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Design Thinking: Gen Y and the Workplace



The Design Thinking workshop, jointly organised by the Singapore Tourism Board (STB) and SHA, took place from 22 to 23 May at Hotel Fort Canning.

The objectives of the workshop were as follows:

- To understand the methodology and principles of design thinking
- To gain useful insights into the mindsets of today's young talent, and translate these insights into actionable and workable ideas using design thinking methodology
- To discover the applications of design thinking to other business functions

On the first day of the workshop, participants were divided into groups with each comprising a good mix of Gen X and Y participants. After a brief introduction by Chemistry on design thinking, the groups were tasked to come up with a 'mood board' by selecting words or pictures from magazines to represent the industry's perception of Gen Y and vice versa. Bold opinions and creative ideas were put together and the participants had a fun time exchanging their views with one another. Other activities included persona profiling and idea mapping.

On the second day of the workshop, the different groups shortlisted the best idea out of their mapping activities and worked on translating them into an actionable plan. The workshop concluded with a presentation by each group on their ideas of Gen Y and the workplace. Attendees included Hotel GMs, representatives from Spring Singapore, STB, and Nanyang Polytechnic. It was indeed a fun and inspiring session where many new ideas were generated.

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Your Say : Three Hospitality Trends that will

What are some of the game-changing solutions for the hotel industry in the near future? For this issue, we asked our hoteliers to spot three trends that they think are likely to take center stage in the next three years.

1. Optimize Social Media

Technology demands that hotels become more social in their marketing efforts. Social media is a revenue generating tool and eventually majority hotels will use it to generate revenue and bookings. It will have to be added to the marketing mix.

2. Mobile technology to transform the way hotels connect with guests

Travellers are looking for best value propositions constantly. Mobile channel bookings will increase as everyone is on the go these days. Hotels will have to optimize their website for mobile usage. At the moment 50% of bookings are done online and there will be more growth.

3. Commitment to Service Standards

Consumer demands are pushing for hotels to make concerted efforts on property, hardware and software upgrade. I foresee capital expenditure spending for renovations of lobby, restaurants, bars, fitness centers and rooms to meet competition and demands. This said, service will be a priority to go hand in hand with any upgrades.



Mr Leslie Pereira

General Manager, Hotel Fort Canning

1. Corporate Social Responsibility

CSR will be the hospitality buzzword with the recent heightened emphasis in this area. The perception will shift from CSR being merely associated with doing good for the environment or charity to one that has a direct impact on a company's performance and bottom line. CSR encompasses a range of activities that the hotels can participate in to bolster the hotel's image within the community. Hotels active in CSR might also become the preferred choice for guests who support the hotel's commitment towards this area. In the long run, CSR helps to manage costs by finding new cost-saving alternatives that do not harm the Earth's resources, which in turn improves productivity and raises the hotel's brand value and beliefs. Thus, Millennium & Copthorne group embraces the importance and strengths of implementing and being involved in CSR on an industry-wide level.



2. New Technologies

As the Singapore tourism market is ever-expanding alongside the growth of hotel rooms, the hospitality industry is flourishing and will continue to expand over the coming years. With such a competitive environment, we will definitely require more sophisticated systems to bring our business and customer service to the next level. Online communications will take over traditional face-to-face and online bookings will become a norm for travelers to select their holiday venue. In-room system will replace certain traditional items such as guest compendium/directories, to give a clutter-free table. Customer touch points increase with the introduction of online portals and social media platforms, which also aid in increasing brand awareness. It highlights the central role of technology systems in helping hotel groups stay ahead and meet the needs of tomorrow's guest.

3. Total Service Model

The hotel will move from traditional customer segmentation approaches to personalized service spectrums. We will see a more personal, connected and responsive environment in creating a quality experience. Hotels will cater to multiple needs and demands of future sophisticated travelers with creative packages and services. Guests will be able to tailor every aspect of their hotel experience from hotel services, accommodation, journey, entertainment, pricing and communications. An integrated service cum technology system that can support hotels in meeting changing customer needs will probably be an area of interest.

Mr Andrew Tan

General Manager, Orchard Hotel Singapore

1. Product Change

With the introduction of boutique hotels into the hospitality industry, local staycations have been on an increase. Overseas travelers are expecting more from the conventional big-players as compared to the boutique hotels. Selling rooms to guests is no longer enveloping around rate, room size and facilities. Currently, an overall service oriented experience is in demand. Hence, a well integrated working environment between inter-departments is strongly advocated to arrive at such a product. Multi-tasking, integration and service related training will lead to a strong improvement in training.

2. Business Operandi

Increasing cost is always an issue for any industry. The hospitality industry is strongly influenced by the regional and global economy. Rising costs in manpower, demands, and even operational expenses in logistics, reservations, will command an urgency to reduce costs by improving our processes. For instance, hotels take on heavier responsibilities in managing hotel-owned booking websites so as to reduce commission paid out to OTAs. This will also maximize revenue for the hotel. Alternatively, upgrading the skills of the rank and file, to multi-task in daily operations, is another cost reduction measure. In the next 3 years, total manpower allocation per hotel will see a strong reduction, with an increase in the average wage of the staff.

3. Guest Profiling

Given the financial crisis and a booming Asian market driven by mainly China, I expect to see a strong influx of Chinese travelers in the next 3 years. This will bring about another form of expectation, resulting in a change in our focus. Communication will be of essence. Hotels with high ratio of non-Mandarin conversant staff will require strong upgrading. Regional travelers from Malaysia, Indonesia, Vietnam, Thailand etcetera will still be conversing in English. Hence, a combined resonance demand will be the need to be multi-lingual.

Mr Billy Ong

Managing Director, Moon Hotel

take Centre Stage in the Next Three Years

1. Outsourcing

One hospitality trend that is set to take place is the outsourcing of certain functions or departments of the hotel.

Turning to external sources to achieve the desired business objectives will allow hotels to concentrate on their core competencies. To overcome the shortage of skilled manpower and to fill positions from top management to operational level, outsourcing will be the solution to get the best talent with specialised expertise.

Outsourcing is operationally beneficial to hotels as there can be significant cost savings by not having to incur direct and indirect costs attributable to the operation of the outsourced departments.

2. Information Technology

Technology is altering the way travellers make informed choices as they become more tech-savvy due to the rapid advancement in technology gadgets and services.

Going mobile for travellers has been a growing trend in the recent years but in the coming years, travellers are looking beyond mobile-optimised websites for bookings. Customised mobile applications that are user-friendly and packed with social media and interactive features will target tech-savvy travellers on the go and keep them engaged.

In time to come, with the proliferation of smartphones and tablets, hotels will also harness the power of such technology gadgets to be fully integrated with the hotels' systems. An example would be integrating the hotel IPTV system with the smartphones and tablets of the travellers to provide them with a seamless hotel experience whereby at a touch of a button they are able to control their preferred content.

3. Social Media

The rampant growth of social media is impacting the way hotels engage their existing and potential customers to improve their customer service efforts and generate revenue.

With social media facilitating a two-way communication between the hotel and its consumers, hotels will see the need to embrace this evolution by using social media platforms such as Facebook, Twitter, TripAdvisor and YouTube to provide a voice for consumers' feedback. Hotels will focus their marketing efforts on social media to improve sales, build brand recall and increase productivity.



Mr Jason Dowd

General Manager, Park Regis Singapore

SHA Welcomes New General Managers

On behalf of the hotel industry, the Singapore Hotel Association welcomes the following new General Managers:



Mr Chakrapong Paladsongkram
*General Manager,
Furama RiverFront*

An industry veteran, armed with nearly 3 decades of hotel experience accumulated globally,

Mr Chakrapong Paladsongkram is the new General Manager of Furama RiverFront with effect from January 2012.

Prior to this position, the dynamic Thai hotelier has worked for top hotels in Thailand, Cambodia, Dubai and the United States of America. His vast experience stems from starting at rank and file positions and later to various senior management appointments, in addition to heading the opening and refurbishment of several hotels.

A believer in staff empowerment, he devotes his time to people development and inculcating a culture of belonging and togetherness at his workplace.



Mr Leslie Pereira
*General Manager,
Hotel Fort Canning*

Hotel Fort Canning – an award-winning heritage boutique hotel-announces the appointment of Mr Leslie Pereira as the new

General Manager of the hotel.

Mr Pereira a Malaysian national, has an extensive background in the hospitality industry, spanning 20 years. He launched his career with the Shangri-La group in 1992, moved on to the Metroplex Group in Malaysia, and thereafter Star Cruise International. With his formidable experience in Ireland, he rose to Deputy General Manager of Killarney Towers Hotel, Kerry in 2002. After ten years abroad, he returned to his roots in Asia.

In his free time, Mr Pereira is an avid golfer and enjoys catching up with friends.



Mr Jack Chan
*Hotel Manager,
The Scarlet - A Boutique Hotel*

Hospitality management group Grace International Pte Ltd warmly welcomes Mr Jack Chan as Hotel Manager of The Scarlet.

With over 20 years of experience in the industry, Mr Chan has held top positions in notable companies such as Dynasty Hotel (presently Singapore Marriott Hotel), Intercontinental Hotels Group, and The Raffles Singapore. Mr Chan also holds extensive international experience, having spearheaded growth and development in key markets in China, Hong Kong, Macau, Tokyo, Osaka, Nagoya and other prefectures in Japan.

Prior to his role as Hotel Manager, Mr Chan held the positions of Director of Sales of The Scarlet and Marketing Manager of Parkway Group Healthcare.

SHA Welcomes New Members

Ordinary Members

Bay Hotel Singapore



Situated at the gateway to Sentosa, Bay Hotel Singapore is the destination hotel for business and travel.

Its proximity to entertainment attractions like the Resorts World Casino, Universal Studios, Mount Faber, CBD, Alexandra business belt and the Harbourfront transportation hub makes it the destination hotel to experience Singapore's vibrant history and hospitality.

Bay Hotel is home to 43 standard rooms, 277 deluxe rooms, 7 executive rooms and 6 suites. Its 333 well-appointed rooms are equipped with panoramic bay windows, offering stunning views of Sentosa or lush views of Mount Faber.

V Hotel Singapore



Nestled above Lavender MRT Station is the newly built V Hotel Lavender. It boasts 888 simple, comfortable and tastefully appointed en-suite guest rooms, accommodating individual travelers and small families. The hotel is conveniently located right in the city centre, within close proximity to the bustling orchard road shopping district.

Guests at V Hotel Lavender can relax by the swimming pool or at the breakfast buffet area situated at the garden terrace, complete with stunning views of the city. Within the compound of the hotel, one will be enthralled by the shopping alley which houses a variety of food and retail options, such as a hair salon as well as a money-changer.

Associate Member

Manpower Singapore

Manpower is the global leader in contingent and permanent recruitment workforce solutions. It is part of ManpowerGroup, the world leader in innovative workforce solutions, which creates and delivers high-impact solutions that enable clients to achieve their business goals and enhance their competitiveness.

Manpower has provided organizations in Singapore with a continuum of staffing solutions from the incidental to the

strategic since 1996, working with businesses to help them win. In the Human Age, where talent has replaced access to capital as the key competitive differentiator, Manpower Singapore leverages its trusted brand to develop a deep talent pool, providing clients with access to the people they need, fast. Manpower Singapore creates powerful connections between organizations and the talent they need to enhance their competitiveness and unleash their workforce potential.

1st General Manager's Networking Session for 2012



The 1st General Managers' Networking Session this year was held on 24 April 2012 at Hotel Fort Canning Singapore.

The programme started with an informal interaction amongst the General Managers. It was then followed by an industry update session facilitated by Ms Margaret Heng, Executive Director of SHA.

In addition, there were 2 presentations, one by the Ministry of Manpower and the other by the Singapore Workforce Development Agency. For this segment of the programme, Human Resource Directors and Managers from SHA member hotels were also invited to join the session.

The session was well received with more than 50 attendees.

Gearing Up for the Next Wave of Hospitality Technology



The Singapore Hotel Association (SHA), Singapore Tourism Board (STB) and Infocomm Development Authority of Singapore (IDA) jointly organised a Technology Educational on 14 May 2012 at the Furama RiverFront Singapore.

Held alongside the Educational was a mini-exhibition which showcased a variety of technology products and services that can be used by hotels to improve guest services and productivity. Technologies showcased ranged from high speed internet access, IPTV, guest request management system to mobile payment services.

The following papers were presented at the Educational:

- “Ubiquitous Connectivity”
By Mr Saw Sin Chee, Deputy Director, Industry Cluster Group, IDA
- “Leveraging Social Media Insights for the Hospitality Industry”
By Dr Koh Noi Sian, Lecturer, School of Information Technology, Nanyang Polytechnic & Mr Jason Lee, Social Media Executive, Brandtology Pte Ltd
- “Leveraging on Business Analytics for Decision Making in the Hospitality Industry”
By Mr Seah Ru Hong, Lecturer, School of Informatics & IT, Temasek Polytechnic
- “Sharing of Findings from the SHA Survey on Hotel Technology”
By Ms Li Shaoting, Senior Executive, SHA
- “Technology Adoption – Trends & Planning”
By Mr Mark Kendall, Practice Lead, Hospitality & Connected Real Estate, Cisco Advisory Services - Asia Pacific

The event was well attended by 80 representatives from 37 organisations.

Great Singapore Sale 2012!



The Great Singapore Sale for this year began on 25 May 2012. This much awaited sale of the year event saw fabulous island-wide promotions from hotels, retailers, dining and entertainment outlets.

Following is a list of SHA hotel members that took part in GSS 2012:

- | | | |
|------------------------------------|------------------------------------|-------------------------------------|
| • Albert Court Village Hotel | • Grand Park City Hall | • Novotel Singapore Clarke Quay |
| • Amara Singapore | • Grand Park Orchard | • Orchard Hotel Singapore |
| • Bay Hotel Singapore | • Hard Rock Hotel | • Pan Pacific Orchard |
| • Capella Singapore | • Hotel Fort Canning | • Parc Sovereign Hotel |
| • Concorde Hotel Singapore | • Hotel Grand Central | • Park Hotel Clarke Quay |
| • Copthorne King's Hotel | • Hotel Grand Chancellor | • Peninsula Excelsior Hotel |
| • Equarius Hotel | • Hotel Grand Pacific Singapore | • Rendezvous Grand Hotel Singapore |
| • Fairmont Singapore | • Hotel Michael | • Riverview Hotel |
| • Festive Hotel | • Hotel Re! @ Pearl's Hill | • Singapore Marriott Hotel |
| • Four Seasons Hotel Singapore | • Hotel Royal | • Studio M Hotel |
| • Fragrance Hotel – Bugis | • ibis Singapore Novena | • Swissotel The Stamford |
| • Fragrance Hotel – Riverside | • Landmark Village Hotel | • The Elizabeth Hotel |
| • Fragrance Hotel – Selegie | • M Hotel Singapore | • Traders Hotel Singapore |
| • Furama City Centre | • Mandarin Oriental, Singapore | • The Fullerton Bay Hotel Singapore |
| • Furama RiverFront | • Marina Bay Sands | • The Fullerton Hotel Singapore |
| • Goodwood Park Hotel | • Moon @ 23 Dickson | • Wangz Hotel |
| • Grand Copthorne Waterfront Hotel | • Mövenpick Heritage Hotel Sentosa | • York Hotel Singapore |

SHA Annual General Meeting 2012



The SHA Annual General Meeting (AGM) took place on 21 June 2012 at Mandarin Orchard Singapore.

The AGM which was chaired by Madam Kay Kuok, President of SHA, was well attended by over 50 Ordinary and Associate members.

Following the meeting were 2 presentations:

- "Key findings of the hotel industry study for financial year 2011" by Mr Robert Hecker, Managing Director, Horwath HTL.
- "The global hotel investment market – from an investor perspective" by Mr Scott Hetherington, Chief Executive Officer, Asia, Jones Lang La Salle.



24th Annual General Meeting of The Society of Golden Keys of Singapore



The 24th Annual General Meeting of The Society of Golden Keys was held on 5 June 2012 at Raffles Hotel Singapore. The event saw an assembly of society members, associates, invited guests as well as international delegates.

Ms Margaret Heng, Executive Director of SHA was invited to the event as a guest speaker to give an inspirational speech.

In her speech, she emphasized on the importance of “Reinvention” for hotel concierges, whose roles have evolved overtime. She also

encouraged hotel concierges to continually upgrade themselves and to keep up with the latest technology and gadgets so as to further help them to raise service level.

The event also included presentations by Citibank and International Herald Tribune. The Election for the 2012 Executive Committee of the Society took place after the presentations.

Congratulations to the newly elected President, Mr Sam Osman!

SHA Registry of Casual Workers ramp up Outreach Efforts to Boost Uptake



Through a number of outreach efforts carried out with educational institutions and self-help groups in the second quarter of 2012, the SHA Registry of Casual Workers saw an increase in the number of registrants. To date, the Registry has more than 1,200 jobseekers in its database.

In the months of April, May and June 2012, the SHA participated in the following outreach platforms:

Date	Venue	Outreach Platforms
24 April 2012	Henderson Community Centre	Central Singapore CDC Monthly Recruitment Drive
	Hwi Yoh Community Centre	Employment and Employability Institute (e2i) – Job Fair at Serangoon North
26 May 2012	Ngee Ann Polytechnic	Sharing session at the Alumni Talk - With Students from the Tourism & Resort Management Cohort
7 June 2012	Shatec Institutes	Sharing Session with students from Shatec Institutes
15 to 17 June 2012	Singapore Expo	Mendaki Learning Festival
21 to 22 June 2012	Singapore Management University	WitNext Summer Camp - Tertiary Students & Jobseekers who are keen to work in the Tourism Industry

Shatec Institutes emerged with 9 medals at Food&HotelAsia 2012!

At Food&HotelAsia 2012, Shatec Institutes was represented by five teams for the Gourmet Team Challenge and two teams for Dream Team Challenge.

Competing against professionals from hospitality schools and hotels in the region, our teams did the school proud by clinching nine medals.

Our heartiest congratulations to our students for their great effort!



Team	Category	Participants	Class	Prize
1	Dream Teams Challenge	Seow Wen Qian Lei Dong Hisyam	HFB 711 DHM 111 DCS411	Silver
1	Dream Teams Challenge	Declan Lau Sylvia Kusuma Andy Baltiar	DHM 111 HFB 1011 DCS 111A	Bronze
1	Two to tango	Lim Yong Siang Brindha Lashmi	DCS711 DCS711	Silver
1	Two to tango	Leslie Yeo Ang Teck Wei	DCS711 DCS711	Gold
1	Dress the cake - Class 1	Lydia Lim Hui Ting	DPB111	Bronze
1	Plated desserts - Class 4	Liew Huey Pyng	DPB111	Bronze
1	Plated Appetizers - Class 6			Bronze
1	Plate Dishes/main course - Class 8	Daniel Chin	Host Mentor, Institute of Culinary Arts	Silver
1	Live hot cooking/Hot Cooking- Neptune's Catch Fish/Seafood - Class 15			Bronze

Besides taking part in the competitions, Shatec students also learnt from and assisted the renowned chefs and industry titans who were involved in the various competitions. They also helped in the Gourmet Challenge, which involved culinary teams from various countries preparing exquisite cuisine for paying guests.

Shatec Shines in National Competition



WorldSkills Singapore (WSS) 2012

Organised by the Institute of Technical Education (ITE) with the support of five Polytechnics, the WorldSkills Singapore is a nationwide skills competition that recognizes some of the nation's finest talents. Shaun Gian, a Shatec Institutes student from the Diploma in Culinary Skills took part in the Cooking category and emerged with a Bronze medal.

National Cocktail Competition 2012

The 24th National Cocktail Competition was held at dbIO on 26 June 2012. The NCC 2012 assesses contestants on their creativity, bartending skills and showmanship. Despite the fierce competition, the team gave their best and bagged 1 Gold, 1 Silver and 1 Bronze under the student category.

Alumni Industry Talk

Frasier Yee, Senior Operational Manager at Assa Abloy, a provider in door opening solutions was invited to share his journey to success with students from the Diploma in Hotel Management Programme. He also shared with students on the importance of hotel security in ensuring the safety and privacy of guests.

Marrenon Workshop

Phillipe Tolleret, General Manager and Winemaker of Marrenon, was invited to Shatec to introduce the different types of wine from the Luberon and Ventoux region in France. Mr Tolleret also gave the students a brief history of Marrenon and their grape harvesting process.



Shatec Alumni making waves

Congratulations to Cherish Ng Finden, our SHATEC graduate from the class of 1986, National Trade Certificate 2 for winning the British Culinary Association coveted Best Pastry Chef of Craft Guild of Chefs Award recently in United Kingdom.

The Award recognizes established chefs for their professional career achievements and for their role in mentoring younger cooks. Among the accomplishments that garnered attention from the guild were her stints as judge and mentor on the TV shows Master Chef United Kingdom, Master Chef Australia and the BBC's Junior Bake Off.

The Shatec graduate started out as a chef de partie at the Pan Pacific Singapore in 1991, before moving on to other luxury hotels such as the Raffles and Sheraton Towers Singapore. Ms Finden was also part of a national team which was placed second in the 2000 IKA Culinary Olympics in Erfurt, Germany.

30th Anniversary Celebrations

2013 will see Shatec celebrating its 30th Anniversary. To kick start the planning, an organizing committee chaired by Mr. Loh Lik Peng, Shatec Board Member and Ms Gog Soon Joo, a Shatec alumna and Executive Director, Institute for Adult Learning has been set-up. Other committee members include Shatec alumni, general managers and industry partners. The inaugural meeting was held on 6 June 2012 to discuss the outreach efforts and activities to celebrate Shatec's 30th Anniversary in 2013. The committee aims to create a memorable and meaningful celebration not just for the school, but also for alumni and industry partners who have supported SHATEC since its inception in 1983.

SPOTLIGHT

In this issue, Mr Benedict Ng, General Manager, of M Hotel Singapore, was invited to share with us his journey to success.



What is your most memorable experience whilst as a student at Shatec?

After three months of joining the then Dynasty Hotel Singapore (which is the Marriott today) in the early '80s, I accepted a sponsorship from the hotel to pursue my studies full-time at Shatec.

It was the teaching staff and lecturers who inspired me on what the hotel industry could offer and that stirred my interest and passion in this trade. The classroom lessons and hands-on practicum were enriching as they offered valuable insights into the real-life scenarios of hotel operations. The entire educational experience was memorable and the lessons learned remain relevant and useful today.

Share with us your success story and how SHATEC has played a part in your career development through the years.

In all, I have spent 28 years in the hospitality industry encompassing Front Office Operations and Sales & Marketing before rising to the position of General Manager 7 years ago.

I would attribute my success to Shatec for laying a strong foundation and equipping me with the necessary expertise to forge ahead in my career. The skill set that I learned and the business acumen that I developed over the years have helped me to reach where I am today.

Do you have any advice to current Shatec students on how to be successful in the hospitality industry?

I am a strong believer of learning from scratch. Understanding the fundamental of whatever we want to achieve is critical to ensure success. Lifelong experience counts and nothing is short of pure hard work.

Education and Training Course Calendar 2012

Course Title	Course Duration	Workshop Date	Fees (SHA member / Non-SHA member)
Food and Beverage			
Food and Beverage Revenue Management - NEW Time : 2pm to 6pm (Jul); 2.30pm to 5.30pm (Sep)	16 hrs	24 to 28 Sep	S\$385.20/ S\$428.00 SDF Training Assistance: S\$32.00
Up-selling and Suggestive Selling Techniques for Food and Beverage Staff Time : 2.30pm to 5.30pm	9 hrs	17 to 19 Sep	S\$288.90/ S\$321.00 SDF Training Assistance: S\$18.00
Managing Kitchen Operations - NEW Time : 9 am to 4 pm; 9 am to 11 am (Assessment)	30 hrs	24 to 28 Sep (Assessment on 29 Sep)	S\$856.00/ S\$941.60 SDF Training Assistance: S\$60.00
New Asian Cuisine - NEW Time : 9am to 4pm	18 hrs	24 to 26 Sep	S\$342.40 / S\$385.20
Tea break favourites - NEW Time : 9am to 6pm	16 hrs	26 to 27 Sep	S\$267.50 / S\$299.60
English tea party - NEW Time : 9am to 6pm	16 hrs	24 & 25 Sep	S\$267.50 / S\$299.60
Cocktail Party made easy - NEW Time : 9am to 6pm	8 hrs	28 Sep	S\$133.75 / S\$149.80
WSQ Interact with and Serve Food & Beverage Guests Time : 2.30pm to 5.30pm (Theory) 9am - 5pm (Assessment)	26 hrs	13 to 22 Aug (Assessment on 29 & 30Aug)	S\$727.60/ S\$813.20 SDF Training Assistance: S\$182.00 Absentee Payroll Funding: S\$117.00
WSQ Follow Food and Beverage Safety and Hygiene Policies and Procedures – English Workshop Time : 9 am to 6 pm (Practical); Assessment – time to be advised	7 hrs	29 Aug, 26 Sep	S\$144.45 / S\$160.50 SDF Training Assistance: S\$59.50 Absentee Payroll Funding: S\$46.70
WSQ Follow Food and Beverage Safety and Hygiene Policies and Procedures – Mandarin Workshop Time : 9 am to 6 pm (Practical); Assessment – time to be advised	7 hrs	22 Aug, 20 Sep	S\$144.45 / S\$160.50 SDF Training Assistance: S\$59.50 Absentee Payroll Funding: S\$46.70
WSET Level 2 Intermediate Certificate in Wines & Spirits Time : 9 am to 6 pm (theory)11 am to 12 pm (assessment)	16 hrs	14 & 15 Aug (Assessment on 22 Aug)	S\$856.00 / S\$941.60 SDF Training Assistance: S\$111.44 Absentee Payroll Funding: S\$71.64
Rooms (Housekeeping / Front Office)			
Up-selling and Suggestive Selling Techniques for Front Office Staff Time : 2.30 pm to 5.30 pm	9 hrs	11 to 13 Sep	S\$288.90 / S\$321.00 SDF Training Assistance: S\$18.00
WSQ Promote Tourism Time : 2pm to 6pm (Theory); To be advised (Assessment)	16 hrs	27 to 30 Aug (Assessment on 31 Aug)	S \$385.20 / S\$428.00 SDF Training Assistance: S\$126.00 Absentee Payroll Funding: S\$75.74
WSQ Service Guest Rooms Time : 9am to 6pm (Theory); To be advised (Assessment)	40 hrs	1,2,3,6,7,10 Aug (Assessment on 13 & 14 Aug)	S\$941.60 / S\$1,048.60 SDF Training Assistance: S\$295.75 Absentee Payroll Funding: S\$190.13
WSQ Handle Guests/ Resident Arrival Time : 9am to 5pm (Theory); Assessment – time to be advised	28 hrs	3 to 6 Sep (Assessment on 10 & 11 Sep)	S\$481.50 / S\$535.00 SDF Training Assistance: S\$210.00 Absentee Payroll Funding: S\$135.72
WSQ Work Safely Time : 2pm to 6pm (Theory); Assessment – time to be advised	12 hrs	27 to 29 Aug (Assessment on 30 Aug)	S\$288.90 / S\$321.00 SDF Training Assistance: S\$98.00 Absentee Payroll Funding: S\$63.00
Communication & Language			
Foundation English Time : 3 pm to 6 pm	30 hrs	17,19,24,26 31 Jul & 2 ,7,10,14 Aug (Assessment on 16 Aug) 3, 5, 10, 12, 17, 19, 24, 26 Sep & 1 Oct, (Assessment on 3 Oct)	S\$460.10 / S\$513.60
Conversational English Level 1 Time : 3 pm to 6 pm	30 hrs	13, 17, 21, 24, 27, 31 Aug & 3, 7 Sep (Assessment on 10 & 14 Sep)	S\$460.10 / S\$513.60
Conversational English Level 2 Time : 3pm to 6pm	30 hrs	18,20,25,27 Sep & 2,4,9,11,16 Oct (Assessment on 18 Oct)	S\$481.50 / S\$535.00
Writing Emails and Memo - NEW Time : 3 pm to 7 pm (Sep)	4 hrs	4 Sep	S\$74.90 / S\$83.46
Service Skills / Others			
Business Networking - NEW Time : 2pm to 6pm	4 hrs	28 Aug	S\$74.90 / S\$83.46
Essentials of Finance for Hospitality Professionals Time : 9am to 1 pm (Theory); 9am to 11am (Assessment)	18 hrs	15, 16, 22 & 23 Aug (Assessment on 29 Aug)	S\$278.20 / S\$310.30 SDF Training Assistance: S\$36.00
Service Recovery Workshop Time : 2 pm to 6 pm	8 hrs	12 & 13 Sep	S\$224.70 / S\$256.80 SDF Training Assistance: S\$16.00

Pledging Support for InterContinental Hotels Group (IHG) Race Around the World, 18 April 2012

In celebration of IHG's Olympic partnership with the London 2012 Olympic and Paralympic Games last year, around 25,000 colleagues in 47 countries came together to walk, run, swim and cycle, clocking a total of 68,588KM. The event raised a total of \$100,000 which was donated to the IHG "Shelter in a Storm" disaster relief fund. A portion of the money raised went towards helping 250 colleagues and their families who had to leave their homes after torrential flooding hit Bangkok in October 2011.

Following the success, the four IHG hotels in Singapore; InterContinental Singapore, Crowne Plaza Changi Airport,

Singapore, Holiday Inn Atrium Singapore and Holiday Inn Singapore Orchard City Centre participated in the IHG race Around the World on 18 April 2012. Through individual and combined activities, the teams clocked a total of 11,311.8KM. The event concluded with the gathering of team members and corporate colleagues from all 4 hotels at Holiday Inn Atrium to take part in a 5KM evening run along Singapore River.

With the combined efforts of colleagues globally, a grand total of \$300,000 donation was raised this year for the IHG "Shelter in a Storm" disaster relief fund which is three times the original desired donation goal!



Park Regis Singapore earns 2012 TripAdvisor Certificate of Excellence

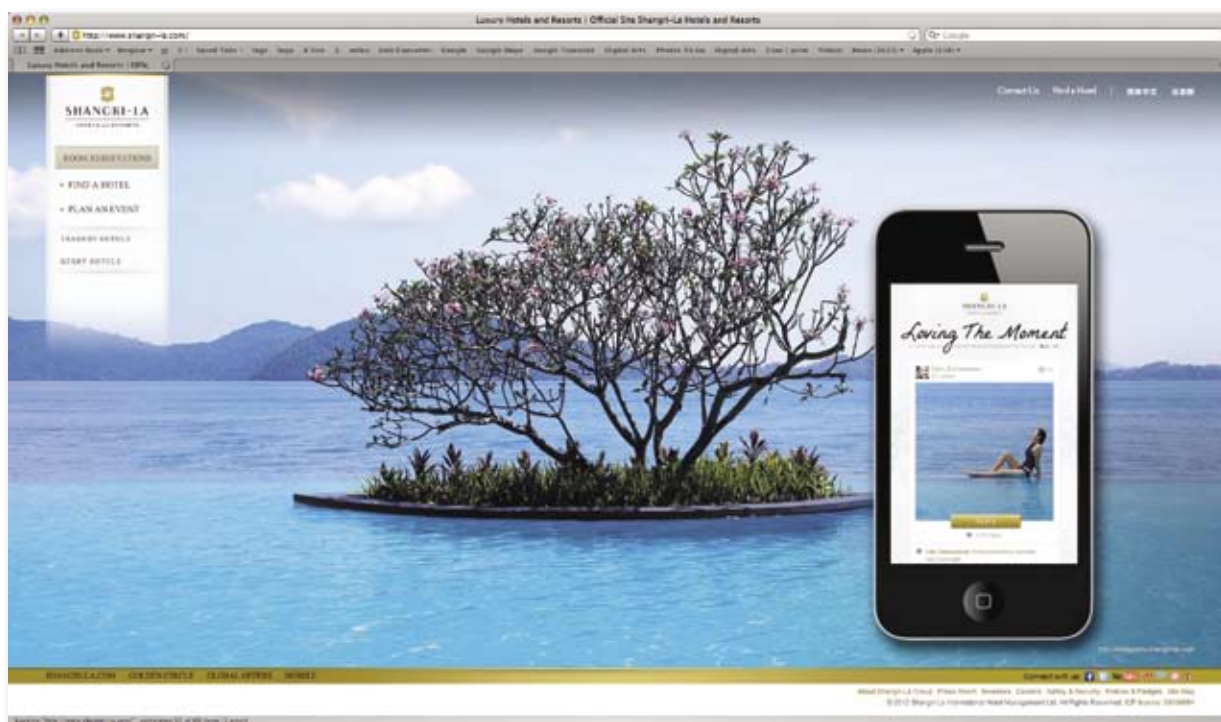
Park Regis Singapore is pleased to announce that it has received the TripAdvisor Certificate of Excellence award for 2012. The accolade is given only to establishments that consistently achieve outstanding traveller reviews on TripAdvisor, and is extended to qualifying businesses worldwide. Approximately 10 percent of accommodations listed on TripAdvisor receive this prestigious award.



"We are truly heartened that our efforts to showcase the warm hospitality of Park Regis Singapore to our guests are being translated to positive traveller reviews on TripAdvisor," said Mr Jason Dowd, General Manager, Park Regis Singapore. "As a newly opened business hotel, winning the award for the first time is undoubtedly a testament to Park Regis Singapore's continued commitment to deliver exceptional guest experience."

The Certificate of Excellence award honours hospitality excellence and to qualify for the Certificate of Excellence, businesses must maintain an overall rating of four or higher, out of a possible five, as reviewed by travellers on TripAdvisor. Additional criteria include the volume of reviews received within the last 12 months.

Shangri-La Hotels and Resorts Launches New Website to improve the Trip Planning Experience



Shangri-La Hotels and Resorts has unveiled a revamped website that will allow travellers to experience the world's most enchanting destinations even before their journeys begin. Enhanced features, which include sharing the best of the group's photography, will help travellers get closer to their destinations. To commemorate the new site, Shangri-La will launch the "#LovingTheMoment" Instagram initiative to encourage everyone to share photos of their location.

"After 10 months in the making, we are proud to launch the new Shangri-La.com, which is just the beginning of an exciting line-up of digital and social initiatives that we will be rolling out in the coming year to create richer user experiences for our guests," said Michael Leong, director of corporate digital marketing at Shangri-La Hotels and Resorts. "We hope the site will make it easier for our guests to explore destinations, make and manage bookings, connect and share through their social media communities, and allow travellers who have not yet stayed with us to have a beautiful entry into the world of Shangri-La."

Getting Immersed in Shangri-La's World

From water views at Shangri-La's Rasa Sayang Resort and Spa, Penang to a bird's-eye view of Sydney Harbour at Shangri-La Hotel, Sydney, visitors will be taken on visual journeys that bring the hotel and destination experience to life through imagery of the setting, food, services and facilities.

The images featured on the new website were carefully selected to illustrate the story of each hotel and reflect the romance of travel and Shangri-La's heart-warming service. In addition, each individual property page now features a "Your Shangri-La Story" section, which transports travellers to the hotel and destination through a compelling narrative.

Booking Made Easier

The new website features a user-friendly booking engine that was tested by Shangri-La.com users for four months to help ensure a more convenient confirmation process. With fewer steps and pages to complete a booking, it has never been easier for travellers to book their Shangri-La stay.

For travellers who prefer to access Shangri-La.com while on the go, fully optimised mobile versions of the site have been created for iPhone, Android and Blackberry users. Now no matter how people connect to the website, they will have access to all the features that Shangri-La has to offer online.



To make booking stays for frequent travellers easier and more convenient, Shangri-La will be launching a mobile application for iPhone and iPad users at the end of June. The application will allow travellers to find a Shangri-La hotel, book their stay, and access all the latest offers. It will also let members of Shangri-La's guest recognition and reward programme Golden Circle manage their accounts with a few easy touches.

Expanding Benefits for Reward Members

Members of Shangri-La's guest recognition and reward programme, Golden Circle, will be pleased to learn that the Golden Circle website has also been revamped with increased functionality to allow them to be more hands-on when it comes to their stays. Golden Circle members will now get to enjoy features including:

- Chance to fully manage points as well as redemption bookings
- Access to a list of all future reservations at Shangri-La Hotels and Resorts
- Ability to make online requests and check the status of each request online
- Submit queries regarding earning points, redeeming points and benefits

Rendezvous Grand Hotel Singapore and Gallery Re-open on 23 May!

Rendezvous Grand Hotel Singapore and Rendezvous Gallery reopened on 23 May 2012. The event was graced by President Dr Tony Tan who pledged at least S\$125,000 to the President's Challenge as part of the Straits Trading Company Limited's 125th anniversary.

The President's Challenge is a year-long series of community-driven activities initiated to raise awareness on how the community can get involved in helping the less fortunate and to raise funds for the social service sector.

President Dr Tony Tan, together with the Straits Trading Company Limited chairman Ms Chew Gek Khim and CEO Mr Eric Teng were invited to unveil the plaque to officiate the opening of the hotel.

As part of the re-opening programme, one of the beneficiaries of the President's Challenge, MINDS (Movement of the Intellectually Disabled of Singapore) put up a heart-warming dance and percussion performance for the attendees, whilst free flow of wines and canapés went around for the 250 attendees.

The iconic landmark at Bras Basah Road has recently undergone a major renovation and completed most of its rooms, driveway, Palong Bar, swimming pool and the Rendezvous gallery. The hotel also has a new Indonesian fine dining restaurant, Seribu Sari Indonesian dining as well as the Courtyard, which serves English afternoon tea for those who crave for a lazy afternoon of leisure.

The evening cocktail ended with a private tour of the hotel to showcase its upgraded facilities and a hosted dinner at the Seribu Sari Indonesian restaurant located at the third level of Rendezvous Gallery.



Concorde Hotel Singapore Awarded bizSAFE Star Certification

Concorde Hotel Singapore has achieved bizSAFE STAR certification, the highest level in a progressive 5-step programme under the Workplace Safety Act, governed by the Workplace Safety and Health (WSH) Council.

Concorde Hotel Singapore's General Manager, Mr. Leo Llambi remarked, "The health and safety of our staff and guests is paramount at Concorde Hotel Singapore, and we are proud of achieving the highest safety and health standards set by the Workplace Safety and Health Council." "This certification demonstrates the Hotel's commitment to maintaining a healthy & safe workplace and environment."

Concorde Hotel Singapore is the first and only Hotel in Singapore to accomplish dual Safety & Health Standards 'OSHM 18002' and 'SS506', and the second Hotel in the city to attain the bizSAFE STAR status.

The Workplace Safety and Health Council's (WSH) bizSAFE initiative is a 5-step programme developed to help businesses build WSH capability and strengthen their WSH management system. It enables companies to make safety an integral part of their business and learn how they can drive productivity with WSH innovations.

Singapore's representative, Chef Yew Eng Tong from The Cliff clinches gold medal at Bocuse d'or Asia 2012!

The Sentosa, A Beaufort Hotel, is proud to announce that Chef de Cuisine at The Cliff, Chef Yew Eng Tong, who represented Singapore at Bocuse d'Or Asia in Shanghai from 12 to 14 June 2012, has clinched the gold medal! This is the first time Singapore has ever won the gold.

Mr Richard Agon, General Manager of The Sentosa said "We are extremely proud of Chef Eng Tong's win. We have had the utmost confidence that he will succeed as day in and day out, he has continually 'wowed' our Cliff guests with his creations. We will continue to support Chef Eng Tong with his career aspirations."

Chef Yew's winning dish consisted of beef tenderloin; minced oyster blade flavoured with ground cumin and coriander; and duxelles made with three types of wild mushrooms encased in spinach, all rolled and tightly wrapped in Parma ham with a sesame and parmesan crust. This was served alongside a beef pastilla medallion made with a citrusy braised beef cheek wrapped in crisp phyllo

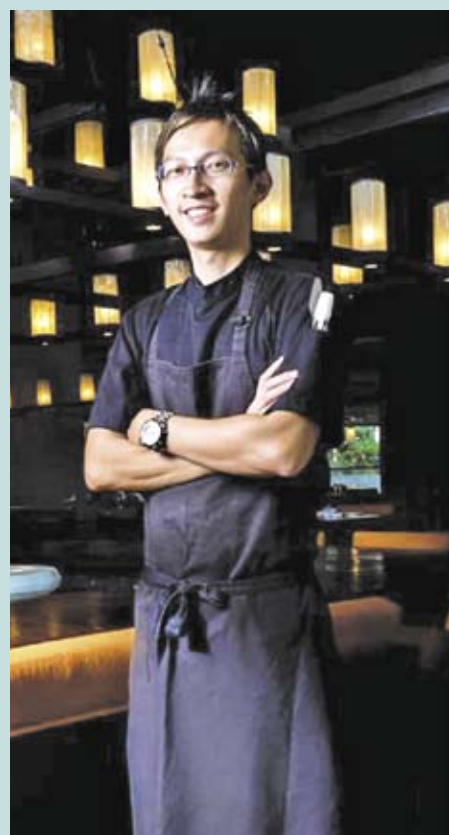
pastry; celeriac and truffle cannelloni made with thinly sliced baby zucchini; and four textures of onion.

With Shanghai conquered, Chef Eng Tong will head to the coveted competition's hallowed halls in Lyon next year to battle it out with 20 other participants worldwide for the prestigious biennial Bocuse d'Or championship. Dubbed the culinary world cup, it is the world's most prized competition for individual chefs.

"We were confident that Eng Tong would do well and we are extremely proud of his achievements at Bocuse d'Or Asia! The pressure is now on for him to bring home the title in Lyon next year!" said Executive Chef at The Sentosa, Ryan Sonson.

Indeed, expectations run high - the last time a Singaporean chef stood on the podium was in 1989 when Chef William Wai took home the bronze medal.

Chef Yew is an alumnus of Shatec Institutes. Congratulations Chef Yew from your alma mater, Shatec Institutes and SHA.



InterContinental Singapore awarded BCA Green Mark GoldPLUS Award Certification

InterContinental Singapore has been awarded the prestigious Green Mark GoldPLUS Certification for environmental practices by the Building and Construction Authority (BCA) of Singapore.

"We are honoured to be the only hotel out of the forty-two recipients to receive the Green Mark GoldPLUS award by BCA. This is a fantastic achievement and a true testament to the hard work, dedication and commitment to environmental sustainability by our team," says General Manager of InterContinental Singapore, Ms. Tash Tobias.

The recent investment in highly efficient chillers and upgrading of the chiller plant have positively reduced operational costs, whilst generating energy saving of 2,115,000 kWh per year, or a 14.8 percent improvement from the current Energy Efficient Index. Additionally, with the planned installation of the new heat pumps, increase efficiency levels in both energy input and consumption when producing hot water will be achieved.

In order to achieve better efficiency in energy consumption for lighting, fittings throughout the hotel will be changed to T5 and LED lamps in phases. Also, motion sensors will be installed at a later stage in back of house areas to further ensure minimal energy consumption, which will result in a 36 percent improvement from SS530, a code for Environmental Sustainability of Buildings. Success achieved to date is our energy saving of 80 percent following the installation of full LED lighting in the Chinese restaurant, Man Fu Yuan, during its refurbishment last year.



"This Green Mark GoldPLUS award as well as the recent achievement of 2012 EarthCheck Silver recognition will continue to motivate the team and play a key role in helping our hotel deliver exceptional service to all our guests, while staying committed to being corporate responsible to our stakeholders and achieving our core purpose of creating Great Hotels Guests Love," concludes General Manager of InterContinental Singapore, Ms. Tash Tobias.

Singapore reigns as Asia's Top Convention City for the tenth consecutive year

Singapore has once again maintained its position as Asia's Top Convention City for 10 years running, according to the latest Global Rankings by the International Congress and Convention Association (ICCA). In addition, Singapore has retained its spot as the only Asian city in the Top Five Convention Cities in the World alongside Vienna, Barcelona, Paris and Berlin, since 2006.

Robust performance in the Meetings, Incentives, Conventions and Exhibitions (MICE) industry saw a 46 per cent year-on-year growth in the number of conventions, conferences and tradeshow in 2011. Key events also demonstrated strong growth with increased attendance and participation.

Ms Neeta Lachmandas, Assistant Chief Executive of the Singapore Tourism Board (STB), commented, "We are proud that we have maintained our appeal to global businesses as

a premier hub in the Asia Pacific region. Our success can be attributed to several factors: a vibrant eco-system that nurtures business events of exceptional quality, the dynamic growth in Asia, and most importantly, the dedication of our MICE industry partners."

"Looking ahead, Singapore aims to continue leveraging the growing opportunities in Asia and our strong knowledge network to further strengthen our position as a preferred MICE destination. Singapore strives to differentiate itself by co-creating and developing a strong network of business events within Singapore's key priority industries. Through close collaboration with professional industry partners and sustained efforts to develop the capabilities of Singapore's key industry clusters such as biomedical and healthcare; infocomm technologies; environment and energy; and banking and finance, STB serves

to attract and develop flagship MICE events of international standing that reinforce Singapore's attractiveness as a leading MICE city."

Inaugural events that made Singapore their preferred launch-pad to tap onto Asia's growth include Cruise Shipping Asia 2011, International Air Transport Association (IATA) Global Aviation Human Capital Summit, and ScreenSingapore. Other key conferences such as Music Matters and Digital Matters and Asia Smart Grid gathered business and opinion leaders in their respective industries.

The year also saw the securing of 17 new world congresses for Singapore's line up of events from 2012 to 2016. These include the 52nd ACI World Congress in 2013, the World Federation of Engineering Organisations Congress 2013 and the 36th World Diamond Congress in 2013 and the International Congress of the World Confederation for Physical Therapy 2015.

Singapore Attractions draw close to 50 million visitors in 2011

Riding on the wave of increased tourist arrivals and an improved economy, visitor attractions in Singapore enjoyed a healthy growth in visitorship last year, hitting 49.7 million visitors.

Representing a 7.3% net increase over the previous year, the robust numbers show that wildlife and nature parks, theme parks, museums, edutainment centres and other tourism and lifestyle destinations are fast becoming popular recreational options for tourists and locals alike. Slightly over half (53.1%) of visitors to these attractions are locals while the remaining 46.9% are tourists and foreigners.

These results were announced by the Association of Singapore Attractions (ASA) after a recently concluded study of the 2011 visitorship performance for its members. A total of 34 of its member attractions representing the lion's

share of attractions in Singapore participated in the survey. They include a mix of both large and small operators such as the Singapore Zoo, Sentosa Island, National Heritage Board museums, Singapore Science Centre, Sentosa 4D Magix and Underwater World.

Visitor attractions in the Civic District saw the highest growth in visitorship – an 11.4% increase compared to the previous year. This could be attributed to the improved transport networks to the city, opening of new attractions such as the Marina Bay Sands, as well as the organization of major exhibitions and festivals by the NHB museums.

Attractions on Sentosa also enjoyed improvements in visitorship (5.9% growth) due to the positive "halo effect" of new attractions opening on the island as well as its improved connectivity to the mainland. While overall

visitorship to attractions has improved, not all attractions enjoyed the same positive outcomes.

Mr Kevin Cheong, Chairman of ASA, commented, "We're happy to note that a majority of our members registering positive performance last year. While the opening of new attractions and organization of events have helped to boost visitorship, we're also concerned that some of the older attractions have suffered slight decreases in business. ASA is committed to working closely with our members to help them renew or rejuvenate their products and service offerings. We will also join hands with key partners such as the Singapore Tourism Board (STB), Workforce Development Agency (WDA), as well as counterparts in the tourism and domestic sector to position attractions favourably as choice recreational and lifestyle activities for consumers."

New Chief Executive for Singapore Tourism Board

Mr Lionel Yeo is the new Chief Executive for the Singapore Tourism Board. His appointment is for three years, with effect from 1 June 2012. Mr Yeo took over from Ms Aw Kah Peng, who stepped down on 31 May 2012 to pursue her personal interests, after more than 20 years of service in the public sector.



Calendar of Conventions & Exhibitions (Jul – Sep 2012)

Date: From	To	Event:
01 Jul	04 Jul	Clean Enviro Summit Singapore 2012
01 Jul	05 Jul	Singapore International Water Week 2012
02 Jul	05 Jul	5 th Asian Particle Technology Symposium
02 Jul	06 Jul	MERGA 2012
05 Jul	06 Jul	Adult Learning Symposium 2012
09 Jul	10 Jul	2 nd Military Airlift Asia Pacific 2012
15 Jul	19 Jul	11 th International Symposium on Process Systems Engineering
25 Jul	27 Jul	Stationery & OfficeLink 2012 Singapore Gifts and Premium Fairs
30 Jul	03 Aug	24 th Congress of the Federation of Asian Master Tailors 2012
22 Aug	28 Aug	FIAP Congress 2012
09 Sep	13 Sep	4 th International Congress of Zookeepers
12 Sep	14 Sep	The 8 th Occupational Safety & Health Exhibition for Asia
16 Sep	18 Sep	AAPG 2012 International Conference and Exhibition

(Source: Singapore Tourism Board)

THE SHA HOTEL MEMBERS

Albert Court Village Hotel	Holiday Inn Atrium Singapore	Park Avenue Rochester
Amara Sanctuary Resort Sentosa	Holiday Inn Singapore Orchard City Centre	Park Hotel Clarke Quay
Amara Singapore	Hotel 1929	Park Regis Singapore
Ascott Raffles Place Singapore	Hotel 81 (DICKSON)	Parkroyal on Beach Road
Bay Hotel Singapore	Hotel 81 (GEYLANG)	Parkroyal on Kitchener Road
Bayview Hotel Singapore	Hotel 81 (STAR)	Peninsula. Excelsior Hotel
Beach Hotel	Hotel Fort Canning Singapore	Perak Hotel
Bencoolen Hotel	Hotel Grand Central	Quality Hotel Marlow
Berjaya Hotel	Hotel Grand Chancellor	The Quincy Hotel
Best Western Jayleen 1918	Hotel Grand Pacific	Raffles Hotel
Broadway Hotel	Hotel Miramar (S) Ltd	The Regent Singapore
Capella Hotel, Singapore	Hotel Re! @ Pearl's Hill	RELC International Hotel
Carlton Hotel	Hotel Royal	Rendezvous Grand Hotel Singapore
Changi Village Hotel – A Far East Hotel	Hotel Royal @ Queens	Resorts World at Sentosa (Crockfords Tower, Festive Hotel, Hard Rock Hotel, Hotel Michael)
Concorde Hotel Singapore	Hotel Supreme	The Ritz-Carlton, Millenia Singapore
Conrad Centennial Singapore	ibis Singapore on Bencoolen	Riverview Hotel
Copthorne King's Hotel Singapore	ibis Singapore Novena	Robertson Quay Hotel
Crowne Plaza Changi Airport	Innotel Hotel	Royal Plaza on Scotts
East Village Hotel	Klaptops, The Boutique Hotel	The Scarlet Hotel
The Elizabeth Hotel	InterContinental Singapore	The Sentosa Resort & Spa – A Beaufort Hotel
Fairmont Singapore	Landmark Village Hotel	Shangri-La Hotel
Fortuna Hotel	Link Hotel	Shangri-La's Rasa Sentosa Resort, Singapore
Four Seasons Hotel	M Hotel Singapore	Sheraton Towers Singapore
Fragrance Hotel - Ruby	Mandarin Orchard Singapore	Singapore Marriott Hotel
Fragrance Hotel - Sapphire	Mandarin Oriental, Singapore	Sloane Court Hotel
The Fullerton Hotel	Marina Bay Sands	South-East Asia Hotel
The Fullerton Bay Hotel Singapore	Marina Mandarin Singapore	The St Regis Singapore
Furama City Centre Singapore	Moon Hotel	Studio M Hotel
Furama RiverFront Singapore	Movenpick Heritage Hotel Sentosa	Swissotel Merchant Court, Singapore
The Gallery Hotel	Naumi Hotel	Swissotel The Stamford, Singapore
Goodwood Park Hotel	New Majestic Hotel	Traders Hotel
Grand Copthorne Waterfront Hotel Singapore	Nostalgia Hotel	V Hotel Singapore
Grand Hyatt Singapore	Novotel Singapore Clarke Quay	Value Hotel - Thomson
Grand Mercure Roxy Hotel	Oasia Hotel	W Singapore Sentosa Cove
Grand Park City Hall	Orchard Hotel	Wanderlust Hotel
Grand Park Orchard	Orchard Parade Hotel	Wangz Hotel
Hangout @ Mount Emily	Pan Pacific Orchard	York Hotel
Hilton Singapore	Pan Pacific Singapore	
	Parc Sovereign Hotel	

THE SHA ASSOCIATE MEMBERS

The American Club Singapore	Manpower Singapore	Singapore Exhibition Services
Auric Pacific Marketing Pte Ltd	Nanyang Polytechnic	Singapore Food Industries (Pte) Ltd
Batam View Beach Resort	Neo Group Pte Ltd	Singapore Island Country Club
CareerStar International Pte Ltd	One°15 Marina Club	Singapore Meritus International Hotels Pte Ltd
Cofely Southeast Asia Pte Ltd	Orchid Country Club	Singapore Recreation Club
Costa Sands Resort (Downtown East)	Pasta Fresca Da Salvatore Pte Ltd	Singapore Swimming Club
Docomo Intertouch Pte Ltd	Pernod Ricard Singapore Pte Ltd	Singapore Telecommunications Limited
GRID Communications Pte Ltd	Pinedale Trading Pte Ltd	Somerville (Singapore) Pte Ltd
Himawari Pte Ltd	The Quayside Group Pte Ltd	Starhub Ltd
HPL Hotels & Resorts	Republic of Singapore Yacht Club	The Tanglin Club
Institute of Technical Education (ITE)	Republic Plaza City Club (S) Pte Ltd	Tourism Management Institute of Singapore
International Executive Education Center Pte Ltd	S A Hotel Management Pte Ltd	Trane Singapore
Jack's Place Holdings Pte Ltd	Sedona Hotels International	Unilever Singapore Pte Ltd
Kaplan Higher Education	Serangoon Gardens Country Club	YHS (Singapore) Pte Ltd
Kriston Food & Beverage Pte Ltd	Sia Huat Pte Ltd	
	Simmons (Southeast Asia) Pte Ltd	

(as at 30 June 2012)