

TRAVEL AGENT INDUSTRY TOOLKIT



Singapore
TOURISM
BOARD

INTRODUCTION

The tourism landscape is constantly evolving, shaped by new challenges and emerging opportunities. Travel agents must adapt to rapidly changing customer expectations to remain competitive.



This toolkit offers practical ideas to help you stay ahead in three key areas:

1 Digitalisation and Productivity

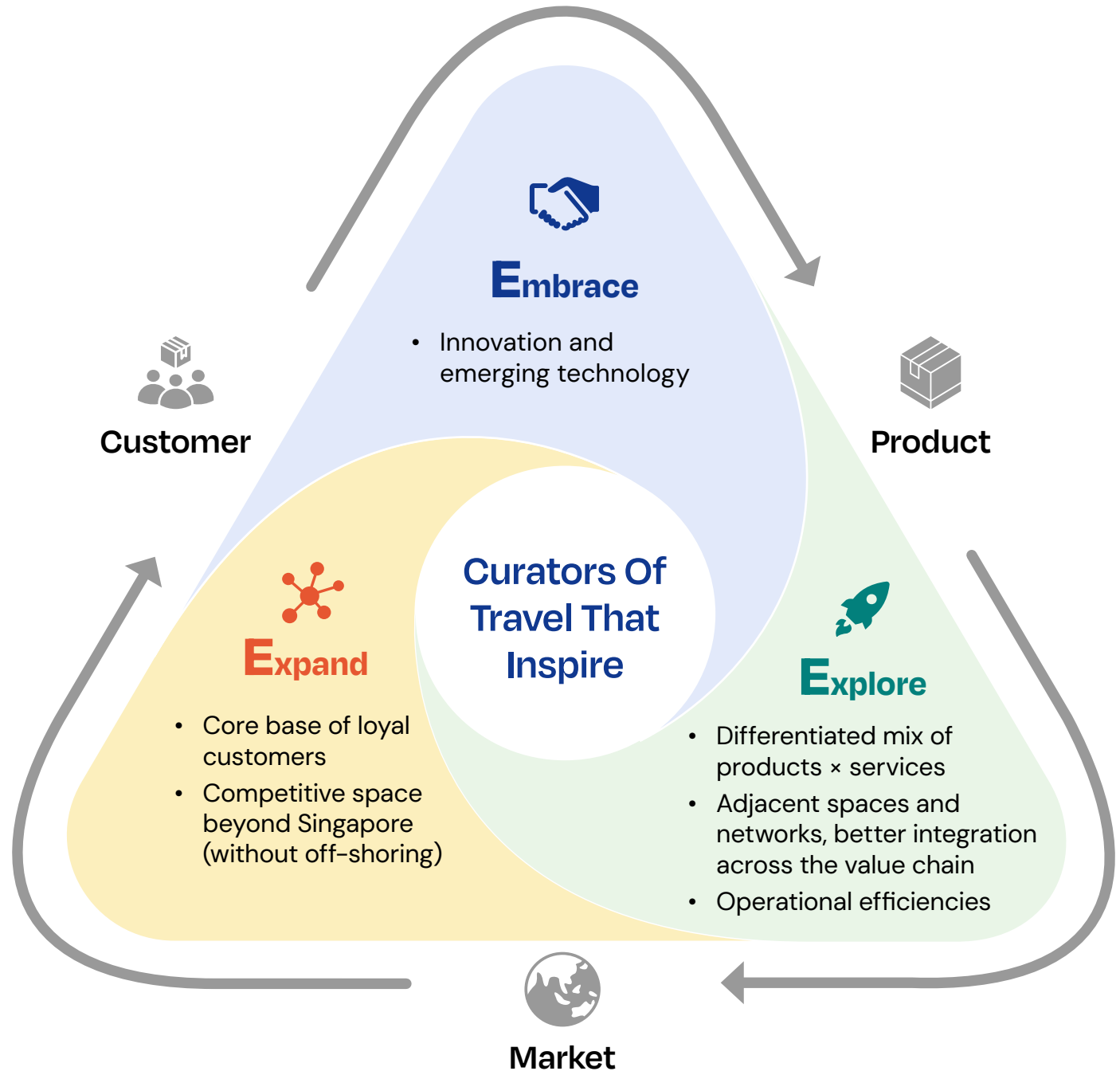
2 Innovation and Sustainability

3 Jobs and Skills

OUR VISION + 3'E's

In an evolving travel landscape, travel agents are **Curators Of Travel That Inspire** – delivering lasting value to customers through the **3'E's: Embrace, Explore and Expand**.

This framework shows how travel agents can effectively align their **product** offerings with shifting **market** dynamics and evolving **customer** expectations.

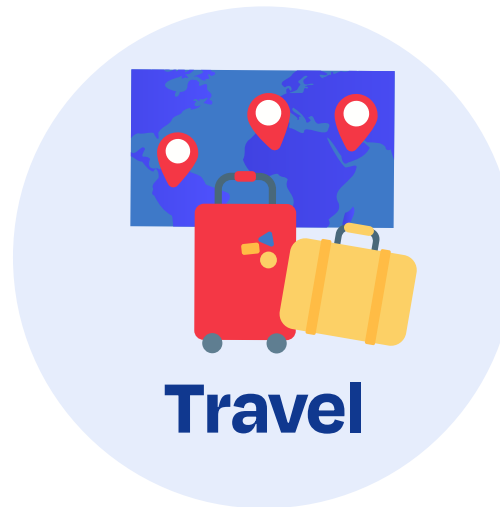


Curators Of Travel That Inspire



Curators

Curators **design journeys with the individual in mind**, where every experience is relevant, meaningful and rich in value.



Travel

A journey of discovery, opening doors to **new perspectives, opportunities and adventures**.



Inspire

Every travel is a transformative experience that **sparks curiosity, broadens horizons and fuels a deeper connection to the world**.

Embrace



Innovation and
emerging technology

Innovate and leverage technology to stay competitive.

→ Rethink business models/processes and adopt tools like AI to offer personalised, engaging travel experiences.

Explore



Differentiated mix of
products × services

Curate unique offerings that distinguish you from competitors.

→ Elevate standard experiences with value-added services tailored to each customer's interests.



Adjacent spaces and
networks, better
integration across the
value chain

Grow your business through new products, services and partnerships.

→ Work with local communities or other industry partners to create distinctive experiences that are unique to your business.



Operational
efficiencies

Doing more with less, and doing it better.

→ Optimise scarce resources to deliver services or products in the most cost-effective way.

Expand



Core base of loyal
customers

Win new customer segments, grow the existing ones.

→ Deepen customer engagement and personalisation to build loyalty through integrated customer management systems.



Competitive space
beyond Singapore
(without off-shoring)

Pursue target markets beyond Singapore, without setting up offices overseas.

→ Capitalise on emerging technologies to expand globally from Singapore.

Digitalisation and Productivity



TECHNOLOGY enables travel agents to deliver personalised, efficient services. The right digital tools will boost revenue, streamline operations and provide tailored recommendations, helping travel agents to stay competitive.



General Trends

Online booking preferences

 **72%**

of travellers preferred to book their trips online in 2023. [🔗](#)

 **65%**

of all travel bookings were made online in 2023, with 35% of sales happening via mobile. [🔗](#)

 **75%**

of total revenue in the travel and tourism sector will be generated through online sales by 2029. [🔗](#)

Personalisation



AI-powered personalisation is one of the top two automation features most valued by travellers. [🔗](#)

Higher customer expectations



52%
of consumers text businesses more often, a 31% increase over 2023. [🔗](#)



90%
of consumers want immediate customer service. [🔗](#)



Business Use Cases

 **callbox**

[Callbox](#) used generative AI and multi-platform outreach to generate leads for AI-sector clients.
→ Impact: 40% increase in conversions and improved engagement through personalised messaging.

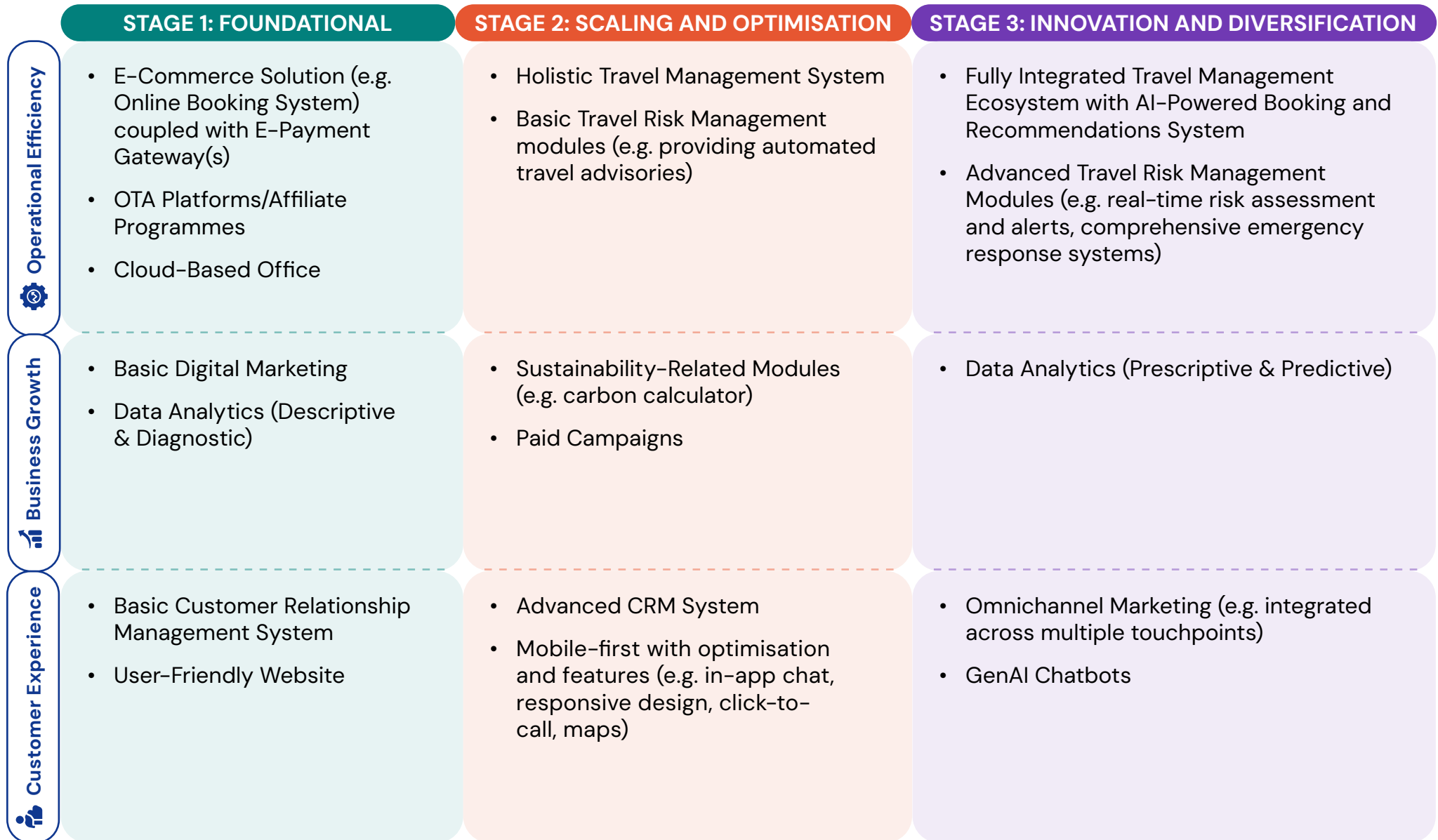
 **Expedia**

[Expedia](#) launched a ChatGPT-powered travel planner that uses past trip data and preferences to offer personalised travel experiences.
→ Impact: Over 50% of travellers now self-serve with the AI agent, resulting in customer satisfaction scores twice as high as those from callers.

 **Salesloft**

[Salesloft](#) applied generative AI to create email templates tailored to customer interactions and preferences.
→ Impact: 40% increase in email open rates and more than doubled reply rates, while saving time for sales teams.

DIGITAL ADOPTION FRAMEWORK (DAF) AT A GLANCE



DIGITAL ADOPTION FRAMEWORK (DAF)

To help you get started, STB has developed a Digital Adoption Framework (DAF) with useful resources, like potential solutions and grants.



Tip: Many of these tools can be supported by the [Productivity Solutions Grant](#) or explored through [IMDA's Discovery Engine](#)!

STAGE 1: FOUNDATIONAL



Operations (Backend Office)



Consumer Facing (B2B/B2C)

Operational Efficiency



- Accounting Management System
 - [GoBusiness \(Sales Management/Accounting Management\)](#)
 - [QuickBooks](#), [Wave](#), [Xero](#)
- Cloud-Based Office
 - [Microsoft 365 Sharepoint](#)
 - [Microsoft Teams](#)
 - [Slack](#)
- Global Distribution Systems (GDS)
 - [Amadeus](#), [Hub@NATAS](#), [Sabre](#), [Travelport](#)
- Sales Management System
 - [GoBusiness \(Sales Management\)](#)

- E-Commerce Solution (e.g. online booking system) coupled with E-Payment Gateway(s)
 - [BeMyGuest](#)
 - [Bokun](#)
 - [FareHarbor](#)
 - [GlobalTix](#)
 - [GoBusiness \(E-commerce\)](#)
 - [Rezdy](#)
- Online Travel Agent (OTA) Platforms/Affiliate Programmes
 - [Airbnb Experiences](#), [Expedia](#), [Expedia TAAP](#), [GetYourGuide](#), [Klook](#), [Viator](#)
- Policy Compliance and Control Tools (for Corporates)
 - [CWT Analytics](#), [Zoho Expense](#)

STAGE 1: FOUNDATIONAL**Operations (Backend Office)****Consumer Facing (B2B/B2C)****Business Growth**

- Business Analytics (Descriptive & Diagnostic)
 - [Google Looker Studio](#)
 - [Microsoft Copilot for Data Science](#)
 - [Power BI](#)
 - [Tableau](#)
 - [Qlik Sense](#)
- Data Lake/Warehouse
 - Cloud-based platforms such as [Amazon Web Services](#), [Google Cloud](#) and [Microsoft Azure](#) provide centralised data storage to enable analytics

Customer Experience

- Basic Customer Relationship Management (CRM) System
 - [ActiveCampaign](#), [Mailchimp](#), [Twilio](#), [WhatsApp Business](#)
 - [GoBusiness \(CRM\)](#)

- Basic Digital Marketing (SEO for Website Content)
 - [GoBusiness \(Digital Marketing\)](#)
- Foundational Marketing Content Generators
 - [Canva](#)
 - [WhatsApp Marketing](#)

- Basic Chatbots (e.g. rule based)
 - [Zendesk](#)
- Multilingual Support for Website
 - [Lingua Technologies](#)
 - [WhizWordz](#)
- Offline Access to Bookings and Itineraries
 - [Vamoos](#)
- Website Creation
 - [Wix](#), [WordPress](#)

STAGE 2: SCALING AND OPTIMISATION**Operations (Backend Office)****Consumer Facing (B2B/B2C)****Operational Efficiency**

- Fleet Management System (travel agents with coaches)
 - [GoBusiness \(Fleet Management System\)](#)
- Holistic Travel Management System* (TMS) in addition to Stage 1 modules
 - [Athena Innovations](#), [Interactive Business Solution](#), [PsiberTech Solutions](#), [Rave Tech](#)
- Middleware Software – Value Chain Integration
 - [Microsoft Biztalk Server](#)
- New Distribution Capabilities (NDC)
 - [Amadeus \(NDC-X\)](#), [Sabre](#), [Travelport+](#) (GDS with NDC integration)
 - Direct with Airlines (e.g. [Cathay Pacific](#), [Qatar Airways](#), [Singapore Airlines](#))
- Workplace Automation/Streamlining (e.g. leveraging RPA)
 - [Microsoft Power Automate](#), [UIPath](#)

**This typically includes additional modules such as:*

- | | |
|-------------------------------|-------------------------------|
| • <i>Booking Management</i> | • <i>Price Management</i> |
| • <i>Content Management</i> | • <i>Quotation Management</i> |
| • <i>Enquiry Management</i> | • <i>Sales Reporting</i> |
| • <i>Inventory Management</i> | • <i>Supplier Management</i> |
| • <i>Payment Management</i> | • <i>Tour Packaging</i> |

- Basic Travel Risk Management system (e.g. providing automated travel advisories)
 - [Corporate Travel Management \(CTM\)](#)

STAGE 2: SCALING AND OPTIMISATION**Operations (Backend Office)****Consumer Facing (B2B/B2C)****Business Growth**

- Data Analytics (Predictive)
 - [Ahrefs](#), [Moz](#), [SEMrush](#)
- Sustainability-Related Modules (e.g. carbon calculator)
 - [Rave Tech](#)
 - [Other sustainability vendors](#)

- E-Loyalty Programme
 - [E-loyalty & Marketing Automation](#)
- International Travel Regulations and Compliance Tools
 - [Sherpa](#)
- Omnichannel Retail Management (e.g. sales via web, mobile app, social media)
 - [SleekFlow](#)
 - [WeChat Mini Programs](#)
- Paid Campaigns
 - [Google Ads](#)
- Social Media and Content Marketing
 - [Brevo](#), [Constant Contact](#)

Customer Experience

- Advanced CRM System (to manage customer relationships at scale)
 - [HubSpot](#), [PepperCloud](#), [Pipedrive](#), [Salesforce](#), [Zoho](#)

- Mobile-first with optimisation and features (e.g. in-app chat, responsive design, click-to-call, maps)
 - [Magnified Technologies](#)
 - [W360 Group](#)

STAGE 3: INNOVATION AND DIVERSIFICATION**Operations (Backend Office)****Consumer Facing (B2B/B2C)****Operational Efficiency**

- Fully Integrated Travel Management Ecosystem with AI-Powered Booking and Recommendations System
 - Corporate: [ATPI Travel Hub](#), [Egencia](#), [FCM](#), [Forecepts](#)
 - Leisure: [Google Cloud AI](#), [IBM Watson](#), [Salesloft](#)
- Schedule Management, Order Management
 - [Esker Order Management](#), [Oracle NetSuite](#), [Zoho Inventory](#)
- Vehicle Safety & Maintenance Solution (Advanced Fleet Management System)
 - [Grid Plus](#)

Business Growth

- Data Analytics (Prescriptive Analytics)
 - [Google Analytics](#)
- Predictive Analytics for targeted marketing
 - [SOMIN](#)
- [Sustainability-Centric Solutions](#) for Sustainability Reporting

- Advanced Travel Risk Management Modules (e.g. real-time risk assessment and alerts, comprehensive emergency response systems)
 - [International SOS](#), [Plover](#)
- Direct Agent Portal (an inventory bank for travel agents to procure tickets)
 - [BeMyGuest](#)
 - [GlobalTix \(Channel Manager\)](#)
- Dynamic Pricing Software
 - [GlobalTix](#)
- Lead Generation through AI/Voice AI
 - [Callbox SG](#)

STAGE 3: INNOVATION AND DIVERSIFICATION**Operations (Backend Office)****Consumer Facing (B2B/B2C)****Customer Experience**

- Omnichannel Marketing (e.g. integrated across multiple touchpoints)
 - [NinjaPromo](#)
 - [SleekFlow](#)

- GenAI Chatbots
 - [Chatbots for Customer Engagement](#)
- VR/AR for destination preview on-site
 - [NXT Interactive](#)
 - [Viziofly](#)

Here's how the Digital Adoption Framework (DAF), TA [Industry Digital Plan \(IDP\)](#) and accompanying tools can advance your tech journey.

PHASE 1: ASSESS DIGITAL READINESS

🎯 Objective

Understand current digital maturity and identify gaps.

- Leverage the DAF and IDP to assess your company's digital maturity, identifying tech gaps and common problem statements by the industry
- **Prioritise solutions** that supports your company in the long run:
 - Cloud-Enabled Services
 - Digital Outreach

✅ Outcome

Clear understanding of travel agent's current digital standing and improvements needed.

PHASE 2: DISCOVER AND EVALUATE SOLUTIONS

🎯 Objective

Explore suitable digital solutions.

- Access **existing platforms** in the market where applicable (e.g. [Expedia's Travel Agent Affiliate Platform](#), [GlobalTix's Marketplace](#), [IMDA's Discovery Engine](#))
- Understand the overall tech adoption journey
- Assess vendors who best meet your needs

✅ Outcome

Awareness of market solutions and ability to assess vendors effectively, ensuring a smoother project implementation.

PHASE 3: IMPLEMENT SOLUTIONS

🎯 Objective

Adopt technology to streamline operations and enhance service delivery.

- For the selected solution, explore feasibility of the following **support schemes**:
 - [Business Improvement Fund](#)
 - [Experience Step-up Fund](#)
 - [Productivity Solutions Grant](#)

✅ Outcome

Achieve operational efficiencies and/or enhanced customer engagement, supporting business scalability.

BUILD CAPABILITIES AND SKILLS

🎯 Objective

Objective 1: Strengthen internal skills for digital adoption.

- Work with training partners (e.g. [NTUC Learning Hub](#)) for upskilling in:
 - [Change management](#), [Data analytics](#), [Digital marketing](#)
- Tap on STB's programmes (e.g. [Tcube](#)).

Objective 2: Create a culture of continuous learning and innovation within your team.

- Leverage emerging technologies, such as AI, to enhance trip planning and streamline customer engagement.

Outcome

- ✅ Teams are empowered to leverage new tools effectively and adapt to evolving technology (e.g. AI).

Innovation and Sustainability



INNOVATION involves creating new or improved ideas, methods or products that solve challenges and add value for customers. Think boldly, experiment creatively and diversify your offerings.



How Starbucks designed for inclusivity

⚠️ Problem Statement

One in four US adults has a disability. While retail spaces must comply with the Americans with Disabilities Act, movable furniture and merchandise can limit accessibility.

💡 How Starbucks Innovated

Worked with McKinsey to reduce exclusion points throughout the customer and employee journeys, including store entry, ordering, drive-throughs and restrooms.

✅ Outcome

Starbucks plans to grow its US footprint by 4%, opening around 600 new stores. It will also share this inclusive design framework with other retailers.

Source: <https://www.mckinsey.com/industries/retail/how-we-help-clients/helping-starbucks-design-stores-that-are-inclusive-for-all>



How Kraft Heinz took on a consumer-first approach to innovation

⚠️ Problem Statement

Kraft Heinz was struggling to attract consumers who seek more variety, spice and sweetness in sauces. The company was also looking to identify new condiments to launch in grocery stores.

💡 How Kraft Heinz Innovated

Developed Heinz Remix, allowing consumers to create up to 200 custom condiment combinations. The machine tracks all the sauce combos it dispenses, providing real-time data to guide new product development.

✅ Outcome

In 2023, the company's organic net sales increased 3.4% year on year, and organic sales with its restaurant partners also increased by about 14%.

Source: <https://www.fastcompany.com/91036517/kraft-heinz-most-innovative-companies-2024>



How Hopper grew through product diversification

⚠️ Problem Statement

Despite having nearly 20 million users, Hopper struggled with profitability in 2019, failing to monetise its large user base and diversify its revenue streams.

💡 How Hopper Innovated

Hopper made use of its airfare forecasting expertise to create various innovative fintech products, like price freezing and flexible cancellations for flights and hotels, differentiating itself from competitors.

✅ Outcome

Hopper now has about 100 million users, with nearly 60% of app customers purchasing at least one fintech product when making a booking. These fintech products now make up 50% of its total revenue.

Source: <https://www.mckinsey.com/industries/travel-logistics-and-infrastructure/our-insights/travel-disruptors-bringing-fintech-to-travel-booking> and <https://techcrunch.com/2022/06/07/hopper-launches-offerings-more-flexibility-before-during-trips/>

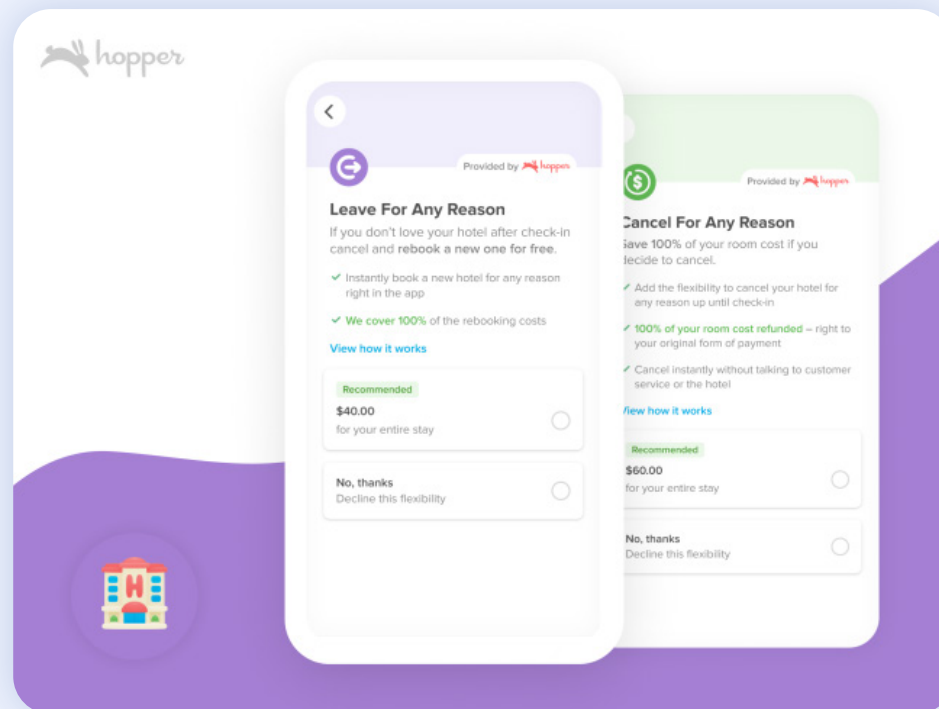


Image credit: Hopper



Tip: Explore relevant [grants](#) to support your innovative concepts/products.

"SUSTAINABILITY in tourism refers to the full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities." – World Tourism Organization (UN Tourism)



Sustainability Trends

Booking.com Sustainable Travel Data 2024



83%

of travellers confirm that sustainable travel is important to them.



75%

of global travellers want to travel more sustainably over the next 12 months.

Skift Research Global Travel Outlook

The sustainability landscape in travel faces a twofold challenge:



1 Lack of consumer awareness.



2 Failure to integrate sustainable practices into travel offerings.

With growing interest in sustainability among travellers and businesses, event organisers, hotels and attractions are adapting to meet these needs. Travel agents also play an important role in supporting Singapore's green initiatives.



Business Case

Cost Savings



Reduce operational expenses through energy efficiency and waste reduction.

Competitive Edge



Gain a stronger market position through sustainability credentials and compliance with evolving global regulations.

Market Expansion



Widen your customer base by attracting sustainability-conscious travellers and businesses.

SUSTAINABILITY FRAMEWORK AT A GLANCE

Stage 1 Awareness



Going G.R.E.E.N.

- **G** – Get clear on what sustainability means
- **R** – Review your products and partners
- **E** – Educate your staff and clients
- **E** – Engage with ready partners
- **N** – Nudge change

Stage 2 Action



Available Resources

- Tap on grant schemes
- Attend courses

Stage 3 Advocacy



Commit to Progress

- Integrate sustainability into end-to-end operations
- Demonstrate commitment through certification

SUSTAINABILITY FRAMEWORK

To support travel agents towards sustainable tourism, here are some practical tools.

STAGE 1: AWARENESS

DESCRIPTION

I am looking for guidance on how to start my sustainability journey.

NEXT STEPS

Going G.R.E.E.N.



Get clear on what sustainability means

Learn the basics with 5W1H:

- **What** does sustainability mean to your business?
- **Why** is sustainability important?
- **Who** are the key suppliers?
- **When** should you consider sustainability in your planning process?
- **Where** can sustainable practices be applied in your operations?
- **How** can you promote sustainable travel?



Review your products and partners

Take stock:

- What sustainable products are you currently offering?
- Which of your suppliers have sustainability certifications/practices?



Educate your team and clients

- Equip your staff to clearly communicate your sustainability policies and offerings.
- Guide your clients in making eco-conscious choices that enhance their travel experience.



Engage with ready partners

Sustainability-focused partners:

- Consultancy companies with experience in the tourism sector
- Community-based experience providers
- Carbon offset providers



Nudge change

Build small environmentally-friendly habits into your office:

- Boost energy efficiency
- Conserve water
- Practise the 3Rs – **Reduce, Reuse, Recycle**



Tip: Learn more about how you can play a part as an individual or a business from [The Singapore Green Plan 2030](#), and discover valuable resources on sustainable travel from [Visit Singapore](#).

STAGE 2: ACTION**DESCRIPTION**

I have started making small sustainability changes. What resources are available to help me do more?

NEXT STEPS**Grant Schemes**

 Agency	 Grant	 Type of Support
Land Transport Authority (LTA)	Electric Vehicle Common Charger Grant (ECCG)	Installation of shared charging infrastructure in non-landed private residences (NLPRs).
	Heavy Vehicle Zero Emissions Scheme (HVZES)	Registration of zero-tailpipe emissions heavy goods vehicle or bus.
	Electric Heavy Vehicle Charger Grant (EHVCG)	Installation for electric heavy vehicles chargers.
National Environment Agency (NEA)	3R Fund	Waste minimisation and recycling initiatives to reduce the amount of solid waste sent for disposal.
SkillsFuture Singapore (SSG)	SkillsFuture Series	Industry-relevant training programmes that focus on emerging skills in the four economic growth pillars (Digital, Green, Care and Industry 4.0).

STAGE 2: ACTION**Agency**

Singapore Tourism Board (STB)

**Grant**[Business Improvement Fund](#)[Experience Step-Up Fund](#)[Training Industry Professionals in Tourism](#)**Type of Support**

Tourism companies in their sustainability journey (e.g. enhancing resource efficiency, scaling sustainable solutions and pursuing sustainability certification).

Development of a unique Singapore tourism experience.

Tourism companies in employee skills upgrading and leadership development.

NEXT STEPS**Sustainability Courses****Training Provider**

CSRWorks

GDS Academy

**Course Title****Carbon Management**
[Certified GHG Professional Training Course](#)**Marketing & Comms**
[Storytelling and Communication Strategies for Regeneration](#)**Target Audience**

Facility Manager, Building Engineers, Estate Manager

Marketing Director, Brand Manager

STAGE 2: ACTION**Training Provider****Course Title****Target Audience**

NTUC Learning Hub

**Environmental Impact of
Supply Chain Activities**
[Supply Chain and Sustainable
Procurement](#)

Supply Chain & Procurement Professionals,
Operations Manager

Singapore Environment
Council (SEC)

Sustainability 101
[Putting Sustainability into
Practice for Business](#)

Business Professionals, Managers, Executives

Singapore University of
Social Sciences (SUSS)

Certification
[Sustainability Reporting
Global Frameworks and
Implementation Roadmap](#)

Sustainability Manager, ESG Analysts, Corporate
Communications Manager, Facility Manager



Tip: Find more sustainability courses at [Tourism Sustainability Programme \(TSP\)](#)

STAGE 3: ADVOCACY

DESCRIPTION I have integrated sustainability into my operations and want to gain recognition through certification.

NEXT STEPS **Sustainability Certification**

 Step-by-Step Certification Guide

Get insights into sustainability certifications — understand what they are, learn about the typical certification process, and discover examples of internationally-recognised certifications. [🔗](#)

 Certification Case Study

Let's hear from Grace Indac, Head of Human Resources and Sustainability Innovation at Tour East Singapore and Ryan Low, Director at The Traveller DMC — two of Singapore's first travel agents to achieve GSTC Tour Operator certification — as they share their certification journey.

Q1. Can you describe one key change you made as part of the certification process?

Grace

We **trained our team** — including reservations, operations and tour planners — so they understand what sustainability means in our work. This includes suggesting eco-friendly hotels, managing resources better and applying green practices to office routines.



Ryan

It was **formalising our sustainability management system**. We consolidated initiatives that were already in place into a policy covering environmental, cultural, economic and social impacts.



STAGE 3: ADVOCACY**Certification Case Study****Q2a. What was one of the biggest challenges you faced?****Grace**

One of the biggest challenges was **aligning all departments and partners** with the required sustainability standards. It meant changing mindsets, improving documentation and making sustainability part of our routines. Through training, teamwork and open communication, we gradually built a strong foundation for sustainable tourism across our operations.

**Q2b. What advice would you give to travel agents who are considering sustainability certification?****Ryan**

Begin by mapping out what you're already doing – you might be surprised by how much is already aligned with the GSTC criteria. Involve your team and delegate sections to different “champions”, talk to your suppliers and pick one or two areas to improve. It isn't too complicated!

**Q3. What has been the biggest benefit of getting certified?****Grace**

The **increased trust and stronger relationships** with our overseas business clients. The certification shows that we follow international sustainability standards, which gives our partners confidence when they work with us.

**Ryan**

The credibility and structure that it brings. Certification has become a trust signal when pitching. It has also **boosted staff morale** and opened doors to **new collaborations** with like-minded agents and clients.



Jobs and Skills



JOBS AND SKILLS initiatives help travel agents build strong teams that adapt to industry trends, boosting efficiency, innovation, and competitiveness.



Key Challenges

Demographic Shift



Singapore's population is ageing rapidly, with those aged 65+ rising from one in six in 2020 to nearly one in four by 2030. An ageing existing workforce and a shrinking pool of new entrants is tightening the labour market.

Talent Development



Adapting to emerging areas while aligning business needs with technical skills remains a challenge, and training takes time and resources.

Job Perception



Lack of interest in tourism roles, higher staff costs and preference for regular hours, make it harder to run 24/7 operations to support travel business.



What STB does to uplift the tourism industry's image

The **Tourism Careers Campaign** aims to attract fresh talent and showcase the exciting career opportunities within the tourism sector. Several travel agents have been featured in the campaign.

- Ryan from The Traveller DMC
 - [Bring Your Passion To Life – Ryan Zooms Into Local Stories](#)
 - [Bring Your Passion To Life – “Extension” Video](#)
- Deena from Woopa
 - [Tourism in 4K – “Emoji Trivia”](#)
- Jacky from Pegasus Travel Management
 - [From IT support to digital transformation](#)

JOBS AND SKILLS FRAMEWORK AT A GLANCE

1



ATTRACT the right talent

- Diversify the talent pool and create a more inclusive workforce
- Expand outreach to students and job seekers
- Hire fresh entrants to the sector and reskill the existing workforce

2



RETAIN valuable employees

- Reference industry job roles and emerging skills
- Enhance industry capabilities, mindsets, and job roles

3



GROOM future leaders

- Equip leaders with essential skills to navigate future challenges
- Reskill high-potential individuals for global or regional roles
- Tailor in-house leadership programmes to meet business needs

STRATEGIES

Manpower challenges are widespread, but they also present opportunities for travel agents to grow.

ATTRACT THE RIGHT TALENT

APPROACH 1

Diversify the Talent Pool and Create a More Inclusive Workforce



Senior Workers

What can you do?



Use **technology** to ease physical demands.



Introduce **flexible work arrangements**.



Establish **mentorship programmes** to build confidence and adaptability.

Case Study



Novotel | Mercure Singapore on Stevens maximises the potential of mature employees within their organisation. [🔗](#)
"Harnessing the full potential of the talent pool irrespective of age is crucial especially in the current employment landscape where Singapore's talent shortage level reached a 16-year high in 2022."

ATTRACT THE RIGHT TALENT



Senior Workers



Agency



Scheme



Type of Support

Inland Revenue Authority
of Singapore (IRAS)

[CPF Transition Offset \(CTO\)](#)

Available until 2027

Offers transitional wage offset to alleviate the increase in CPF contribution rates for senior workers.

[Senior Employment
Credit \(SEC\)](#)

Available until 2027

Provides wage offsets to help employers adjust to the higher Retirement Age and Re-Employment Age.

Ministry of Manpower
(MOM)

[Part-Time Re-employment
Grant \(PTRG\)](#)

Available until 2027

Supports employers who offer part-time re-employment, flexible work arrangements and structured career planning to senior workers.

Workforce Singapore
(WSG)

[Employment Support
for Seniors](#)

Offers employers access to seniors seeking employment.

[Workforce Development
Grant Job Redesign
\(WDG JR+\)](#)

Supports job redesign through three key components: workforce consultancy, capability building initiatives and workforce tech solutions.

ATTRACT THE RIGHT TALENT



Persons with Disabilities (PwDs)

What can you do?

Redesign roles to accommodate diverse abilities.



Hire individuals with physical disabilities for desk-bound roles like Travel Executives or Coordinators.



Restructure tasks for employees with intellectual disability and autism, who excel in repetitive and routine tasks.



Agency



Scheme



Type of Support

Inland Revenue Authority of Singapore (IRAS)

[Enabling Employment Credit \(EEC\)](#)

Available until 2028

Provides a wage offset to support the employment of PwDs.

SG Enable

[Open Door Programme \(ODP\) & Job Redesign Grant](#)

Offers recruitment, job placement and support services.

Supports job redesign, including equipment purchases and workplace modifications.

Workforce Singapore (WSG)/SkillsFuture Singapore (SSG)

[Employment Support for Persons with Disabilities](#)

PwDs can gain access to career advisory services, training courses and post placement job support.

ATTRACT THE RIGHT TALENT



Ex-Offenders

What can you do?



Offer meaningful employment for roles like Travel Consultant, or collaborate with the prison school to recruit individuals for sales and operations roles.



Agency



Scheme



Type of Support

Inland Revenue Authority
of Singapore (IRAS)

[Uplifting Employment
Credit \(UEC\)](#)

Available until 2028

Provides wage offset to support the employment of
ex-offenders.

Workforce Singapore
(WSG)/Yellow Ribbon
Singapore (YRSG)

[Hiring Opportunities
\(Yellow Ribbon\)](#)

Access to productive and committed workers through job-
matching services by Yellow Ribbon Singapore (YRSG).

ATTRACT THE RIGHT TALENT

APPROACH 2

Expand Outreach to Students and Job Seekers



Collaborate with educational institutions to provide quality internships, mentorship opportunities and participate in career talks and job fairs.



Agency



Scheme



Type of Support

Employment and
Employability Institute
(e2i)

[e2i Career Fairs](#)

Connect with motivated jobseekers and hire faster through career fairs and job matching events.

Enterprise SG (ESG)

[Global Ready Talent
Programme](#)

Develop young talent through local and overseas internships to support business expansion into regional markets.

Institute of Technical
Education (ITE)

[Work-Study Diploma in
Tourism Management](#)

Equip trainees with the skills, knowledge and professional attributes to manage the operations at an attraction or a travel establishment.

Republic Polytechnic

[Work-Study Post-Diploma
\(Specialist Diploma in
Hospitality and Tourism
Management\)](#)

Gain access to fresh Diploma holders who are keen to embark on careers to become leaders in the field of hospitality and tourism.

ATTRACT THE RIGHT TALENT

APPROACH 3 Hire Fresh Entrants to the Sector and Reskill the Existing Workforce

Case Study 1



EU Holidays partnered with WSG to reskill staff, redesign work processes and integrate digital sales strategies. [🔗](#)

"Given the current manpower crunch, retraining existing staff and redesigning their roles for more productive work has become more important than ever before." – Wong Yew Hoong, Co-Founder of EU Holidays

Case Study 2



Lion Heartlanders reimagined tours with AR/VR technologies and enrolled an employee in the Career Conversion Programmes (CCP) to support the integration of these innovations. [🔗](#)

"Through the CCP, we gained an edge in immersive technologies and crafted new products for our customers. The CCP helps our staff to develop professionally and contribute to the growth of the business." – Byron Koh, Director of Lion Heartlanders



Agency

[NTUC LearningHub](#)

[Singapore Hotel Association](#)



Scheme

Career Conversion Programmes (CCP) for Tourism Professionals



Type of Support

Trains new hires or reskill existing employees to take on job roles.

RETAIN VALUABLE EMPLOYEES

APPROACH 1

Reference Industry Job Roles and Emerging Skills

**Identify opportunities** to make positions more appealing by enhancing employee skills and supporting career progression.**Agency**SkillsFuture
Singapore (SSG)**Scheme**[Skills Framework for Tourism](#)**Type of Support**

Identifies sector information, occupations and job roles within the industry, and existing and emerging skills required for skills and facilitating mastery.

RETAIN VALUABLE EMPLOYEES

APPROACH 2 Enhance Industry Capabilities, Mindsets and Job Roles



Incorporate technology to improve efficiency and redesign roles to focus on higher-value tasks.



Agency



Scheme



Type of Support

NTUC LearningHub

[Explore Tourism courses](#)

Acquire specialised skills through certification programmes

[NTUC LearningHub](#)

Career Conversion Programmes (CCP) for Tourism Professionals

Trains new hires or reskill existing employees to take on job roles.

[Singapore Hotel Association](#)

SkillsFuture Singapore (SSG)

[SSG-funded CET courses](#)

SkillsFuture Singapore (SSG) supported courses for businesses.

[Training Subsidies for Employers](#)

All SkillsFuture training subsidies for businesses at a glance.

GROOM FUTURE LEADERS

APPROACH 1 Equip Leaders with Essential Skills to Navigate Future Challenges.**Agency**

Singapore Tourism Board (STB)

**Scheme**[Tourism Leadership Excellence & Advancement Programme \(T-LEAP\)](#)*Final run in Nov 2026***Type of Support**

Five-day leadership programme for high-potential tourism leaders, focusing on leadership, sustainability and technology.

APPROACH 2 Reskill High-Potential Individuals for Global or Regional Roles.**Agency**

Singapore Business Federation (SBF)

**Scheme**[Overseas Markets Immersion Programme \(OMIP\)](#)**Type of Support**

Reskills employees with limited market exposure to support overseas expansion.

APPROACH 3 Tailor In-House Leadership Programmes to Meet Business Needs**Agency**

Singapore Tourism Board (STB)

**Scheme**[Training Industry Professionals in Tourism \(TIP-iT\)](#)**Type of Support**

Employee skills upgrading and leadership development.

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Tour & Industry Development
Travel Agents and Tourist Guides Division
stb_ta@stb.gov.sg

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