

# Global Service Innovation in Tourism, Hotel Management and Other Industries

Course Outline



# Introduction

Given today's complex global environment, businesses and public institutions need to focus on service innovation in order to be innovative and resilient. In the experience economy, value is created through service innovation rather than simply focusing on the physical product. Interested entrepreneurs and business leaders wishing to compete and grow successfully in this environment must continue to adapt their operations and products by holistically considering customer experiences in the physical, digital and social realm.

The Global Service Innovation in Tourism, Hotel Management and Other Industries course offers an introduction to this evolving business landscape. The course is a concise but high-quality educational program that has been designed to prepare participants with valuable knowledge for the ever-evolving experience economy and service innovation landscape. To complement their existing learning at overseas institutes, the course is intended for beginner to intermediate students in this field and has been designed in conjunction with the EU Business School, Switzerland, and ONResearch – its research platform.

## Outline

<b>Course Dates</b>	27 <sup>th</sup> March – 12 <sup>th</sup> May 2021
<b>Class format</b>	<ul style="list-style-type: none"><li>• Online webinars and webcasts where users are anonymised.</li><li>• Course delivered online through VooV and TenCent Meeting</li><li>• Pre-class preparation: Reading case studies and watching videos</li><li>• Post-class practice: take-home exercises with solutions provided</li></ul>
<b>Class Delivery</b>	<ul style="list-style-type: none"><li>• Online classes (total 6 sessions)</li><li>• Each session is 2 hours, 7pm - 9pm Singapore Time.<ul style="list-style-type: none"><li>o 1.5hrs: Lecture</li><li>o 30 mins: Q&amp;A</li></ul></li><li>• Teaching will be conducted in the English language.</li><li>• Timing to be determined based on lecturer &amp; audience availability &amp; time zones.</li></ul>
<b>Curriculum Highlights</b>	Curriculum provides a broad introductory coverage on: <ol style="list-style-type: none"><li>1. Overview of the Experience Economy &amp; Service Innovation Trends</li><li>2. Understanding Customer Needs &amp; Market Segmentation</li><li>3. Experience in Hospitality, Tourism and Service Industry</li><li>4. Service Design Thinking &amp; Prototyping</li><li>5. Legal Framework for SMEs to allow for Service Innovation</li><li>6. Building a Service Innovation Culture in your Organisation</li></ol>
<b>Course Outcome</b>	Certificate of Attendance will be issued by EU Business School upon course completion.

# Teaching Goals

The Global Service Innovation in Tourism, Hotel Management and Other Industries course has been designed to provide an introductory to intermediate level of knowledge on service innovation in the tourism industry and the experience economy. Value is captured through an in-depth understanding of customer needs and experience. The course will help start-up entrepreneurs and small and medium business leaders in the service, tourism and hospitality sector to understand the importance of customer experience in the entire business value chain. They will be equipped with the necessary knowledge from ideation to project delivery in order to transform their businesses.

The course will provide participants with:

- an understanding of the experience economy and service innovation business models and processes
- an understanding of the customer experience as a way to generate new business ideas and understand the needs of customers.
- design thinking tools to understand and navigate the experience economic landscape and successfully apply service innovation to existing business operations
- a solid foundation in understanding service innovation and experience economy through real-world case examples
- a familiarity with service innovation business value chains

The program will consist of lecture delivery by lecturers from EU Business School and other notable professional organisations. Complementing lectures will be discussion facilitated by invited facilitators and Choson Exchange staff. Participants will also work on a mini case study to apply lessons learned on a local product or business. Learning assessment will be conducted through classroom participation and post-program surveys.

The success of the program will be defined as follows, by end of the 6-week program, students are expected to:

- describe the service innovation business models in the experience economy
- identify customer needs and market segment for their business in the physical, digital and social realm
- understand the application of service innovation to their existing or new business
- define ways to build a service innovation and intrapreneurship culture within their organisation
- use design thinking as a toolkit to ideate and prototype solutions for customer needs
- understand the importance of legal framework in enabling service innovation in their business organisation

## Recommended pre-thinking for this course

Participants are encouraged to think about a business of personal interest to themselves. Over the length of the course, participants will be able to apply the concepts and tools discussed to this business. This will allow participants to further contextualise and ground the various concepts.

# Syllabus

## **Week 1**

Wednesday  
24<sup>th</sup> March 2021  
7-9pm SGT

### **Overview of the Experience Economy & Service Innovation Trends**

Lecturer: Jon-Hans Coetzer, EU Business School, Switzerland  
*Understand the importance of experience economy, service innovation trends in today's global economy.*

## **Week 2**

Wednesday  
31<sup>st</sup> March 2021  
7-9pm SGT

### **Understanding Customer Needs & Market Segments**

Lecturer: Ugo Ikpeazu, EU Business School, Switzerland  
*Understanding concept, roles and approaches to market segmentation by developing a deep understanding of customer needs and experience of products and services.*

## **Week 3**

Wednesday  
7<sup>th</sup> April 2021  
7-9pm SGT

### **Experience in Hospitality, Tourism and Service Industry**

Lecturer: Alain Spieser, Ecole Hôtelière de Genève, Switzerland  
*Applying service innovation concepts to wider industry sectors such as hospitality & tourism, with a focus on MICE facilities and event production, destination marketing.*

## **Week 4**

Wednesday  
28<sup>th</sup> April 2021  
7-9pm SGT

### **Service Design Thinking & Prototyping**

Lecturers: Joshua Teo and Billy Kwan, Rhindon, Singapore  
*Using Design Thinking as a tool to apply knowledge on service innovation through a capstone project. Participants will prototype their ideas for a new business idea or transform an existing business in their local context.*

## **Week 5**

Wednesday  
5<sup>th</sup> May 2021  
7-9pm SGT

### **Building a Service Innovation Culture in your Organisation**

Lecturer: Antoine Wasserfallen, EU Business School, Switzerland  
*Learn how to build an organisational culture that encourages entrepreneurship and service innovation culture.*

## **Week 6**

Wednesday  
12<sup>th</sup> May 2021  
7-9pm SGT

### **Legal Framework for SME to Allow for Service Innovation**

Lecturer: Tien Gui Koh, Lawyer specialising in Tourism and Hospitality Sector  
*Understanding the importance of legal frameworks to support small businesses and start-ups to enable service innovation in their organisation.*



## Week 1. Overview of the Experience Economy & Service Innovation Trends

Understand the importance of the experience economy, service innovation trends in today's global economy.

**Led by** Jon-Hans Coetzer, Academic Dean, EU Business School Online Campus

**Facilitated by** Choson Exchange

### COURSE CONTENT

Services lie at the very heart of economic activity in any society. Infrastructure services, such as transportation and communication, are the essential links among all sectors of the economy, including the consumer. In a complex economy, both infrastructure and distribution services function as intermediaries and as the channel of distribution to the consumer.

Fisher (1935) and Colin Clark (1940) have divided the economy into three sectors: (i) primary sector; (ii) secondary sector; and (iii) tertiary sector. The primary sector which covers tangible goods in agriculture, forestry, fishing and hunting. The secondary sector includes mining, manufacturing and such activities as gas, electricity and water supply involving activities with a tangible product. The tertiary sector consists of trade and public services, and the service sector activities such as trade, commerce, transport, communications, hotels, restaurants, tourism, banking and finance, health, education, sports, mass media, etc.

The service sector also known as the tertiary sector of the economy is expanding at a faster rate. It is part of the 'intangible' elements of the economy since it includes all the activities in which people offer their knowledge and time to improve productivity, performance, potential and sustainability.

#### Resources:

- <https://www.unwto.org/about-us>
- [https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-01/One-Product-One-Chef-One-Origin\\_PARIS.pdf](https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-01/One-Product-One-Chef-One-Origin_PARIS.pdf)
- Supporting Jobs and Economies Through Tourism  
<https://www.e-unwto.org/doi/epdf/10.18111/9789284421633>
- Domestic Tourism <https://www.e-unwto.org/doi/epdf/10.18111/9789284422111>
- Tourism as a driver of economic growth and development in the EU-27 and ASEAN regions  
<https://core.ac.uk/download/pdf/288435963.pdf>
- Tourism in Luzern: five start-ups win the Start-up Innovation Camp  
<https://www.startupticker.ch/en/news/may-2019/tourism-in-luzern-five-startups-win-the-startup-innovation-camp>

#### Further Readings & References:

World Tourism Organization (2020), *Supporting Jobs and Economies through Travel & Tourism – A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284421633>

World Tourism Organization (2020), *UNWTO Briefing Note – Tourism and COVID-19, Issue 3. Understanding Domestic Tourism and Seizing its Opportunities*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422111>

## Week 2. Introduction to Customer Relationship Management CRM

**Led by** Ugo Ikpeazu, EU Business School

**Facilitated by** Choson Exchange

### Preparatory material:

#### Pre-reading:

- What You Need to Know About Segmentation - <https://hbr.org/2014/07/what-you-need-to-know-about-segmentation>
- Customer needs and value segmentation - <https://www.b2binternational.com/what-we-do/customers/segmentation-research/>
- What is market segmentation? - <https://www.qualtrics.com/uk/experience-management/brand/market-segmentation/>
- Understanding and shaping consumer behaviour in the next normal - <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/understanding-and-shaping-consumer-behavior-in-the-next-normal>
- Consumer Behaviour - <http://www.ici.unisg.ch/en/competence/consumer-behaviour/>

#### Pre-viewing:

Look through the websites/links below to see the different brands presented by leading businesses in the hospitality, tourism and experience industries:

- Marriot Group - <https://www.marriott.com/marriott-brands.mi>
- Accor Group - <https://all.accor.com/gb/brands/index.shtml>
- Volkswagen Group - <https://www.volkswagenag.com/en/group.html#>
- Expedia Group - <https://www.expediagroup.com/travel-with-us/default.aspx>
- Airbnb - <https://www.airbnb.com/d/howairbnbworks>

### Agenda:

- ✓ Discussing the dynamics consumer psychology,
- ✓ Approaching market segmentation,
- ✓ Market segmentation in the tourism, hospitality, and experience industries

### Homework:

Read through the business descriptions attached and identify the core needs of the customer categories for each business. The results will be discussed during the class session.

## COURSE CONTENT

The process of connecting with your market is an intimate experience. The business must put themselves in the position of the consumer, to effectively understand what their needs are, and what drives these needs. The course on 'Understanding Consumer Needs and Market Segments' will highlight the key concepts to consider when targeting consumers with goods and services.

## **Discussing the Dynamics of Consumer Psychology**

A consumers' wants and needs could change frequently and are influenced by a variety of internal and external factors. This discussion will highlight some of the key concepts in consumer psychology and will aim to provide tools to consider when thinking about the difference between 'wants' and 'needs' as well as the implication of this on how a business positions itself on the market. The discussion will also look at factors currently influencing consumer psychology in the world today. The COVID-19 pandemic has fundamentally altered consumer behaviour across industry sectors. It is important to understand what some of these changes are and how they might further evolve.

## **Approaching Market Segmentation**

With an understanding of how consumers approach products and services, the next stage is identifying the important factors to consider when developing your market segments. This section will look at demographic, geographic, psychographic, and behavioural factors, and how these factors impact decision making, segmentation and marketing. The section will also discuss requirements for market segments with examples from global brands in the hospitality, tourism, and experience industries.

## **Market Segmentation in the Tourism, Hospitality and Experience Industries**

Applying market segmentation principles and tools in the tourism, hospitality, and experience industries. This section will look at answering the questions on:

- What are the key consumer needs in each of these industries and how are they evolving?
- How have the consumer needs in these industries evolved over time and what approach have businesses taken to addressing these changes?

In addition to exploring these concepts and their application in the real world, this course will look at complementarity. In the world today, consumer needs are converging, which means that businesses must develop expertise in more than one function other than their core business. This section will also look at how companies are approaching this.

## **HOMEWORK SECTION**

As part of the homework, read the marketing pitches below. Based on the pitches, outline what you think are the core needs of the customer categories for each pitch. Also outline the characteristics of the markets that each pitch is targeting. You do not need to hand in your responses, the results will be discussed during the class.

*Note: the company's presented here are fictional and are intended to allow us think through customer needs and market segmentation.*

**Company name: City View Hotel**



Home away from home, City View Hotel is situated right at the centre of the bustling city centre, with access to public transport, the city's biggest malls and only 30 minutes away from the airport. Our excellent rooms are comfortable and soundproof. Our breakfast service offers a selection of delicacies.

**Company name: Ocean View Resort**



Located on an island surrounded by crystal clear waters, Ocean View Resort is at the intersection of dreams and reality. Our carefully crafted spaces are individually unique, and offer stunning, unparalleled views of the ocean. Our goal is to create the space for you to be you, in the most beautiful world possible.

**Company name: Fine Art Gallery**



Working with some of the most prestigious collections and institutions in the industry, our collection boasts Old Masters as well as contemporary prodigies from around the world. Our experts are on hand to work with you in building out your dreams with pieces that stand the test of time.

**Company name: Global Experience Centre**



Life is best lived through adventures. We work with you to understand your needs and develop tailored packages on land, sea and in the air. Our network of providers allows us to provide a variety of services in locations around the world.



### **Week 3.** Overview of Experience in Hospitality, Tourism and Service Industry

Applying service innovation concepts to wider industry sectors such as hospitality & tourism, with a focus on MICE facilities and event production, destination marketing.

**Led by** Alain Spieser, École Hôtelière de Genève

**Facilitated by** Choson Exchange

#### **COURSE CONTENT**

Hotels, restaurants and the broader service industry have one common ground, which is key to their success: human!

It is only through a sincere, engaging and sustainable “human” HR and clients approach that service-oriented companies will gain a leading position on those very competitive markets.

Through this 2 hours seminar, the lecturer will present the following topics:

- Your first clients are your employees! How do you built a common corporate philosophy of advanced proactive service shared and enriched by all employees?
- How can a true and sustainable approach of service philosophy give you a competitive advantage?
- How are the leading service-oriented companies reacting to the worldwide pandemic crisis of Covid 19?
- With Covid 19 MICE and event segments are severely and durably affected: business is near to none. What are the challenges that the MICE and event segments are facing after the Covid19 pandemic? How can they re-invent themselves? What is the “new normal”?
- Exchange with participants.

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## Week 4. Service Design Thinking & Prototyping

**Led by** Joshua Teo, Rhindon

**Facilitated by** Joshua Teo & Billy Kwan, Rhindon

### Preparatory material:

#### Pre-reading:

- What is Design Thinking  
<https://www.interaction-design.org/literature/topics/design-thinking>
- Why Design Thinking Works  
<https://hbr.org/2018/09/why-design-thinking-works>
- Design Thinking can Empower Tourism  
<https://medium.com/the-tourism-colab/design-thinking-for-tourism-and-the-visitor-economy-3db0d37b5db5>

#### Pre-viewing:

- Tim Brown urges designers to think big  
<https://www.youtube.com/watch?v=UAinLaT42xY&t=866s>
- IDEO's Tom Kelley is Design Thinking's ultimate disciple, he makes the case as to why  
<https://www.youtube.com/watch?v=L1pBhHjGKvI>

### Agenda:

- ✓ Gain awareness on what is Design Thinking and why this is important in today's rapidly changing world
- ✓ Understand how Design Thinking can be applied to the tourism industry to create more customer-centric experiences to drive better business outcomes
- ✓ Try out and practice some of the tools of design thinking

### Homework:

- Have a 30min conversation with someone who works in the tourism industry with the objective of understanding their challenges. Identify 3 opportunities for change or innovation to happen.

## COURSE CONTENT

### Design Thinking for the Tourism Industry

- Service Design Thinking is a customer-centric approach to using design thinking principles, tools and processes to design better and more holistic experiences for the consumer.
- At the core of this approach is having empathy for the needs and challenges of a customer and designing services that deliver an experience which creates unique value over other competing service offerings.
- In the tourism sector, this has become especially important as the industry is required to adapt and respond to both micro and macro trends and challenges. The recent Covid-19 situation demonstrated significantly how an entire industry could be shut

down in the aftermath of a worldwide pandemic. There are 3 key trends driving the need for a different approach to designing for tourism:

1. A global shift toward an experience economy beyond just a standard product or service;
2. An increase in expectations by customers who demand greater levels of on demand service with greater personalisation and customisation;
3. An increasing recognition that customers perceive and experience service interactions in a very different way to what organisations believe they are delivering.

### **Design Thinking Process**

- There are various models of design thinking out there but most revolve around the key stages of Empathise, Define, Ideate, Prototype, Test. We have adapted this basic model for our approach at Rhindon, including a few other important elements.
- **Align** - This is about getting clarity at the start around the “why” and getting aligned around what success looks like.
- **Seek** - This is about empathising with your user and gaining a deep understanding of who your users are and what are their needs. The key here is to put aside your own assumptions to gain real insight driven by your users’ perspectives. The result is a set of valuable insights that help reframe the design challenge.
- **Create** - This stage is about ideating outside the box and thinking divergently to create new opportunities and solutions. It is also about understanding your strengths and how to leverage them for maximum impact.
- **Experiment** - This is about creating quick prototypes and leveraging on users’ feedback through small tests to iterate your solution.
- **Production** - Ideas remain as ideas until they are put into action and measured in terms of their impact. This stage is about effective execution and having a plan for success by leveraging the resources that you have.

### **Design Thinking Process**

- There are various models of design thinking out there but most revolve around the key stages of Empathise, Define, Ideate, Prototype, Test. We have adapted this basic model for our approach at Rhindon, including a few other important elements.

## Week 5. Building a Service Innovation Culture in your Organization

**Led by** Antoine Wasserfallen, EU Business School

**Facilitated by** Choson Exchange

### COURSE CONTENT

#### Vision

Good service design in a work environment structure must minimize the effort and facilitate productive activity. Flexible schemes, they must also include modularity, and evolutionary factors. Whether it is in an industrial park or intensive services such as catering, this new vision generates efficiency. Finally, the simplest conceptual choices are the best. Which are they today? What innovative services will be asked for in the (near, or not) future?

#### Context

Projects in the XX1st Century will include the integration of augmented reality in museum-like settings (do better with existing motivate the post pandemic public to return to public venues) or for interactive catalogs & design exhibitions. The new meta-tools IT integrators are used in their most contemporary forms (automated synthesis, layout and automated forms, use of large databases, working in real time, changes in real time). Recognition of new businesses in the new Century.

#### Case-study

Antoine Wasserfallen in 2011 was a member of the working group of the National Building Information Modelling BIM SIA (Swiss Society of Engineers and Architects). He was the only Swiss French member. Ten years of teaching and practice of facility management at Ecole hôtelière de Lausanne (EHL) have allowed for him to solve the problem of creation of value chains and optimization in hospitality buildings SERVICESCAPE. The philosophy and the "modus operandi" of those projects is based the "systems engineering", that is to say, a collection of macro-modules of expertise re-assembled in order to realize new ideas. It is an innovative re-configuration of existing knowledge, which makes it possible to realize or understand change. So, it is easy for students to understand what the innovative services proposal covers: prospective 3D Imaging, Tactile simulation, Servicescape scanning, Augmented Reality perception on received services, etc.

#### Bibliography

*GLOBAL SERVICE EXCELLENCE*

Urquhart, F. (2019) *Service Excellence in Organizations, Volumes I + II: Eight Key Steps to Follow and Achieve It* (English Edition), Business Expert Press, New York, USA, Format: Kindle.

*SERVICESCAPE, DESIGN, SERVICE CHANNELS*

Creative Supply Ltd (2020), *Hotel Concept handbook*, Zurich.

#### Part 1. Trends and Opportunities

Industry Dematerialization/Retail and Hospitality Convergence/Rethinking Distribution/Community Integration/Authentic Immersion/The Changing Role of Hotels

## **Part 2. Hotel Concept Framework**

Story/People/Space/Identity/Services/Content/Channels/A Framework for Success

## **Part 3. Case Studies**

French Theory/Good Hotel/Le Barn/The Stratford/Casa Cook

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Available for free on [www.creativesupply.com](http://www.creativesupply.com)



**Week 6.** Service Innovation in Tourism Development and Hotel Management From a Lawyer's Perspective

**Led by** Tien Gui Koh, Lawyer specialising in Tourism and Hospitality Sector

**Facilitated by** Choson Exchange

**COURSE CONTENT**

**1. Introduction**

**2. Ownership structure and operating models - Self-operated, Hotel Management Agreements (HMA), Leases, Franchises**

**3. Outline of a typical process - Timeline and suite of documents)**

**4. Key terms in a HMA**

**5. Uniform System of Accounts - Explanation of key terms)**

**6. Typical contentious issues between Owner and Operator**

# Faculty Profiles



**Dr. Jon-Hans Coetzer**  
Academic Dean  
at EU Business School  
Online Campus

Jon-Hans Coetzer is the Academic Dean for the EU Business School Online Campus. He is a senior higher education leader with over 15 years of experience in higher education. He has worked as Project Coordinator in Strategic Crisis Management Training for the Federal Chancellery in Bern. He was a senior delegate of the International Committee of the Red Cross (ICRC) in more than fifteen countries, and as project coordinator for the United Nations Institute for Training and Research (UNITAR).



**Ugo Ikpeazu**  
Partnership Coordinator  
and Research Associate at  
ONResearch at  
EU Business School

Ugo is the Partnership Coordinator and a Research Associate at ONResearch. He is the Business and Advisory Lead at Ark Hudson which advises Governments, International Organizations and businesses on innovation and value creation. Ugo is the Co-proprietor of PenPlay School, a low-cost school in Lagos Nigeria. He is the founder of the Fine Art Gallery 'Ferrum' and serves as the Vice President of Geneva based Think Tank – Africa21, a non-profit association transforming policy to action through targeted interventions.



**Alain Spieser**  
Professor, Marketing and  
Communication  
Head of Communication  
École Hôtelière de Genève

Alain Spieser has over 30 years in the luxury hotel industry. He held several managerial positions at the Royal Club Evian, as well as created and led the service of media communication and events at the club. Alain also served as Director of Marketing as part of the opening team of the Four Seasons Hotel des Bergues in Geneva. Alain teaches marketing and communication at the Geneva Hotel School, where he also led the complete repositioning of the EHG, and continues to manage their marketing and communication.





**Joshua Teo**  
Principal at Rhindon

Joshua is Co-founder and Principal at Rhindon. He is a seasoned design consultant and a strong advocate of Design Thinking. Over the last 10 years, he has successfully worked with organisations like HDB, MOE, Singapore Airlines, the Singapore Stock Exchange and the Singapore Zoo. Joshua was Principal at ThinkPlace and Design Lead at OXD, the experience design arm of ONG&ONG. He is also a co-founder of ReallyArchitecture (re:ACT), a not-for-profit organization transforming communities through sustainable and relevant ground-up design.



**Billy Kwan**  
Principal at Rhindon

Billy is Co-founder and Principal at Rhindon. Trained as an urban planner with diverse experiences from the private sector, NGO and academia. Prior to Rhindon, Billy was the General Manager for Raffles Place Alliance, the Business Improvement District entity of Singapore's oldest CBD. He also co-ran One Bite Design Studio, a Hong Kong-headquartered architectural and spatial design studio. Billy was also curator of Very Hong Kong, which has landed him Perspective's "40 Under 40" Award in the Architecture category in 2014.



**Dr. Antoine Wasserfallen**  
Professor of Design at  
EU Business School  
Switzerland

Born 1960, Antoine graduated his scientific secondary education in Lausanne (Béthusy), then obtained a Cité High School baccalaureate C scientific (Lausanne) in 1979. Following his education path he studied at EPFL where he obtained his degree (Bsc, Ms) of architecture in 1986. During his studies, he was awarded in 1984 a CAS (Certificate of Advanced Studies) in China (Nanjing) in Chinese architecture history and traditional landscaping. In 1983, he is one of the two founders and co-president of Forum EPFL, then in 1984, one of the 22 founders of junior enterprise EPFL, president 1984-5. PhD (technical sciences) EPFL with Professor Philippe Thalmann in 1999 (topic: private financing of public infrastructures, full text online). Other certificates and courses: expert OFIAMT, CSEA, hospitality, pedagogy. He teaching design management at EU Business School.



**Tien Gui Koh**  
Lawyer specialising in  
Tourism and Hospitality  
Sector

Tien Gui has over 20 years of corporate and commercial experience. He has developed expertise in the real estate property sector, and in particular, has represented hotel operators, developers and owners of mixed use/hotel developments on management agreements as well as branded residences, sale and lease back schemes and condotels. This includes negotiating hotel management and franchise agreements, leasing agreements, and real-property acquisitions, evaluating corporate organisation formalities, providing on-site consulting related to hotel operations and compliance issues, developing and implementing employment related programs and advising on dispute resolution and arbitration matters involving the hospitality and leisure sector. Tien Gui has advised franchisors in franchise registrations across the South-East Asian region and franchisees on negotiating franchise agreements.