



SINGAPORE HOTEL ASSOCIATION

Sep-Dec Issue 2017  
MCI(P)029/02/2017

# SHA UPDATE



## EXSA 2017 *Achieved New High !*

- +YOUR SAY on Top 3 Wishes for the Hotel Industry
- +SHA Welcomes New Members
- +SHA Welcomes New General Managers
- +Recognising Excellence in Hotel Security

Introducing the new ONE Platform which combines all existing services with the following up-coming releases for 2018



## FastConnect

Going beyond traditional HSIA, FastConnect is a one-stop platform for advanced internet access with a rich array of features including social media integration, real-time guest engagement tools and many more

### Key Features

- Social WiFi hotspot
- One Click / Social Media Login
- Customisable Captive Portal
- Bandwidth Management
- WiFi Analytics
- Cloud Managed

## eCheck-In

Reduce waiting times, eliminate paper processing and enable your staff to serve your guests more efficiently with a new digitized method of checking in

### Key Features

- VIP / Self Check-in Modes
- Passport Scanning
- Facial Recognition
- Credit Card Swipe
- Fast Check Out
- Mobile Key



## GuestCast

Create the ultimate entertainment solution and add unlimited content possibilities by enabling your guests to stream their own content to the in-room TVs

### Key Features

- Wireless Streaming / Mirroring
- Android & iOS devices
- BYOD
- Plug & Play
- Cloud Managed

## Pal-RMS

Enhance the guest experience and increase their comfort and convenience with wireless automation controls while effectively minimizing energy wastage

### Key Features

- Internet of Things
- Lights, Temperature, Curtains
- Energy Management
- Occupancy Detection
- Cloud Managed





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# EXSA 2017 Achieved New High!

The highly anticipated Excellent Service Award (EXSA) – Star Presentation Ceremony for the Hospitality Sector took place on 20 November 2017 at the Kallang Theatre. The annual event was graced by Dr Koh Poh Koon, Senior Minister of State, Ministry of Trade and Industry & Ministry of National Development.

*Mr Sebastian Joo receiving the SHA Outstanding Award (Hotel category) from Dr Koh Poh Koon*

EXSA 2017 for the hospitality sector recognised a record high of 3,247 award winners for their service excellence; this consisted of 837 Star, 1,081 Gold and 1,329 Silver award winners.

70 Star award winners were nominated by their organisations for the SHA Outstanding Star Award, the highest accolade for EXSA. Each nominee was presented with a trophy by the Guest-of-Honour, Dr Koh Poh Koon, Senior Minister of State, Ministry of Trade and Industry & Ministry of National Development.

The SHA Outstanding Star Award for this year eventually went to Mr Sebastian Joo, Service Assistant of the Sheraton Towers Singapore Hotel for the Hotel-category and Ms Jane Chua, Guest Service Executive of the Village Residence Hougang (Far East Hospitality) for the Non-Hotel category.

Our heartiest congratulations to all award winners!



From left to right: Mr Andrew Tjioe, Mr Arthur Kiong, Dr Koh Poh Koon, Ms Margaret Heng, Mr Ryan Sun, Mr Noel Hawkes and Ms Toh Hwee Tin



# YOUR SAY

## Top 3 Wishes for the Hotel Industry in 2018

As we usher in the new year, SHA Update finds out from members their top 3 wishes for the hotel industry in 2018.



**Mr Michael Martin,**  
General Manager, Intercontinental @ Singapore  
Regional General Manager Singapore,  
Malaysia & Batam

1. Continued development of tourism in Singapore towards sustained growth.

We're glad to see events such as Singapore Grand Prix and Singapore Food Festival continue in 2018; these events alongside others such as the ASEAN Summit will reinforce Singapore's position as the country of choice for holding world class events.

2. I hope to see productivity and the push for technology continue to grow in hospitality.

At InterContinental Singapore, examples of productivity push include mobile check-out via our IHG app for loyalty members. Our guest services menu is fully available on our IPTV, allowing guests to request for services like a special pillow with the push of a button, this helps us to ensure services become even more efficient and seamless, thereby increasing guest satisfaction.

3. We wish to attract, retain and nurture more talent in the hospitality field.

InterContinental Singapore has had good success with the IHG Future Leaders programme which is a two-year accelerated development programme targeted at growing local leaders for our hotels. Additionally, the hotel recently introduced enhanced benefits for staff, focusing on family and well-being as a result of a revised Collective Agreement with the union, some highlights include six months of paid maternity leave for eligible employees, a permanent part-time work scheme, flexible working arrangements for those caring for young children, or elder care, purchase of additional leave and encashment of un-used annual leave.



**Ms Sharmini Moganasundram,**  
General Manager, Park Hotel Farrer Park

1. Given the shortage of manpower in the industry, particularly at the rank and file level, the wish is for the Ministry of Manpower to consider granting Malaysians a different type of work pass that will not impact on the foreign workforce quota; doing so can help to alleviate the manpower crunch and hence uplift guest experience.

2. In recent years, many new hotels have come online resulting in an increase in room inventory. To ensure sustainable growth for the industry as a whole, the wish is to have either a freeze on or a more measured supply of new hotels in the next few years.

3. A larger pool of trained part-time labour force which hotels can leverage to fulfill their additional manpower needs during peak periods.



# SHA Welcomes New Ordinary Members

## Courtyard by Marriott Singapore Novena

Conveniently connected to the Novena Mass Rapid Transit (MRT) station, the Courtyard By Marriott Singapore Novena occupies the 22nd to 33rd floor of the vibrant Royal Square At Novena mixed-use development. All rooms are stylishly designed, featuring floor-to-ceiling windows displaying scenic views of the Singapore skyline.

Guests can choose to dine at the hotel's all-day dining restaurant Sky22, recharge at the Lobby Lounge or head up for cocktails at the Urbana Rooftop bar. A 20-metre infinity pool and fitness centre are also located on the rooftop.

At Courtyard by Marriott Singapore Novena, we aim to Make room for a Little Fun™ during your stay, allowing you to Shift Gears to Succeed!



## Hilton Garden Inn Singapore Serangoon

Hilton Garden Inn Singapore Serangoon marks the award-winning global brand entry into Singapore and is the only international hotel brand in Little India.

The hotel is located in a distinct area close to all the major Singapore landmarks and Central Business District (CBD) yet offers a colourful lifestyle in the heart of Little India, one of Singapore's most vibrant ethnic enclaves surrounded by historic sites, beautiful temples, shopping and entertainment options.

The hotel is a short 400-meter (or six-minute) walk from the centrally-located Little India MRT station, providing guests easy access to key areas like Orchard Road and Marina Bay, which offer a myriad of shopping, dining and entertainment options. Business travelers will also find the location convenient, with the Suntec Convention & Exhibition Centre and Singapore's central business district located about two kilometers (or an eight-minute drive) away from the hotel.





## InterContinental Singapore Robertson Quay

Prominently situated along the Singapore River at Robertson Quay, InterContinental Singapore Robertson Quay features 225 river and city facing guestrooms and is conveniently located in proximity to Marina Bay and the Central Business District, while major city attractions and the Singapore Changi International Airport are just a short drive away.

Magnifying the comforts of home, the urban luxury hotel's design blends elements from the district's industrial past with sleek contemporary finishes, complemented with outdoor verandahs that overlook the Singapore River for a stylish, cosmopolitan riverside living.

All studios and suites feature custom-made furnishings and a luxurious ensemble of thoughtful amenities including a Nespresso coffee machine and personal cocktail kit, alongside wireless Internet connectivity. Other facilities include a chic, luxurious 24-hour Club InterContinental Lounge, four dining options including a 389 seat Italian restaurant & bar, Publico, five meeting and event spaces, a swimming pool and a 24-hour fitness studio.

## Park Hotel Farrer Park

Centrally situated and in one of Singapore's most bustling districts, Park Hotel Farrer Park enjoys a prime location atop Farrer Park MRT station, providing unbeatable accessibility around the vicinity, to the city and Central Business District. Standing tall amongst surrounding shopping complexes, quaint restaurants and historical shophouses in a heritage district, the 20-storey new-build hotel with its sleek glass exteriors offers panoramic views of the vibrant district.

The hotel is home to a mix of 300 contemporary guest rooms, Sky Loft and Premier Loft rooms coupled with modern amenities, as well as features a swimming pool and gymnasium ideal for business travel or family holidays.

Park Hotel Farrer Park also enhances the food and drinks scene in the Farrer Park neighbourhood with its two dining outlets. Serving authentic Thai flavours in a contemporary setting, the casual yet chic Blue Jasmine offers a host of classic Thai and street food dishes. Guests can dine in either the restaurant's uniquely designed interior or alfresco area, which is nestled amongst the hotel's scenic pool deck. While The Coffee Belt, which greet both guests and commuters from Farrer Park MRT, offers speciality coffee alongside artisanal teas.



# SHA Welcomes New Associate Members

## Aqua-Terra Oilfield Equipment & Services Pte Ltd

**K**S Distribution's wholly-owned subsidiary, Aqua-Terra Oilfield Equipment & Services Pte Ltd ("ATOES"), has over 35,000 square feet of warehousing and workshop facilities located at 19 Jurong Port Road, Singapore.

ATOES was founded in 1972 under the name of Aqua-Terra Supply Co. Pte Ltd. From its formative years to now, ATOES has successfully evolved from a trading house specializing in sale of general consumables and tools to an one-stop supplier of equipment utilized in Oil & Gas and Mining industries. Today, as part of its continued trading evolution, ATOES has also forayed into sale of equipment utilized by Facilities Management & Plumbing industries.

To meet the requirements of these new sectors, ATOES maintains a comprehensive array of Ridgid Professional Pipe Tools, MSA Safety Equipment, Crosby Lifting Equipment & Accessories, Grainger Industrial MROs, and DEB / Swarfega Hand Care Products.

In addition to its trade capabilities, ATOES is also an authorized service center for Ridgid Drain Cleaning Equipment & Threading Machine.

## dndata Singapore Pte Ltd

**A**t dndata Singapore, we offer a full range of catering, ground handling and cargo services to over 52 airlines in Singapore. With our commitment to excellence, the qualities of efficiency, speed, reliability and flexibility have become the hallmarks of our service. We understand the challenges and demand of today's air travel industry. Our deep knowledge stems from the integral role that we play in helping airlines achieve their performance and service quality targets.

Providing world class services, we enhance our customer airlines' reputation by projecting an image of efficiency, quality and reliability to their passengers. We also recognise that every airline customer is different. We place great emphasis on listening to our customers to ensure that we understand and meet all their requirements.

## Hospitality Resource Solutions Pte Ltd

**E**stablished in 2014 with a focus to assist hoteliers in driving housekeeping efficiencies and increase operational productivity, Hospitality Resource Solutions (HRS) offers a range of services which includes the supply of manpower, advice and guidance on productivity related solutions and training of room attendants.

To cope with the manpower crunch and the absence of any effective technology HRS has devised several innovative and proven ideas that will, over time improve the departments efficiency and help hoteliers realise cost and manpower savings in the region of 8-12%. The company does this by using a 'Systemised Teamwork **'Approach'** and following **'Process Compression' Techniques**. HRS trains its people with tips and tricks on how to optimise time taken to clean a guest room; thereby helping hoteliers convert their fixed cost of housekeeping into a variable cost.

## Skycom Satellite Systems Pte Ltd

**S**kycom Satellite Systems is a leading provider of network infrastructure, communication and broadcast systems and integrated solutions for hotels, residential and commercial buildings. We have expertise in the following areas:

- Digital, Satellite TV Reception, Headends, and IPTV Products and Solution
- Digital Signage and LED Displays
- Room Control Systems and Energy Saving Solution
- Coaxial, IP, Optical Fiber and Wireless Communication Networks and Equipment

With over 20 years of experience in the market, we can help your hotel to enhance customer experience and satisfaction, improve efficiency and bottom line through better in-room entertainment, energy saving room automation and control, as well as advanced digital signage solutions. Partnering with established technology and service providers, we provide a one stop solution to help you design, customize, and install your desired system. We also offer maintenance and engineering services so that your hotel is always well prepared in case of any unexpected event.



# SHA Welcomes New General Managers



## Mr Peter Khong

*General Manager*

*Courtyard by Marriott Singapore Novena*

With nearly three decades of hospitality industry experience, Mr Peter Khong joins Courtyard by Marriott Singapore Novena's pre-opening team as General Manager.

In this role, Mr Khong will be responsible for launching the first Courtyard by Marriott in Singapore, as well as oversee all aspects of the hotel's operations,

He started his career in operations with Starwood Hotels in 1989 before joining other premier hospitality brands such as Hyatt and Hilton Worldwide. Prior to this role, Mr Khong spent 20 years in China where he was General Manager of Sheraton Shanghai Hongqiao. Before that, he was General Manager of Four Points by Sheraton Shanghai, Daning, having successfully opened the hotel within six months.

Mr Khong attended primary and secondary school in Singapore before moving to Hawaii during his teen years. He is married with one son. During his free time, he enjoys reading current affairs, travelling and golfing.

Mr Peter Khong is also fluent in four languages: English, Japanese, Mandarin, Bahasa Indonesia and the Cantonese dialect.



## Mr Kung Teong Wah

*General Manager*

*Copthorne King's Hotel*

The Millennium Hotel and Resorts Group is pleased to announce the appointment of Mr Kung Teong Wah as the General Manager for Copthorne King's Hotel.

Mr Kung Teong Wah's career in hospitality industry spans over 25 years. Prior to joining Copthorne King's Hotel, Mr Kung held various key roles with the InterContinental Hotels Group (IHG) in Singapore, Malaysia, China and Batam. Most recently, he was the General Manager of Holiday Inn Resort Batam.

In his new role, Mr Kung will lead and drive the overall performance of Copthorne King's Hotel.



## Ms Eva Moral

*General Manager*

*Hilton Garden Inn Singapore Serangoon*

Ms Eva Moral is appointed General Manager of Hilton Garden Inn Singapore, the first Hilton Garden Inn property to open in Singapore, in June 2017. Ms Moral replaces Ms Carey Osborne, pre-opening General Manager for the hotel.

With more than 19 years of hospitality experience, Ms Moral was most recently Director of Operations of the multi-award winning Hilton Pattaya, Thailand, leading the operations team toward excellence in service and hotel recognition. In addition to this role, she was also the Corporate Responsibility champion for the cluster of Hilton properties in Thailand, Singapore and Philippines, where she launched the Soap for Hope program for soap recycling in many of the properties in that region.



### Mr Stephane Fabregoul

*Managing Director*

*JW Marriott Singapore South Beach and The St. Regis Singapore*

JW Marriott Singapore South Beach is delighted to announce the appointment of Mr Stephane Fabregoul as its new Managing Director.

Born and raised in Montpellier, France, Mr Fabregoul has extensive experience under his belt, having worked in 5 countries to date across Europe and Asia in the span of his career. He gained valuable experience starting his first hotel job at Le Meridien Nice, France, working progressively to rise through the ranks in various finance, human resource and operational roles at Starwood's landmark Le Meridien and Westin brands, before assuming the role of General Manager in 2011 at The W Singapore, Sentosa Cove, where he steered all aspects of the hotel and residences, for the pre-opening phases and official launch.

Mr Fabregoul concurrently holds the Managing Director appointment at St Regis Singapore.

Aside from his busy schedule heading the hotels under his purview, Mr Fabregoul enjoys spending time with his family (he is married with two children), and unwinds by maintaining an active lifestyle playing tennis, golf, volley ball, and swimming.



### Mr Alan Burrows

*General Manager*

*Novotel Singapore Clarke Quay*

AccorHotels Asia Pacific is pleased to announce the appointment of Mr Alan Burrows as General Manager of Novotel Singapore Clarke Quay.

Mr Alan Burrows is an experienced hotelier whose career with AccorHotels goes back to 1996. Over the years Mr Burrows managed various hotels across Novotel and Mercure brands in Sydney, Canberra and Perth before moving to Fiji.

Mr Burrows replaces Mr Marcus Hanna who has been appointed General Manager for Raffles City Hotel complex as the General Manager of the bustling 403-room Novotel Singapore Clarke Quay effective mid-October 2017.

Mr Burrows was formerly the General Manager of Sofitel Fiji Resort and Spa since mid-2014.



### Ms Tina Sim

*General Manager*

*Orchard Hotel Singapore*

Millennium Hotels and Resorts has appointed Ms Tina Sim as General Manager of Orchard Hotel Singapore.

A result-driven and dynamic hotelier, Ms Tina Sim brings with her almost three decades of operations and hotel management experience amassed from previous key leadership roles with global luxury hospitality brands, including The Ritz-Carlton, Conrad Centennial Singapore, The Fullerton Hotel, the Shangri-La Group and most recently PARKROYAL on Pickering.

Her areas of expertise include proven skills in pre-opening and opening hotels and resorts, rooms and Food & Beverage operations, as well as cost management.

Ms Tina Sim is the first female hotelier to helm the 656-room Orchard Hotel Singapore.



# Celebrating 23 years of SHA/ SKM Service Gold “The National Kindness Award” – Recognising and Promoting Kindness at the Workplace

The SHA/SKM Service Gold – “National Kindness Award” Ceremony took place on 29 November 2017 at the Venus Ballroom, Furama RiverFront, Singapore.

Celebrating SHA’s 23<sup>rd</sup> year of collaboration with SKM, this year’s event recorded the highest number of winners with a 20% year-on-year increase to 112 award recipients from 67 participating hotels. The event was graced by Ms Low Yen Ling, Senior Parliamentary Secretary, Ministry for Trade and Industry and Ministry of Education.

In addition, 7 special guests were nominated by the hotels for this year’s Gracious Guest Recognition award. Inaugurated at the same event in 2013, the award seeks to appreciate guests who have exhibited exemplary graciousness to the service staff in our hotels. These guests were recognised for showing appreciation, empathy, understanding and thoughtfulness towards our service staff.

Our heartiest congratulations to all winners!



# Recognising Excellence in Hotel Security



Held on 24 October 2017 at Furama RiverFront Singapore, the annual Hotel Security Award Presentation Ceremony was graced by Mrs Josephine Teo, Minister, Prime Minister's Office and Second Minister for Manpower and Home Affairs.

A record number of 90 hotels were recognised at the 22<sup>nd</sup> edition of the annual award ceremony this year. 76 hotels were awarded the Hotel Security Excellence Award while another 14 hotels received the Hotel Security Award.

Of these recipients, 3 hotels which received the award for 20 consecutive years for the first time were also presented with the **Hotel Security Star Award** in recognition of their consistent commitment in ensuring a safe and secure hotel environment.

In addition, a total of 276 hotel employees were commended for their honest, brave and vigilant acts. The exemplary acts of 22 employees were shared in a booklet which was distributed to all the attendees of the event.

The 3 recipients of the Hotel Security Star Award were as follows:

**The Elizabeth Hotel**  
**Hotel Royal Limited**  
**Swissôtel Merchant Court**

SHA would like to express our heartiest congratulations to all winners and appreciation to all attendees of the Hotel Security Conference 2017.

The award ceremony was held in conjunction with the annual Hotel Security Conference which was jointly organised by the Singapore Hotel Association, Singapore Police Force and National Crime Prevention Council.





# Marina Bay Sands Claims SHA Inter-Hotel Bowling Tournament 2017 Victory

The 35<sup>th</sup> SHA Inter-Hotel Bowling Tournament 2017 commenced on 15<sup>th</sup> August this year, with a total of 54 teams from 34 hotels. Based the results of the preliminary round, the top 26 teams competed for the SHA Challenge Trophy, while the other 28 teams vied for the SHA Challenge Shield during the Team Finals event held on 22<sup>nd</sup> August at SAFRA Mount Faber.

Eventually, Marina Bay Sands beat the competition to clinch the coveted champion title of the 2017 SHA Challenge Trophy.

The bowling tournament ended on a high note on 5 September 2017 with the Masters' Event and prize presentation ceremony.

Ms Margaret Heng, Executive Director, SHA and Mr Vincent Ang, Chairman, SHA Inter-Bowling Tournament 2017 Organising Committee presented the prizes to the winners of the tournament. Winners also took home cash prizes sponsored by SHA, prizes from the Superbowl SAFRA Mount Faber as well as dining/accommodation vouchers kindly sponsored by SHA hotel members.

Congratulations to all winners!



The results of the 2017 tournament were as follows:

SHA Challenge Trophy	
<b>Champion Team</b>	Marina Bay Sands - Team 3
<b>1<sup>st</sup> Runner-Up Team</b>	Resorts World Sentosa - Team 1
<b>2<sup>nd</sup> Runner-Up Team</b>	Marina Bay Sands - Team 1

SHA Challenge Shield	
<b>Champion Team</b>	Marina Bay Sands - Team 4
<b>1<sup>st</sup> Runner-Up Team</b>	Marina Bay Sands - Team 2
<b>2<sup>nd</sup> Runner-Up Team</b>	Resorts World Sentosa - Team 2

Team High Game	
<b>Champion Team</b>	Marina Bay Sands - Team 3
<b>1<sup>st</sup> Runner-Up Team</b>	Resorts World Sentosa - Team 1
<b>2<sup>nd</sup> Runner-Up Team</b>	Marina Bay Sands - Team 2

Men's Masters - Open	
<b>Champion</b>	Lawrence Lim (Marina Bay Sands)

Men's Masters - Graded	
<b>Champion</b>	Alvin Yeow (Marina Bay Sands)

Ladies' Masters	
<b>Champion</b>	Rain Cai (Marina Bay Sands)

# Industry Update and Networking Session for General Managers

The 3rd Industry Update and Networking Session for General Managers for 2017 took place on 5 December 2017 at the newly opened Novotel Singapore on Stevens.

In addition to GMs, Chief Engineers were also invited to attend the first segment of the session which shared the following topics:

## **"Overview of Singapore's Digital TV Switchover"**

*by Info-Communications Media Development Authority (IMDA)*

## **"Guestroom Smart Energy Management"**

*by INNCOM by Honeywell*

## **"Asian Millennial Travelers"**

*by GfK*



The second segment was a closed-door dialogue session for General Managers and Directors of Human Resources with the Minister of Manpower, Mr Lim Swee Say.

# Hotel Sector Showcase @ MOE Education and Career Guidance Fair

SHA participated in the MOE Education and Career Guidance (ECG) Fair which was held on 15<sup>th</sup> and 16<sup>th</sup> September 2017 at Republic Polytechnic.

Three sectors, namely Hotel, Logistics and Maritime participated in this ECG Fair.

Targeted at secondary 2 students, the event was well attended by students, their parents, as well as MOE ECG counsellors.



As the lead Association for the hotel sector, the SHA, with the support of the Singapore Tourism Board (STB), put together a panel exhibition on hotel careers to create awareness and pique the interest of students.



In addition to the exhibition, students were invited to attend career talks and hands-on sessions to learn more about the vibrant hotel sector.

SHA would also like to extend our sincere appreciation to hotel members who have contributed in-kind sponsorship of collateral gifts for student participation at the Fair.



# I, Robot, at your service



It is still probably a while away from the time when a robot housekeeper will come to clean up your hotel room and make up the bed. However, friendly little robot butlers delivering the bottle of water or extra towel that you requested from room service is a reality today in Singapore.

Smart solutions that use mobile connectivity and automation through robotics are some areas being looked into through the **Smart Hotel Technology Roadmap** — led by Singapore Tourism Board (STB) and the Singapore Hotel Association's (SHA) Hotel Innovation Committee.

For hotels, a “human touch” in their engagement with guests is important. In such a situation, the ability to automate routine “dead time” work spent fetching and delivering items (like bottled water) from point A to point B, improves productivity by reducing the number of workers required for these tedious but necessary functions. Smart delivery robots can fill the gap, giving staff more time to provide better guest services.

As Singapore's leading info-communications service provider to the hospitality industry, **StarHub is partnering with hotels, robot manufacturers, service delivery companies and various tertiary institutions, to offer robots-as-a-service solutions.** This is part of the telco's connected buildings initiative under its IoT (Internet of Things) suite of services. The IoT services also focus on a number of other areas, including connected vehicles and connected living.

## Partnerships

StarHub has recently worked with ST Kinetics to introduce the **Aethon-designed TUG robots**, used to transport laundry, in three hotels from this year — Capri by Fraser Changi City, Singapore, Four Points by Sheraton Singapore, Riverview and Grand Copthorne Waterfront Hotel Singapore. Discussions are ongoing with another 17 hotels.

The TUG robot is **central to a revolutionary project to reengineer the back-of-house laundry process**, that integrates different technologies like RFID, robotics, smart tagging/ID carts into an end-to-end solution.

The TUG robot takes over menial tasks such as transporting and heavy lifting of huge laundry carts across RFID scanning stations to automatically count the different quantities of linen items like towels, pillow cases etc, and deliver these pre-packed carts to every guest room floor for the housekeeping room attendant to simply take over the carts and immediately go about making up guest rooms.



◀ **TUG:** Courtesy of Singapore Technologies Kinetics Ltd



Initial estimates suggest **cost savings of a minimum of 10%** or more to an equivalent of the amount of work of at least 3 full-time employees, can be realised in the short term.

What is important to remember is that the service industries like the hotel sector continue to experience labour shortage. So the introduction of robotics does not actually mean that existing staff would be made redundant. Rather, it would give hotels the freedom to reallocate, or retrain staff for more value-added roles that enhance guest experience. At the end of the day, our stay at a particular hotel is made different with that “last mile” human touch or what we commonly call “customer service”.

In late 2016, StarHub worked with the **Hotel Productivity Centre (HPC)**, part of the Singapore Productivity Centre (SPC), and Republic Polytechnic (RP) to introduce Savioke Relay, a front-of-house robot. Deployed as an autonomous service delivery robot, this first in Singapore implementation allows hotel's room service staff to load the robot with guest requests like bottled water, towels, toiletries, amenities and packed meals and instruct it to deliver the items to the correct room by keying in the details into the robot's interface. Programmed in a “set and forget” mode, the robot returns to the docking station after delivery on its own. Relay has a friendly “personality” with a LCD screen which allows guests to interact with it, and also serves to inform passers-by of what it's doing, like it's “on a delivery run” or “returning home”.

The telco is working with the Republic Polytechnic on other innovative projects that involve integrating robotic platforms with other systems used in hotels with the end objective of enhancing service quality, through the use of automation and IoT. Robotics is just one of the many avenues StarHub has successfully partnered industry agencies and hospitality schools to drive technology adoption that leads to real tangible productivity gains. StarHub is also looking at **analytics solutions and services that utilise artificial intelligence (AI) capabilities**.

## Advanced robots

Robots like Relays and TUGs are autonomous mobile robots, or AMRs. These are more advanced than the earlier generation autonomous guided vehicles (AGVs) used mainly in factory shop floor environments.

To understand the difference between AMRs and the earlier generation AGVs, it is useful to think about the difference between a train and an automobile. Just as a train can move only in a fixed direction or route, determined by the how the tracks have been laid, AGVs can only move in a direction determined by how wires and magnets have been embedded into the floor or the path calibrated using special tags placed on the walls. AMRs, on the other hand, like automobiles, can move in any direction based on the information it receives from the operator.

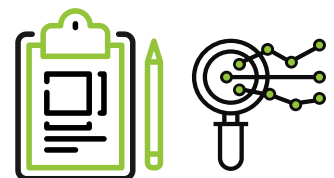
AMRs thus can navigate around people and objects in real time in order to complete their tasks.

For the hotel industry, the real game changer is that the robots can autonomously take the elevator, and share the lift with people. Both Relay and TUG have the capacity to wirelessly trigger the correct floor button on the elevator to arrive at their destination. These advanced robots do not need dedicated lifts to move from floor to floor.

## Satisfaction study

A study undertaken by Republic Polytechnic has shown that the majority of the hotel's staff thinks that the relay robot has helped to reduce workload. It also attracts positive feedback and attention from guests. The Republic Polytechnic study further noted that besides current functions, there was potential for Relay to perform additional tasks that would help in increasing guest satisfaction.

The use of next generation technologies like robots, facial recognition at check-in, payment wallets and others will help hotels transform into “smart hotels” as envisaged by the Smart Hotel Technology Roadmap.



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# Education and Career Guidance Fair 2017 (ECG)

SHATEC participated in the MOE Education and Career Guidance Fair 2017 which was held at the Republic Polytechnic on 15 to 16 September 2017.

The fair was attended by students from various secondary schools. Besides getting to know the courses offered at SHATEC, students also participated in the hands-on workshop offered by SHATEC.

At the workshops, participants tried their hands at making their own drinks, burritos and even 3D cakes with the help from our chefs and student assistants.

*Students making their own burritos!*



*Student in the process of concocting her very own mocktail!*



*Chef Samson and the students who visited the SHATEC booth.*



*SHATEC alumnus, James sharing his learning experiences with the secondary school students!*



# Industry Mentorship Programme@SHATEC Town Hall Session – 11 October 2017

Students from July '17 and October '17 intakes attended the 5<sup>th</sup> Town Hall Session on 11 October 2017, Thursday where they got to learn more about the Industry Mentorship Programme. One of the highlights during the event was the sharing session by the mentors and mentees from the 5<sup>th</sup> Cycle as they spoke about their experiences and insights during the programme.



**Group photo of the mentors, mentees and Chairpersons of the programme.** [from left] Mr. Shigeru Tamura (Director of Food and Beverage, Pan Pacific Singapore), Chef Alex Yen (Executive Pastry Chef, Bakerzin Holdings Pte Ltd), Chef Benton Toh (The Ritz-Carlton Millenia Singapore), Mentee Louis Chia (DHM 04-17), Ms Cheryl Ong (Director of Sales & Marketing, Raffles Hotel Singapore), Mr. Steve Laine (Resident Manager, Pan Pacific Singapore), Mrs Diana Ee-Tan (Chairperson, Mentorship Panel), Mrs Tan-Wee Wei Ling (Chairperson, Mentorship Panel), Mentee Nicholas Sim (DHM 10-17), Ms Chris Tay (Director of Human Resources, Le Meriden Singapore, Sentosa), Mentee Sophie Ong (DHM 04-17), Ms Margaret Heng (Chief Executive, SHATEC)



*Mentor, Chef Benton Toh sharing his industry experiences and insights of the programme*



*Students from July '17 and October '17 intakes attending the session*

## SHATEC Experience Day 2017

On 23 October 2017, Monday, SHATEC had the pleasure of hosting students from a number of schools, namely, Hong Kah Secondary School, Unity Secondary School, St Patrick's School, Ang Mo Kio Secondary School, Zhenghua Secondary School, St. Hilda's Secondary School, Riverside Secondary School and Woodgrove Secondary School at its fun-filled Experience Day.

The participants enjoyed activities such as pizza-making, bar mixology, decorating of gingerbread man and table setting.

To top it off, the students and teachers also got to enjoy complimentary traditional ice-cream!



*Students from Unity Secondary School making their own orchid flower pins!*



*Volunteers from Ang Mo Kio Secondary School and Woodgrove Secondary School learning the art of making crepe suzette!*



*Students from Riverside Secondary School decorating the gingerbread man!*



*Chef Eugene demonstrating the making of pizza to students from St. Patrick Secondary School!*



# Spotlight: Steve Lim

In this issue, Mr Steve Lim, Director of Learning and Development at Goodwood Park Hotel was invited to share with us his journey to success.

## 1) What is your most memorable experience whilst as a student at SHATEC?

It was in 1992 when SHATEC was still located at Nassim Hill. I was only about 17 years old then. It was our first lesson at doing flambé in Rosette, SHATEC's Fine Dining Restaurant, and we were learning to flambé Crepe Suzette. That was my first encounter with cooking per se and I was naturally a little nervous at having to cook in front of my peers. I did not manage to get the flame up in the pan for first 3 times, and at the 4<sup>th</sup> attempt, the flame just got too big! In my eagerness, I guess I got the pan too heated up and well....maybe poured a little bit more Grand Marnier than necessary. I am glad I did not burn the school down at that time!

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

I have always wanted to join the hotel industry when I was young. The images of men and women in well-ironed uniform, hotels with glittering chandeliers and marbled lobby inspired me to study at SHATEC in order to gain knowledge and skills on this exciting industry.

After completing my national service in 1996, I went on to study at ICMS and Macquarie University in NSW, Australia. To lessen my parents' financial burden, I worked on nights and weekends as a Restaurant Supervisor in the infamous Kings Cross area. I also worked as a Room Attendant for a year in order to gain more working experience. During this time, I built up my undying character; being young and alone in a foreign country, I knew that I have only one chance to make it. I am glad I made it and graduated with a degree in hospitality management.

I returned to Singapore in 1999 and worked my way up to the role of a Duty Manager at a local four-star property. My interest then was to advance my career in the area of Sales & Marketing. I was blessed to be given the opportunity to join the Sales & Marketing team of the former Le Meridien Singapore where I was trained by then-EAM Ms Linda Wee (who is also my current boss now).

Fuelled by my passion for Japanese cuisine, I started my own Japanese Restaurant in 2006 with all my savings. It closed down in 2008 due to the Asian Financial Crisis. Though it was short-lived, I learned a lot from that experience.



After this, I joined Booking.com and became part of their pre-opening team in Shanghai. I returned to Singapore in 2011 and joined Goodwood Park Hotel, where I look after the Learning & Development initiatives.

Currently, I am under a scholarship from Goodwood Park Hotel and Singapore Tourism Board for NTU's EMBA Program and will be graduating in Feb 2018.

## 3) What is your advice to current SHATEC students on how to be successful in the hospitality industry?

I know this has been shared many a times by various speakers at hospitality career fairs and exhibitions, but I stick by to this notion - be Passionate in whatever you do. You must have a Passion for this industry before you can succeed in this industry.

Also, get to know someone who can be your Mentor, someone who can guide you through your career life. After all, we need someone to take over the baton from us in making sure the hotel industry continues to strive in Singapore!

Last but not least, do upgrade your skills and knowledge along your career path. Go for courses and further studies to stay competitive and you will see the fruit of your labour in the years to come.

# SHATEC Graduation 2017

SHATEC's 32<sup>nd</sup> graduation ceremony was held on 4th December 2017, at the Kallang Theatre. The event was graced by Guest-of-Honour, Mr. Patrick Tay, BBM, Member of Parliament, West Coast GRC.

SHA and SHATEC board members, industry guests, SHATEC alumni, as well as guests of graduands also attended the special occasion.

SHATEC Graduation 2017 saw more than 400 graduands who have successfully completed their programmes in the respective disciplines, namely culinary, pastry, F&B service, hotel management and tourism.

This year's valedictorian was Nur Alisa Binte Suhaime from Diploma in Pastry and Baking. She was also the recipient of the SHA Meritorious Award (Skills) and Chairman's List, Diploma in Pastry and Baking. After her graduation speech, Alisa was surprised with a bouquet of flowers presented by SHATEC Chief Executive, Ms Margaret Heng and joined by her mother on stage in celebration of her birthday.

Additionally, SHATEC introduced a new award category this year called the "Inspiring Learners' Award" to recognise the part-time cohort who are role models by embracing continuous learning while working in the industry. The 2 recipients of the inaugural award were Mr Ong Chip Huat and Ms Luah Hwee Kee (Lai Huiqi) from Diploma in Culinary Skills (Part-Time).

The ceremony continued with highlights that included a speech by SHATEC alumnus – Mr. Alex Yang, Executive Assistant Manager from Mercure Singapore Bugis sharing about his SHATEC's learning journey and how the SHATEC education has helped in his career.

The event ended on a high note with a confetti blast and a shower of gold and green balloons. We wish the Class of 2017 every success in their future endeavours!



Valedictorian Nur Alisa Binte Suhaime with her mother and Ms Margaret Heng, Chief Executive of SHATEC.



SHATEC alumnus – Mr. Alex Yang, Executive Assistant Manager from Mercure Singapore Bugis representing SHATEC alumni giving his congratulatory speech.



Chairman of SHATEC, Mr. Loh Lik Peng (left) presented the token of appreciation to Guest-of-Honour.





# Run To Give 2017: Marriott International Raises Over USD\$ 421,000 across Asia Pacific in Support of Numerous Charities

***Close to 32,500 Supporters Came Together at Various Locations across Asia Pacific***

Marriott International in Asia Pacific announced that close to USD\$421,000 was collectively raised from Run to Give Hotel Charity Runs that took place in 115 locations on 24 September 2017 across Asia Pacific.

Now in its fourth year, Run to Give is unique in each location and the events are organized by different Marriott International properties in various locations; some joining hands for the first time to organize such a large-scale event. Funds raised in each location will go to a local charity for maximum relevance and a broader impact with wider reach.

Craig S. Smith, President and Managing Director, Marriott International Asia Pacific, shared, "We are thrilled with the excellent result this year as we have achieved breakthrough

in terms of both number of runners and the total amount of donations over the last four years. Run to Give demonstrates our commitment to drive sustainable social and economic impacts in the communities where we live and work. As Marriott increases our footprint across Asia Pacific, our "Spirit to Serve" remains strong since we believe it is exactly what makes us strong."

Run to Give is a key event in Asia Pacific under the company's 'TakeCare' movement, which aims to encourage associates to live their best life by promoting physical, emotional and spiritual wellbeing and creating strong team synergy while making a difference in communities that Marriott International operates in.



# 28<sup>th</sup> Annual TTG Travel Awards 2017

The TTG Travel Awards has been recognising the best of Asia-Pacific's travel industry since 1989. This prestigious annual event honours stellar organisations and individuals in 4 categories: Travel Supplier, Travel Agency, Outstanding Achievement and Travel Hall of Fame.

Congratulations to the following SHA members for receiving being recognised at the TTG Travel Awards 2017:

## Hotels – Individual Property Awards

### Best Mid-Range Hotel

**Ramada Singapore  
At Zhongshan Park**

### Best Independent Hotel

**Royal Plaza  
on Scotts**

### Best City Hotel - Singapore

**Mandarin Orchard  
Singapore**

### Best New City Hotel

**JW Marriott Singapore  
South Beach**

## Resorts Awards

### Best Integrated Resort

**Resorts World at Sentosa Pte Ltd**

## Hall of Fame

**Raffles Hotel Singapore  
(inducted in 2013)**

For Royal Plaza on Scotts, this award marked the hotel's 10<sup>th</sup> consecutive win as Asia Pacific's Best Independent Hotel.

Under the category of BT-MICE Awards, Singapore was awarded the "Best BT-MICE City", while Sands Expo and Convention Centre Marina Bay Sands successfully claimed the title of "Best Convention & Exhibition Centre".

# SHA Best Department Awards

The Singapore Hotel Association is pleased to support the Association of Rooms Division Executives Singapore (ARDE) in presenting the Best Department Award once again. Since 2016, with SHA being the patron of the award, it has been renamed as the SHA Best Department Award.

The award, which comprises the following 4 categories, is sponsored by Peak Hospitality Solutions.

Congratulations to the following winners of the SHA Best Department Award 2017:

## Best Reservations Department

**LUXURY**

**Capella Singapore**

**DELUXE**

**Hard Rock Hotel**

**SUPERIOR**

**Four Points by Sheraton  
Singapore, Riverview**

## Best Front Office Department

**LUXURY**

**Capella Singapore**

**DELUXE**

**Rendezvous Hotel**

**SUPERIOR**

**AMOY by  
Far East Hospitality**

## Best Housekeeping Department

**LUXURY**

**Pan Pacific Singapore**

**DELUXE**

**Mandarin Orchard  
Singapore**

**SUPERIOR**

**Quincy Hotel**

## Best Concierge Department

**LUXURY**

**Capella Singapore**

**DELUXE**

**Carlton City Hotel**

**SUPERIOR**

**Park Regis Singapore**



# Alfred & Friends Brought Cheer to the Young and Young-at-heart

In the true spirit of giving for the festive season, Millennium Hotels and Resorts (MHR) held a charity drive 'Adopt Alfred & Friends' from 1 to 31 December 2017, to raise funds for children from low-income families.

Held across the Group's Singapore hotels, namely Orchard Hotel, Grand Copthorne Waterfront Hotel, M Hotel, Copthorne King's Hotel, M Social Hotel and Studio M Hotel, proceeds collected from the adoption go to The Straits Times School Pocket Money Fund (STSPMF), a charity devoted to helping needy kids and youth.

The Christmas charity drive featured the Millennium and Copthorne Hotels' (M&C) icon, a guardsman bear called Alfred, and a collection of six limited edition animal kingdom: elephant, tiger, giraffe, panda, lion and monkey, which are put up for adoption by hotel guests and employees at a minimum of \$20 for each plushy. They then have the option of keeping or donating the bears to needy children.



With the soft toys are (clockwise from top left) M Social Hotel's Ms Lee Sul Bi; M Hotel's Ms Jacqueline Ho; Copthorne King's Hotel's Mr Kung Teong Wah; Grand Copthorne Waterfront Hotel's Mr Cheong Hai Poh; Orchard Hotel's Ms Tina Sim; ST School Pocket Money Fund (STSPMF) general manager Tan Bee Heong; Millennium Hotels and Resorts' vice-president of operations Lee Richards; STSPMF board member Fiona Chan; and Studio M Hotel's Mr Pjey Mayandi.



Cuddles all around for Alfred and his six animal friends with popular Singaporean TV actress Zoe Tay.

Mr Lee Richards, the hotel group's Vice President of Operations, South East Asia said: "In a way, we are getting them to think about doing a good deed for those less fortunate even as they enjoy themselves on holiday."

Response has been overwhelming, with the 1,800 limited-edition soft toys fully reserved.

Alfred and his furry friends have also won the hearts of many, including local celebrities such as Zoe Tay and popular radio personalities.

Additionally, MHR's Ask Alfred concierge service for children, which guests pay for S\$22, will also donate 10 per cent of its proceeds to The Straits Times School Pocket Money until end 2018.

M&C was the first in the region to introduce Ask Alfred, a packaged suite of services catering specially to children. Ask Alfred is M&C's way of going the extra mile in adding a personal touch for young guests incorporating a charity element. Ask Alfred first introduced in 2011, has been a service that guests can select when they book a room at any of the Group's Singapore hotels.



Singapore Press Holdings 96.3 Hao FM radio DJs Jing Yun (left) and Guo Xian with Alfred & Friends at Orchard Hotel Singapore.

# THE SHA HOTEL MEMBERS

30 Bencoolen  
 Amara Sanctuary Resort Sentosa  
 Amara Singapore  
 Amoy Hotel  
 Aqueen Hotel - Balestier  
 Ascott Raffles Place Singapore  
 Bay Hotel Singapore  
 Beach Hotel  
 Bencoolen Hotel  
 Broadway Hotel  
 Capella Hotel, Singapore  
 Capri by Fraser Changi City, Singapore  
 Carlton City Hotel Singapore  
 Carlton Hotel  
 Concorde Hotel Singapore  
 Conrad Centennial Singapore  
 Copthorne King's Hotel Singapore  
 Courtyard by Marriott Singapore Novena  
 Crowne Plaza Changi Airport  
 Days Hotel Singapore at Zhongshan Park  
 Dorsett Singapore  
 Destination Singapore Beach Road  
 The Elizabeth Hotel  
 Fairmont Singapore  
 Fortuna Hotel  
 Four Seasons Hotel  
 Four Points by Sheraton Singapore, Riverview  
 Fragrance Hotel - Ruby  
 Fragrance Hotel - Sapphire  
 The Fullerton Hotel  
 The Fullerton Bay Hotel Singapore  
 Furama City Centre Singapore  
 Furama RiverFront Singapore  
 Genting Hotel Jurong  
 Goodwood Park Hotel  
 Grand Copthorne Waterfront Hotel Singapore  
 Grand Hyatt Singapore  
 Grand Mercure Roxy Hotel  
 Grand Park City Hall  
 Grand Park Orchard  
 Hangout @ Mount Emily  
 Hilton Singapore  
 Hilton Garden Inn Singapore Serangoon  
 Holiday Inn Express Singapore Clarke Quay  
 Holiday Inn Express Singapore Orchard Road  
 Holiday Inn Express Singapore Katong  
 Holiday Inn Singapore Atrium  
 Holiday Inn Singapore Orchard City Centre  
 Hotel 1929  
 Hotel 81 (DICKSON)  
 Hotel 81 (GEYLANG)  
 Hotel 81 (STAR)  
 Hotel Chancellor @ Orchard  
 Hotel Clover 33 Jalan Sultan  
 Hotel Fort Canning Singapore  
 Hotel G Singapore  
 Hotel Grand Central  
 Hotel Grand Pacific  
 Hotel Indigo Singapore Katong  
 Hotel Jen Orchardgateway Singapore  
 Hotel Jen Tanglin Singapore  
 Hotel Kai  
 Hotel Miramar (S) Ltd  
 Hotel Rel @ Pearl's Hill  
 Hotel Royal  
 Hotel Royal @ Queens  
 Hotel Supreme  
 ibis Singapore on Bencoolen  
 ibis Singapore Novena

Innotel Hotel  
 Jayleen 1918 Hotel  
 JW Marriott Singapore South Beach  
 Klapstar Boutique Hotel  
 InterContinental Singapore  
 InterContinental Singapore Robertson Quay  
 Link Hotel  
 Lloyd's Inn  
 M Hotel Singapore  
 M Social Singapore  
 Mandarin Orchard Singapore  
 Mandarin Oriental, Singapore  
 Marina Bay Sands  
 Marina Mandarin Singapore  
 Marrison Hotel  
 Mercure Singapore Bugis  
 Mercure Singapore on Stevens  
 Moon 23 Hotel  
 Le Meridien Singapore Sentosa  
 Naumi Hotel  
 Naumi Liora  
 New Majestic Hotel  
 Nostalgia Hotel  
 Novotel Singapore Clarke Quay  
 Novotel Singapore on Stevens  
 Oasia Hotel Downtown Singapore  
 Oasia Hotel Novena, Singapore  
 ONE°15 Marina Club  
 One Farrer Hotel & Spa  
 Orchard Hotel  
 Orchard Parade Hotel  
 Orchid Hotel  
 Pan Pacific Orchard  
 Pan Pacific Singapore  
 Parc Sovereign Hotel - Albert St  
 Park Avenue Changi  
 Park Avenue Rochester  
 Park Hotel Alexandra  
 Park Hotel Clarke Quay  
 Park Hotel Farrer Park  
 Park Regis Singapore  
 PARKROYAL on Beach Road  
 PARKROYAL on Kitchener Road  
 PARKROYAL on Pickering  
 Peninsula Excelsior Hotel  
 Perak Hotel  
 Quality Hotel Marlow  
 The Quincy Hotel  
 Raffles Hotel  
 Ramada Singapore at Zhongshan Park  
 The Regent Singapore  
 RELC International Hotel  
 Rendezvous Hotel Singapore  
 Resorts World at Sentosa (Beach Villas, Crockfords Tower, Equarius Hotel, Festive Hotel, Hard Rock Hotel, Hotel Michael)  
 The Ritz-Carlton, Millenia Singapore  
 Robertson Quay Hotel  
 Royal Plaza on Scotts  
 Sandpiper Hotel  
 The Scarlet Hotel  
 The Seacare Hotel  
 Shangri-La Hotel  
 Shangri-La's Rasa Sentosa Resort & Spa, Singapore  
 Sheraton Towers Singapore  
 Singapore Marriott Tang Plaza Hotel  
 Sofitel Singapore Sentosa Resort and Spa  
 SO Sofitel Singapore  
 South-East Asia Hotel  
 The St Regis Singapore  
 Studio M Hotel  
 Swissotel Merchant Court, Singapore  
 Swissotel The Stamford, Singapore

V Hotel Lavender  
 The Vagabond Club, Singapore, A Tribute Portfolio Hotel  
 Village Hotel Albert Court  
 Village Hotel Bugis  
 Village Hotel Changi  
 Village Hotel Katong  
 W Singapore Sentosa Cove  
 Wanderlust Hotel  
 Wangz Hotel  
 The Warehouse Hotel  
 The Westin Singapore  
 York Hotel

# THE SHA ASSOCIATE MEMBERS

The American Club  
 Auric Pacific Marketing Pte Ltd  
 Aqua-Terra Oilfield Equipment & Services Pte Ltd  
 Bakerzin Holdings Pte Ltd  
 Batam View Beach Resort  
 Bekins Commercial Installation Asia Singapore Pte Ltd  
 The British Club  
 CS Tay Foods Pte Ltd  
 dnata Singapore Pte Ltd  
 Himawari Pte Ltd  
 Hospitality Resource Solutions Pte Ltd  
 HPL Hotels & Resorts  
 Institute of Technical Education (ITE)  
 Keppel Land Hospitality Management Pte Ltd  
 Nanyang Polytechnic  
 National Service Resort & Country Club  
 NTUC Club  
 Orchid Country Club  
 Oxley Thanksgiving Residence Pte Ltd  
 Palvision (Singapore) Pte Ltd  
 Republic of Singapore Yacht Club  
 Republic Plaza City Club (S) Pte Ltd  
 S A Hotel Management Pte Ltd  
 The SAF Warrant Officers and Specialists Club  
 Sceptre Hospitality Resources Pte Ltd  
 Select Group Ltd  
 Sia Huat Pte Ltd  
 Simmons (Southeast Asia) Pte Ltd  
 Singapore Exhibition Services Pte Ltd  
 Singapore Institute of Technology  
 Singapore Island Country Club  
 Singapore Meritus International Hotels Pte Ltd  
 Singapore Recreation Club  
 Singapore Swimming Club  
 Skycom Satellite Systems Pte Ltd  
 Somerville (Singapore) Pte Ltd  
 Starhub Ltd  
 The Tanglin Club  
 Trane Distribution Pte Ltd  
 TKHS Group Singapore Pte Ltd  
 Unilever Singapore Pte Ltd  
 Wine Trade Asia Pte Ltd  
 YHS (Singapore) Pte Ltd

(as at 31 Dec 2017)