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.

Seamless, hassle–free booking experiences

Meaningful, personalised experiences enhanced by a human touch

Responsive, proactive support for greater peace of mind

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.

Customer

Product

Embrace
- Innovation and emerging technology

Curators Of Travel That Inspire

Expand
- Core base of loyal customers
- Competitive space beyond Singapore (without off-shoring)

Explore
- Differentiated mix of products × services
- Adjacent spaces and networks, better integration across the value chain
- Operational efficiencies

Market

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**.

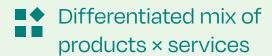**5** TRAVEL AGENT INDUSTRY TOOLKIT

INTRODUCTION | **OUR VISION + 3'E'S** | DIGITALISATION AND PRODUCTIVITY | INNOVATION AND SUSTAINABILITY | JOBS AND SKILLS

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

	STAGE 1: FOUNDATIONAL	STAGE 2: SCALING AND OPTIMISATION	STAGE 3: INNOVATION AND DIVERSIFICATION
Operational Efficiency	• E-Commerce Solution (e.g. Online Booking System) coupled with E-Payment Gateway(s) • OTA Platforms/Affiliate Programmes • Cloud-Based Office	• Holistic Travel Management System • Basic Travel Risk Management modules (e.g. providing automated travel advisories)	• Fully Integrated Travel Management Ecosystem with AI-Powered Booking and Recommendations System • Advanced Travel Risk Management Modules (e.g. real-time risk assessment and alerts, comprehensive emergency response systems)
Business Growth	• Basic Digital Marketing • Data Analytics (Descriptive & Diagnostic)	• Sustainability-Related Modules (e.g. carbon calculator) • Paid Campaigns	• Data Analytics (Prescriptive & Predictive)
Customer Experience	• Basic Customer Relationship Management System • User-Friendly Website	• Advanced CRM System • Mobile-first with optimisation and features (e.g. in-app chat, responsive design, click-to-call, maps)	• Omnichannel Marketing (e.g. integrated across multiple touchpoints) • GenAI Chatbots

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)

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)

Consumer Facing (B2B/B2C)

- 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

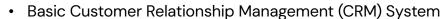### ⚙ Operations (Backend Office)

👤 Consumer Facing (B2B/B2C)

Business Growth

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

- Basic Digital Marketing (SEO for Website Content)
  - ¤ GoBusiness (Digital Marketing)
- Foundational Marketing Content Generators
  - ¤ Canva
  - ¤ WhatsApp Marketing

Customer Experience

- Basic Customer Relationship Management (CRM) System
  - ¤ ActiveCampaign, Mailchimp, Twilio, WhatsApp Business
  - ¤ GoBusiness (CRM)

- 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)

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 Solutions, Moonstride, 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:
- *Booking Management*
- *Content Management*
- *Enquiry Management*
- *Inventory Management*
- *Payment Management*
- *Price Management*
- *Quotation Management*
- *Sales Reporting*
- *Supplier Management*
- *Tour Packaging*

👤 Consumer Facing (B2B/B2C)

- Basic Travel Risk Management system (e.g. providing automated travel advisories)
  - ¤ Corporate Travel Management (CTM)

STAGE 2: SCALING AND OPTIMISATION

⚙ Operations (Backend Office)

Business Growth

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

Customer Experience

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

🧑 Consumer Facing (B2B/B2C)

- 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

- 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

- 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)

Business Growth

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

- Dynamic Pricing Software
  - ¤ GlobalTix
- Lead Generation through AI/Voice AI
  - ¤ Callbox SG

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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) and accompanying tools can advance your tech journey.

PHASE 1: ASSESS DIGITAL READINESS	PHASE 2: DISCOVER AND EVALUATE SOLUTIONS	PHASE 3: IMPLEMENT SOLUTIONS

Objective
Understand current digital maturity and identify gaps.

- Use the DAF to assess your company's digital maturity, identifying tech gaps in the areas of operational efficiency, business growth and customer experience
- **Prioritise solutions** that supports your company in the long run:
  - Cloud-Enabled Services
  - Digital Outreach

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

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

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

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. Singapore Tourism Accelerator (STA) and Tcube).

Objective 2: Create a culture of continous 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/
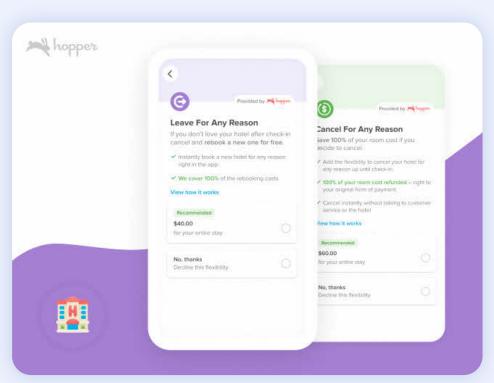
Image credit: Hopper

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:

❶ Lack of consumer awareness.

❷ 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.**

G → **R** → **E** → **E** → **N**

Get clear on what sustainability means

Learn the basics with 5W1H:

- **W**hat does sustainability mean to your business?
- **W**hy is sustainability important?
- **W**ho are the key suppliers?
- **W**hen should you consider sustainability in your planning process?
- **W**here can sustainable practices be applied in your operations?
- **H**ow 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 – **R**educe, **R**euse, **R**ecycle

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	💼 Grant	🤲 Type of Support
Singapore Tourism Board (STB)	Business Improvement Fund	Tourism companies in their sustainability journey (e.g. enhancing resource efficiency, scaling sustainable solutions and pursuing sustainability certification).
	Experience Step–Up Fund	Development of a unique Singapore tourism experience.
	Training Industry Professionals in Tourism	Tourism companies in employee skills upgrading and leadership development.

NEXT STEPS   Sustainability Courses

⚙️ Training Provider	🎓 Course Title	👥 Target Audience
CSRWorks	**Carbon Management** Certified GHG Professional Training Course	Facility Manager, Building Engineers, Estate Manager
GDS Academy	**Marketing & Comms** Storytelling and Communication Strategies for Regeneration	Marketing Director, Brand Manager

STAGE 2: ACTION

🛠 Training Provider	🎓 Course Title	👥 Target Audience
Paia Consulting	**Product Development & Supply Chain Management** 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)

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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

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DIGITALISATION AND
PRODUCTIVITY

INNOVATION AND
SUSTAINABILITY

**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"

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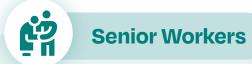
Establish **mentorship programmes** to build confidence and adaptability.

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."

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ATTRACT THE RIGHT TALENT

Senior Workers

Agency	Scheme	Type of Support
Inland Revenue Authority of Singapore (IRAS)	CPF Transition Offset (CTO)	Offers transitionary wage offset to alleviate the increase in CPF contribution rates for senior workers.
	Senior Employment Credit (SEC)	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)	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.
	Support for Job Redesign and the Productivity Solutions Grant (PSG-JR)	Provides funding for employers to engage pre-approved consultants to develop customised job redesign solutions.

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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)	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)	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).

34 TRAVEL AGENT INDUSTRY TOOLKIT

INTRODUCTION   OUR VISION
+ 3'E'S

DIGITALISATION AND
PRODUCTIVITY

INNOVATION AND
SUSTAINABILITY

**JOBS AND
SKILLS**

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 Recruitment Services	One-stop, personalised services for manpower and training needs.
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 (WSDip) in Tourism Management	Equip trainees with the skills, knowledge and professional attributes to manage the operations at an attraction or a travel establishment.

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	🧩 Scheme	🤲 Type of Support
[NTUC LearningHub](#) [Singapore Hotel Association (SHA)](#)	Career Conversion Programmes (CCP) for Tourism Professionals	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	🧩 Scheme	🤲 Type of Support
SkillsFuture Singapore (SSG)	Skills Framework for Tourism	Identifies sector information, occupations and job roles within the industry, and existing and emerging skills required for skills and facilitating mastery.
	The Skills Map	Covers tourism job roles, critical work functions, key tasks and skills and competencies.

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.
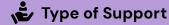
Agency	Scheme	Type of Support
National Association of Travel Agents Singapore (NATAS) and NTUC LearningHub	Certified Travel Professional (CTP) Programme	Kickstart your journey with the foundational one-day core module.
		Explore more certifications in tourism & hospitality.
NTUC LearningHub	Career Conversion Programmes (CCP) for Tourism Professionals	Trains new hires or reskill existing employees to take on job roles.
Singapore Hotel Association (SHA)		
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	🧩 Scheme	🙌 Type of Support
Singapore Tourism Board (STB)	Tourism Leadership Excellence & Advancement Programme (T-LEAP) Next run in Oct/Nov 2025	Five-day leadership programme for high-potential tourism leaders, focusing on leadership, sustainability and technology.
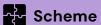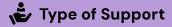
APPROACH 2   Reskill High-Potential Individuals for Global or Regional Roles.

🏢 Agency	🧩 Scheme	🙌 Type of Support
Singapore Business Federation (SBF)	Overseas Markets Immersion Programme (OMIP)	Reskills employees with limited market exposure to support overseas expansion.
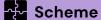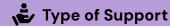
APPROACH 3   Tailor In-House Leadership Programmes to Meet Business Needs

🏢 Agency	🧩 Scheme	🙌 Type of Support
Singapore Tourism Board (STB)	Training Industry Professionals in Tourism (TIP-iT)	Employee skills upgrading and leadership development.