-deliver responses** for common guest queries, minimising the job holder's effort in fielding incoming inquiries. However, the job holder will still need to handle diverse, complex and escalated customer queries based on customer knowledge.
	Liaise with travel agents and referral networks on reservation requests and ensure that room inventory is updated on global distribution systems	• Connected digital platforms will enhance communication of reservation requests. • This job role will continue to require human intervention for people and stakeholder management.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage reservation operations	Make room reservations updates in the property management system (PMS) to reflect individual or group booking requirements, guest information and preferences	• **Property Management System (PMS)** provides **real-time visibility** through a dashboard view, allowing the job holder to efficiently capture guest reservations in accordance with room booking requirements. • **Central Reservation System (CRS)** provides **real-time visibility on room occupancies**, allowing more accurate management of multi-room bookings, group reservations and special guests' requests.
	Perform enquiries to check room inventory and availability of room types and rates and prepare pre-registration activities and process advance reservation deposits	• **Property Management System (PMS)** provides **real-time visibility on room inventory, room types and rates**, freeing up the job holder to make recommendations on improving room occupancy. • **Central Reservation System** provides **visibility to front office on pre-populated guest information** and **process advance reservation deposits** therefore enhancing the check-in process. • This job role will continue to require human intervention for people and stakeholder management to ensure synergies between departments.
Manage room inventory	Prepare reports and forecasts for room revenue and occupancy	• **Robotic Process Automation (RPA) consolidates and generates reports on room occupancy and booking patterns** into comprehensive reports for hotel utilisation. Some human judgement may still be required for oversight and managing quality of output.
Manage human resources, finance and continuous improvement	Generate ideas and provide suggestions for productivity and service improvements to enhance reservation operations	• Generate ideas and provide suggestions for productivity and service improvements to enhance reservation operations

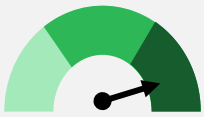
Redesign possibilities	
Horizontal stacking	• Stacked with *Reservations Executive / Reservations Supervisor* and enlarged to become **Reservations Specialist**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
AI	Data Analytics	Enterprise Systems	Robotics & Automation

*In the next **1 – 3 years**…*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Infographics and Data Visualisation*		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.

Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Director of Sales and Marketing leads the sales and marketing team in **optimising revenue** from **room sales**, **catering**, **events and conference services** by attaining **sales revenue targets**. He/She establishes annual business plans, sales and marketing strategies and key performance indicators for the department and **drives revenue management**. He **directs all sales and marketing activities** including market research and partnership management. He also **directs resource management**, sets service guidelines and standards, and establishes ethical and regulatory parameters, procedures and guidelines for sales and marketing activities to ensure the efficient functioning of the department.

Responsibilities of the role in the future

Moving forward, the job holder will continue to lead the sales and marketing teams in optimising revenue. Technologies such as **marketing analytics** and **brand monitoring tools** will **support the analysis of business performance**, enabling the job holder to **propose appropriate strategies to drive sales activities** in alignment to business priorities. The job holder will need to be upskilled in areas such as **data analytics and interpretation** to **inform better decision-making**. In addition, this role will require a high level of **social interaction and relationship building** to grow and develop relationships with new and existing business partners and guests.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop sales, marketing and branding strategies	Lead formulation of sales, marketing, public relations and branding strategies, business plans and key performance indicators, and direct resource management, to achieve revenue growth	• Lead formulation of sales, marketing, public relations and branding strategies, business plans and key performance indicators, and direct resource management, to achieve revenue growth. • **Marketing analytics and visualisation tools** support the **analysis of revenue performance**, allowing the job holder to develop long-term strategies to achieve revenue growth in alignment to business priorities.
Manage relationships and partnerships	Lead market research to identify sales and marketing opportunities, and manage alliances and partnerships with internal and external stakeholders to foster business growth	• Lead market research to identify sales and marketing opportunities and manage alliances and partnerships with internal and external stakeholders to foster business growth.
Manage sales and marketing functions	Establish ethical, legal and regulatory procedures and lead review of reputation risk exposure across business units to minimise business impact	• Establish ethical, legal and regulatory parameters, procedures and guidelines for sales and marketing activities. • **Marketing analytics and brand monitoring tools** will **track traditional media and social media outlets** as well as **internal data sources** and **identify emerging threats**, allowing the job holder to develop long-term strategies and mitigation plans to counter potential reputational threats.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage human resources, finance, report management and continuous improvement	Establish financial plans and budget for the sales & marketing department, oversee expenditure reports to address budget variances and drive revenue management for the department		• Establish financial plans and budget for the sales & marketing department. • **Enterprise Resource Planning (ERP) solutions** provide **visibility on budget utilisation and operating expenses**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets.
	Review talent capability and develop high potential employees in the sales and marketing division		• Review talent capability and develop high potential employees in the sales and marketing division.

Redesign possibilities	
Horizontal stacking	• Stacked with *Director of Revenue Management* and *Event Services Director* enlarged to become **Commercial Director**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Data Analytics
Digital Marketing	Environmental Sustainability Management	Infographics and Data Visualisation*
Placemaking for Hospitality **(NEW)**	Social Media Marketing	Stakeholder Management*
Succession Planning*	Technology Scanning*	Website Performance Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Digital Fluency
Global Perspective	Influence	Transdisciplinary Thinking

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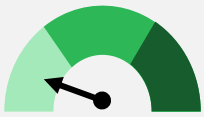
Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Director of Sales / Director of Catering / Assistant Director of Sales / Assistant Director of Catering **directs all sales activities** including the corporate and leisure segments, to **maximise revenue for the property**. He/She leads the **conduct of market research**, and the **development and implementation of sales strategies** and programmes to acquire **sales growth** through channel management, network expansion and customer acquisition and retention. He **directs sales lead generation** and **supports sales engagements** for key clients to acquire sales. He stays abreast of international trends within the industry by attending international events and conventions related to his work.

Responsibilities of the role in the future

Moving forward, the job holder will still be required to direct sales activities to maximise the property's revenue. As this role is **highly strategic in nature**, technology will not significantly impact the way day-to-day tasks are performed. The job holder will be required to stay abreast of **leading practices and emerging technologies** in this area of work, applying **professional judgement** and **technical expertise** to incorporate this knowledge into **developing the organisation's strategies** for **new sales opportunities**. He/She will also need to collaborate closely with the revenue management department to **ensure alignment** of **sales and pricing strategies** to drive revenue for the property.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop sales strategies	Lead review of client segmentation to strengthen client portfolios, and review of competitor landscape and customer demand to identify sales opportunities	• Lead review of client segmentation to strengthen client portfolios. Human intervention, expertise and knowledge is required to guide the formulation of strategies to strengthen client portfolios. • Lead review of competitor landscape and customer demand to identify sales opportunities.
	Lead the development of new sales channels and strategies and work with revenue management function to establish and manage price rates	• Lead the development of sales strategies to capitalise on new sales opportunities. • Work with revenue management function to establish and manage price rates.
Create sales opportunities	Lead participation in relevant industry events for networking and lead generation and formulate and review criteria for lead generation and customer acquisition programmes	• Lead participation in relevant industry events, trade exhibitions and sales trips for networking and lead generation. • Formulate and review criteria for sales leads generation. • **Data analytics and visualisation tools** provide **insights on the performance of customer acquisition programmes**, allowing the job holder to better formulate long-term strategies to drive customer acquisition through targeted programmes.
Manage sales activities to achieve sales	Lead hotel inspections, host and present sales proposals to key clients	• Lead hotel inspections, host and present sales proposals to key clients.
Manage client relationships	Lead decisions on guests' requests that deviate from signed sales contracts, lead service recovery and review measures to enhance guest retention and loyalty	• Lead decisions on guests' requests that deviate from signed sales contracts, lead service recovery and review measures to enhance guest retention and loyalty.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage human resources, finance and report management	Lead budget forecasting and oversee budget utilisation for the department and present sales reports and recommendations for management updates and decision-making		• Lead budget forecasting processes for the department. • **Enterprise Resource Planning (ERP) solutions** and **data analytics and visualisation tools** support the **analysis of past budgets** and **capture operational requirements**, allowing the job holder better propose financial plans and budgets for the department. • Present sales reports and recommendations for management updates and decision-making.
	Lead the management of staff performance to achieve departmental sales targets and oversee the implementation of capability development plans for staff		• Lead the management of staff performance to achieve department sales targets. Human intervention remains critical for influencing behavioural changes and driving continuous improvement to achieve sales targets. • Oversee the implementation of capability development plans for staff. This job role will continue to require human intervention for people and stakeholder management.

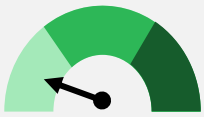
Redesign possibilities	
Horizontal stacking	• Stacked with *Business Development Director* and enlarged to become **Business Development Director / Director of Sales / Director of Catering/ Assistant Director of Sales / Assistant Director of Catering**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Data Analytics
Environmental Sustainability Management	Infographics and Data Visualisation*	Placemaking for Hospitality **(NEW)**
Stakeholder Management*	Succession Planning*	Technology Scanning*

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Digital Fluency
Global Perspective	Influence	

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Trends impacting this role

Competitive Landscape	Guest Preferences		
AR/VR	Data Analytics	Enterprise Systems	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Sales Manager / Catering Sales Manager / Assistant Sales Manager / Assistant Catering Sales Manager is responsible for **generating revenue for the property**. He/She **develops sales leads, conduct sales engagements**, **manages sales channels** and monitors **customer acquisition programmes**. To achieve sales growth, he analyses market trends and **develops sales plans to expand sales channels** and clientele base. He also participates in industry events for networking and lead generation.	**Moving forward,** this role will continue to be responsible for conducting sales engagement, managing sales channels, and monitoring customer acquisition programmes. Technology will **automate certain repetitive tasks** performed by this role, such as the generation of standard proposals and quotations, and **improve the pre-sales customer experience**. The job holder will need to be reskilled in areas such as **data analytics** to inform better **decision-making** and **develop targeted sales strategies** in alignment to business priorities.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop sales strategies	Develop measures to strengthen client portfolios, analyse competitor landscape and guest demand to identify sales opportunities	• Develop measures to strengthen guest and/or customer portfolios. • **Data analytics and visualisation tools** provide **insights on customer needs and profiles, trends and market dynamics**, allowing the job holder to better identify sales opportunities and formulate solutions and customer acquisition strategies for business development.
	Propose sales channels and network expansion plans, and review effectiveness of strategies	• Propose sales channels and network expansion plans. • **Data analytics and visualisation tools analyse sales performance**, allowing the job holder to make recommendations on sales strategies in alignment to business priorities to improve sales.
Create sales opportunities	Participate in relevant industry events for networking and lead generation, develop and manage sales leads, channels and customer acquisition programmes	• Participate in relevant industry events for networking and lead generation, develop and manage sales leads and channels. • **Customer Relation Management (CRM) systems, data analytics and visualisation tools** provide **insights on performance of customer acquisition programmes**, allowing the job holder to tailor programmes to drive effective uptake of programmes.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage sales activities to achieve sales	Handle escalated guests' enquiries and requests, conduct hotel inspections and prepare and present sales proposals to clients.	• Handle escalated guests' enquiries and requests. • **Virtual reality (VR) technologies** support **virtual property walkthroughs and venue inspections**, eliminating the need for physical on-site inspections and walkthroughs and enabling a more efficient event planning process for the job holder. Human intervention is still required for physical on-site inspections depending on the scale and complexity of the event as well as guests' needs. • **Robotic Process Automation (RPA) automates the generation of standard sales proposals and quotations based on customer requirements**, freeing up the job holder to focus on customer relations.
	Develop consultative selling and upselling strategies to increase sales, and review recommendations of products and services to match guests' needs	• Develop consultative selling and upselling strategies to increase sales, and review recommendations of products and services to match guests' needs.
Manage client relationships	Resolve concerns in the sales contracts, develop action plans for guests' requests that deviate from signed sales contracts and propose improvements to enhance guest retention and loyalty	• Resolve concerns in the sales contracts. • Develop action plans for guests' requests that deviate from signed sales contracts. • **Customer Relation Management (CRM) systems, data analytics and visualisation tools** support the **analysis of guests' feedback**, allowing the job holder to tailor product and service offerings to better meet guests' needs. While this will augment decision-making, people and stakeholder management remain critical to ensure guest satisfaction.
Manage human resources, finance and report management	Support budget forecasting and manage financial budgets for the department and prepare sales-related reports for management reviews	• Support budget forecasting • **Enterprise Resource Planning (ERP) solutions** provide **visibility on budget utilisation and operating expenses**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets. • **Robotic Process Automation (RPA) automates sales-related reports for management reviews**, allowing the job holder to make recommendations. Some human judgement may still be required for oversight and managing quality of output.
	Guide staff in the conduct of sales engagements	• Guide staff in the conduct of sales engagements.

Redesign possibilities	
Horizontal stacking	• Stacked with *Business Development Manager* and enlarged to become **Business Development Manager / Sales Manager / Catering Sales Manager.**

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences		
AR/VR	Data Analytics	Enterprise Systems	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Data Analytics
Infographics and Data Visualisation*	Placemaking for Hospitality **(NEW)**	Stakeholder Management*
Technology Adoption and Innovation		

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Digital Fluency
Global Perspective	Learning Agility	

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Trends impacting this role

Competitive Landscape	Guest Preferences		
AR/VR	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**...*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Sales Executive / Catering Sales Executive promotes the property and is **accountable for booking individual** and **group businesses** and **converting it to profits** for the property. He/She **analyses guest and/or customer information** and **monitors the market landscape** to **support the development of sales strategies**. He contributes to the acquisition of sales through generating and following up on sales leads, executing customer acquisition programmes as well as conducting and closing sales.	**Moving forward,** the job holder will continue to manage the booking of individual and group businesses for the property. Technology will **automate repetitive tasks**, such as the **generation of proposals and reports**, and **improve the pre-sales customer experience**. The job holder will be freed to focus on attending to guest/customer needs and **applying upselling strategies** to **drive sales**. This role will be increasingly important in the **acquisition and maintenance of customer relationships** to drive profits for the property. **Stakeholder management** and **interpersonal skills** continue to remain critical in this role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop sales strategies	Analyse client portfolios, monitor competitive landscape and customer demand to support sales strategy development, and identify and assess potential sales channels	• Analyse client portfolios, monitor competitive landscape and customer demand to support sales strategy development, and identify and assess potential sales channels.
Create sales opportunities	Identify new contacts and follow up on networking leads to generate sales leads, roll out sales strategies and implement customer acquisition programmes	• Identify new contacts and follow up on networking leads to generate sales leads, roll out sales strategies and implement customer acquisition programmes.
Manage client relationships	Escalate guest requests that deviate from signed sales contracts, and monitor guest feedback to enhance guest retention and loyalty	• Escalate guest and/or customer requests that deviate from signed sales contracts. • **Customer Relationship Management (CRM) systems** provide **insights on guest and/or customer feedback**, allowing the job holder to tailor product and service offerings to enhance guest experience.
Support sales administration operations	Coordinate sales activities with the sales team, track department's sales achievements against sales targets and prepare sales reports	• Coordinate sales activities with the sales team. • **Customer Relationship Management (CRM) systems track departments' sales achievements against sales targets**, freeing up the job holder to engage guest and/or customers to drive sales. • **Robotic Process Automation (RPA) automates the generation of sales reports**, freeing up the job holder to make recommendations. Some human judgement may still be required for oversight and managing quality of output.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage sales activities to achieve sales	Provide responses to guest requests, conduct venue inspections and prepare sales proposals and quotations		• Provide responses to guest and/or customer enquiries and requests. • **Virtual Reality (VR) technologies** support **virtual property walkthroughs and venue inspections**, eliminating the need for physical on-site inspections and walkthroughs and enabling a more efficient event planning process for the job holder. Human intervention is still required for physical on-site venue inspections depending on the scale and complexity of the event, as well as guest/customer needs. • **Robotic Process Automation (RPA) automates the generation of sales proposals and quotations based on customer requirements**, freeing up the job holder to follow up with guest and/or customers to drive sales. • **Robotic Process Automation (RPA) automates the generation of standard sales contracts**, freeing up the job holder to follow up with guest and/or customers to drive sales.
	Recommend range of products and services according, apply upselling and consultative techniques and strategies to identify guest needs and increase sales		• **Customer Relation Management (CRM) systems** provide **insights on guest preferences and spending patterns**, allowing the job holder to tailor recommendations according to guest needs and ensure high levels of satisfaction. • Apply upselling and consultative techniques and strategies to identify guest needs and increase sales.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences		
AR/VR	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Data Analytics
Stakeholder Management*	Technology Adoption and Innovation	Vendor Management

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Learning Agility
Self Management		

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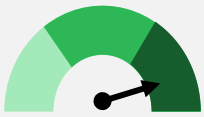
Trends impacting this role

Competitive Landscape	Guest Preferences	Technological Disruption	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**…*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

Responsibilities of the role today	Responsibilities of the role in the future
The Sales Coordinator / Catering Sales Coordinator undertakes administrative duties to **support the department** in the **achievement of sales targets**. He/She **maintains customer** and **sales lead databases** and supports the **administration of customer acquisition programmes a**nd the **conduct of sale engagements**. His responsibilities include providing responses to first-level customer enquiries, assisting to schedule sales engagement appointments for the sales team and preparing information packages, sales kits, as well as sales-related documents.	**Moving forward,** the job holder will be required to leverage technology to support the department in the achievement of sales targets. Technology will **automate labour-intensive and repetitive tasks** performed in this role, freeing up the job holder to handle and resolve **complex escalated client queries**. The job holder must be adept at **utilising digital tools** to better perform their tasks. He/she will require **stakeholder management** and **interpersonal skills** as this role sits at the intersection of departments and is required to collaborate with multiple stakeholders.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Create sales opportunities	Maintain database of sales leads and assist to schedule sales engagement appointments for the sales team and collate data to support customer acquisition programmes	• **Customer Relationship Management (CRM) systems track and maintain sales leads from all channels**. However, the job holder is still required to oversee the database and reconcile discrepancies that are flagged by the system. • **Robotic Process Automation (RPA) and real-time notifications automate scheduling of sales engagement appointments**, providing visibility to all parties in the sales team. This will minimise the need for this role to manually update and monitor the scheduling of appointments. • **Robotic Process Automation (RPA) automates collation of customer data**, allowing the job holder to tailor customer acquisition programmes.
Manage client relationships	Follow up with guests on their booking requirements, collate guest satisfaction levels and data on customer purchasing behaviour and characteristics for analysis	• Follow up with guests and/or customers on their booking requirements. • The job holder may be required to **amalgamate customers' feedback** across various sources, including direct, indirect, and even online feedback to understand customer satisfaction levels. **Data analytics and visualisation tools** may **support the analysis of customers' feedback,** allowing the job holder to **better identify trends and areas for improvement**. • A combination of **advanced analytics and Customer Relationship Management (CRM) systems** support the collection of data relating to **customer characteristics and purchasing behaviou**r across both the hotel's internal systems and external sources, enabling the job holder to **obtain and analyse vast datasets.**

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Support sales administration operations	Maintain database of guests and inventory of collateral materials and corporate gift items, and generate sales reports for management reporting	• **Customer Relationship Management (CRM) systems track and maintain sales leads** from all channels. However, the job holder is still required to oversee the database and reconcile discrepancies that are flagged by the system. • Administer inventory control of collateral materials and corporate gift items. • **Robotic Process Automation (RPA) automates the generation of sales reports** for management reporting, **freeing up the job holder** to make **recommendations**. Some human judgement may still be required for oversight and managing quality of output.
Manage sales activities to achieve sales	Coordinate sales activities with the sales team, track department's sales achievements against sales targets and prepare sales contracts for renewal	• Coordinate sales activities with the sales team. • Track department's sales achievements against sales targets. • **Robotic Automation Process (RPA) automates generation of sales contracts for renewal**, thus eliminating the need for this role to perform manual administrative tasks.
	Prepare information packages, sales kits and documents to support sales engagement and provide responses to first-level customer enquiries	• Prepare information packages and sales kits to support sales engagement. • **Automated answering systems and chatbots direct call and other query traffic to relevant channels for follow-up** and **offer ready-to-deliver responses for common guest queries**, minimising the job holder's effort in fielding incoming inquiries. However, the job holder will still be required to oversee the technology's performance and will need to answer more complex escalated queries. • **Robotic Automation Process (RPA) automates generation of sales-related documents**, thus eliminating the need for this role to perform manual administrative tasks. Some human judgement may still be required for oversight and managing quality of output.

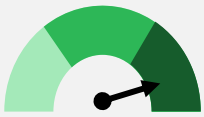
Redesign possibilities	
Horizontal stacking	• Stacked with *Assistant Event Services Executive* to become **Sales / Catering / Events Associate**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Technological Disruption	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**…*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Negotiation	Consumer Intelligence Analysis*	Data Analytics
Stakeholder Management*	Vendor Management	

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
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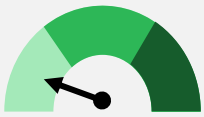
Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**...*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Director of Marketing Communications / Director of Public Relations / Assistant Director of Marketing Communications / Assistant Director of Public Relations **oversees the planning**, **development** and **implementation** of all **marketing and public relations activities**. He/She leads brand management to **enhance the property's brand equity** and directs market research and analyses, market positioning and marketing channels evaluation to **support marketing strategies formulation** with key stakeholders.	**Moving forward,** the job holder will still be responsible for overseeing the planning, development and implementation of marketing and public relations activities. As this role is **highly strategic in nature**, technology **will not significantly impact** the way day-to-day tasks are performed. **Stakeholder management**, **strategic thinking**, **industry knowledge** and **business acumen** remain critical to make **sound and well-reasoned decisions** based on business needs.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage brand equity	Guide market research to identify market awareness and brand association and lead development of strategies to enhance brand reputation		• Guide market research to identify market awareness and brand association and lead development of strategies to enhance brand reputation.
	Lead development of brand guidelines, communication plans and review reputation risk exposure across business units		• **Marketing analytics and brand monitoring tools** will **track traditional media and social media outlets** as well as **internal data sources** and **identify emerging threats**, allowing the job holder to develop long-term strategies and mitigation plans to counter potential reputational threats.
Develop marketing strategies	Guide market research and analyses to identify marketing opportunities and strategies for identified market segments		• Guide market research and analyses to identify marketing opportunities and strategies for identified market segments.
	Lead the formulation of data-driven commercial insights to support the development of marketing plans and evaluate marketing channels to reach target customer and market segments		• **Data analytics and visualisation tools** provide **insights on market channel performance**, allowing the job holder to tailor strategies to reach target customer and market segments.
Manage marketing communications and public relations	Develop customer engagement strategies via social media and digital platforms and lead formulation of replies to media queries		• Develop customer engagement strategies via social media and digital platforms and lead formulation of replies to media queries.

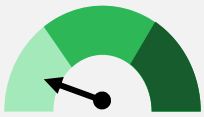
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage marketing campaigns and events	Lead conceptualisation of marketing campaigns across traditional, digital and social media platforms and develop and guide all marketing communications publications and collaterals		• Lead conceptualisation of marketing campaigns across traditional, digital and social media platforms and develop and guide all marketing communications publications and collaterals.
	Lead enhancement of customer engagement and experience across traditional, digital and social media platforms and customer touch points and evaluation of marketing campaigns performance		• Lead enhancement of customer engagement and experience across traditional, digital and social media platforms and customer touch points and evaluation of marketing campaigns performance.
Manage human resources, finance, report management and continuous improvement	Lead financial budgeting processes, oversee departmental budget utilisation and present marketing reports and recommendations for management updates		• **Enterprise Resource Planning (ERP) solutions and data analytics and visualisation tools** support the **analysis of past budgets** and **capture operational requirements**, allowing the job holder better propose financial plans and budgets for the department.
	Manage staff professional and career development and review new technology applications to spur innovation in customer experience		• **HR Management Systems (HRMS) track staff performance and learning needs**, enabling the job holder to identify developmental gaps and better structure plans to support team members' professional and career development. The job holder is still required to provide feedback and coaching to subordinates to manage their development.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Environmental Sustainability Management
Infographics and Data Visualisation*	Placemaking for Hospitality **(NEW)**	Stakeholder Management*
Succession Planning*	Technology Scanning*	Website Performance Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Digital Fluency
Global Perspective	Influence	Transdisciplinary Thinking

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- Skills denoted as **(NEW)** are future skills not currently captured by SFws.
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Trends impacting this role

Competitive Landscape	Guest Preferences		
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Marketing Communications Manager / Digital Marketing Manager / Public Relations Manager / Assistant Marketing Communications Manager / Assistant Digital Marketing Manager / Assistant Public Relations Manager **manages the execution** of the organisation's **branding and marketing efforts** across **traditional and new media platforms** to create **positive customer engagement**. He/She enhances the **property's brand reputation** and **brand image consistency** across all marketing channels and liaises with key stakeholders to develop marketing strategies and plans, leveraging on market research and analyses to **identify marketing opportunities**, **target markets and marketing channels**.	**Moving forward,** the job holder will still be required to manage the execution of the organisation's branding and marketing efforts across platforms to enhance brand image and create positive customer engagement. **Data analytics capabilities** will be necessary for the job holder to **interpret data** and **design effective marketing campaigns** to **better engage customers across different platforms**. While technologies may inform decision-making, **technical expertise** and **business acumen** remain critical to this role. **People and stakeholder management** skills will also be vital for the job holder to **effectively manage his/her team** and liaise with relevant internal and external stakeholders.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage brand equity	Develop market research parameters to identify market awareness and brand association		• Develop market research parameters to identify market awareness and brand association.
	Develop strategies and communication plans to enhance brand reputation and manage the design and performance of organisation's website and digital platforms to ensure brand consistency		• Develop strategies and communication plans to enhance brand reputation and manage the design and performance of organisation's website and digital platforms to ensure brand consistency.
Develop marketing strategies	Develop and review market research plans and findings to support the development of marketing strategies and manage actions to mitigate reputation risk exposure based on business impact analyses		• **Marketing analytics and visualisation tools** provide **insights on market trends and dynamics**, however human intervention is required to review and evaluate research findings to inform the development of marketing strategies and plans in alignment to business priorities. • **Marketing analytics and brand monitoring tools track traditional media and social media outlets** as well as **internal data sources** and **identify emerging threats**, allowing the job holder to propose solutions to mitigate reputation risk.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop marketing strategies	Review potential target markets for market segmentation and propose marketing channels to reach target customers and market segments	• **Marketing analytics and visualisation tools** provide **insights on market channel performance**, allowing the job holder to analyse and propose appropriate marketing channels to effectively engage target customers and new market segments. Human judgement, expertise and technical knowledge remain critical in this role.
	Develop strategies to utilise online platforms for marketing and public relations and to increase e-commerce traffic and brand's presence and formulate data-driven commercial insights to support the development of marketing plans	• **Marketing analytics and visualisation tools** provide **insights on channel performances across websites, digital and social media platforms**, allowing the job holder to develop robust strategies to increase e-commerce traffic and brand's presence. While this will inform decision-making, technical expertise and business acumen remain critical for this job role. • **Marketing analytics and visualisation tools** provide **insights on marketing trends and business growth**, allowing the job holder to develop targeted marketing strategies to drive business growth. While this will augment decision-making, human judgement, technical expertise and business acumen remain critical for this job role.
Manage marketing campaigns and events	Develop and manage execution of design concepts for marketing campaigns, monitor product and distribution of marketing collaterals and review press releases and media kits for distribution to targeted media partners	• Develop and manage execution of design concepts for marketing campaigns, monitor product and distribution of marketing collaterals and review press releases and media kits for distribution to targeted media partners.
Manage marketing communications and public relations	Implement customer engagement strategies via social media and digital platforms and develop measures to improve future marketing campaigns based on identified areas of improvement	• **Marketing analytics and visualisation tools** provide **insights on customer engagement effectiveness over different platforms**, allowing the job holder to implement robust customer engagement strategies. • **Marketing analytics and visualisation tools** provide **insights on marketing campaign performance, trends and market dynamics**, allowing the job holder to better recommend potential solutions to drive sales targets and business growth.
Manage marketing communications and public relations	Support budget forecasting processes, manage financial budgets for the department and review marketing reports to monitor and report marketing achievements	• Support budget forecasting processes for the department. • **Enterprise Resource Planning (ERP) solutions** provide **visibility on budget utilisation and operating expenses**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets. • **Robotic Process Automation (RPA**) will **automate the reporting of marketing achievements**, freeing up the job holder to make recommendations.
	Provide coaching and guidance to improve staff work performance	• Provide coaching and guidance to improve staff work performance.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences		
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Infographics and Data Visualisation*
Placemaking for Hospitality **(NEW)**	Stakeholder Management*	Website Performance Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Digital Fluency
Global Perspective	Learning Agility	Transdisciplinary Thinking

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Trends impacting this role

Competitive Landscape	Guest Preferences		
Data Analytics	Robotics & Automation		

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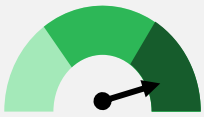


HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

Responsibilities of the role today

The Marketing Communications Executive / Digital Marketing Executive / Public Relations Executive provides **advertising, promotions and public relations support for various portfolios in the property**. He/She supports the compliance of corporate brand guidelines across marketing channels and departments**, conducts market profiling and analyses market findings** and marketing channels to support marketing strategies formulation. He **designs marketing content, develops collaterals** for marketing campaigns, executes marketing and media-related activities and events, and analyses the performance of marketing campaigns. He is also responsible for **coordinating customer engagement efforts** and **executing measures** to **enhance customer experience** across marketing platforms.

Responsibilities of the role in the future

Moving forward, the job holder will continue to support advertising, promotions and public relations for various portfolios in the property. Technology **will automate routine tasks** such as the **generation of reports**, freeing up the job holder to focus on proposing **data-backed recommendations** to **improve marketing plans**. The job holder must be adept at **interpreting data** to **develop brand image strategies** and recommendations and **analyse the performance of marketing channels**. In addition, the job holder will also need to **acquire competencies** in the area of **digital marketing, marketing and data analytics** in order to succeed in his or her role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage brand equity	Analyse market research findings on brand awareness and association and support the development of brand guidelines	• **Data analytics and visualisation tools analyse market research finding**s and **provide insights brand awareness and association**, allowing the job holder to make informed decisions in developing targeted strategies to improve brand awareness and association. • Support the development of brand guidelines according to overall brand image.
Develop marketing strategies	Analyse market research findings to support the development of marketing strategies and plans and perform analyses of reputation risk to determine business impact to organisation	• **Data analytics and visualisation tools analyse market research findings** and provide **insights to support the development of marketing strategies and plans**. • **Cloud-based online reputation management system** provides **automatic real-time reporting of reputation monitoring** to identify potential threats, allowing the job holder to develop mitigation plans to counter potential risks.
	Conduct market profiling to identify potential market segments and perform data analyses on the performance of marketing channels to support the development of marketing plans	• **Marketing analytics and visualisation tools** support the **analysis of market profiling**, allowing the job holder to better identify potential market segments to drive revenue. • **Marketing analytics and visualisation tools** provide **insights on the performance of marketing channels**, allowing the job holder to focus on making sense of prevalent trends and market movements to recommend solutions to improve performance.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage marketing campaigns and events	Design marketing content for traditional, digital and social media campaigns, execute production and distribution of marketing collaterals to enhance customer experience		• Design marketing content for traditional, digital and social media campaigns, execute production and distribution of marketing collaterals to enhance customer experience.
	Analyse performance of marketing campaigns and achievement of key performance indicators, and gather data to generate commercial insights to identify areas of improvement and support the development of marketing plans		• **Robotic Process Automation (RPA)** support the **collation of data from various channels**. **Data analytics and visualisation tools** will **provide insights on marketing trends and business growth**, allowing the job holder to propose recommendations to the development of marketing plans. • **Marketing analytics and visualisation tools** support the **analysis of marketing campaign performance against key performance indicators**, allowing job holders to better identify areas of improvement.
Manage marketing communications and public relations	Analyse media and market data to identify appropriate media options and key target audience, develop press releases and media kits and coordinate and collate responses for media queries		• **Data analytics and visualisation tools** will provide **real-time visibility and insights through data from website traffic, e-commerce and social media platforms**, allowing the job holder to optimise marketing objectives. • Develop press releases and media kits for distribution to targeted media partners. • Coordinate and collate responses for media queries.
	Coordinate customer engagement efforts via digital and social media platforms, monitor user opinions and follow up with appropriate actions		• Coordinate customer engagement efforts via digital and social media platforms. Human intervention is required for people and stakeholder management. • **Marketing analytics and visualisation tools track social media platforms for user opinions**, freeing up the job holder to develop appropriate responses and actions for complex and escalated issues.
Manage human resources, finance, report management and continuous improvement	Prepare marketing reports for tracking and analyses and categorise contact databases according to target market segments		• **Robotic Process Automation (RPA) automates the generation of standard marketing reports**, allowing the job holder to make recommendations. Some human judgement may still be required for oversight and managing quality of output. • **Robotic Process Automation (RPA) automates the categorisation of contact databases** according to target market segments. Some human judgement may still be required for oversight and managing quality of output.
	Report budget utilisation and spending		• **Robotic Process Automation (RPA) automates the tracking of budget utilisation and spending**, allowing the job holder to make recommendations on cost-saving measures. Some human judgement may still be required for oversight and managing quality of output.

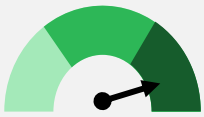
Redesign possibilities	
Horizontal stacking	• Stacked with *Marketing Communications Officer / Digital Marketing Officer / Sales and Marketing Officer* and enlarged to become **Marketing Communications / Digital Marketing / Sales and Marketing Specialist**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences		
Data Analytics	Robotics & Automation		

*In the next **1 – 3 years**…*



HIGH degree of change in tasks

The job will potentially require
EXTENSIVE JOB REDESIGN
Job role will likely be enlarged, reconfigured or enriched. As such, there will be a need to reskill job holders with new skills to maintain their employability.

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Consumer Intelligence Analysis*	Website Performance Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Creative Thinking	Learning Agility
Self Management	Transdisciplinary Thinking	

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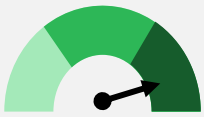
Trends impacting this role

Competitive Landscape	Guest Preferences	Technological Disruption	
AI	Data Analytics	Robotics & Automation	

*In the next **1 – 3 years**...*



HIGH degree of change in tasks

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

Responsibilities of the role today	Responsibilities of the role in the future
The Marketing Communications Officer / Digital Marketing Officer / Sales and Marketing Officer **supports the development and implementation** of **marketing plans** to **increase property brand awareness** and works closely across all departments for planned promotions and activities. He/She **ensures brand guidelines** are being adhered to in all marketing channels to maintain the property's brand image and **conducts research on brand awareness**, **market trends** and consumer landscape to support the development of branding and marketing strategies. He also **tracks data on performance** of **marketing campaigns** and marketing channels.	**Moving forward,** the job holder will continue to support the development and implementation of marketing plans. Technology will **automate manual and repetitive tasks**, freeing the job holder to perform **higher value-added tasks** such as proposing solutions to **improve marketing strategy and operations**. The job holder will also need to acquire **basic digital competencies** in order to **interpret and make sense of sales performance data** to **inform decision-making** and the **development of targeted marketing campaigns**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop marketing strategies	Conduct market research on brand awareness and association	• Conduct market research on brand awareness and association.
	Conduct research on market trends and customer profiles, track social media for trends in user opinions and collate data on the performance of marketing channels	• Data visualisation and interpretation techniques will aid the job holder to make informed decisions in deriving targeted marketing strategies to improve sales. • **Robotic Process Automation (RPA) automates collation of marketing channel performance data**, thus eliminating the need for this role to perform manual administrative tasks.
Manage marketing communications and public relations	Assist in the coordination of customer engagement efforts via digital and social media platforms and collate information needed for press release and media kits	• Assist in the coordination of customer engagement efforts via digital and social media platforms and collate information needed for press release and media kits.
Manage human resources, finance, report management and continuous improvement	Generate marketing reports for management reporting and maintain contact databases and inventory control of marketing collaterals	• **Robotic Process Automation (RPA) automates the generation of marketing reports for management reporting**, freeing up the job holder to make recommendations. • **Robotic Process Automation (RPA) automates the input of contacts** and ensure that contact databases are kept up-to-date. • Some human judgement may still be required for oversight and managing quality of output.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage marketing campaigns and events	Assist to produce marketing content for traditional, digital and social media platforms and conduct pre-campaign testing for campaign effectiveness evaluation	• Assist to produce marketing content for traditional, digital and social media platforms according to design concepts and ideas. • **Data analytics and visualisation tools** provide **insights on campaign effectiveness**, allowing the job holder to pinpoint sales conversions and review campaign content in alignment to desired response.
	Collate content for the development of collaterals, coordinate logistics for marketing campaigns and media-related activities and distribution of collaterals	• Collate content for the development of collaterals, coordinate logistics for marketing campaigns and media-related activities and distribution of collaterals.
	Track performance of marketing campaigns across traditional, digital and social media platforms and achievement of key performance indicators and monitor media and market data to identify media options and target audiences	• **Marketing analytics tools** will **track and provide real-time visibility on the performance of marketing campaign across different platforms and achievement of key performance indicators**, freeing up the the job holder to propose targeted solutions to improve achievement of key performance indicators. • **Marketing analytics tools** will also **track media and market data in real time**, allowing the job holder to better identify media options and target audiences for communication.
	Track customer experience across platforms and customer touch points and track social media for trends in user opinions	• **Artificial Intelligence (AI)-enabled sentiment analysis software track customer sentiments and feedback across digital and social media platforms and customer touch points**. The job holder will still be required to gather direct customer feedback from traditional channels.

Redesign possibilities	
Horizontal stacking	• Stacked with *Marketing Communications Executive / Digital Marketing Executive / Public Relations Executive* and enlarged to become **Marketing Communications / Digital Marketing / Sales and Marketing Specialist**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Technological Disruption	
AI	Data Analytics	Robotics & Automation	

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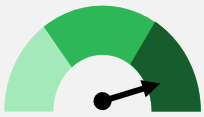

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Additional Critical Core Skills (CCSs)		
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Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

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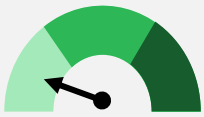


LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Business Development Director assumes overall responsibility for **leading all business development efforts** within the organisation, including the **development** and **implementation** of **business development strategies** and activities. Through expansion of current businesses and exploration of new markets and opportunities, he/she **spearheads business growth** for the organisation. He also leads business development activities through **cross-function collaborations**. Through partnerships, Joint Ventures (JV) and Mergers and Acquisitions (M&A), he endeavours to **grow and expand the market share** of the organisation.

Responsibilities of the role in the future

Moving forward, the job holder will continue to drive business development efforts within the organisation. Technology will provide insights on **market performance and trends**, enabling the job holder to **better identify business opportunities and partnerships**. As such, **data analytics capabilities** will be crucial for the job holder to **interpret business data**. As this role is **highly strategic in nature, human judgement, domain knowledge** and **stakeholder management skills** will continue to be of importance.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop business development strategies	Review and communicate business development strategies to ensure alignment with overall corporate strategies	• Review and communicate business development strategies to ensure alignment with overall corporate strategies.
	Define research scope and objectives to understand business environment, review emerging trends and threats to identify potential revenue streams and evaluate business opportunities using analytical tools	• **Data analytics and visualiation tools** provide **insights on market performance and trends**. The job holder will need to be familiar with data storytelling and visualisation techniques to make sense of the trends and propose appropriate improvements to expansion plans to drive business growth. • **Data analytics and visualisation tools** support **cost-benefit, competitive and feasibility analysis on potential business opportunities**, enabling the job holder to glean insights and better propose recommendations in line with business priorities.
	Lead relationship building with industry players, evaluate strategies for business opportunities and partnerships	• Lead relationship building with industry players, evaluate strategies for business opportunities and partnerships.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Grow current businesses	Develop existing market expansion and resource management plans, formalise business agreements with identified partners, suppliers and vendors and lead identification of opportunities to enhance current products and services		• Develop existing market expansion and resource management plans, formalise business agreements with identified partners, suppliers and vendors and lead identification of opportunities to enhance current products and services.
	Lead delivery of solutions to clients' needs and lead monitoring of targets and goals with internal stakeholders		• Lead delivery of solutions to clients' needs and lead monitoring of targets and goals with internal stakeholders.
Explore businesses outside of current portfolio	Develop new market entry and resource management plans, evaluate new businesses and regional relationships to increase market share and adapt existing products and services for new markets and new business opportunities		• **Data analytics and visualisation tools** support the **formulation of strategies to increase market share through partnerships, M&A and JV**. However, strategic thinking, business acumen and personal influence skills remain critical for commercialising new opportunities and business development. • **Data analytics and visualisation tools** support **cost-benefit, competitive and feasibility analysis on potential business opportunities**, enabling the job holder to glean insights and better propose recommendations in line with business priorities.
Lead continuous improvement of business development opportunities	Lead improvements to new market and market expansion plans based on data-driven insights		• Lead improvements to new market and market expansion plans based on data-driven insights.
Support human resource, technology and/or finance operations	Lead department's financial budgeting process to acquire funds for department's activities and oversee department's financial budget utilisation		• Lead department's financial budgeting process to acquire funds for department's activities. • **Enterprise Resource Planning (ERP) solutions** provide **visibility on budget utilisation and operating expenses**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets.
	Manage subordinates' professional and career development and department's recruitment and retention efforts and drive productivity improvement to current workplace technology approaches		• **HR Management Systems (HRMS) track staff performance and learning needs**, enabling the job holder to identify developmental gaps and better structure plans to support team members' professional and career development. The job holder is still required to provide feedback and coaching to subordinates to manage their development. • Drive improvements to current workplace technology approaches to achieve higher productivity. • Manage and implement department's recruitment and retention efforts.

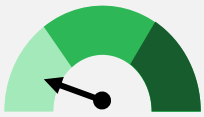
Redesign possibilities	
Horizontal stacking	• Stacked with *Director of Sales / Director of Catering/ Assistant Director of Sales / Assistant Director of Catering* and enlarged to become **Business Development Director / Director of Sales / Director of Catering/ Assistant Director of Sales / Assistant Director of Catering**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Tourism, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Business Needs Analysis*	Consumer Intelligence Analysis*
Environmental Sustainability Management	Infographics and Data Visualisation*	Placemaking for Hospitality **(NEW)**

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Influence		

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Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Business Development Manager is responsible for managing **business development strategy implementation**. He/She **implements market expansion** and **new market plans** for business growth. By engaging key internal stakeholders, he supports **cross-functional collaboration** for business development activities. He also performs data analysis on partnerships, Joint Ventures (JV) and Mergers and Acquisitions (M&A) to **expand the market share of the organisation**.	**Moving forward,** the job holder will still be responsible for managing business development strategy, developing a sales pipeline for the hotel, maintaining guest relationships, and sourcing for new business opportunities. The job holder must be **digitally savvy** and **possess data analytical capabilities**, **utilising technologies** to inform **better decision-making** on **operations** and **potential business opportunities**. The job holder will also be required to propose novel opportunities to capitalise on market trends to drive business growth.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Develop business development strategies	Develop and communicate business development strategies and implement existing market expansion and resource management plans	• Develop and communicate business development strategies and implement existing market expansion and resource management plans.
	Analyse research to identify emerging trends and threats, propose strategies for business opportunities and partnerships and perform cost-benefit, competitive and feasibility analysis on potential opportunities	• Analyse research to identify emerging trends, market movements and business threats. • Propose strategies to leverage relationships and network for business opportunities and partnerships. • **Data analytics and visualisation tools** support **cost-benefit, competitive and feasibility analysis on potential business opportunities**, enabling the job holder to glean insights and better propose recommendations in line with business priorities.
	Build relationships with industry players and engage with identified partners, suppliers and vendors according to market expansion plans	• Build relationships with industry players and engage with identified partners, suppliers and vendors according to market expansion plans.
Grow current businesses	Identify opportunities to enhance current products and services, deliver solutions to clients' needs and monitor achievement of targets and goals with internal stakeholders	• Identify opportunities to enhance current products and services, deliver solutions to clients' needs and monitor achievement of targets and goals with internal stakeholders.
Lead continuous improvement of business development opportunities	Revise new market and market expansion plans and recommend improvements to new market and market expansion plans based on data-driven insights	• Revise new market and market expansion plans based on feedback from key internal stakeholders. • **Data analytics and visualisation tools** provide **insights on market performance and trends**. The job holder will need to be familiar with data storytelling and visualisation techniques to make sense of the trends and propose appropriate improvements to expansion plans to drive business growth.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Explore businesses outside of current portfolio	Engage internal stakeholders to adapt existing products and services for new markets and new business opportunities and engage new target customer segments	• **Data analytics and visualisation tools** support **cost-benefit, competitive and feasibility analysis on potential business opportunities**, enabling the job holder to glean insights and better propose recommendations in line with business priorities. • Engage internal stakeholders to adapt existing products and services for new markets and new business opportunities and engage new target customer segments.
	Analyse new businesses and regional relationships to increase market share	• **Data analytics and visualisation tools** support the **formulation of strategies to increase market share through partnerships, M&A and JV**. However, strategic thinking, business acumen and personal influence skills remain critical for commercialising new opportunities and business development.
Support human resource, technology and/or finance operations	Manage financial budgets in accordance with departmental work plans and propose department's financial budgets for management approval	• **Enterprise Resource Planning (ERP) solutions and data analytics and visualisation tools** support the **analysis of past budgets and capture operational requirements**, allowing the job holder better formulate financial plans and budgets. • **Enterprise Resource Planning (ERP) solutions** provide **visibility on budget utilisation and operating expenses**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets.
	Provide on-the-job training to subordinates and implement department's recruitment and retention efforts and evaluate how current workplace technology approaches to raise productivity	• Provide on-the-job training to subordinates and implement department's recruitment and retention efforts and evaluate how current workplace technology approaches to raise productivity.

Redesign possibilities	
Horizontal stacking	• Stacked with *Sales Manager / Catering Sales Manager / Assistant Sales Manager / Assistant Catering Sales Manager* and enlarged to become **Business Development / Sales / Catering Manager**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

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Additional Technical Skills and Competencies (TSCs)		
Business Environment Analysis*	Business Needs Analysis*	Consumer Intelligence Analysis*
Data Analytics	Infographics and Data Visualisation*	Placemaking for Hospitality **(NEW)**

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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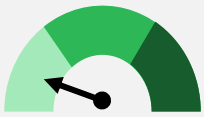
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Event Services Director assumes overall responsibility of all aspects of **client servicing**, ensuring the venue is ready to **support clients' requirements** and expectations, providing **alternative solutions** when necessary. He/She is responsible for **enhancing venue facilities** to meet evolving clients' needs.

Responsibilities of the role in the future

Moving forward, this role will continue to be responsible for all aspects of client servicing and ensuring the readiness of the event venue. Technology is likely to have a **limited impact on the role** as this **role is strategic in nature**. **Human judgement, stakeholder management and strategic thinking** will be required to propose **innovative event solutions** to support client needs. The job holder is required to stay abreast of leading trends and practices to **incorporate sustainable practices** into **organising and managing green events** for clients.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Coordinate event preparation activities	Review venue operational proposals to ensure adherence to clients' requirements and specifications and review venue set-up and tear-down plans	• Review venue operational proposals to ensure adherence to clients' requirements and specifications and review venue set-up and tear-down plans.
	Obtain endorsement of venue operational plans and contingencies from clients, drive mitigation steps to address venue operations' shortcomings	• Obtain endorsement of venue operational plans and contingencies from clients, drive mitigation steps to address venue operations' shortcomings.
Support event delivery	Oversee event execution by venue's internal stakeholders and vendors to ensure on-site operations run smoothly	• Oversee event execution by venue's internal stakeholders and vendors to ensure on-site operations run smoothly.
Manage post-event activities	Lead review of areas of improvement based on performance metrics and post-event feedback, and evaluate proposed improvements to processes for implementation	• Lead review of areas of improvement based on performance metrics and post-event feedback and evaluate proposed improvements to processes for implementation.
	Lead project closure sessions with clients, review payments and invoices, and oversee the reconciliation of event expenditure with event budget	• Lead project closure sessions with clients. • **Event Management Systems (EMS)** provide **visibility on payment and invoices**, allowing job holders to efficiently review and scan for errors. Human oversight is still required to check for errors and ensure accurate input of information. • Oversee the reconciliation of event expenditure with event budget.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Support human resource, technology and/or finance operations	Lead department's financial budgeting and oversee department's financial budget utilisation		• Lead department's financial budgeting and oversee department's financial budget utilisation.
	Lead effort to leverage on emerging technology to spur innovation in product and customer experience and drive improvement to achieve higher productivity		• Lead effort to leverage on emerging technology to spur innovation in product and customer experience and drive improvement to achieve higher productivity.
	Manage subordinates' professional and career development, and department's recruitment and retention efforts		• **Human Resource Management Systems (HRMS)** enables the job holder to have an **overview of staff performance and learning needs**, allowing the job holder to formulate targeted efforts to manage subordinates' professional and career development. • The job holder is expected to stay abreast of leading practices and approaches in talent recruitment and development, consulting with relevant stakeholders and partnering closely with Human Resources to incorporate this knowledge into recruitment and retention efforts. • The job holder will also need to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs while supporting business objectives.

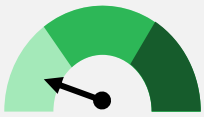
Redesign possibilities	
Horizontal stacking	• Stacked with *Director of Revenue Management* and *Director of Sales and Marketing* and enlarged to become **Commercial Director**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

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Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Data Analytics	Environmental Sustainability Management
Events Planning and Management^	Placemaking for Hospitality **(NEW)**	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Influence		

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Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Workforce Challenges
AR/VR	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Event Services Manager is responsible for clients' satisfaction with the events held at the venue. He/She is primarily responsible for **communicating clients' event requirements** and expectations to the venue operations department. He/She **works closely with the venue operations department** and vendors to ensure that events are carried out according to clients' requests and specifications.

Responsibilities of the role in the future

Moving forward, this role will continue to be responsible for ensuring the smooth delivery of client events. Technologies support and allow for a **more efficient planning process**, allowing the job holder to **prioritise higher-value added tasks** such as **guest interactions** and engagement. In addition, the job holder will need to be **familiar** with the **use of digital tools** and **analyse customer feedback** to **identify areas of improvement** for future events.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Coordinate event preparation activities	Develop final venue operational proposals based on clients' requirements and specifications, conduct quality inspections of vendor's equipment, products and services and facilities and operations and develop sustainable plans for venue set-up and tear-down	• Develop final venue operational proposals based on clients' requirements and specifications. • **Virtual Reality (VR) technologies** will enable **virtual walkthroughs and venue inspections for guests**, eliminating the need for physical on-site inspections and walkthroughs. While this allows for a more efficient event planning process at the initial stage, physical site inspections will be required upon event confirmation to ensure adherence to clients' requirements and specifications. • Conduct quality inspections of vendor's equipment, products and services and facilities and operations. • Develop sustainable plans for venue set-up and tear-down.
	Liaise with clients to seek endorsement of venue operational and contingency plans, recommend mitigation and manage clients' sentiments resulting from deviations from event plans	• Liaise with clients to seek endorsement of venue operational and contingency plans, recommend mitigation and manage clients' sentiments resulting from deviations from event plans.
Support event delivery	Facilitate communication between venue technical services personnel, vendors and clients to ensure smooth on-site operations	• Facilitate communication between venue technical services personnel, vendors and clients to ensure smooth on-site operations.
Manage post-event activities	Review improvements based on venue performance metrics and post-event feedback from participants, and propose areas of improvement to venue management and operations processes	• **Data analytics and visualisation tools** will support the **generation and analysis of insights based on post-event feedback from participants and stakeholders**, allowing the job holder to better identify areas for improvements.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage post-event activities	Conduct project closure sessions with clients and facilitate prompt handling of payments and invoice processing and reconcile event expenditure with event budget		• Conduct project closure sessions with clients. • **Enterprise Resource Planning (ERP) systems** will **automate payments and invoice processing**, freeing up the job holder to prioritise other post-event activities, such as the review of event performance and client feedback. • **Sales & Event Management Systems** automatically **consolidate and reconcile event expenditure to the event budget** and **alert the job holder on any deviations**. The job holder is freed up to resolve issues relating to event expenses and propose adjustments to spending.
Support human resource, technology and/or finance operations	Propose department's financial budgets for management approval and manage financial budgets		• **Enterprise Resource Planning Solutions, data analytics and visualisation tools** will support the **formulation of financial budgets by providing past budgets and operational needs**, allowing the job holder to formulate targeted financial plans and budgets.
	Evaluate how latest technology trends can be leveraged to spur innovation in product and customer experience and to raise productivity		• Evaluate how latest technology trends can be leveraged to spur innovation in product and customer experience and to raise productivity.
	Provide on-the-job training to subordinates and implement department's recruitment and retention efforts		• Provide on-the-job training to subordinates and implement department's recruitment and retention efforts.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Workforce Challenges
AR/VR	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

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In addition to the Skills and Competencies identified in the Skills Framework for Tourism, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Data Analytics	Events Planning and Management^
Infographics and Data Visualisation*	Placemaking for Hospitality **(NEW)**	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Learning Agility		

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Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Event Services Executive supports the **socialisation of clients' event venue needs** with the venue capability, capacity and features to **ascertain the feasibility** of the venues **in supporting events**. He/She understands clients' requirements and work with the venue operations department to **configure venue facilities** accordingly.

Responsibilities of the role in the future

Moving forward, this role will continue to support the daily operations of the event services in relation to clients' requirements. Technologies will **automate repetitive tasks**, such as the **generation of documentations for project closure** and **reporting of budget utilisation**. However, human intervention is still required to **oversee** and **review the quality of output**. The job holder is freed up to undertake **higher-value tasks** such as **liaising with guests and vendors**. **Communication** and **stakeholder management skills** remain critical in fostering collaboration between multiple stakeholders.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Coordinate event preparation activities	Work together and provide support to clients to understand their requirements and event specifications, develop draft venue operational proposals and source for venue-related logistics to support events	• Work together and provide support to clients to understand their requirements and event specifications, develop draft venue operational proposals and source for venue-related logistics to support events.
	Facilitate the discussion between stakeholders on event-related requirements, venue needs and the development of sustainable venue set-up and tear-down plans	• Facilitate the discussion between stakeholders on event-related requirements, venue needs and the development of sustainable venue set-up and tear-down plans.
Support event delivery	Coordinate communication and meetings between venue technical services personnel and client or client's representatives and/or vendors	• Coordinate communication and meetings between venue technical services personnel and client or client's representatives and/or vendors. The job holder will be required to carry out such communication and meetings in a hybrid manner and across various traditional and social media platforms.
	Ensure events are carried out to clients' satisfaction and expectations and initiate mitigation steps to address venue operations' shortcomings and escalate deviation from event plans	• Ensure events are carried out to clients' satisfaction and expectations and initiate mitigation steps to address venue operations' shortcomings and escalate deviation from event plans.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage post-event activities	Prepare documentations in support of project closure sessions and analyse venue performance metrics and post-event feedback from delegates and participants to determine areas of improvement for future events	• **Robotics Process Automation (RPA) automates the documentation required for project closure**. • **Data analytics and visualisation** support the **analysis of venue performance metrics and post-event feedback** to determine areas of improvement for future events. While technologies may assist the job holder in performing the task, human judgement is required for oversight and ensuring the quality of output.
	Prepare documentations in support of project closure sessions and coordinate with office administration on clients' invoicing and payment and compile events' expense information	• **Robotics Process Automation (RPA) automates project closure documents**. • **Sales & Event Management Systems** automatically **collates and compiles events expense information** for invoicing and payment action items to office administration, minimising the need for manual coordination. Some human intervention is required to oversee and review the quality of output. This allows the job holder to prioritise other post-event activities, such as the review of event performance and client feedback.
Support human resource, technology and/or finance operations	Report budget utilisation and spending against department key performance indicators	• **Enterprise Resource Planning (ERP) systems** will provide **visibility on budget utilisation and spending against department key performance indicators**, freeing up time for the job holder to prioritise other aspects of event delivery.
	Conduct research on market trends in relevant technology applications to improve productivity and innovation, and provide feedback on usage of workplace technology	• Conduct research on market trends in relevant technology applications to improve productivity, innovation and provide feedback on usage of workplace technology.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

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Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Events Planning and Management^	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

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Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Enterprise Systems	Robotics & Automation		

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

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Responsibilities of the role today

The Assistant Event Services Executive supports the Event Services department in **communicating and collaborating** with the **venue operations department**. He/She is responsible for **detailing key points** requiring the venue operations department's attention.

Responsibilities of the role in the future

Moving forward, this role will still be responsible for supporting daily operations in the department. As technologies increasingly **automate repetitive and manual tasks in this role**, the job holder will need to be adept in the **utilisation and handling of technologies** to improve task efficiency and to remain relevant in this role. He/She may need to be **reskilled to take on higher value-added tasks** such as **client** and **vendor management**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Coordinate event preparation activities	Organise clients' requirements and specifications, prepare documentation for development of venue operational proposals and communicate with technical services department and vendors to source for venue-related logistics to support events	• Organise clients' requirements and specifications. • **Robotics Process Automation (RPA) automates documentation of venue operations proposals**, allowing the job holder to focus on higher-value tasks such as liaising with clients and vendors. Human judgement may still be required in managing the quality of output. • Communicate with technical services department and vendors to source for venue-related logistics to support events.
	Prepare fact sheet and documentation for venue-related enquires and sustainable venue set-up and tear-down plans respectively	• Prepare fact sheet and documentation for venue-related enquires and sustainable venue set-up and tear-down plans respectively.
Support event delivery	Identify venue operation shortcomings and support venue internal stakeholders to resolve operational issues during events	• Identify venue operation shortcomings and support venue internal stakeholders to resolve operational issues during events.
Manage post-event activities	Consolidate venue performance metrics and post-event feedback from participants and compile the feedback and information on the industry best practices for venue management	• **Sales & Event Management Systems track venue performance metrics** while **Robotic Process Automation (RPA) automates the consolidation of post-event feedback from clients**, freeing up the job holder to analyse the feedback and propose improvements to the event experience. The job holder may still be required to collect and document ad-hoc and in-person feedback. • Compile the feedback and information on the industry best practices for venue management.
Support human resource, technology and/or finance operations	Assist in research on market trends in relevant technology applications to improve productivity and innovation and provide feedback on the usage of workplace technology	• Assist in research on market trends in relevant technology applications to improve productivity and innovation and provide feedback on the usage of workplace technology.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Support human resource, technology and/or finance operations	Assist in research on market trends in relevant technology applications to improve productivity and innovation and provide feedback on the usage of workplace technology		• Assist in research on market trends in relevant technology applications to improve productivity and innovation and provide feedback on the usage of workplace technology.
	Maintain records of departmental spending and budget utilisation for periodic reviews		• **Enterprise Resource Planning (ERP) systems** will be used to **maintain electronic records of departmental spending and budget utilisation**, allowing the job holder to quickly identify budget deviations. However, the job holder will still be required to verify the accuracy of records. At times, the job holder may also be required to manually update records of spending.

Redesign possibilities	
Horizontal stacking	• Stacked with *Sales Coordinator / Catering Sales Coordinator* and enlarged to become **Sales / Catering / Events Associate**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Enterprise Systems	Robotics & Automation		

*In the next **1 - 3 years**....*

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Additional Critical Core Skills (CCSs)		
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Self Management		

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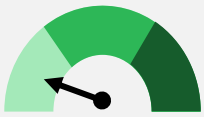
Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Venue Operations Director assumes overall responsibility for the **management of venue operations**. He/She ensures that venue operations **fully support the event plans** and the **safety and security** of the event participants at the venue. He is accountable for **annual budget and expenditure**, and **resource acquisition** and allocation pertaining to **venue maintenance**. He provides accurate business and financial forecasts, closely monitors expenses and achieves cost-saving.

Responsibilities of the role in the future

Moving forward, this role will continue to oversee the management of venue operations. Technology is likely to have a **limited impact on the role** as it remains largely strategic in nature. However, the job holder is required to **keep abreast of leading practices**, such as the **organisation of green meetings** and conferences to drive the creation of **sustainable events**. He/She needs to be adept in **stakeholder management**, **people management and interpersonal skills** to **foster collaborations** between internal and external stakeholders and **drive placemaking efforts** for the hotel.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain venue facilities	Review venue facilities inspection protocols periodically and oversee facility management operations, processes and procedures	• Review venue facilities inspection protocols periodically and oversee facility management operations, processes and procedures.
	Lead review of improvements of venues for implementation, execution of improvements of venues and venue standard operating procedure handbooks	• Lead review of improvements of venues for implementation, execution of improvements of venues and venue standard operating procedure handbooks. • **Lead placemaking strategies** in collaboration with the relevant commercial teams and external stakeholders to **drive growth for the organisation**.
	Oversee venue security operations, processes and procedures, venue engineering services, sustainability measures	• Oversee venue security operations, processes and procedures, venue engineering services, sustainability measures.
Drive safety and security of events	Review safety and security management and crowd control and evaluations plans to ensure currency and efficacy ensure event participants' safety	• Review safety and security management and crowd control and evaluations plans to ensure currency and efficacy ensure event participants' safety.
Deliver event venue support	Review the processes to ensure efficient and sustainable set-up and tear-down of event-related structures and collaborate with vendors to ensure event-related venue logistics have been catered for	• Review the processes to ensure efficient and sustainable set-up and tear-down of event-related structures and collaborate with vendors to ensure event-related venue logistics have been catered for. • Keep abreast of **leading sustainability trends** in the industry and **incorporate sustainable practices** into current work processes to **drive green and sustainable events**.
Support human resource, technology and/or finance operations	Lead department's financial budgeting process and oversee department financial budget utilisation	• Lead department's financial budgeting process and oversee department financial budget utilisation.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Support human resource, technology and/or finance operations	Lead effort to leverage on emerging technologies to spur innovation in product and customer experience and drive improvement to achieve higher productivity		• Lead efforts to leverage on emerging technologies to spur innovation in product and customer experience and drive improvement to achieve higher productivity.
	Manage subordinates' professional and career development		• Manage subordinates' professional and career development. • The job holder will also need to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs while supporting business objectives.

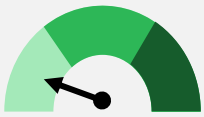
Redesign possibilities	
Horizontal stacking	• Stacked with *Maintenance and Operations Director* and enlarged to become **Facilities Director**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Tourism, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Environmental Sustainability Management	Placemaking for Hospitality **(NEW)**	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Influence		

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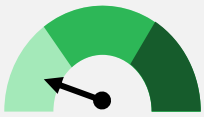
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Workforce Challenges
AI	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Venue Operations Manager is responsible for **overseeing the running of venue operations**, including the **logistics requirements**. He/She works closely with event services department to **ensure client requirements** are **fulfilled in compliance to local health and safety standards**. He reviews event plans to ensure **generation of maximum yield** for the organisation.

Responsibilities of the role in the future

Moving forward, this role will continue to oversee the running of venue operations. The job holder is required to utilise technologies to **assist with daily operations**, such as **forecasting guest turnout** to **formulate appropriate evacuation plans** and **analysing past financial budgets**. The job holder will be required to be skilled in **stakeholder management, people management and leadership** to coordinate with various stakeholders and manage the team's performance.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain venue facilities	Develop venue facilities inspection protocols and review recommendations for improvements of venue operations and adherence to venue standard operating procedure handbooks	• Develop venue facilities inspection protocols and review recommendations for improvements of venue operations and adherence to venue standard operating procedure handbooks.
	Review maintenance activities and maintenance logs to ensure optimal venue performance and enforce follow-up actions to remedy defects	• Review maintenance activities and maintenance logs to ensure optimal venue performance and enforce follow-up actions to remedy defects.
Drive safety and security of events	Develop safety and security management and crowd control and evacuation plans with event organisers and review incident reports and recommendations on areas of improvement for safety and security measures	• **AI-enabled Sales & Event Management Systems forecast the volume of guests attending certain events** to inform crowd-control measures and evacuation plans. • Review incident reports and recommendations on areas of improvement for safety and security measures.
Deliver event venue support	Manage takeover and handover of venues and establish processes to ensure efficient and sustainable set-up and tear-down of event-related structures and manage vendors to ensure event related venue logistics have been catered for	• Manage takeover and handover of venues and establish processes to ensure efficient and sustainable set-up and tear-down of event-related structures and manage vendors to ensure event related venue logistics have been catered for.

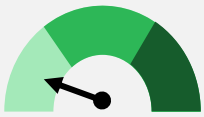
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Support human resource, technology and/or finance operations	Propose and manage department's financial budgets for management approval		• **Enterprise Resource Planning solutions, data analytics and visualisation tools** support the **proposal and analysis of past budgets** and **capture operational requirements**, allowing the job holder to better formulate and ensure adherence to planned budgets and financial forecasts.
	Evaluate how latest technology trends and technology can be leveraged to spur innovation in product and raise productivity		• Evaluate how latest technology trends and technology can be leveraged to spur innovation in product and raise productivity.
	Provide on-the-job training to subordinates and implement department's recruitment and retention efforts		• Provide on-the-job training to subordinates and implement department's recruitment and retention efforts. • The job holder will also need to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs while supporting business objectives.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	Workforce Challenges
AI	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Tourism, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Data Analytics	Infographics and Data Visualisation*
Placemaking for Hospitality **(NEW)**		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Global Perspective
Learning Agility		

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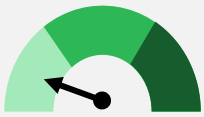
Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Venue Operations Executive is responsible to **oversee all on-site details** related to the events held at the venue. He/She is the **main liaison with vendors** and works closely with them and internal stakeholders to **ensure client requirements are met in a timely manner** and in accordance with the agreed budget. He provides regular progress updates to the clients and follow-up on action items.

Responsibilities of the role in the future

Moving forward, the job holder remains integral in supporting the daily operations of the department and acts as the main liaison between vendors and internal stakeholders. Technology will **automate certain repetitive tasks**, allowing the job holder to **focus on higher-value tasks** such as **liaising with vendors and clients**. However, the job holder is still required to **oversee the quality of technological output**. The job holder must be adept at **utilising digital tools** and **possess strong communication skills** to excel in the role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain venue facilities	Ensure that the venue is fully operational and ready to host events, and ensure compliance with venue facilities inspection protocols and venue standard operating procedure handbooks	• Ensure that the venue is fully operational and ready to host events and ensure compliance with venue facilities inspection protocols and venue standard operating procedure handbooks.
	Execute venue repair operations and other maintenance activities to correct identified failures in routine inspections, and review status reports of venue conditions to recommend follow-up actions	• Execute venue repair operations and other maintenance activities to correct identified failures in routine inspections, and review status reports of venue conditions to recommend follow-up actions.
	Collaborate with facility management to execute maintenance activities	• Collaborate with facility management to execute maintenance activities.
	Develop recommendations for improvements of venue operations based on clients' feedback and execute improvements of venue in conjunction with technical services department	• **Data analytics and visualisation tools** will provide **insights on clients' feedback**, allowing the job holder to better identify areas for improvement. • Human judgement, technical expertise and knowledge remain critical in prioritising areas for improvement. • Execute improvements of venue in conjunction with technical services department.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Drive safety and security of events	Collaborate with security department to implement venue security measures, execute crowd control and evacuation plans and analyse incident reports to recommend areas of improvement		• Collaborate with security department to implement venue security measures, execute crowd control and evacuation plans and analyse incident reports to recommend areas of improvement.
Deliver event venue support	Ensure event-related venue logistics and technical needs have been catered for, perform pre-event and post-event site inspection and supervise vendors to ensure proper set-up and tear-down of event-related structures		• Ensure event-related venue logistics and technical needs have been catered for, perform pre-event and post-event site inspection and supervise vendors to ensure proper set-up and tear-down of event-related structures.
Support human resource, technology and/or finance operations	Report budget utilisation and spending and conduct research and provide feedback on market trends in relevant technology applications to improve productivity and innovation		• **Robotic Process Automation (RPA) automates the generation of budget utilisation and spending reports**. Some human judgement may still be required for oversight and managing the quality of output. • Conduct research and provide feedback on market trends in relevant technology applications to improve productivity and innovation.

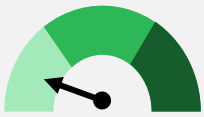
Redesign possibilities	
Vertical stacking	• Stacked with *Assistant Venue Operations Executive* and enlarged to become **Venue Operations Specialist**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Data Analytics	Enterprise Systems	Robotics & Automation	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Tourism, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Infographics and Data Visualisation*	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

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Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Assistant Venue Operations Executive **supports the operations of the venue**. He/She **interacts with vendors and clients** and **coordinate the movement of logistics** to ensure timely and smooth set-up and tear-down. He **provides administrative support** to the department, on-site coordination and site inspection before, during and after the events.	**Moving forward,** the role will remain responsible for supporting the daily operations of the department. Technologies will increasingly **automate repetitive and manual tasks** in this role such as the generation of reports and remote monitoring of facilities. The job holder will need to remain **adept at utilising and handling technologies** to improve operational efficiency. In some instances, the job holder will need to be **reskilled** to take on **higher-value tasks** such as **vendor and client management**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain venue facilities	Prepare documentation of venue facilities inspection protocols, conduct routine inspections, support accurate logging and status reports of maintenance issues and venue conditions	• **Robotics Process Automation (RPA) automates the documentation of venue facilities inspection protocols** and **supports the accurate logging of status reports of existing venue conditions and issues**. Some human judgement may still be required for oversight, managing quality of output and documentation of exceptional cases • A **combination of smart cameras and Internet of Things (IoT) sensors** installed around the venue enables **real-time and remote monitoring of the facility**. The job holder will still be required to perform in-person inspections when necessary.
	Consolidate clients' feedback on venue operations, support execution of improvements of venue and perform the administrative task to update the venue standard operating procedure handbooks	• **Robotic Process Automation (RPA) automates the consolidation of feedback from clients**, freeing up the job holder to support the execution of improvements and to perform administrative tasks. The job holder may still be required to collect and document ad-hoc and in-person feedback. • Perform the administrative task to update the venue standard operating procedure handbooks.
Drive safety and security of events	Support execution of crowd control and evacuation plans, conduct safety and security briefings and work with the security department on implementation of venue security measures and prepare incident reports	• Support execution of crowd control and evacuation plans, conduct safety and security briefings and work with the security department on implementation of venue security measures and prepare incident reports.
Deliver event venue support	Support pre-event and post-event site inspection for handover of venue, ensure proper set-up and tear-down of event related structures and work together with technical services department to ensure event technical needs are met	• Support pre-event and post-event site inspection for handover of venue, ensure proper set-up and tear-down of event related structures and work together with technical services department to ensure event technical needs are met.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Support human resource, technology and/or finance operations	Maintain records of departmental spending and budget utilisation for periodic reviews and assist in research on market trends in relevant technology applications to improve productivity and innovation	• **Enterprise Resource Planning (ERP) solutions** will be used to **maintain records of departmental spending and budget utilisation**, allowing the job holder to identify and escalate any deviations from the planned budget. This allows the job holder to focus on researching relevant technology applications to improve productivity and innovation. • Assist in research on market trends in relevant technology applications to improve productivity and innovation.

Redesign possibilities	
Vertical stacking	• Stacked with *Venue Operations Executive* to become **Venue Operations Specialist**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	COVID-19	Shift in Ops Models	
Enterprise Systems	IoT	Robotics & Automation	

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Tourism, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Internet of Things Management*	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

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- Skills not marked are available in SFw Hotel and Accommodation Service (HAS) but are not currently tagged to certain existing job roles within the function..

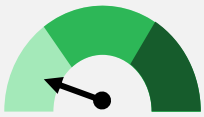
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Group Beverage Manager is responsible **for connecting the beverage team** with **other front-of-house operations** and **oversees operations of all outlets**. He/She needs to ensure **smooth and profitable operations** by constantly **reviewing operational budgets** and **modifying work processes** in accordance with continuous improvement objectives. He monitors the adherence of customer services standards and outlines the organisation's service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Moving forward, this role remains critical in synergising beverage operations with other front-of-house operations. Technologies will be utilised to **augment decision-making** and better inform the job holder on **proposing appropriate recommendations** to **drive profitability** for outlets. The job holder is also required to **keep abreast of leading practices** and **emerging technologies** to **enhance existing work processes** to **improve productivity**. Lastly, **stakeholder and people management skills** are required to foster collaborations between both internal and external stakeholders to drive the alignment of business objectives and priorities.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage food and beverage operations	Review staff roster to ensure adequate manpower across teams, review strategies to achieve sales targets across teams and review the new beverage recipes for inclusion in new menu		• Review staff roster to ensure adequate manpower across teams, review strategies to achieve sales targets across teams and review the new beverage recipes for inclusion in new menu.
	Review operational budgets across teams and proposed purchases across teams		• Review operational budgets across teams. • **Enterprise Resource Planning (ERP) solutions and data analytics and visualisation tools** support the **tracking and analysis of food costs, recipe costs, and table sales**, allowing the job holder to better review and determine proposed purchases across outlets.
	Deploy business continuity and crisis management across the outlets		• Deploy business continuity and crisis management across the outlets.
	Build relationships and network for business opportunities and partnerships		• Build relationships and network for business opportunities and partnerships.
	Review teams' learning and career development initiatives to align organisation's learning agenda and interview new staff		• Review teams' learning and career development initiatives to align organisation's learning agenda and interview new staff.
Monitor customer experience standards	Evaluate the effectiveness of service recovery strategies to improve customer service delivery and impact of customer loyalty strategies to ascertain its effectiveness		• Evaluate the effectiveness of service recovery strategies. • **Data analysis and visualisation tools** support the **analysis of sales performance against customer loyalty strategies** and **provide visibility on the performance of these strategies**, allowing the job holder to better understand strategies' effectiveness and identify areas for improvement.

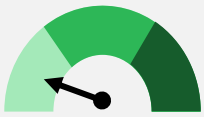
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Review continuous improvement activities	Modify existing work processes and procedures in accordance with process improvement reviews and review continuous improvement activities to assess effectiveness		• Modify existing work processes and procedures in accordance with process improvement reviews and review continuous improvement activities to assess effectiveness.
NEW	Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines		• Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Digital Marketing	Environmental Sustainability Management
Environmental Protection Management*	Infographics and Data Visualisation*	Social Media Marketing
Succession Planning*		

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Global Perspective		

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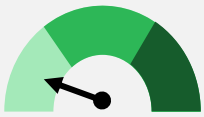
Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Head Barista is responsible for **the overall profitability** and the **end-to-end operations** of the outlet. He/She works closely with the team to **monitor preparation of beverages** and **manage the operational needs** of the outlet. He recommends initiatives to **boost customer experience** and plans activities for **continuous improvement** within the team. He also monitors the teams' compliance to service, food hygiene, health and safety standards.	**Moving forward**, the job holder will continue to be responsible for the overall profitability and end-to-end operations of the outlet. Technologies will be **utilised to enhance operational efficiency** and **allow better tracking** and **management of inventory**. The job holder will need to **keep abreast of trends** and **guest preferences** and **tailor the restaurant's service offerings** accordingly to cater to guests' needs. **Stakeholder management**, **people management and interpersonal skills** remain critical to this role in order to deliver a memorable experience to guests.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage food and beverage operations	Review staff roster to ensure adequate manpower for the team, monitor opening, operating, and closing of shifts for the outlet and preparation of coffee-based beverages and teas	• Review staff roster to ensure adequate manpower for the team, monitor opening, operating, and closing of shifts for the outlet and preparation of coffee-based beverages and teas.
	Analyse inventory levels to propose purchases for the team and create new beverage recipes based on customers' profiles and beverage preferences	• **Inventory Management Systems (IMS) monitor inventory levels** and **alerts the job holder when supplies and ingredients require restocking**. Some human judgement may still be required to prioritise or adjust purchases according to operational needs. • Create new beverage recipes based on customers' profiles and beverage preferences.
	Coordinate crisis response and recovery activities in accordance with business continuity policies	• Coordinate crisis response and recovery activities in accordance with business continuity policies.
	Translate team members' skill requirements into learning and development plans and interview new staff	• **HR Management Systems (HRMS) track workforce capabilities, staff performance and learning needs**, enabling the job holder to identify manpower and developmental gaps, and better structure learning plans and opportunities to enhance staff work performance. • Interview new staff.
Manage customer experience	Analyse current customers' profiles and beverage preferences to provide targeted recommendations and develop customer loyalty strategies to achieve sales targets	• Analyse current customers' profiles and beverage preferences to provide targeted recommendations and develop customer loyalty strategies to achieve sales targets.

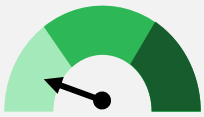
Critical Work Function	Job tasks today	Job tasks within the next 3 years
Guide continuous improvement activities	Review existing work processes and procedures in accordance with process improvement reviews and propose to management on the initiatives for continuous improvement within the team	• **Data analytics and visualisation tools** may support the **analysis of operational data to better understand the performance of work processes and procedures**. The job holder is still required to exercise professional judgement and technical expertise in identifying opportunities for innovation, improved work practices and utilisation of emerging technology. • Propose to management the initiatives for continuous improvement within the team.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Environmental Sustainability Management	

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility	Problem Solving	

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Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Barista Supervisor is responsible for **guiding the preparation of beverages** according to organisation's recipes and procedures. He/She prepares and recommends customised non-standard beverages. He **maintains high standards** for **customer experience** by continuously inspecting the adherence of customer service standards. He guides staff on **daily operational tasks** by **planning the staff schedule and implements activities for continuous improvement**. He also leads the compliance of service, food hygiene, health and safety standards.	**Moving forward,** this role will continue to guide the preparation of beverages according to guests' requirements. Technologies can be utilised to **track inventory levels** and **undertake data collection** for **process improvements**, freeing up the job holder to prioritise other tasks such as **interacting with guests** and **coaching team members**. In addition, the job holder will be required to be skilled in areas such as **data analytics and interpretation** to propose **appropriate solutions to improve service delivery**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Monitor beverage orders and preparation	Guide staff in the preparation of coffee-based beverages and teas, maintenance of drinkware and beverage equipment and operating technology and tools	• Guide staff in the preparation of coffee-based beverages and teas, maintenance of drinkware and beverage equipment and operating technology and tools.
Maintain customer experience	Guide staff in management of customers' queries and recommendations, interact with customers to assess satisfaction levels and monitor the execution of initiatives under customer loyalty strategies	• Guide staff in management of customers' queries and recommendations, interact with customers to assess satisfaction levels and monitor the execution of initiatives under customer loyalty strategies.
Contribute to continuous improvement	Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures and implement continuous improvement activities within the team	• The job holder will be required to amalgamate various sources of operations data relating to the availability of manpower resources, table performance, service lead times, as well as customer feedback in support of process improvement reviews to determine the effectiveness of work processes and procedures. • **Data analytics and visualisation tools** may support the **analysis of operational data** to **better understand the performance of work processes and procedures**. • Implement continuous improvement activities within the team.
Execute food and beverage operations	Monitor inventory level to ensure consistent supplies and provide recommendations in the development of new recipes to renew menus	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when inventory levels are low**. This improves the accuracy of inventory tracking and frees up the job holder to prioritise other day-to-day tasks, such as serving customers and coaching team members. Providing recommendations in the development of new recipes to renew menus.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Execute food and beverage operations	Assist in coordination of crisis response and recovery activities in accordance with business continuity policies		• Assist in coordination of crisis response and recovery activities in accordance with business continuity policies.
	Plan staff scheduling, conduct daily reconciliation of sales and implement strategies to achieve sales targets		• **Property Management Systems (PMS)** and **HR Management Systems (HRMS) support staff scheduling**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • **Point-of-Sales (POS) systems** perform the **daily reconciliation of sales**. However, the job holder is still required to perform checks and ensure accuracy of system-generated reports. • Implement strategies to achieve sales targets.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving		

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems	Robotics & Automation		

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Barista is responsible for **preparing beverages** according to organisation's recipes and procedures. He/She **prepares** and **promotes menu-based standard beverages**. He adheres to high standards for customer experience by continuously building rapport with customers. He **carries out daily operational tasks** according to the staff roster and **suggests areas for continuous improvement**. He also takes initiatives to maintain, food hygiene, health and safety standards.	**Moving forward,** this role will continue to prepare beverages and serve guests. Technologies such as **automated coffee machines** will continue to enhance the productivity of this role. **Some human intervention** is still **required** to **conduct quality checks** prior to serving guests. The job holder may need to be **reskilled in areas** such as **data analytics** to perform **basic analyses of sales performance data** and **propose recommendations on areas of improvement**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Prepare beverages	Prepare a variety of coffee-based beverages and teas	• **Robotic and automated coffee machines** assist with **preparing a variety of coffee-based beverages and teas**. However, the job holder is still required to conduct quality checks on prepared beverages before serving it to guests.
Deliver customer experience	Address customers' queries on different types of beverages and recommend coffee-based beverages and teas to customers, build rapport with customers and execute initiatives under customer loyalty strategies	• **Point-of-Sale (POS)** and **Customer Relationship Management (CRM) systems** support the **analysis of customer purchasing patterns and preferences**, allowing the job holder to better recommend beverage offerings to customers accordingly to their preferences.
Support food and beverage operations	Execute daily operational tasks according to staff roster and replenish inventory when supplies run low and contribute ideas in new recipes	• Execute daily operational tasks according to staff roster and replenish inventory when supplies run low and contribute ideas in new recipes.
	Carry out crisis response and recovery activities in accordance with business continuity policies	• Carry out crisis response and recovery activities in accordance with business continuity policies.
Contribute to continuous improvement	Identify areas for personal development to improve work performance, suggest and execute areas for continuous improvement within work area	• Identify areas for personal development to improve work performance, suggest and execute areas for continuous improvement within work area.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems	Robotics & Automation		

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
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A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

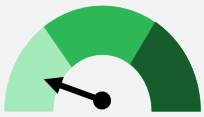
Additional Technical Skills and Competencies (TSCs)
Current TSCs for this role are assessed to be sufficient for the next 3 years. *The job holder should focus on strengthening existing skillsets to carry out his/her role successfully.*

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving		

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Head Bartender is responsible for the **overall profitability** and the **end-to-end operations of the outlet**. He/She works closely with the team to **monitor preparation of beverages** and **manage the operational needs** of the outlet. He recommends initiatives to **boost customer experience** and **plans activities for continuous improvement** within the team. He also monitors the teams' compliance to service, food hygiene, health and safety standards.	**Moving forward,** this role remains responsible for ensuring the overall profitability and end-to-end operations of the outlet. Technologies will be used to **increase task efficiency** by **enabling analysis of operational data** in the **identification of areas for process improvement**. This job holder will be required to acquire **data and analytics capabilities** to **inform decision-making** and **develop tailored strategies to drive sales targets** for the restaurant. **Stakeholder management** and **people management skills** remain critical to this role.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage food and beverage operations	Monitor opening, operating, and closing of shifts for the outlet and preparation of alcoholic and non-alcoholic beverages and monitor the operation of technology and tools		• Monitor opening, operating, and closing of shifts for the outlet and preparation of alcoholic and non-alcoholic beverages and monitor the operation of technology and tools.
	Analyse inventory levels to propose purchases for the team and review new beverage recipes for inclusion in new menu		• **Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when supplies and ingredients require restocking**. Some human judgement may still be required to prioritise or adjust purchases according to operational needs. • Review new beverage recipes for inclusion in new menu.
	Coordinate crisis response and recovery activities in accordance with business continuity policies		• Coordinate crisis response and recovery activities in accordance with business continuity policies.
	Review staff roster to ensure adequate manpower, translate team members' skill requirements into learning and development plans and interview new staff		• Review staff roster to ensure adequate manpower. • **HR Management Systems (HRMS) track workforce capabilities, staff performance and learning needs**, enabling the job holder to identify manpower and developmental gaps, and better structure learning plans and opportunities to enhance staff work performance. • Interview new staff.
Guide continuous improvement activities	Review existing work processes and procedures and propose to management on the initiatives for continuous improvement within the team		• **Data analytics and visualisation tools** may support the **analysis of operational data** to better understand the performance of work processes and procedures. The job holder is still required to exercise professional judgement and technical expertise in identifying opportunities for innovation, improved work practices and utilisation of emerging technology. • Propose to management on the initiatives for continuous improvement within the team.

 A list of new or additional skills can be found on the following page.

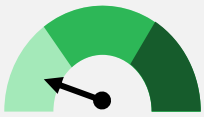
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Maintain customer experience	Develop sales strategies based on customers' profile		• Develop sales strategies based on customers' profile.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Environmental Sustainability Management	

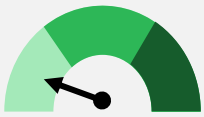
Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility	Problem Solving	

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Bartender Supervisor is responsible for **guiding the preparation of beverages** according to organisation's recipes and procedures. He/She **prepares and recommends customised non-standard beverages**. He maintains high standards for customer experience by continuously inspecting the adherence of customer service standards. He **guides staff on daily operational tasks** by planning the staff schedule and implements activities for **continuous improvement**. He also leads the compliance of service, food hygiene, health and safety standards.	**Moving forward**, this role continues to be responsible for guiding the preparation of beverages at the restaurant. Technologies will be utilised to **improve operational efficiency**, freeing up the job holder to **prioritise higher value-added tasks** such as **delivering excellent customer service** and **coaching team members**. This role is **skill-intensive** and technology is likely to have a **limited impact** on this role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Monitor beverage orders and preparation	Guide staff in the preparation of alcoholic and non-alcoholic beverages, maintenance of drinkware and beverage equipment and operating technology and tools	• Guide staff in the preparation of alcoholic and non-alcoholic beverages, maintenance of drinkware and beverage equipment and operating technology and tools.
Maintain customer experience	Guide staff in management of customers' queries and recommendations, interact with customers to assess satisfaction levels and monitor the execution of initiatives under customer loyalty strategies	• Guide staff in management of customers' queries and recommendations, interact with customers to assess satisfaction levels and monitor the execution of initiatives under customer loyalty strategies.
Contribute to continuous improvement	Conduct data collection for process improvement reviews and implement continuous improvement activities within the team	• The job holder will be required to amalgamate various sources of operations data relating to the availability of manpower resources, table performance, service lead times, as well as customer feedback in support of process improvement reviews to determine the effectiveness of work processes and procedures. • **Data analytics and visualisation tools** may support the **analysis of operational data** to better understand the performance of work processes and procedures. • Implement continuous improvement activities within the team.
Execute food and beverage operations	Assist in coordination of crisis response and recovery activities in accordance with business continuity policies	• Assist in coordination of crisis response and recovery activities in accordance with business continuity policies.

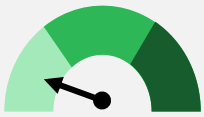
Critical Work Function	Job tasks today	Job tasks within the next 3 years
Execute food and beverage operations	Plan staff scheduling based on operational needs, conduct daily reconciliation of sales and implement strategies to achieve sales targets	• **Property Management Systems (PMS) and HR Management Systems (HRMS) support staff scheduling**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • **Point-of-Sales (POS) systems** perform the **daily reconciliation of sales**. However, the job holder is still required to perform checks and ensure accuracy of system-generated reports. • Implement strategies to achieve sales targets.
	Provide on-the-job training and performance evaluation to subordinates and assist in interviewing new staff as part of recruitment efforts	• Provide on-the-job training and performance evaluation to subordinates and assist in interviewing new staff as part of recruitment efforts.
	Monitor inventory level to ensure consistent supplies and create new beverage recipes based on customers' profiles and beverage preferences	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when inventory levels are low**. This improves the accuracy of inventory tracking and frees up the job holder to prioritise other day-to-day tasks, such as serving customers and coaching team members. • Create new beverage recipes based on customers' profiles and beverage preferences.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*		

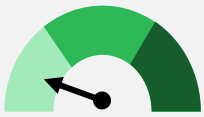
Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving		

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Bartender is responsible for preparing beverages according to organisation's recipes and procedures. He/She **prepares and promotes menu-based standard beverages**. He adheres to high standards for customer experience by continuously building rapport with customers. He **carries out daily operational tasks** according to the staff roster and **suggests areas for continuous improvement**. He also takes initiatives to maintain, food hygiene, health and safety standards.	**Moving forward,** this role continues to be responsible for preparing beverages in the restaurant. This role is technical in nature and is unlikely to be impacted by technology. **Technical expertise, domain knowledge and interpersonal skills** remain crucial in this role as the job holder is required to **be conversant in a variety of drinks** and ensure that **quality** and **customer service standards are consistently maintained**.

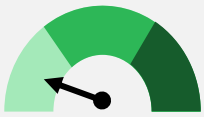
Critical Work Function	Job tasks today	Job tasks within the next 3 years
Prepare beverages	Prepare a variety of alcoholic and non-alcoholic beverages	• Prepare a variety of alcoholic and non-alcoholic beverages.
Deliver customer experience	Address customers' queries on different types of alcoholic and non-alcoholic beverages and recommend food pairings to customers, build rapport with customers and execute initiatives under customer loyalty strategies	• Address customers' queries on different types of alcoholic and non-alcoholic beverages and recommend food pairings to customers, build rapport with customers and execute initiatives under customer loyalty strategies.
Support food and beverage operations	Execute daily operational tasks according to staff roster, replenish inventory when supplies run low and assist in the creation of new beverage recipes	• Execute daily operational tasks according to staff roster, replenish inventory when supplies run low and assist in the creation of new beverage recipes.
	Carry out crisis response and recovery activities in accordance with business continuity policies	• Carry out crisis response and recovery activities in accordance with business continuity policies.
Contribute to continuous improvement	Identify areas for personal development to improve work performance, suggest and execute areas for continuous improvement within work area	• Identify areas for personal development to improve work performance, suggest and execute areas for continuous improvement within work area.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



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In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

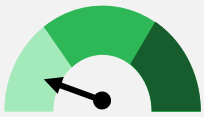
Additional Technical Skills and Competencies (TSCs)
Current TSCs for this role are assessed to be sufficient for the next 3 years. *The job holder should focus on strengthening existing skillsets to carry out his/her role successfully.*

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving		

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Head Sommelier / Sommelier is responsible for the **overall profitability** and the **end-to-end operations** of the outlet. He/She works closely with the team to ensure customer needs are fulfilled while managing the operational needs of the outlet. He **recommends initiatives** to **boost customer experience** and plans activities for continuous improvement within the team. He also monitors the teams' compliance to service, food hygiene, health and safety standards.	**Moving forward,** this role will remain responsible for ensuring the overall profitability and end-to-end operations of the outlet. Some technologies are used to **enhance existing task efficiencies**, by **automating the monitoring inventory levels** and **enabling analysis of operational data** to **identify areas for process improvement**. The job holder will be required to **acquire data and analytics capabilities** to inform decision-making and **develop tailored strategies** to **drive sales targets** for the restaurant. **Stakeholder management and people management skills r**emain critical to this role as the job holder shifts focus to **providing advisory services** to **enhance the guest experience**.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage food and beverage operations	Monitor opening, operating, and closing of shifts for the outlet, wine-handling with various techniques and serving and monitor the operations of technology and tools when managing beverage order		• Monitor opening, operating, and closing of shifts for the outlet, wine-handling with various techniques and serving and monitor the operations of technology and tools when managing beverage order.
	Analyse inventory levels to propose purchases for the team, plan operational budgets for the team and develop strategies to achieve sales targets according to customers' profiles		• **Inventory Management Systems (IMS) monitor inventory levels** and **alert the job holder when supplies and ingredients require restocking**. Some human judgement may still be required to prioritise or adjust purchases according to operational needs. • Plan operational budgets for the team. • Develop strategies to achieve sales targets according to customers' profiles.
	Review staff roster to ensure adequate manpower for the team, translate team members' skill requirements into learning and development plans and interview new staff		• Review staff roster to ensure adequate manpower for the team • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • **HR Management Systems (HRMS) track workforce capabilities, staff performance and learning needs**, enabling the job holder to identify manpower and developmental gaps, and better structure learning plans and opportunities to enhance staff work performance.
	Coordinate crisis response and recovery activities in accordance with business continuity policies		• Coordinate crisis response and recovery activities in accordance with business continuity policies.

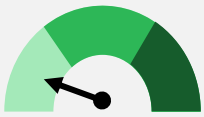
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage customer experience	Analyse current customers' profiles and preferences to provide targeted recommendations, provide clarifications to customers on the different categories of wines and implement customer loyalty strategies		• Analyse current customers' profiles and preferences to provide targeted recommendations, provide clarifications to customers on the different categories of wines and implement customer loyalty strategies.
Guide continuous improvement activities	Review existing work processes and procedures in accordance with process improvement reviews and propose to management on the initiatives for continuous improvement within the team		• **Data analytics and visualisation tools** may support the **analysis of operational data** to better understand the performance of work processes and procedures. The job holder is still required to exercise professional judgement and technical expertise in identifying opportunities for innovation, improved work practices and utilisation of emerging technology. • Propose to management on the initiatives for continuous improvement within the team.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Environmental Sustainability Management	

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility	Problem Solving	

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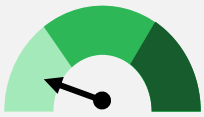
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Wine Specialist / Demi Sommelier is responsible for **guiding wine service** according to organisation's standards and procedures. He/She **serves and recommends wine beverages**. He maintains high standards for customer experience by continuously inspecting the adherence of customer service standards. He **guides staff on daily operational tasks** by planning the staff schedule and **implements activities for continuous improvement**. He also leads the compliance of service, food hygiene, health and safety standards.	**Moving forward,** this role will continue to be responsible for guiding wine service in the restaurant. Technologies **enhance the efficiency of repetitive and labour-intensive tasks**, such as **monitoring inventory levels** or **staff scheduling**, which frees up the job holder to prioritise other tasks such as delivering **higher-value guest interactions** and **coaching team members**. As this role is **skill-intensive** and requires **technical expertise** and **domain knowledge**, technology is likely to have a **limited impact**. **Customer orientation, stakeholder management and interpersonal skills** remain critical to this role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Monitor beverage orders and preparation	Guide staff on opening, operating and closing of shifts, wine-handling and articulation of different categories of wines and maintenance of drinkware and beverage equipment	• Guide staff on opening, operating and closing of shifts, wine-handling and articulation of different categories of wines and maintenance of drinkware and beverage equipment.
Maintain customer experience	Guide staff in management of customers' queries and recommendations, interact with customers to assess satisfaction levels and monitor the execution of initiatives under customer loyalty strategies	• Guide staff in management of customers' queries and recommendations, interact with customers to assess satisfaction levels and monitor the execution of initiatives under customer loyalty strategies.
	Analyse customers' feedback to ascertain customer service delivery gaps	• The job holder may be required to amalgamate customers' feedback across various sources, including direct, indirect, and even online feedback to understand customer service delivery gaps. **Data analytics and visualisation tools** may support the **analysis of customers' feedback**, allowing the job holder to better identify trends and areas for improvement.
Contribute to continuous improvement	Conduct data collection for process improvement reviews to determine the effectiveness of work processes and procedures and implement continuous improvement activities within the team	• The job holder will be required to amalgamate various sources of operations data relating to the availability of manpower resources, table performance, service lead times, as well as customer feedback in support of process improvement reviews to determine the effectiveness of work processes and procedures. • Implement continuous improvement activities within the team.

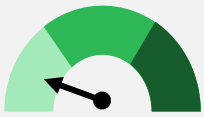
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Execute food and beverage operations	Monitor inventory level to ensure consistent supplies and conduct daily reconciliation of sales and implement strategies to achieve sales targets		• A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitor inventory levels** and **alerts the job holder when inventory levels are low**. This improves the accuracy of inventory tracking and frees up the job holder to prioritise other day-to-day tasks, such as serving customers and coaching team members. • **Point-of-Sales (POS) systems** perform the **daily reconciliation of sales**. However, the job holder is still required to perform checks and ensure the accuracy of system-generated reports. • Implement strategies to achieve sales target.
	Assist in coordination of crisis response and recovery activities in accordance with business continuity policies		• Assist in coordination of crisis response and recovery activities in accordance with business continuity policies.
	Plan staff scheduling, provide on-the-job training and performance evaluation to subordinates and assist in interviewing new staff as part of recruitment efforts		• **Property Management Systems (PMS) and HR Management Systems (HRMS) support staff scheduling**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives • Provide on-the-job training and performance evaluation to subordinates. • Assist in interviewing new staff as part of recruitment efforts.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*		

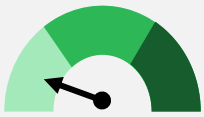
Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving		

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Wine Server / Wine Waiter / Commis Sommelier is responsible for **serving wine** and **guiding customers** on ordering wine beverages according to organisation's recipes and procedures. He adheres to high standards for customer experience by continuously building rapport with customers. He carries out **daily operational tasks** according to the staff roster and s**uggests areas for continuous improvement**. He also takes initiatives to maintain, food hygiene, health and safety standards.	**Moving forward,** this role will continue to be responsible for serving wine and guiding customers in ordering wine beverages. This role remains **largely technical** and is **unlikely to be impacted by technologies**. **Technical expertise** and **domain knowledge** remain critical in this role as the job holder is required to be **conversant in wine varieties and pairings** served in the restaurant.

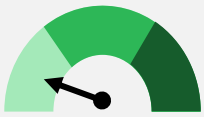
Critical Work Function	Job tasks today	Job tasks within the next 3 years
Prepare beverages	Handle wine using various techniques, maintain drinkware and beverage equipment	• Handle wine using various techniques, maintain drinkware and beverage equipment.
Deliver customer experience	Address customers' queries on types of beverages and recommend wine and food pairings to customers, build rapport with customers and execute initiatives under customer loyalty strategies	• Address customers' queries on types of beverages and recommend wine and food pairings to customers, build rapport with customers and execute initiatives under customer loyalty strategies.
Support food and beverage operations	Execute daily operational tasks according to staff roster and replenish inventory when supplies run low	• Execute daily operational tasks according to staff roster and replenish inventory when supplies run low.
	Carry out crisis response and recovery activities in accordance with business continuity policies	• Carry out crisis response and recovery activities in accordance with business continuity policies.
Contribute to continuous improvement	Identify areas for personal development to improve work performance, suggest and execute areas for continuous improvement within work area	• Identify areas for personal development to improve work performance, suggest and execute areas for continuous improvement within work area.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



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In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

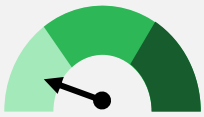
Additional Technical Skills and Competencies (TSCs)
Current TSCs for this role are assessed to be sufficient for the next 3 years. *The job holder should focus on strengthening existing skillsets to carry out his/her role successfully.*

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving		

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

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UPSKILLING

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

Responsibilities of the role today

The Executive Chef is **responsible for all food production operations** across the organisation, including food served at the restaurant, banquet functions, and other outlets. He/She **defines food quality** and **plating concepts** of food items and **drives continuous improvement** by directing the review and **development of new recipes** and work processes. He also drives the organisation's compliance to service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Moving forward, this role will continue to lead food production operations within the organisation. Technologies will be **used to a certain extent**, to assist with tasks such as **analysis of operational profitability** for the restaurant. However, it is likely to have a **limited impact** as this role **remains largely strategic in nature**. The job holder is also required to collaborate with internal stakeholders such as the to conceptualise and **develop innovative menus and concepts** for restaurants to drive revenue for the property. The job holder should also work with Marketing teams on **digital marketing and social media campaigns** to **proactively drive** the restaurants' **online presence** and engage customers.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage food preparation	Define food quality, portion and plating concepts to ensure standards across organisation are met and drive review and development of new recipes	• Define food quality, portion and plating concepts to ensure standards across organisation are met and drive review and development of new recipes.
Lead food and beverage operations	Manage overall food production operations across the organisation and formulate strategies to leverage emerging technologies to improve productivity	• Manage overall food production operations across the organisation and formulate strategies to leverage emerging technologies to improve productivity. • Collaborate with Marketing teams on **digital marketing and social media campaigns** to **proactively drive** the restaurants' **online presence** and engage customers.
	Establish business continuity and crisis management plans across the pastry and culinary arts kitchen	• Establish business continuity and crisis management plans across the pastry and culinary arts kitchen.
	Assess profitability and costs for overall food production operations and lead relationship building with industry players for business opportunities and partnerships	• **Enterprise systems** such as **Point of Sales (POS) systems** and **Inventory Management Systems** as well as **data analysis and visualisation tools** support the **analysis of operations profitability and costs**, allowing the job holder to assess the profitability of operations, and identify opportunities or areas for improvement. • Lead relationship building with industry players for business opportunities and partnerships.
	Align the team's learning and career development initiatives with organisation's learning agenda and drive recruitment efforts based on projected manpower requirements and business needs	• Align the team's learning and career development initiatives with organisation's learning agenda and drive recruitment efforts based on projected manpower requirements and business needs.

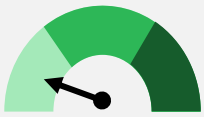
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Drive continuous improvement	Direct review of existing work processes and procedures and develop continuous improvement strategies		• Direct review of existing work processes and procedures and develop continuous improvement strategies.
Set customer experience standards	Develop service recovery frameworks to address customer service delivery gaps and develop strategies to improve customer loyalty		• Develop service recovery frameworks to address customer service delivery gaps and develop strategies to improve customer loyalty.
NEW	Lead organisation's strategies on sustainable procurement, and establish sustainability procurement guidelines for vendor management		• Lead organisation's strategies on sustainable procurement and establish sustainability procurement guidelines for vendor management.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Digital Marketing	Environmental Sustainability Management
Environmental Protection Management*	Infographics and Data Visualisation*	Revenue Optimisation^
Social Media Marketing	Succession Planning*	

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Global Perspective	Influence	

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Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

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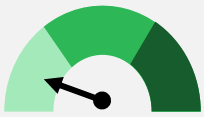

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Responsibilities of the role today	Responsibilities of the role in the future
The Executive Sous Chef is responsible for **managing kitchen operations** by running the pass and informing cooks of the orders, monitoring speed and rhythm of coursing and overseeing plating of dishes throughout. He/She **reviews proposed initiatives** for **continuous improvement** and monitors the adherence to customer services standards. He outlines the organisation's service, food hygiene, health and safety standards.	**Moving forward,** this role will remain responsible for managing kitchen operations by running the pass and controlling the pace during service. The role will increasingly **utilise technologies** to **inform decision-making**, such as the **analysis of operational profitability**. The job holder should keep abreast of **leading practices** and **emerging technologies** in this area of work and **incorporate the knowledge** to **improve the productivity** of the department. **Stakeholder management** and **communication skills** are required to foster collaboration between team members and other stakeholders.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage food preparation	Inspect food quality, portions and plating to ensure required standards are met	• Inspect food quality, portions and plating to ensure required standards are met.
Manage food and beverage operations	Coordinate all sections in the kitchen and evaluate emerging technology trends to improve productivity	• Coordinate all sections in the kitchen and evaluate emerging technology trends to improve productivity.
	Drive organisational policies and procedures for inventory management and develop food waste control guidelines and review new recipes for inclusion in new menus	• Drive organisational policies and procedures for inventory management and develop food waste control guidelines and review new recipes for inclusion in new menus.
	Manage business continuity and crisis management across the kitchen	• Manage business continuity and crisis management across the kitchen.
	Approve staff roster, review learning and development needs of team members and approve hiring of new staff	• Approve staff roster, review learning and development needs of team members and approve hiring of new staff. • The job holder will also need to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs while supporting business objectives.
	Review profitability and costs for the culinary arts operations and build relationships and network for business opportunities and partnerships	• **Enterprise systems such as Point of Sales (POS) systems and Inventory Management Systems** as well as **data analysis and visualisation tools** support the **analysis of operations profitability and costs**, allowing the job holder to review the profitability of operations, and identify opportunities or areas for improvement. • Build relationships and network for business opportunities and partnerships.

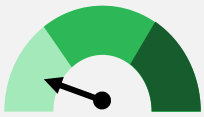
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Review continuous improvement activities	Modify existing work processes and procedures and review proposed initiatives for continuous improvement		• Modify existing work processes and procedures and review proposed initiatives for continuous improvement.
Monitor customer experience standards	Evaluate the effectiveness of service recovery strategies and impact of customer loyalty strategies		• **Data analysis and visualisation tools** support the **analysis of sales performance** against customer loyalty strategies and provide visibility on the performance of these strategies, allowing the job holder to understand strategies' effectiveness better and identify areas for improvement. • Evaluate the effectiveness of service recovery strategies.
NEW	Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines		• Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Digital Marketing	Environmental Sustainability Management
Environmental Protection Management*	Infographics and Data Visualisation*	Revenue Optimisation^
Social Media Marketing	Stakeholder Management*	

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility		

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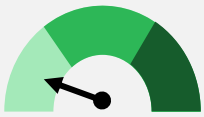
Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
AI	Data Analytics	Enterprise Systems	IoT

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Head Chef is the overall in-charge for the kitchen's daily operations to **guide preparation of food** across all workstations. He/She **supervises day-to-day operations** of the kitchen and **creates new recipes** and **menus to ensure continuous improvement**. He **implements customer service standards** to **enhance customer experience** and leads the compliance of service, food hygiene, health and safety standards.

Responsibilities of the role in the future

Moving forward, this role remains integral in overseeing daily operations in the kitchen and guiding food preparation. Technologies are utilised to **support the analysis** of **operational data** and better inform the job holder on the performance of work processes. He will be required to acquire **data and analytics capabilities** and **exercise professional judgement** in **proposing recommendations** to **drive continuous improvement** within the team. The job holder will need to **keep abreast of leading practices** and **emerging technologies** in this area of work to **integrate knowledge into existing operations**, thereby increasing the overall efficiency of the kitchen.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Monitor food preparation	Monitor the preparation of workstations before the start of each service and monitor the preparation and plating of food across workstations	• Monitor the preparation of workstations before the start of each service and monitor the preparation and plating of food across workstations.
Guide continuous improvement activities	Review existing work processes and procedures and propose and plan initiatives for continuous improvement within the team	• Review existing work processes and procedures and propose and plan initiatives for continuous improvement within the team.
Manage customer experience	Recommend initiatives to address service challenges and implement customer loyalty strategies	• Recommend initiatives to address service challenges and implement customer loyalty strategies.
Manage food and beverage operations	Plan staff roster to ensure adequate manpower, translate team members' skill requirements into learning and development plans and interview new staff	• **Property Management Systems (PMS) and HR Management Systems (HRMS) support staff scheduling**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives and interview new staff. • **HR Management Systems (HRMS) track workforce capabilities, staff performance and learning needs**, enabling the job holder to identify manpower and developmental gaps, and better structure learning plans and opportunities to enhance staff work performance. • Interview new staff.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage food and beverage operations	Monitor profitability and costs for the operations of kitchen		• **Enterprise systems** such as **Point of Sales (POS) systems and Inventory Management Systems** support the **monitoring and tracking of profitability costs for kitchen operations**. Professional judgement and technical expertise may still be required for the job holder to identify and adjust operations performance and expenditures.
	Supervise day-to-day operations of kitchen, analyse workplace performance and processes to identify opportunities for innovation and improved work practices		• Supervise day-to-day operations of kitchen. • **Data analytics and visualisation tools** may support the **analysis of operational data** to better understand the performance of work processes and procedures. The job holder is still required to exercise professional judgement and technical expertise in identifying opportunities for innovation, improved work practices and utilisation of emerging technology.
	Implement organisational stock control procedures and systems, monitor portion and waste control to minimise loss and wastage and create new recipes to renew menus		• Implement organisational stock control procedures and systems and create new recipes to renew menus. • **Artificial Intelligence (AI)-enabled**, or **Internet of Things (IoT)-enabled food waste trackers** support the **monitoring and tracking of wastes** to better inform waste mitigation and portion adjustment measures. The job holder is still required to analyse waste information and exercise professional judgement and technical expertise in adapting kitchen practices. • Create new recipes to renew menus.
	Coordinate crisis response and recovery activities in accordance with business continuity policies		• Coordinate crisis response and recovery activities in accordance with business continuity policies.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
AI	Data Analytics	Enterprise Systems	IoT

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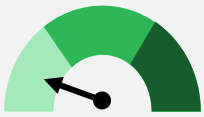

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Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Environmental Sustainability Management	Internet of Things Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility		

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Trends impacting this role

COVID-19	Guest Preferences		
AI	Bluetooth/ RFID	Data Analytics	Enterprise Systems

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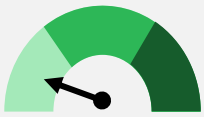


LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Assistant Head Chef **directs all sections of the kitchen's operations** to guide preparation of food across all workstations. He/She guides all sections of the kitchen's operations and **implements continuous improvement** across all workstations. He **performs audits on adherence of customer service standards** and leads the compliance of service, food hygiene, health and safety standards.	**Moving forward,** this role is still required to direct and guide the preparation of food across workstations. Some technology will be used to **improve operational efficiency** and **inform process improvement activities**. However, technology has a **limited impact on this role** as it is **skill-intensive**. **People management**, **teamwork** and **interpersonal skills** are still required to improve the team's performance and uphold service standards of the restaurant.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Guide food preparation	Guide the preparation of workstations before the start of each service, guide the preparation and plating of food across workstations	• Guide the preparation of workstations before the start of each service, guide the preparation and plating of food across workstations.
Contribute to continuous improvement	Conduct data collection for process improvement reviews and implement continuous improvement activities across workstations	• The job holder will be required to amalgamate various sources of operations data relating to the availability of manpower resources, table performance, service lead times, as well as customer feedback in support of process improvement reviews to determine the effectiveness of work processes and procedures. • Implement continuous improvement activities within the team.
Maintain customer experience	Analyse service challenges to ascertain customer service delivery gaps	• **Data analytics and visualisation tools** may support the **analysis of data**, allowing the job holder to better identify trends and areas for improvement. • However, the job holder may be required to amalgamate customers' and employees' feedback across various sources to understand service challenges.
Execute food and beverage operations	Support crisis response and recovery activities in accordance with business continuity policies	• Support crisis response and recovery activities in accordance with business continuity policies.
	Provide on-the-job training and performance evaluation to subordinates	• Provide on-the-job training and performance evaluation to subordinates.

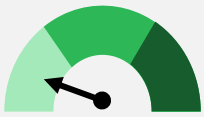
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Execute food and beverage operations	Direct all sections of the kitchen's operations, assist to plan staff schedules based on operational needs and guide staff in the usage of emerging technology and tools		• Direct all sections of the kitchen's operations. • **Property Management Systems (PMS) and HR Management Systems (HRMS) support staff scheduling**, freeing up time for the job holder to guide staff regarding the usage of emerging technology or tools or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • Guide staff in using **emerging technology and tools**.
	Monitor inventory level for kitchen operations, perform audits on portion and waste control practices to minimise loss and wastage and provide recommendations for the development of new recipes		• A **combination of RFID sensors and smart Inventory Management Systems (IMS) monitors inventory levels** and **alerts the job holder when inventory levels are low**. This improves the accuracy of inventory tracking and frees up the job holder to prioritise other day-to-day tasks, such as coaching team members and providing recommendations for the development of new recipes. • **Artificial Intelligence (AI)-enabled**, or **Internet of Things (IoT)-enabled food waste trackers** support the **monitoring and tracking of wastes** and **provide input for the audit of relevant kitchen practices**. The job holder is still required to audit other practices, such as recipe management, food inventory, storage and usage. • Provide recommendations for the development of new recipes.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
AI	Bluetooth/ RFID	Data Analytics	Enterprise Systems

*In the next **1 - 3 years**....*



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In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Infographics and Data Visualisation*		

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility		

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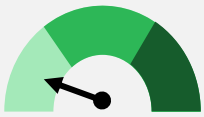
Trends impacting this role

COVID-19	Guest Preferences		
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Senior Cook / Station Chef **directs the preparation** of a variety of **food items at a workstation**, which includes preparing, cooking and plating dishes. He/She guides a section of the kitchen's operations and **suggest areas for continuous improvement** within a workstation. He adheres to customer service standards and supports initiatives to maintain food hygiene, health and safety standards.

Responsibilities of the role in the future

Moving forward, this role will remain integral in supporting the daily operations of the kitchen by ensuring sufficient inventory and supplies and guiding a section of kitchen operations. Technologies may be utilised to **enhance operational efficiency**, however, it will have **limited impact on this role** as it is **skill-intensive**. **Technical expertise** and the **ability to curate and develop menus** to **address guests' preferences** remain crucial to succeed in the role.

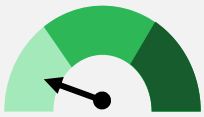
Critical Work Function	Job tasks today		Job tasks within the next 3 years
Prepare food	Prepare workstation before the start of each service, prepare a variety of food items and plate food items and provide recommendations in the development of new recipes to renew menus		• Prepare workstation before the start of each service, prepare a variety of food items and plate food items and provide recommendations in the development of new recipes to renew menus.
Support food and beverage operations	Execute daily operational tasks according to staff roster		• Execute daily operational tasks according to staff roster.
	Maintain records of inventory and supplies, guide a section of the kitchen's operations and guide staff in portion and waste control to minimise loss and wastage		• A **combination of RFID sensors and smart Inventory Management Systems (IMS) track and monitor inventory and supply levels in real-time**, freeing up the job holder to prioritise other day-to-day operational tasks. • Guide a section of the kitchen's operations. • Guide staff in portion and waste control to minimise loss and wastage.
	Follow crisis response and recovery activities in accordance with business continuity policies		• Follow crisis response and recovery activities in accordance with business continuity policies.
	Provide on-the-job training and performance evaluation to subordinates		• Provide on-the-job training and performance evaluation to subordinates.
Contribute to continuous improvement	Provide current work processes and procedures with supervisors during process improvement reviews and execute continuous improvement activities within workstation		• Provide current work processes and procedures with supervisors during process improvement reviews and execute continuous improvement activities within workstation.
Deliver customer experience	Escalate feedback on service challenges through proper escalation channels		• Escalate feedback on service challenges through proper escalation channels.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*		

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility	Self Management	

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.

Trends impacting this role

COVID-19	Guest Preferences		
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

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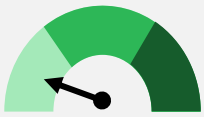

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Responsibilities of the role today

The Cook / Kitchen Assistant is responsible for **supporting the activities of the back-of-house kitchen**. He/She prepares mise en place, cleans utensils and work areas, and performs other day-to-day operations in the kitchen. He is expected to **follow customer service standards** as well as **contribute ideas in new recipes** for **continuous improvement**. He also takes initiatives to maintain, food hygiene, health and safety standards.

Responsibilities of the role in the future

Moving forward, this role will continue to support daily operations in the kitchen, such as preparing mise en place or exercising portion and waste control. Technology is likely to have **a limited impact on this role** as it **is skill-intensive**. **Technical expertise** and **domain knowledge** remain critical for the job holder to perform in this role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Prepare food	Perform day-to-day operations in the kitchen such as preparing mise en place, packaging food products for takeaway and cleaning utensils and work areas	• Perform day-to-day operations in the kitchen such as preparing mise-en-place, packaging food products for takeaway. • **Dishwashing robots/machines clean utensils**, freeing up the job holder to perform to perform other day-to-day tasks such as preparing mise-en-place or packaging food for takeaway. The job holder is still required to ensure the cleanliness of work areas.
Support food and beverage operations	Execute daily operational tasks according to staff roster	• Execute daily operational tasks according to staff roster.
	Assist in the record of inventory and supplies, exercise portion and waste control to minimise loss and wastage and contribute ideas in new recipes	• A **combination of RFID sensors and smart Inventory Management Systems (IMS) track and monitor inventory and supply levels in real-time**, freeing up the job holder to prioritise other day-to-day operational tasks. • Exercise portion and waste control to minimise loss and wastage. • Contribute ideas in new recipes.
	Follow crisis response and recovery activities in accordance with business continuity policies	• Follow crisis response and recovery activities in accordance with business continuity policies.
Contribute to continuous improvement	Provide current work processes and procedures with supervisors during process improvement reviews and execute continuous improvement activities within workstation	• Provide current work processes and procedures with supervisors during process improvement reviews and execute continuous improvement activities within workstation.
Deliver customer experience	Escalate feedback on service challenges through proper escalation channels	• Escalate feedback on service challenges through proper escalation channels.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

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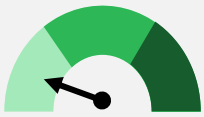

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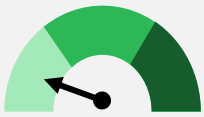
Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require UPSKILLING

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

Responsibilities of the role today

The Operations Director / Operations Manager plans **short and long-term F&B operations** in line with the organisation's vision. He/She **manages both the front- and back-of-house operations** to achieve customer satisfaction and quality service while **meeting or exceeding financial goals**. He should also find creative ways to attract clientele to the outlets.

Responsibilities of the role in the future

Moving forward, this role will continue to be responsible for strategising and planning the restaurants' long-term growth. Technologies will be utilised to **augment decision-making** and allow the job holder to **better propose recommendations to drive profitability**. The job holder is also required to **build and foster close collaborations** with both internal and external stakeholders and **keep abreast of leading practices and trends** in the industry to **continually attract new clientele** to the restaurants.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Lead food and beverage operations	Approve operational budgets, proposed purchases and determine sales targets for each outlet and formulate strategies on store locations and operating hours	• Approve operational budgets, proposed purchases. • **Point of Sales (POS) systems** as well as **data analytics and visualisation tools** support the **analysis of historical sales data and trends**, allowing the job holder to understand past sales performance and better plan for future sales. Professional judgment and technical expertise are still required to determine sales targets. • Formulate strategies on store locations and operating hours.
	Establish business continuity and crisis management plans across the operations	• Establish business continuity and crisis management plans across the operations.
	Approve department's learning and development plans and drive department's recruitment efforts based on projected manpower requirements and business needs	• Approve department's learning and development plans and drive department's recruitment efforts based on projected manpower requirements and business needs.
	Lead relationship building with industry players for business opportunities and partnerships	• Lead relationship building with industry players for business opportunities and partnerships.
Set customer experience standards	Develop service recovery framework to address customer service delivery gaps and develop strategies to improve customer loyalty	• Develop service recovery framework to address customer service delivery gaps and develop strategies to improve customer loyalty.
Drive continuous improvement	Direct the review of existing work processes and procedures, develop continuous improvement strategies and formulate strategies to leverage emerging technologies to improve productivity	• Direct the review of existing work processes and procedures, develop continuous improvement strategies and formulate strategies to leverage emerging technologies to improve productivity.

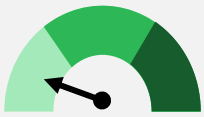
Critical Work Function	Job tasks today		Job tasks within the next 3 years
NEW	Lead organisation's strategies on sustainable procurement, and establish sustainability procurement guidelines for vendor management		• Lead organisation's strategies on sustainable procurement and establish sustainability procurement guidelines for vendor management.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Digital Marketing	Environmental Sustainability Management
Environmental Protection Management*	Infographics and Data Visualisation*	Revenue Optimisation^
Social Media Marketing	Succession Planning*	

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Global Perspective		

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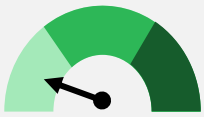
- Skills denoted by an arrow (^) are found in SFw for HAS but may require updates to descriptions, knowledge and abilities.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Multi-Outlet Manager **contributes to strategic business planning** and operations for the outlets under his/her purview, **ensuring smooth and profitable operations** through a combination of sound financial, people and resource management. He **reviews staff roster** to **ensure adequate manpower** across multiple outlets. He is expected to **evaluate emerging technology** trends that can be leveraged for **continuous improvement**, and outline organisation's standard operating procedures (SOPs) to ensure compliance to service, food hygiene, safety and other standards.	**Moving forward,** this role will continue to contribute to strategic business planning and operations across outlets. As this role is **highly strategic in nature**, technology is likely to have a **limited impact**. However, **data analytics capabilities** will become increasingly important as the job holder is required to **interpret data** to **propose appropriate solutions** to **drive the profitability** of outlet operations. In addition, the job holder is required to **keep abreast of leading practices** and **emerging technologies** in this area of work to drive **higher productivity growth**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage food and beverage operations	Review staff roster to ensure adequate manpower across outlets, operational budget and proposed purchases and strategies to achieve sales targets across outlets	• Review staff roster to ensure adequate manpower across outlets, operational budget, and strategies to achieve sales targets across outlets. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • **Enterprise Resource Planning (ERP) solutions** and **data analytics and visualisation tools** support the **tracking and analysis of food costs, recipe costs, and table sales**, allowing the job holder to better review and determine proposed purchases across outlets.
	Deploy business continuity and crisis management across the outlets	• Deploy business continuity and crisis management across the outlets.
	Build relationships and network for business opportunities and partnerships	• Build relationships and network for business opportunities and partnerships.
	Review multi-outlets' learning and career development initiatives to align organisation's learning agenda and interview new Outlet Managers as part of recruitment efforts	• **HR Management Systems (HRMS) track workforce capabilities, staff performance and learning needs**, enabling the job holder to identify manpower and developmental gaps, and better structure learning plans and career development opportunities to enhance staff work performance. • Interview new Outlet Managers as part of recruitment efforts.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Monitor customer experience standards	Evaluate the effectiveness of service recovery strategies to improve customer service delivery across outlets and evaluate impact of customer loyalty strategies to ascertain effectiveness		• Evaluate the effectiveness of service recovery strategies to improve customer service delivery across outlets. • **Data analysis and visualisation tools** support the **analysis of sales performance** against customer loyalty strategies and **provide visibility on the performance of these strategies**, allowing the job holder to better understand strategy effectiveness and identify areas for improvement.
Review continuous improvement activities	Modify existing work processes and procedures and review multi-outlets' continuous improvement activities to assess effectiveness		• Modify existing work processes and procedures and review multi-outlets' continuous improvement activities to assess effectiveness.
	Evaluate emerging technology trends that can be leveraged to improve productivity and innovation		• Evaluate emerging technology trends that can be leveraged to improve productivity and innovation.
NEW	Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines		• Perform market scanning to identify sustainable vendors and suppliers and ensure adherence to the organisation's sustainability guidelines.

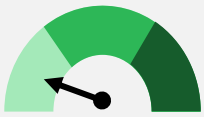
Redesign possibilities	
Vertical stacking	• Stacked with *Outlet Manager / Assistant Outlet Manager* to become **Multi-Outlet / Outlet Manager**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Sustainability
Workforce Challenges	Data Analytics	Enterprise Systems	

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Environmental Sustainability Management	Environmental Protection Management*
Infographics and Data Visualisation*		

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Global Perspective		

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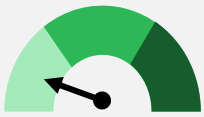
Trends impacting this role

COVID-19	Guest Preferences	Sustainability	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Outlet Manager / Assistant Outlet Manager **bears the overall responsibility** for the **profitability of the chain restaurant outlet**. He/She performs **outlet-level support** functions and is in charge of the **recruitment, training and motivation of staff**, maintains quality control, hygiene, and health and safety standards in the dining area.	**Moving forward,** this role will continue to be responsible for the overall profitability of the outlet. Technologies will **enhance task efficiency** for the job holder, such as **reviewing the profitability** of the outlet and **reviewing staff schedules**. The job holder will need to **acquire data and analytics capabilities** to interpret and **make sense of sales performance data** to **better inform strategies** to drive restaurant performance. **Human judgement**, **technical expertise** and **domain knowledge** remain crucial in this role.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage food and beverage operations	Plan operational budgets for the outlet and develop strategies to achieve sales targets according to customers' profiles		• Plan operational budgets for the outlet and develop strategies to achieve sales targets according to customers' profiles.
	Review staff roster to ensure adequate manpower for each outlet, monitor opening, operating, and closing of shifts for the outlet and analyse inventory levels to propose purchases for the outlet		• Review staff roster to ensure adequate manpower for each outlet, monitor opening, operating, and closing of shifts for the outlet. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • **Inventory Management Systems (IMS) track inventory levels in real time** to allow for swift analysis of inventory levels and alert the job holder when supplies and ingredients require restocking. Human judgement is still be required to prioritise or adjust purchases according to operational needs.
	Coordinate crisis response and recovery activities in accordance with business continuity policies		• Coordinate crisis response and recovery activities in accordance with business continuity policies.
	Translate team members' skill requirements into learning and development plans and interview new staff		• **HR Management Systems (HRMS) track workforce capabilities, staff performance and learning needs**, enabling the job holder to identify manpower and developmental gaps, and better structure learning plans and opportunities to enhance staff work performance. • Interview new staff.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage customer experience	Analyse current customers' profiles and preferences to provide targeted recommendations and implement customer loyalty strategies		• **Data analysis and visualisation tools** support the **analysis of sales performance** against customer loyalty strategies and provide visibility on the performance of these strategies, allowing the job holder to better understand strategies' effectiveness and identify areas for improvement. • Implement customer loyalty strategies.
Guide continuous improvement activities	Review and analyse existing work processes and procedures to identify opportunities for innovation, improved work practices and plan continuous improvement activities		• **Data analytics and visualisation tools** may support the **analysis of operational data** to better understand the performance of work processes and procedures. The job holder is still required to exercise professional judgement and technical expertise in identifying opportunities for innovation, improved work practices and utilisation of technology. • Keep abreast of leading sustainability trends in the industry and **incorporate sustainable practices** into **current work processes.**

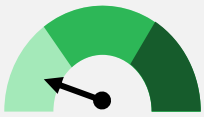
Redesign possibilities	
Vertical stacking	• Stacked with *Multi-Outlet Manager* and enlarged to become **Multi-Outlet / Outlet Manager**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Sustainability	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*



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Additional Technical Skills and Competencies (TSCs)		
Consumer Intelligence Analysis*	Environmental Sustainability Management	

Additional Critical Core Skills (CCSs)		
Adaptability	Customer Orientation	Digital Fluency
Learning Agility	Problem Solving	

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Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Executive / Service Supervisor leads the compliance of service, food hygiene, safety and other standards amongst the team on each shift. He/She **assists in managing front-of-house operations** and customer services to **optimise outlet performance**. He **guides the staff** in management of customers' queries, and **plans staff scheduling** based on operational needs. He **monitors food and beverage services** to **ensure excellence customer service** and, is expected to suggest areas for **continuous improvement** within the team.	**Moving forward,** this role will still be responsible for managing front-of-house operations and customer service to optimise outlet performance. Technologies will be utilised to **improve operational efficiency** by **automating reservation management** and **staff scheduling**. The job holder will be required to be **adept in the handling** and **application of technologies** to succeed in his or her roles. In addition, **basic digital and data analytics competencies** continue to be required to **make sense of sales performance data** to **improve service delivery**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Execute food and beverage operations	Implement strategies to achieve sales targets and conduct daily reconciliation of sales	• Implement strategies to achieve sales targets. • **Point-of-Sales (POS) systems** perform the **daily reconciliation of sales**. However, the job holder is still required to perform checks and ensure the accuracy of system-generated reports.
	Plan staff scheduling, guide the staff on opening, operating and closing of shifts and monitor inventory at service stations and guide staff in the usage of emerging technology and tools	• **Property Management Systems (PMS)** and **HR Management Systems (HRMS) support staff scheduling**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • Guide the staff on opening, operating and closing of shifts. • Monitor inventory at service stations and guide staff in the usage of emerging technology and tools.
	Assist in coordination of crisis response and recovery activities in accordance with business continuity policies	• Assist in coordination of crisis response and recovery activities in accordance with business continuity policies.
	Provide on-the-job training and performance evaluation to subordinates and assist in interviewing new staff as part of recruitment efforts	• Provide on-the-job training and performance evaluation to subordinates and assist in interviewing new staff as part of recruitment efforts. • The job holder will also need to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs while supporting business objectives.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Maintain customer experience	Manage reservations and allocation of customers to seats, guide staff in management of customers' queries and recommendation of food and beverages		• A **combination of enterprise systems such as Table Management Systems and Central Reservation Systems integrates and manages reservations on one platform**. The job holder will still be required to make seating arrangements, direct customers to seats, and adjust reservations on an ad-hoc basis. • Guide staff in management of customers' queries and recommendation of food and beverages.
	Assess customers' satisfaction levels, analyse customers' feedback to ascertain customer service delivery gaps and monitor the execution of customer loyalty initiatives		• **Data analytics and visualisation tools** support the **analysis of guest satisfaction levels and feedback to better identify initiatives** to improve the execution of customer loyalty initiatives. The job holder will still be required to exercise professional judgement in proritising improvements with the greatest impact on guest satisfaction.
Contribute to continuous improvement	Conduct data collection for process improvement reviews and suggest areas for continuous improvement within the team		• The job holder will be required to **amalgamate various sources of operations data** relating to the availability of manpower resources, table performance, service lead times, as well as customer feedback in support of process improvement reviews to determine the effectiveness of work processes and procedures. • **Data analytics and visualisation tools** may support the **analysis of operational data** to better understand the performance of work processes and procedures. • Keep abreast of leading sustainability trends in the industry and **execute sustainable practices in alignment to the organisation's long-term strategy.**

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Workforce Challenges	
Data Analytics	Enterprise Systems		

*In the next **1 - 3 years**....*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

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Additional Technical Skills and Competencies (TSCs)		
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Additional Critical Core Skills (CCSs)		
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Problem Solving		

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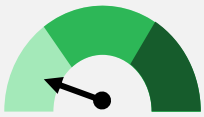
Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Host / Hostess / Crew Leader is responsible for **supervising staff working the floor**, assigning workstations, resolving escalated customer-related issues, and managing reservations. He also needs to **manage multiple tasks** and **perform food and beverage operations**. He may suggest areas for **continuous improvement**. He is also capable of providing excellent customer services, with a focus on crisis response and service recovery activities in accordance with business continuity policies.	**Moving forward,** this role will continue to supervise staff during restaurant operations. Technologies can be utilised to **improve operational efficiency**, such as using reservation systems to assign seating to guests. The job holder will be required to be **adept in the adoption and application of technologies** to improve work performance. Additionally, **customer orientation and interpersonal skills** remain crucial in this role to ensure guest satisfaction.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Perform food and beverage services	Monitor the set-up of cutlery, crockery and glassware on table, serve food and beverages to corresponding tables, inspect replacement of soiled tableware and service items		• Monitor the set-up of cutlery, crockery and glassware on table, serve food and beverages to corresponding tables, inspect replacement of soiled tableware and service items.
Deliver customer experience	Monitor the guest waiting list to manage customers' waiting time, allocate seats to customers by processing collated reservations, address customers' queries on food and beverages		• **Table Management Systems** and **Central Reservation Systems automatically assign guests to an empty table once available**. Some human judgement may be required to manage guests' experience and waiting time while waiting for an empty table, make changes in view of exceptional cases or special arrangements. This allows the job holder to prioritse other tasks such as addressing customers' queries on food and beverages. • Address customers' queries on food and beverages.
	Address customers' feedback and execute initiatives under customer loyalty strategies		• Address customers' feedback and execute initiatives under customer loyalty strategies.
Support food and beverage operations	Perform opening, operating and closing of shifts, execute daily operational tasks according to staff roster and maintain records of inventory replenishing at service stations		• Perform opening, operating and closing of shifts, execute daily operational tasks according to staff roster and maintain records of inventory replenishing at service stations.
	Carry out crisis response and recovery activities in accordance with business continuity policies		• Carry out crisis response and recovery activities in accordance with business continuity policies.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Contribute to continuous improvement	Identify areas for personal development to improve work performance and current work processes and procedures and execute continuous improvement activities within work area		• Identify areas for personal development to improve work performance and current work processes and procedures and execute continuous improvement activities within work area.

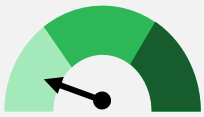
Redesign possibilities	
Vertical stacking	• Stacked with *Server / Service Crew / Runner* to become **F&B Associate**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Food Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

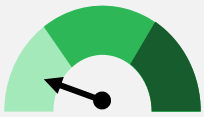
Additional Technical Skills and Competencies (TSCs)
Current TSCs for this role are assessed to be sufficient for the next 3 years. *The job holder should focus on strengthening existing skillsets to carry out his/her role successfully.*

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving	Self Management	

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Server / Service Crew / Runner is responsible for **delivering service and operations excellence**. He/She **sets the tables, takes orders, and delivers** the correct food to the corresponding tables. He is able to **operate Point of Sales (POS) systems** when managing orders. He also follows hygiene, safety and other standards, and carries out food and beverage operational tasks. He may **suggest areas for continuous improvement** within own work area.	**Moving forward,** this role will continue to deliver service and operations excellence in the restaurant. Technologies will **increase the efficiency** of certain work processes, allowing the job holder to **undertake higher value-added tasks** such as **delivering excellent service** to guests. **Customer orientation and interpersonal skills** remain critical in succeeding in the role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Perform food and beverage services	Set up cutlery, crockery and glassware, serve food and beverages, replace soiled tableware and service items to prepare for the next customers	• Set up cutlery, crockery and glassware, serve food and beverages, replace soiled tableware and service items to prepare for the next customers.
Deliver customer experience	Provide customers with estimated waiting time by monitoring guest waiting list, escort customers to allocated seats, address customers' queries on food and beverages	• **Table Management Systems integrated with Reservation Systems assign guests to an empty table once available**. However, the job holder is required to creatively source for solutions in managing customers' expectations in an event of a long waiting time. • **Service robots escort customers to their allocated, reserved or available seats** based on information gathered from **Table Management Systems integrated with Reservation Systems**. Human intervention is still required to serve VIP customers and ensure high standards of service delivery.
	Escalate customers' feedback and execute initiatives under customer loyalty strategies	• Escalate customers' feedback and execute initiatives under customer loyalty strategies.
Support food and beverage operations	Assist in opening, operating and closing of shifts, execute daily operational tasks according to staff roster including replenishment of inventory	• Assist in opening, operating and closing of shifts, execute daily operational tasks according to staff roster including replenishment of inventory.
	Follow crisis response and recovery activities in accordance with business continuity policies	• Follow crisis response and recovery activities in accordance with business continuity policies.
Contribute to continuous improvement	Suggest areas for personal development and current work processes and execute continuous improvement activities within work area	• Suggest areas for personal development and current work processes and execute continuous improvement activities within work area.

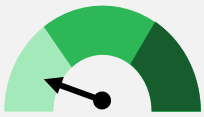
Redesign possibilities	
Vertical stacking	• Stacked with *Host / Hostess / Crew Leader* to become **F&B Associate**.
Segmentation	• Tasks in this role may be segmented depending on individual workers' profiles and needs to cater for alternative workers and the contingent workforce.

A list of current and new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences		
Enterprise Systems			

*In the next **1 - 3 years**....*



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Additional Technical Skills and Competencies (TSCs)
Current TSCs for this role are assessed to be sufficient for the next 3 years. *The job holder should focus on strengthening existing skillsets to carry out his/her role successfully.*

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Problem Solving		

A list of new or additional skills can be found on the following page.

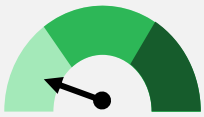
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

COVID-19	Guest Preferences	Shift in Ops Models	Workforce Challenges
AI			

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Chief Security Officer leads and **sets strategic directions for the security operations** in the hotel. He/She is expected to uphold the professionalism of security personnel, **manage the resources required**, **build security awareness and foster collaboration among stakeholders**. His duties include **overseeing response to incidents**, **designing contingency plans** and developing security plans.	**Moving forward,** this job role will continue to lead security operations in the hotel. The job holder will need to **stay abreast of leading security practices** as well as **emerging technologies** and **their possible applications** in security operations, **driving the adoption** of such technologies where necessary. As hotels adopt enhanced health, safety, and crisis response measures, this job role may need to be involved in the **leading and execution of these efforts**.

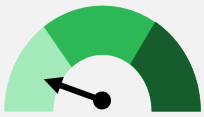
Critical Work Function	Job tasks today	Job tasks within the next 3 years
Collaborate with security community	Lead security watch groups and develop security plans for hotel events	• Lead security watch groups and develop security plans for hotel events. • **AI-enabled security systems forecast guest volume** to improve crowd control and operations based on data gathered through intelligent video surveillance.
Perform security analysis	Conduct situational trend and crime order threat analyses	• Conduct situational trend and crime order threat analyses.
Manage security teams	Manage and plan for manpower resources and conduct disciplinary inquiries	• Manage and plan for manpower resources and conduct disciplinary inquiries. • The job holder will also need to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs while supporting business objectives.
Manage incidents	Oversee response to incidents and emergencies and conduct contingency planning	• Oversee response to incidents and emergencies and conduct contingency planning. • The job holder will need to consider a wide range of threats and risks to hotels, including areas such as health and safety, working with other functions and external stakeholders to conduct emergency response and contingency planning.

A list of new or additional skills can be found on the following page.

Trends impacting this role

COVID-19	Guest Preferences	Shift in Ops Models	Workforce Challenges
AI			

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Security, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Succession Planning*	Technology Adoption and Innovation
Technology Scanning*		

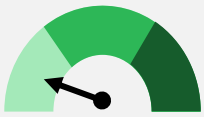
Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems			

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Senior Security Supervisor **leads his/her security team** in **providing protection to assigned premises**, assets and personnel. He/She is expected to **plan, deploy and conduct security operation audits**, as well **as assess security risks and their mitigation**. His duties include conducting after action reviews, assessing performance of security personnel, coaching and developing training plans.	**Moving forward,** this role will still be responsible for leading a security team. **Technical expertise** and **professional judgement** remain critical **to conducting security operations audits** and **assessing security risks** and **mitigating them**. The job holder will require **strong people management skills** to ensure that team members are motivated and well-equipped to support security operations.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Detect security threats	Lead a team of security personnel (more than three people) in security surveillance within the security command center		• Lead a team of security personnel in security surveillance within the security command center. • The job holder will also be required to **analyse data** gathered from the incident reporting software to **preempt potential security incidents** and **establish best practices** to **mitigate future incidents**
Manage security teams	Assess the performance of security teams, plan training plans, and coach security personnel		• **HR Management Systems (HRMS) track staff performance** against Key Performance Indicators, allowing the job holder oversight of team's performance. • The job holder will still be required to provide feedback, mentor, and develop training plans for team members to improve work performance.
Provide security audit services	Plan and conduct security audits and conduct after action reviews		• Plan and conduct security audits and conduct after action reviews.
Manage risks	Assess, prepare for and mitigate security risks		• Assess, prepare for and mitigate security risks.

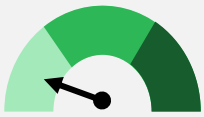
Redesign possibilities	
Vertical stacking	• Stacked with *Security Supervisor* to become **Security Specialist**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems			

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Security, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Technology Adoption and Innovation	

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems			

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Security Supervisor assists the Senior Security Supervisor in leading the security team, which **protects assigned premises, assets and personnel**. He/She is expected to **handle medical incidents**, **compile incident reports**, liaise with and provide relevant information requested by other departments. His duties include **managing the security team**, monitoring its performance and **providing coaching and advice** when necessary.	**Moving forward,** this role will still be responsible for supporting the Senior Security Supervisor in detecting security threats, managing security teams and incidents. In addition, the job holder will need to be **familiar with the usage of digital tools** to **enhance the rate of threat detection** and **reporting of incidents**. The job holder will require **strong communication skills** to liaise with stakeholders from other departments and manage a team of both full-time, part-time, and outsourced staff.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Detect security threats / Manage security teams	Manage a team of security personnel through coaching team members and conducting team briefings		• Manage a team of security personnel through coaching team members and conducting team briefings.
Manage incidents	Handle medical incidents, compile incident reports, and provide relevant information that are required by other departments relating to case management		• Handle medical incidents, compile incident reports, and provide relevant information that are required by other departments relating to case management. **Incident reporting software** may be used to **facilitate the compilation and reporting of incidents** to ensure timely and real-time reporting of incidents and potential threats for immediate action. However, the job holder will still be required to provide inputs for statements and eyewitness reports, as necessary.
	Execute evacuation plans or exercises		• Execute evacuation plans or exercises.

Redesign possibilities	
Vertical stacking	• Stacked with *Senior Security Supervisor* to become **Security Specialist**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
Enterprise Systems			

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Security, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Technology Adoption and Innovation		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
AI	Biometrics	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Senior Security Officer is responsible for **protecting assigned premises, assets and personnel**. He/She is expected to detect and deter potential threats. His duties include **managing key press, regulating traffic**, attending to enquiries from stakeholders, **performing surveillance** at the command centre, operating security systems, providing assistance to law enforcement and managing incidents and emergencies.	**Moving forward,** this role will still be responsible for monitoring, detecting, and deterring potential threats. The job holder will require **skills in digital fluency** to **adapt to new ways of working** and **technology tools** to **enhance the accuracy** and **speed of threat identification** and response.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Provide access security services	Manage key presses, regulate traffic and crowds within premises, and attend to enquiries from visitors	• Manage key presses, regulate traffic and crowds within premises, and attend to enquiries from visitors.
Detect security threats	Perform security surveillance at command centres by operating security and safety systems, including Closed-Circuit Television (CCTV) systems and security alarm systems	• **AI-enabled security systems** and **facial recognition technology augment security surveillance activities** and allow job holders to quickly detect signs of suspicious activities or behaviours. • A **combination of smart cameras, Internet of Things (IoT) sensors, and facial recognition technology track, identify, and alert the job holder of suspicious behaviour**. While the job holder will still be required to operate Closed-Circuit Television (CCTV) systems, improved surveillance technologies enable the job holder to better detect security threats.
Manage incidents	Assist authorities and provide secondary support to law enforcement and incident and emergency responses	• Assist authorities and provide secondary support to law enforcement and incident and emergency responses.

Redesign possibilities	
Vertical stacking	• Stacked with *Security Officer* to become **Security Associate**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
AI	Biometrics	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Security, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Technology Adoption and Innovation	

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

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Trends impacting this role

Guest Preferences	Shift in Ops Models		
AI	Biometrics		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Security Officer is responsible for **protecting assigned premises, assets and personnel**. He/She is expected to detect and deter potential threats. His duties include **performing access control**, **conducting security screening**, attending to enquiries from stakeholders, **patrolling and guarding premises**, as well as managing incidents and emergencies.	**Moving forward,** this role will still be responsible for protecting hotel premises, assets, and personnel. The job holder will require **skills in digital fluency** to **adapt to new ways of working** and **technology tools** that **enhance the accuracy and speed of threat identification and response**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Perform access security functions	Attend to enquiries from visitors, perform access controls, and conduct general security screenings	• Attend to enquiries from visitors, perform access controls, and conduct general security screenings.
Detect security threats	Guard and conduct security patrols on hotel premises	• **AI-enabled security systems and facial recognition technology augment security surveillance activities** and allow job holders to quickly detect signs of suspicious activities or behaviours. Nevertheless, the job holder will still be required to perform physical patrols and guard and monitor hotel premises.
Manage incidents	Provide quick response to incidents and emergencies, and assist authorities in law enforcement	• Provide quick response to incidents and emergencies and assist authorities in law enforcement.

Redesign possibilities	
Vertical stacking	• Stacked with *Senior Security Officer* to become **Security Associate**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
AI	Biometrics		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

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In addition to the Skills and Competencies identified in the Skills Framework for Security, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Technology Adoption and Innovation		

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

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Housekeeping
Front Office
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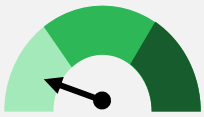
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Sustainability	Workforce Challenges		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	**Responsibilities of the role in the future**
The Maintenance and Engineering Director is **responsible for the strategic planning** and **management** of the department. He/She **drives the strategies** for **the operation and maintenance needs** of engineering projects, and ensures that all initiatives, and processes are in conformance with established organisational policies and objectives.	**Moving forward,** this role is still responsible for leading the Maintenance and Engineering department and driving strategies for the operation and maintenance needs for engineering works in the hotel. The job holder is required to **stay abreast of leading practices** and **emerging technologies in maintenance, sustainability**, Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS), and other areas of work. As hotels undertake **asset enhancement projects** to update the property, the job holder will also be required to **support the implementation of new technologies** to **support automation**, **sustainability**, and **performance improvement efforts.**

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Conduct operations	Endorse financial and budgetary requirements of operational plans and develop strategic partnerships with stakeholders to execute plans	• Endorse financial and budgetary requirements of operational plans and develop strategic partnerships with stakeholders to execute plans. • **Analyse business performance data** to **identify areas of improvement** in alignment to business priorities.
Maintain equipment and systems	Drive innovation, performance improvements, and cross-departmental collaborations to minimise equipment and systems downtime	• Drive innovation, performance improvements, and cross-departmental collaborations to minimise equipment and systems downtime. • The job holder will also be required to **identify emerging technologies** on the market and **assess its feasibility for implementation** in the property to drive process efficiency.
Manage people and organisational function	Formulate strategies for talent recruitment and development, continuous improvement, and change management initiatives at the organisational level	• The job holder will be required to implement creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • Formulate strategies for continuous improvement and change management initiatives at the organisational level. • Formulate **strategies for succession planning** to prepare employees for future roles and **cultivate a pool of skilled talent**.
	Establish departments' long-term objectives as well as performance indicators, strategic partnerships, and budget sourcing and allocation to achieve set objectives	• Establish departments' long-term objectives as well as performance indicators, strategic partnerships, and budget sourcing and allocation to achieve set objectives.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage health, safety and environment	Establish sustainable engineering strategies, procedures and guidelines		• Establish sustainable engineering strategies, procedures and guidelines. • Beyond the area of sustainable engineering, the job holder will also be required to be support the hotel's development and execution of sustainable design, practices and technologies. • Keep abreast of sustainability trends and **incorporate leading sustainable practices** and **green technologies** in current work processes to **drive energy efficiency**.
Manage responses to emergencies and crises	Drive continuous improvement of the hotel's risk management, emergency response planning, and crisis management frameworks		• Drive continuous improvement of the hotel's risk management, emergency response planning, and crisis management frameworks.
	Oversee emergency responses in the department		• Oversee emergency responses in the department.

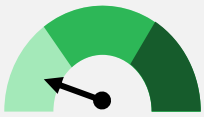
Redesign possibilities	
Horizontal stacking	• Stacked with *Venue Operations Director* and enlarged to become **Director of Facilities**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Sustainability	Workforce Challenges		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Engineering Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Carbon Footprint Management*	Data Analytics	Environmental Sustainability Management*
Green Facilities Management*	Succession Planning*	Technology Adoption and Innovation
Technology Scanning*		

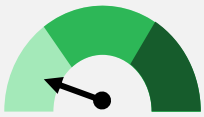
Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Influence
Problem Solving		

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Sustainability	Workforce Challenges		
AI	IoT		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	**Responsibilities of the role in the future**
The Principal Engineer / Manager is responsible for **acting as a technical advisor** to **provide problem-solving consultations and engineering expertise** for engineering projects. He/She **maintains oversight on all operations** and **maintenance plans** and schedules and ensures alignment to organisational strategy. He reviews the organisational policies to ensure compliance to statutory and regulatory policies, procedures and regulations.	**Moving forward,** this role is still responsible for overseeing all operations and maintenance plans, providing deep technical expertise and advice to execute on the department's activities. The job holder is required to **translate departmental strategies into action**, ensuring that the team has sufficient resources and support to perform maintenance and repair activities. As hotels **undertake asset enhancement projects** to update the property, the job holder will also be required to **support the implementation of new technologies** to support **automation, sustainability, and performance improvement efforts.**

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain equipment and systems	Optimise maintenance plans and schedules for inspection, testing, repair and predictive maintenance of equipment and systems to minimise downtime and costs	• A **combination of Internet of Things (IoT) smart sensors and AI-enabled dashboards** allow for the **real-time tracking of equipment and systems performance** and **facilitate the development of inspection, testing, repair, and predictive maintenance plans**. • The job holder will still be required to exercise professional judgement in optimising plans in accordance with team and organisational strategies for engineering and maintenance.
	Evaluate root cause analysis reports of equipment and system failure, develop potential solutions and provide technical guidance on equipment and systems maintenance	• **Analyse and evaluate** root cause analysis reports of equipment and system failure to **better identify potential risks,** and develop potential solutions and provide technical guidance on equipment and systems maintenance
	Develop financial and budgetary requirements for maintenance plans and manage the department's financial inflow and outflow against allocated budgets and forecasts	• Develop financial and budgetary requirements for maintenance plans and manage the department's financial inflow and outflow against allocated budgets and forecasts.
Conduct operations	Lead cross-department integration of operations, including maintenance and repair activities	• Lead cross-department integration of operations, including maintenance and repair activities. • The job holder will also be required **to identify emerging technologies** on the market and **assess its feasibility for implementation** in the property to drive **process efficiency**.
	Endorse resourcing and utilisation plans, budget, and repair and maintenance activities, operational plans, and Standard Operating Procedures (SOPs)	• Endorse resourcing and utilisation plans, budget, and repair and maintenance activities, operational plans, and Standard Operating Procedures (SOPs).

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage people and organisational function	Drive talent management strategies, including recruitment, development, and performance management strategies to meet organisational and departmental goals		• Drive talent recruitment and development for the department in alignment with organisational strategy. • The job holder will be required to implement creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • Drive **strategies for succession planning** to prepare employees for future roles and **cultivate a pool of skilled talent.**
	Manage continuous improvements and change management initiatives for time, cost, and quality improvements		• Manage continuous improvements and change management initiatives for time, cost, and quality improvements.
	Validate risk management plans and risk controls to ensure compliance with organisation's risk management framework		• Validate risk management plans and risk controls to ensure compliance with organisation's risk management framework.
Manage health, safety and environment	Drive sustainable engineering strategies, procedures and guidelines		• Drive sustainable engineering strategies, procedures and guidelines. • Keep abreast of **sustainability trends** and **incorporate leading sustainable practices** and **green technologies** in current work processes to **drive energy efficiency**.
	Establish departmental plans to align with organisation's Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS) frameworks and strategies		• Establish departmental plans to align with organisation's Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS) frameworks and strategies.
	Drive contractor and vendor compliance with organisational WSH and EMS standards and practices, reviewing any accident or incident findings to recommend improvements		• Drive contractor and vendor compliance with organisational WSH and EMS standards and practices, reviewing any accident or incident findings to recommend improvements.
Manage responses to emergencies and crises	Facilitate and lead responses to crisis situations and recovery activities, in accordance with the crisis management framework and procedures		• Facilitate and lead responses to crisis situations and recovery activities, in accordance with the crisis management framework and procedures.

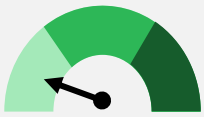
Redesign possibilities	
Vertical stacking	• Stacked with *Senior Engineer / Assistant Manager* to become **Engineering Manager**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Sustainability	Workforce Challenges		
AI	IoT		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Engineering Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Carbon Footprint Management*	Data Analytics	Environmental Sustainability Management*
Green Facilities Management*	Internet of Things Management	Technology Scanning*

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Sustainability			
AI	Data Analytics	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Senior Engineer / Assistant Manager is responsible for **developing the operations and maintenance plans** and schedules for the **continuous operations of equipment** and systems. He/She ensures **resourcing needs of engineering projects are met** based on developed plans and resourcing requirements. He **ensures compliance** of work activities to **regulatory and statutory policies**, procedures and regulations, performing root cause analysis to manage safety lapses.

Responsibilities of the role in the future

Moving forward, this role is still required for developing and executing operations and maintenance plans, ensuring compliance with organisation's policies and other regulatory or statutory policies. The job holder is required to **utilise technologies** in **tracking department and team performance** and **leading root cause analysis of issues**, proposing solutions to mitigate existing and potential challenges. The job holder is also required to possess **strong interpersonal skills** to **coordinate with internal and external stakeholders**, as well as **coach and drive team performance**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain equipment and systems	Develop maintenance plans and schedules for inspection, testing, repair and predictive maintenance of equipment and systems, as well as review and verify the implementation of recommended repair works and solutions	• A **combination of Internet of Things (IoT) smart sensors, Advanced Analytics, and AI-enabled dashboards** allow for the **real-time tracking of equipment and systems performance** and **facilitate the development of predictive maintenance plans**. • The job holder will still be required to review and verify the implementation of recommended repair works and solutions.
	Lead root cause analysis of equipment and system failures and underperformance and develop reports, as well as review testing, maintenance and repair records to identify and evaluate trends and inform potential solutions	• A **combination of Internet of Things (IoT) smart sensors and AI-enabled dashboards** support the **root-cause analysis of equipment and system failures** and allow the job holder to accurately diagnose issues, although human judgement is still required to recommend relevant and appropriate solutions. • **Data analytics and visualisation tools** support the **analysis of historical testing, maintenance, and repair data** to better inform solutions.
	Review housekeeping procedures and standards and oversee test runs of new processes involving automated equipment, systems and controls	• Review housekeeping procedures and standards and oversee test runs of new processes involving automated equipment, systems and controls.
Manage responses to emergencies and crises	Evaluate the severity of emergency situations and propose emergency technical and recovery activities based on the crisis management frameworks	• Evaluate the severity of emergency situations and propose emergency technical and recovery activities based on the crisis management frameworks.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Conduct operations	Review methods of application for emerging technologies, operational plans and Standard Operating Procedures (SOPs) to support equipment, systems, and improve performance monitoring and process troubleshooting		• Review methods of application for emerging technologies, operational plans and Standard Operating Procedures (SOPs) to improve performance monitoring and process troubleshooting.
	Evaluate feasibility of identified resourcing requirements to achieve operational state and review operational plans and SOPs		• Evaluate feasibility of identified resourcing requirements to achieve operational state and review operational plans and SOPs.
Manage health, safety and environment	Ensure team, vendor, and contractor compliance with WSH policies and EMS, and the proper closure of accident and incident investigations, including notification to relevant authorities		• Ensure team, vendor, and contractor compliance with WSH policies and EMS, and the proper closure of accident and incident investigations, including notification to relevant authorities.
	Ensure implementation of sustainable engineering procedures and guidelines		• Ensure implementation of sustainable engineering procedures and guidelines.
Manage people and organisational function	Acquire and allocate resources to support operations, analyse financial implications of business strategies, and analyse viability of proposed continuous improvement initiatives and drive change management		• Acquire and allocate resources to support operations. • **Data analytics and visualisation tools** support the **analysis of multiple operations scenarios** and allow the job holder to better evaluate the financial implications of business strategies to daily operations. • Analyse viability of proposed continuous improvement initiatives and drive change management.
	Drive team performance to achieve department goals and identify recruitment needs and areas for technical and business management training and development		• **Internet of Things (IoT)-based applications** enable **real-time tracking** and **monitoring of labour productivity** and allow the job holder to better coach and manage team performance.
	Develop risk management plans and risk controls in alignment with organisation's risk management framework		• Develop risk management plans and risk controls in alignment with organisation's risk management framework.

Redesign possibilities	
Vertical stacking	• Stacked with *Principal Engineer / Manager* and enlarged to become **Engineering Manager**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Sustainability			
AI	Data Analytics	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Engineering Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Environmental Sustainability Management*	Green Facilities Management*
Internet of Things Management	Technology Scanning*	

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	

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Trends impacting this role

Sustainability			
AI	Data Analytics	Enterprise Systems	IoT

*In the next **1 – 3 years**...*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Engineer / Supervisor is responsible for **ensuring the continuous operations** of equipment, components and systems. He/She **supervises the operations** and **maintenance of equipment and systems**. He leads the initiatives for **identifying and implementing innovation** within the organisation. He also follows corporate guidelines and best practices, monitoring compliance of work activities to regulatory and statutory policies, procedures and regulations.	**Moving forward,** this role is still required to ensure the continuous operations of equipment, components, and systems, supervising teams and activities, and leading improvement initiatives. The job holder is required to **utilise technologies in allocating assignments** to team members, **monitoring and managing team performance**, as well as **tracking the performance of equipment** and **systems** and proposing possible solutions. The job holder is also required to possess **strong interpersonal skills** to **coordinate with internal and external stakeholders**, as well as **manage team performance**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain equipment and systems	Conduct root cause analysis of equipment and system underperformance, failures, and malfunctions, analysing testing, maintenance, and repair records to identify trend, potential issues, and recommend solutions	• A **combination of Internet of Things (IoT) smart sensors and AI-enabled dashboards** support the **root-cause analysis of equipment and system underperformance, failures, and malfunctions**, and allow the job holder to accurately diagnose issues and determine appropriate solutions. • **Data analytics and visualisation tools** support the **analysis of historical testing, maintenance and repair records** to better identify trends, potential malfunctions, and inform solutions required.
	Assign responsibilities and resources for inspection, testing, repair and predictive maintenance of equipment and systems	• **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS) and HR Management Systems (HRMS), monitor and assign work duties**, as well as **track availability and performance of teams**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives.
Manage health, safety and environment	Ensure team and vendor compliance with organisation's Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS), conducting accident and incident investigations when needed	• Ensure team and vendor compliance with organisation's Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS), conducting accident and incident investigations when needed.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage people and organisational function	Ensure adherence to planned budgets and financial forecasts and monitor resource availability to support business operations		• **Enterprise Resource Planning (ERP) solutions** provide **visibility on financial inflows and outflows**, allowing the job holder to identify deviations in budget utilisation and propose corrections to ensure adherence to planned budgets and financial forecasts. • A **combination of Human Resource Management systems (HRMS) and Internet of Things (IoT)-based applications** enable **real-time tracking and monitoring of manpower resource availability**, freeing up time for the job holder to manage the performance of team members or plan for possible manpower shortages.
	Monitor employee performance by utilising performance management systems and provide inputs on team's recruitment, training, and development needs		• A **combination of Human Resource Management systems (HRMS) and Internet of Things (IoT)-based applications** enable **real-time tracking and monitoring of labour productivity** and allow the job holder to better coach and manage team performance. • **Data analytics and visualisation tools** support the **analysis of operations information** relating to business processes and operations performance and allow the job holder to better identify and propose areas for improvement.
	Propose improvements to business processes and operations to drive continuous improvement		• **Data analytics and visualisation tools** support the **analysis of operations information** relating to business processes and operations performance and allow the job holder to better identify and propose areas for improvement.
Conduct operations	Determine resourcing requirements to achieve operational state in accordance with organisational standards		• The job holder will be required to amalgamate various sources of operations information relating to the availability of manpower resources, ongoing and upcoming engineering and maintenance projects, as well as schedules for maintenance and repairs to determine resourcing requirements to achieve operational state in accordance with organisational standards.
	Develop operational plans and Standard Operating Procedures (SOPs) for equipment and systems, including housekeeping and sustainable engineering procedures and standards		• Develop operational plans and Standard Operating Procedures (SOPs) for equipment and systems, including housekeeping and sustainable engineering procedures and standards.
	Devise methods of application for emerging technologies to improve performance monitoring and process troubleshooting, and conduct test runs of new processes, equipment, systems, and controls		• Devise methods of application for emerging technologies to improve performance monitoring and process troubleshooting, and conduct test runs of new processes, equipment, systems, and controls.
	Liaise with internal and external stakeholders, such as procurement team and vendors, to align on planned work activities		• Liaise with internal and external stakeholders, such as procurement team and vendors, to align on planned work activities.
Manage responses to emergencies and crises	Analyse the impact of emergency response plans and relevant safety procedures on operations and coordinate the emergency response team activities		• Analyse the impact of emergency response plans and relevant safety procedures on operations and coordinate the emergency response team activities.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Sustainability			
AI	Data Analytics	Enterprise Systems	IoT

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Engineering Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Green Facilities Management*	Internet of Things Management

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Sustainability			
AI	IoT	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Assistant Engineer / Senior Technician is responsible for **supporting the planning of corrective**, **preventive and predictive maintenance activities** that ensure equipment and systems are **fully functional** and in **optimal operating condition**. He/She follows corporate guidelines and best practices, ensuring work activities are carried out safely and enhancing the organisation's compliance with regulatory and statutory policies, procedures and regulations.

Responsibilities of the role in the future

Moving forward, this role is still responsible for supporting the planning of corrective, preventive and predictive maintenance activities that ensure equipment and systems are fully functional and in optimal operating condition. The job holder is required to be **familiar with technology tools** used for **tracking and monitoring equipment and systems performance** to identify issues. The job holder is also required to **provide guidance to peers and juniors** in his/her area of work.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Conduct operations	Operate equipment and systems in adherence to operational plans and Standard Operating Procedures (SOPs) and interpret indicators of equipment and system underperformance, damages, and malfunctions	• Operate equipment and systems in adherence to operational plans and Standard Operating Procedures (SOPs). • A **combination of Internet of Things (IoT) smart sensors and AI-enabled dashboards** enable **real-time monitoring and tracking of indicators of equipment and system underperformance, damages, and malfunctions**, and allow the job holder to swiftly identify issues.
	Follow resourcing plans in support of engineering projects	• Follow resourcing plans in support of engineering projects.
	Apply emerging technologies for performance monitoring and process troubleshooting, perform repair works on equipment and systems, and carry out housekeeping of tools after maintenance and repairs	• Apply emerging technologies for performance monitoring and process troubleshooting, perform repair works on equipment and systems, and carry out housekeeping of tools after maintenance and repairs.
Maintain equipment and systems	Conduct or support the testing of equipment and systems, calibration of automated systems and controls, interpret results of equipment and systems testing, and document testing, maintenance and repair works	• Conduct or support the testing of equipment and systems, calibration of automated systems and controls. • **Robotics Process Automation (RPA)** can be used to **draft standard testing, maintenance, and repair works documentations** and **automate routine filing of documents**. Some human judgment may still be required for oversight and managing quality of output.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage responses to emergencies and crises	Implement emergency response plans and relevant safety procedures and supervise the emergency response team		• Implement emergency response plans and relevant safety procedures and supervise the emergency response team.
Manage health, safety and environment	Coordinate with vendors to ensure compliance with Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS), supporting accident and incident investigations when needed		• Coordinate with vendors to ensure compliance with Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS), supporting accident and incident investigations when needed.

Redesign possibilities	
Vertical stacking	• Stacked with *Technician / Coordinator* to become **Engineering Associate**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Sustainability			
AI	IoT	Robotics & Automation	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

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Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Green Facilities Management	Internet of Things Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Self Management

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Trends impacting this role

Sustainability			
AI	IoT		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Technician / Coordinator is responsible for ensuring that all **engineering equipment and systems are fully functional** and in **optimal operating condition**. He/She supports the team by performing maintenance on equipment and systems in accordance with maintenance Standard Operating Procedures (SOPs).	**Moving forward,** this role is still responsible for ensuring that all engineering equipment and systems are fully functional and in optimal operating condition. **The use of technology tools** will **alleviate the tracking and monitoring equipment and systems**, allowing the job holder to **prioritise operations and maintenance activities**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Maintain equipment and systems	Monitor equipment and system condition and performance	• A **combination of Internet of Things (IoT) smart sensors and AI-enabled dashboards** allow for the **real-time tracking of equipment and systems performance** and **facilitate predictive maintenance**, allowing the job holder to prioritise other day-to-day tasks.
Conduct operations	Follow resourcing plans in support of engineering projects, performing repair works on equipment and systems and housekeeping	• Follow resourcing plans in support of engineering projects, performing repair works on equipment and systems and housekeeping.
	Operate and conduct testing of equipment and systems in adherence to operational plans and Standard Operating Procedures (SOPs)	• Operate and conduct testing of equipment and systems in adherence to operational plans and Standard Operating Procedures (SOPs).
Manage responses to emergencies and crises	Follow emergency response plans and relevant safety procedures and respond to emergencies	• Follow emergency response plans and relevant safety procedures and respond to emergencies.
Manage health, safety and environment	Report accidents and incidents in accordance with Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS) standards and practices	• Report accidents and incidents in accordance with Workplace Safety and Health (WSH) policies and Environmental Management Systems (EMS) standards and practices.

Redesign possibilities	
Vertical stacking	• Stacked with *Assistant Engineer / Senior Technician* and enlarged to become **Engineering Associate**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Sustainability			
AI	IoT		

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Engineering Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Data Analytics	Green Facilities Management*	Internet of Things Management*

Additional Critical Core Skills (CCSs)		
Adaptability	Learning Agility	Self Management

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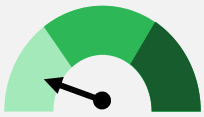
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Shift in Ops Models	Workforce Challenges		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The Operations Director is responsible for **providing the overall direction of the department** within the guidelines set up by the General Manager. As a systems thinker, he **strategises and directs operational activities** and translates organisational goals into achievable steps, **anticipates and stays ahead of trends** and takes advantage of opportunities. He **also mentors the management team** as part of **succession planning** and represents the organisation in meetings with clients, investors and business partners.	**Moving forward**, the role will continue to oversee cleaning operations within the hotel. While technology has **limited impact** on the way day-to-day work is performed. Skills in **stakeholder management, relationship building, leadership, and influence** remain critical for **driving the performance and productivity of teams**, which may include an **increasing proportion of outsourced staff** in addition to full-time employees.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive business operations	Drive overall cleaning operations, including the development and review of operation policies and procedures, as well as budget planning for the department	• Drive overall cleaning operations, including the development and review of operation policies and procedures, as well as budget planning for the department. • The job holder will be required to **stay abreast of technological developments** and **evaluate the usefulness of technologies** to cleaning operations, thereafter, **adopting tools that will improve** the **effectiveness** of teams and operations.
Manage client relationships	Direct the development and review of strategic plans to improve relationships and collaborate with other functions to achieve business goals	• **Analyse and evaluate business performance data using data analytics and visualisation tools** to identify **potential areas of improvement** in alignment to business priorities. • Direct the development and review of strategic plans to improve relationships and collaborate with other functions to achieve business goals.
Lead teams	Lead organisational succession planning, capability development and employee engagement, as well as manage the professionalism of the staff	• **Lead organisational succession planning**, capability development and employee engagement, as well as manage the professionalism of the staff. • The job holder is required to **stay abreast of leading practices and approaches in succession planning**, **capability development**, **employee engagement**, consulting with relevant stakeholders and partnering closely with HR to **incorporate this knowledge into developing talent strategies for the department**.
Manage incidents	Oversee the development, conduct, and review of contingency plans, endorse emergency and crisis management response plans, and provide direction on analysed trends of reported incidents.	• Oversee the development, conduct, and review of contingency plans, endorse emergency and crisis management response plans, and provide direction on analysed trends of reported incidents.

A list of new or additional skills can be found on the following page.

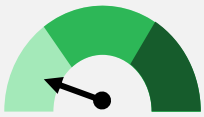
Redesign possibilities	
Horizontal stacking	• Stacked with *Rooms Division Manager / Director of Room* and enlarged to become **Rooms Director**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Shift in Ops Models	Workforce Challenges		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Environmental Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Infographics and Data Visualisation*	Service Leadership	Succession Planning*
Technology Adoption and Innovation		

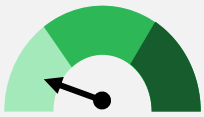
Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Shift in Ops Models	Workforce Challenges		
Data Analytics	IoT		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today

The Cleaning Operations Manager is responsible for **managing the cleaning operations** of the organisation. This includes overseeing the **management of resources**, **directing and monitoring cleaning operations**, developing operation plans, managing service contracts and incidents, and communicating with cleaning teams. He/She is also required to carry out **capability development activities** and any other operational requirements as directed by the management.

Responsibilities of the role in the future

Moving forward, the role will continue to manage the day-to-day cleaning operations. The job holder is required to actively manage the productivity and performance of teams, which include both full-time and outsourced cleaning staff, as well as **keep abreast of technological developments** to **lead the adoption of suitable cleaning technologies** and tools to **streamline cleaning activities** and processes.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage cleaning services	Manage cleaning operations and ensure quality service delivery, evaluate relevant data to propose recommendations for cleaning process improvement, and develop and review operation plans to improve work procedures and quality service delivery	• Manage cleaning operations and ensure quality service delivery. • **Data analytics and visualisation tools** support the **analysis of data related to cleaning processes** to better identify trends, areas for improvement, and propose recommendations. • Develop and review operation plans to improve work procedures and quality service delivery.
Manage contracts	Manage cleaning contracts to procure cleaning vendor services, negotiate terms/conditions and pricing, and ensure they are accurately executed and satisfied	• Manage cleaning contracts to procure cleaning vendor services, negotiate terms/conditions and pricing, and ensure they are accurately executed and satisfied.
Manage incidents	Make critical decisions to resolve major incidents and emergencies, manage and report incident and emergency investigations, and analyse and manage major incidents and emergencies in collaboration with relevant persons	• Make critical decisions to resolve major incidents and emergencies, manage and report incident and emergency investigations, and analyse and manage major incidents and emergencies in collaboration with relevant persons.
Manage inventory, equipment and maintenance schedule	Evaluate the identified and recommended equipment and/or technologies that are suitable for business operations and ensure sufficient stock of supplies of materials and equipment	• The job holder is required to stay abreast of leading practices in this area of work, applying professional judgement and technical expertise to incorporate this knowledge into adopting suitable technology tools. • **Internet of Things (IoT) smart sensors facilitate inventory tracking of materials and equipment** and **alerts the job holder to replenish stocks** on a timely basis and ensure sufficient stock of supplies of materials and equipment.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Manage cleaning teams	Oversee the planning of work schedules and deployment of manpower, the capability development of staff, and develop plans to promote good teamwork in alignment with organisational core values		• Oversee the planning of work schedules and deployment of manpower, the capability development of staff, and develop plans to promote good teamwork in alignment with organisational core values.

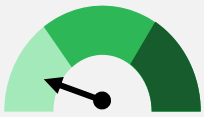
Redesign possibilities	
Vertical stacking	• Stacked with *Cleaning Operations Executive* to become **Cleaning Operations Manager**.

 A list of current and new or additional skills can be found on the following page.

Trends impacting this role

Shift in Ops Models	Workforce Challenges		
Data Analytics	IoT		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Environmental Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Infographics and Data Visualisation*	Internet of Things Management	Service Leadership
Technology Adoption and Innovation		

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Shift in Ops Models	Workforce Challenges		
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Cleaning Operations Executive assists with the **management of cleaning operation duties** as directed by the manager. This includes **managing resources**, **work procedures**, service contracts and work incidents. He/She is also required to implement and **recommend operation plans** to **improve work processes and service quality** for the organisation.	**Moving forward**, the role will continue to assist with the management of cleaning operation duties as directed by the manager. The job holder is required to be **adept at using technology tools** to **facilitate the management of people and processes** and **recommend improvements to cleaning operations**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage cleaning services	Coordinate with supervisor and client to ensure quality service delivery and review daily cleaning job reports for submission to management	• Coordinate with supervisor and client to ensure quality service delivery and review daily cleaning job reports for submission to management.
	Compile and analyse relevant data to propose recommendations for improvement and assist in development and review of operation plans to improve work procedures and quality service delivery	• **Data analytics and visualisation tools** support the **analysis of data related to cleaning processes** to better identify trends, areas for improvement, and inform recommendations. • Assist in development and review of operation plans to improve work procedures and quality service delivery.
Manage incidents	Guide teams to respond to major incidents and emergencies and provide updates and reports on major incidents and emergencies to management	• Guide teams to respond to major incidents and emergencies and provide updates and reports on major incidents and emergencies to management.
Manage contracts	Assist in budget planning, ensure that budget guidelines set, follow up with contractual payments, and assist in resolving contract conflicts and report potential risks to management	• Assist in budget planning, ensure that budget guidelines set, follow up with contractual payments, and assist in resolving contract conflicts and report potential risks to management.
Manage inventory, equipment and maintenance schedule	Identify and recommend equipment and/or technologies that are suitable for business operations and maintain the stock of supplies of materials and equipment	• The job holder is required to stay abreast of leading practices and emerging technologies in this area of work, applying professional judgement and technical expertise to incorporate this knowledge into recommending suitable equipment to improve cleaning operations. • A **combination of RFID sensors and smart Inventory Management Systems (IMS) track and monitor inventory and supply levels in real-time**, **alerting the job holder to re-stock when necessary**. The job holder will then be required to trigger procurement or replenishment processes.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage cleaning teams	Facilitate the planning of work schedules and deployment of manpower and capability development of manpower	• **Property Management Systems (PMS) and HR Management Systems (HRMS) support staff scheduling**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • **HR Management Systems (HRMS) track workforce capabilities, staff performance and learning needs**, enabling the job holder to identify manpower and developmental gaps, and better structure learning plans and career development opportunities to enhance staff work performance.

Redesign possibilities	
Vertical stacking	• Stacked with *Cleaning Operations Manager* and enlarged to become **Cleaning Operations Manager**.

A list of current and new or additional skills can be found on the following page.

Trends impacting this role

Shift in Ops Models	Workforce Challenges		
Bluetooth/ RFID	Data Analytics	Enterprise Systems	IoT

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require

MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Environmental Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Infographics and Data Visualisation*	Internet of Things Management	Technology Adoption and Innovation

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility

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Trends impacting this role

Shift in Ops Models	Workforce Challenges		
Bluetooth/ RFID	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today	Responsibilities of the role in the future
The Cleaning Supervisor is responsible **for supervising a team of cleaners** in cleaning operations across the hotel, while **ensuring service quality delivery** and safety. This includes assisting in **planning of cleaning service operations** work plans, incident management and **managing inventory of the cleaning equipment** and materials used in multiple project sites. He/She is also required to provide guidance to the cleaners.	**Moving forward**, the role will continue to be responsible for supervising a team of cleaners in cleaning operations across the hotel. The job holder will be required to **exhibit people management abilities** and is expected to **demonstrate strong leadership skills** in **guiding cleaning teams** to **carry out cleaning activities**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage cleaning services	Communicate assigned cleaning duties to the team, monitor cleaning operations and assist in coordinating and liaising with cleaning vendors	• **Internet of Things (IoT)-based applications, integrated with Property Management System (PMS), monitor and assign work duties**, as well as **track availability and performance of teams**, freeing up time for the job holder to manage team performance or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies.
	Implement operation plans to improve work processes and service quality and submit compiled daily cleaning reports to management	• **Enterprise Resource Planning (ERP) solutions** may **serve as a central repository for daily cleaning reports**, **automatically consolidating, organising, storing**, and **integrating reports for the department**, freeing up the job holder to prioritise day-to-day cleaning operations.
Manage inventory, equipment and maintenance schedule	Ensure and replenish sufficient stock of cleaning tools and assist in the implementation of maintenance schedules for cleaning devices on a timely basis	• **Internet of Things (IoT) smart sensors facilitate inventory tracking of materials and equipment** and **alerts the job holder to replenish stocks** on a timely basis.
Manage incidents	Respond to major incidents and emergencies and provide reports to the management	• Respond to major incidents and emergencies and provide reports to the management.
Manage cleaning teams	Assist in planning work schedules and deployment of manpower, provide feedback and recommend process improvements to the cleaning team	• Assist in planning work schedules and deployment of manpower, provide feedback and recommend process improvements to the cleaning team.

Redesign possibilities	
Vertical stacking	• Stacked with *Multi-Skilled Cleaner / Team Leader* to become **Cleaning Operations Specialist**.

 A list of current and new or additional skills can be found on the following page.

Trends impacting this role

Shift in Ops Models	Workforce Challenges		
Bluetooth/ RFID	Enterprise Systems	IoT	

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Environmental Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management	Public Areas Housekeeping Operations Management	Technology Adoption and Innovation

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

 A list of current and new or additional skills can be found on the following page.

Trends impacting this role

Workforce Challenges			
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**...*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

Responsibilities of the role today

The Multi-Skilled Cleaner / Team Leader **performs cleaning operation duties** as directed. He/She may be assigned to more than one project sites to **perform a variety of cleaning functions**. The project sites may include indoor and outdoor public places. As part of his function, he may be responsible for **leading a team of cleaners** in a single project and to assume the **overall responsibility of the service performance** of his team.

Responsibilities of the role in the future

Moving forward, this role will continue to perform cleaning operations across the property. Technologies would **enhance the efficiency** of **repetitive and labour-intensive tasks**, freeing the job holder to **prioritise other tasks** such as **managing and operating technologies** and **coaching team members**. The job holder will be required to be **adept in the adoption** and **handling of technologies** in order to remain relevant in this role.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Provide cleaning services	Perform cleaning in the premises using appropriate ride-on machinery and/or equipment with supplies as directed	• Perform cleaning in the premises using appropriate ride-on machinery and/or equipment with supplies as directed.
Handle tools and equipment	Prepare the appropriate tools and equipment for cleaning, ensure that they are adequate and in working condition and ensure that the ride-on machinery and supplies are replenished, reinstated and maintained	• Prepare the appropriate tools and equipment for cleaning, ensure that they are adequate and in working condition and ensure that the ride-on machinery and supplies are replenished, reinstated and maintained.
	Ensure stocks of cleaning supplies are in order and update supervisors on replenishment orders on a timely basis	• **Internet of Things (IoT) smart sensors facilitate inventory tracking of cleaning supplies** and **alerts the job holder to replenish stocks** on a timely basis.
Handle incidents	Respond to major incidents and emergencies and report to the management	• Respond to major incidents and emergencies and report to the management.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Manage cleaning teams	Administer work plans and assign cleaning duties to cleaning teams, conduct task briefing to cleaning teams and induction programmes for new cleaners	• **Internet of Things (IoT)-based applications, integrated with Property Management Systems (PMS) and HR Management Systems (HRMS)**, **monitor and assign cleaning duties**, as well as **track availability and performance of cleaning teams**, freeing up time for the job holder to manage the performance of cleaners or plan for possible manpower shortages. Human intervention may still be required to override and/or adjust work plans in the event of operational exigencies. • **Internet of Things (IoT)-based applications and digitised forms** will **replace manual logs and forms**, improving accuracy and reducing time needed for the job holder to update job and log card record entries.

Redesign possibilities	
Vertical stacking	• Stacked with *Cleaning Supervisor* to become **Cleaning Operations Specialist**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Workforce Challenges			
Bluetooth/ RFID	Enterprise Systems	IoT	Robotics & Automation

*In the next **1 – 3 years**…*

MEDIUM degree of change in tasks

The job will potentially require
MODERATE JOB REDESIGN

A fair proportion of the job tasks will be substituted by technology, with human intervention required for high value-adding tasks as against routine, repetitive tasks

In addition to the Skills and Competencies identified in the Skills Framework for Environmental Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management	Public Areas Housekeeping Operations Management	Technology Adoption and Innovation

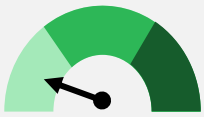
Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
IoT	Robotics & Automation		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

Responsibilities of the role today	Responsibilities of the role in the future
The General Cleaner is responsible for p**erforming cleaning operational duties** as directed. He/She may be assigned to a variety of places within indoor and outdoor public places.	**Moving forward,** this role will still be required to support the daily cleaning operations within the premises and perform cleaning duties as directed. The job holder will have to **leverage technology** to **update job record entries**, thereby **increasing operational efficiency**. **Digital literacy** will **remain central to succeeding** in this role.

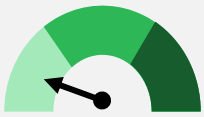
Critical Work Function	Job tasks today	Job tasks within the next 3 years
Provide cleaning services	Perform cleaning in the premises as directed and update job and log card record entries	• Perform cleaning in the premises as directed. • **Internet of Things (IoT)-based applications and digitised forms** will **replace manual logs and forms**, improving accuracy and reducing time needed for the job holder to update job and log card record entries.
Handle tools and equipment	Prepare the appropriate tools and equipment for cleaning, ensure the appropriate tools and equipment are adequate and in working condition and replenished, reinstated and maintained	• Prepare the appropriate tools and equipment for cleaning, ensure the appropriate tools and equipment are adequate and in working condition and replenished, reinstated and maintained.
Handle incidents	Respond to incidents and emergencies and operational abnormalities to the appropriate person	• Respond to incidents and emergencies and operational abnormalities to the appropriate person.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Guest Preferences	Shift in Ops Models		
IoT	Robotics & Automation		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially require
UPSKILLING

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

In addition to the Skills and Competencies identified in the Skills Framework for Environmental Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Internet of Things Management*	Public Areas Housekeeping Operations Management	Technology Adoption and Innovation

Additional Critical Core Skills (CCSs)		
Adaptability	Digital Fluency	Learning Agility
Self Management		

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- Skills not marked are available in SFw Hotel and Accommodation Service (HAS) but are not currently tagged to certain existing job roles within the function.

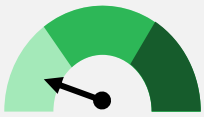
Appendices: Job Dashboards

Housekeeping
Front Office
Revenue & Distribution
Business Development, Sales & Marketing
Venue Management & Operations
Food & Beverage
Security Operations
Engineering & Maintenance
Cleaning Operations
Management

Trends impacting this role

Competitive Landscape	Shift in Ops Models	Sustainability	Workforce Challenges

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially CHANGE INCREMENTALLY

The job tasks will remain largely unchanged due to technology solutions, and will continue to have a high dependence on human intervention

Responsibilities of the role today	Responsibilities of the role in the future
The General Manager sets the **vision, mission and strategic priorities** for the property and **directs organisational strategies** to **achieve business growth** and **operational excellence**. He/She endorses service and quality standards and leads the management team to effectively **manage the various functional areas** to maximise guest experiences and uphold the property's brand image. To achieve business growth, he **develops strategic business relationships and partnerships**, **leads property refurbishments and asset enhancements** and advocates the organisation's interest at key events.	**Moving forward**, the role will continue to direct organisational strategies to achieve business growth and operational excellence for the hotel. As this role is **highly strategic in nature**, **technology has limited impact** on the way day-to-day work is performed. **Leveraging stakeholder management skills**, **personal relationships, leadership skills and influence** remain critical for **making sound and well-reasoned strategy decision**s based on business and customer needs.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive business strategies and growth	Develop organisational vision, mission and strategic priorities and direct development of organisational strategies for business development and operational excellence	• Develop organisational vision, mission and strategic priorities and direct development of organisational strategies for business development and operational excellence. • Formulate the **organisation's sustainability agenda**, vision and values **in alignment to its long-term business strategy**.
	Develop strategic business partnerships for growth opportunities	• **Develop strategic business partnerships** for growth opportunities. • Develop **revenue optimisation strategies** to account for **both room and non-room revenue generating streams**. • **Develop placemaking strategies** in collaboration with the relevant commercial teams and external stakeholders to **drive growth for the organisation**.
Lead financial performance and reporting	Drive financial performance and profitability of the property, lead property valuation, property refurbishments and asset enhancements	• Drive financial performance and profitability of the property, **lead property valuation through asset management strategies**, property refurbishments and **asset enhancements**.
Drive service and operational excellence	Lead change management initiatives for the organisation and drive knowledge management for the property to maintain business information and facilitate operational efficiency	• Lead change management initiatives for the organisation and **drive knowledge management** for the property to maintain business information and **facilitate operational efficiency**. • **Lead continuous improvement initiatives** to **streamline operational processes** and **enhance service delivery** to guests. • The job holder is still required to exercise **professional judgement and technical expertise** in identifying **opportunities for innovation**, improved work practices and **utilisation of emerging technology**.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Lead risk management	Formulate organisation's risk management philosophy and strategies and lead strategic decisions during emergency situations		• Formulate organisation's risk management philosophy and strategies and lead strategic decisions during emergency situations.
Lead people management	Develop and review performance management strategies and organisational performance		• Develop and **review performance management strategies** and **organisational performance**.
	Oversee organisational capability development and reward strategies, oversee disciplinary and human resource related issues and manage succession planning to identify and groom successors		• The job holder will be required to propose creative and sustainable operating and resourcing plans to mitigate manpower shortages and rising costs in support of business objectives. • The job holder is required to **stay abreast of leading practices and approaches in succession planning**, **capability development**, **employee engagement**, consulting with relevant stakeholders and partnering closely with HR to **incorporate this knowledge into developing talent strategies for the department**.

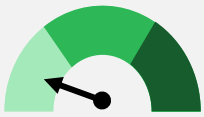
Redesign possibilities	
Vertical stacking	• Stacked with *Hotel Manager / Resident Manager / Executive Assistant Manager* and enlarged to become **General Manager**.

 A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Shift in Ops Models	Sustainability	Workforce Challenges

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially CHANGE INCREMENTALLY

The job tasks will remain largely unchanged due to technology solutions, and will continue to have a high dependence on human intervention

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Asset Management*	Business Environment	Design Thinking Practice*
Environment & Social Governance*	Leadership Development*	Lean Management for Hospitality **(NEW)**
Placemaking for Hospitality **(NEW)**	Revenue Optimisation^	Stakeholder Management*
Strategy Development*	Succession Planning*	Technology Scanning*

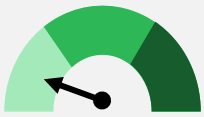
Additional Critical Core Skills (CCSs)		
Adaptability	Building Inclusivity	Digital Fluency
Influence		

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills denoted as **(NEW)** are emerging skills not currently captured by SFws.
- Skills denoted by an arrow (^) are found in SFw for HAS but may require updates to descriptions, knowledge and abilities.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially CHANGE INCREMENTALLY

The job tasks will remain largely unchanged due to technology solutions, and will continue to have a high dependence on human intervention

Responsibilities of the role today	Responsibilities of the role in the future
The Hotel Manager / Resident Manager / Executive Assistant Manager is responsible for the **strategic planning** and **day-to-day operations management** of the property. He/She works with the senior management team to **set business operations strategies** and performance indicators, **leads the review of operating procedures** and service standards and **directs all property services** including front office, housekeeping and food and beverage operations to ensure that the property runs smoothly each day. He **resolves operational and guest-related issues**, **oversees property maintenance** and establishes organisational networks and relationships for business growth. He also acts as a brand ambassador to promote the property.	**Moving forward,** the job holder will still be required to perform strategic planning and manage day-to-day property operations. As this role is highly strategic in nature, technology will provide visibility on operations and expenditure but will not significantly impact the way day-to-day tasks are performed. The job holder will have to **stay abreast of leading practices** in this area of work, **applying his professional judgement** to **oversee operational and guest issues** to ensure **service continuity and excellence**. He/She will also be required to **keep up-to-date with technology trends** and **drive the adoption of technologies** to **innovate customer experience** and improve productivity. Ultimately, **human judgement**, **technical expertise** and **knowledge** will be required in this role to **ensure alignment between hotel strategy**, **operations and business objectives**.

Critical Work Function	Job tasks today	Job tasks within the next 3 years
Drive business strategies and operations	Lead the development of business operations strategies, service standards and performance indicators for the property and oversee property facilities and maintenance processes to maintain property value	• Lead the development of business operations strategies, service standards and performance indicators for the property and **oversee property facilities and maintenance processes** to **maintain property value**. • Lead the organisation's **sustainability initiatives** and efforts in **alignment to its long-term business strategy**.
	Lead operations teams to manage the day-to-day property operations and oversee operational and guest issues to ensure service continuity and excellence	• Lead operations teams to manage the day-to-day property operations and oversee operational and guest issues to ensure service continuity and excellence. • Lead **revenue optimisation strategies** to account for both **room and non-room revenue generating streams**. • Lead **placemaking strategies** in collaboration with the relevant commercial teams and external stakeholders to **drive growth for the organisation**.
	Establish organisational networks to provide strategic value to the organisation and foster tripartite relationships for harmonious work collaboration	• Establish organisational networks to provide strategic value to the organisation and foster tripartite relationships for harmonious work collaboration.
Lead risk management	Oversee the development of crisis management, business continuity and recovery plans for the rooms division	• Oversee the development of crisis management, business continuity and recovery plans for the rooms division.

Critical Work Function	Job tasks today		Job tasks within the next 3 years
Drive service and operational excellence	Direct change management initiatives for property operations, establish systems and drive innovation and productivity strategies through technology adoption		• **Direct change management initiatives** for property operations, establish systems and **drive innovation and productivity strategies** through **technology adoption.** • Lead **continuous improvement initiatives** to **streamline operational processes** and **enhance service delivery** to guests. • The job holder is still required to exercise professional judgement and technical expertise in **identifying opportunities for innovation**, improved work practices and **utilisation of emerging technology**.
Lead risk management	Oversee the development of crisis management, business continuity and recovery plans for the rooms division		• Oversee the development of crisis management, business continuity and recovery plans for the rooms division.
Lead financial performance and reporting	Establish financial plans and budget requirements for the rooms division, review expenditure reports to address budget variances and present reports and recommendations for management updates		• Enterprise Resource Planning (ERP) solutions and data analytics and visualisation tools **support the analysis of past budgets** and **capture operational requirements**, allowing the job holder better **formulate financial plans and budgets**. • Enterprise Resource Planning (ERP) solutions track budget and operational expenditure, allowing the job holder to **identify cost-saving measures** and **new revenue streams to improve financial performance**. • Present reports and recommendations for management updates.
Lead people management	Oversee performance management for the rooms division and review talent capability and develop high potential employees for the rooms division		• Oversee performance management for the rooms division and review talent capability and develop high potential employees for the rooms division. • The job holder is required to **stay abreast of leading practices and approaches in succession planning**, **capability development**, **employee engagement**, consulting with relevant stakeholders and partnering closely with HR to **incorporate this knowledge into developing talent strategies for the department**.

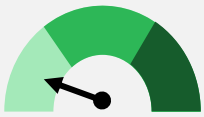
Redesign possibilities	
Vertical stacking	• Stacked with *General Manager* and enlarged to become **General Manager**.

A list of new or additional skills can be found on the following page.

Trends impacting this role

Competitive Landscape	Guest Preferences	Shift in Ops Models	Workforce Challenges
Data Analytics	Enterprise Systems		

*In the next **1 – 3 years**…*



LOW degree of change in tasks

The job will potentially CHANGE INCREMENTALLY

The job tasks will remain largely unchanged due to technology solutions, and will continue to have a high dependence on human intervention

In addition to the Skills and Competencies identified in the Skills Framework for Hotel and Accommodation Services, the following additional TSCs and CCSs have been identified as relevant for the job role going forward:

Additional Technical Skills and Competencies (TSCs)		
Asset Management	Business Environment Analysis	Design Thinking Practice*
Environment and Social Governance*	Environmental Sustainability Management	Leadership Development*
Lean Management for Hospitality **(NEW)**	Revenue Optimisation^	Placemaking for Hospitality **(NEW)**
Stakeholder Management*	Strategy Development*	Succession Planning*
Technology Scanning*		

Additional Critical Core Skills (CCSs)		
Adaptability	Building Inclusivity	Digital Fluency
Global Perspective	Influence	

- Skills denoted by an asterisk (*) are not available in Skills Framework (SFw) for Hotel and Accommodation Services (HAS) but available in other SFws.
- Skills denoted as **(NEW)** are emerging skills not currently captured by SFws.
- Skills denoted by an arrow (^) are found in SFw for HAS but may require updates to descriptions, knowledge and abilities.
- Skills not marked are available in SFw for HAS but are not currently tagged to this job role in the function.

Appendices

Study methodology

Job dashboards

Hotel of Tomorrow Customer and Employee Journeys

References

Acknowledgements

Appendices

Study methodology

Job dashboards

References

Acknowledgements

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Appendices

Study methodology

Job dashboards

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Andaz Singapore
Beach Villas
Bliss Hotel
Capella Hotel
Capri By Fraser Changi City, Singapore
Capri By Fraser China Square, Singapore
Carlton City Hotel
Carlton Hotel
CDL Hospitality Trust
Conrad Centennial
Copthorne King's Hotel Singapore
Crockfords Tower
Crowne Plaza Changi Airport
Dao by Dorsett AMTD Singapore[1]
Darlene Hotel
Dorsett Singapore
Equarius Hotel
Fairmont Singapore
Festive Hotel
Four Points by Sheraton Singapore
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InterContinental Singapore
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JEN Singapore Orchardgateway by Shangri-La
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Millennium & Copthorne International Limited
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Oasia Hotel Downtown, Singapore
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Oasia Hotel Sentosa, Singapore
ONE15 Marina Sentosa Cove, Singapore
Orchard Rendezvous Hotel, Singapore
Pan Pacific Singapore
Park Avenue Changi
Park Avenue Rochester
Park Hotel Alexandra
PARKROYAL COLLECTION Marina Bay
PARKROYAL on Beach Road
PARKROYAL on Kitchener Road
Raffles Hotel
Regent Singapore
RELC International
Rendezvous Hotel Singapore
Shangri-La Rasa Sentosa Resorts & Spa
Shangri-La Singapore

[1]Formerly known as Oakwood Premier AMTD Singapore.

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Sheraton Towers Singapore Hotel
Siloso Beach Resort
SO/ Singapore (Formerly SO Sofitel Singapore)
Sofitel Singapore City Centre
ST Signature Bugis Beach
ST Signature Chinatown
ST Signature Jalan Besar
ST Signature Tanjong Pagar
St. Regis Singapore
Summer View Hotel
Swissotel, The Stamford Singapore
The Ascott Limited (Lyf)
The Barracks Hotel Sentosa
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Singapore Hotel Association (SHA)