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Message-ID:	<736716819.850.1715326507099@confluence >

General SOP - CC

Social Media Collaborations

Guidelines on Social Media Collaboration

Guidelines

Step 1: Filtering

- Profiles with 300k followers and up to re-route to STB teams (HQ/RO)
- Anything below may proceed with template response (Please refer below)
- Requests that come in from legitimate Brands and company profiles may be prioritised and shared with HQ Social team for consideration.

Step 2: Actions to take

- Collab request from a market that STB has a regional office > Share with RO team to consider opportunities (Please find attached document for RO contact list)
- Collab request from a market/country without an STB presence > Share with HQ Social team to consider opportunities

Suggested Template Responses:

Hi [@name],

Thank you for reaching out and for sharing your interest in a collaboration!

There are no current collaboration opportunities available, but we look forward to welcoming you to Singapore soon!

Feel free to reach out if you have any questions on visiting, and explore things to see and do during your visit here: [https://www.visitsingapore.com/singapore- itineraries/](https://www.visitsingapore.com/singapore-itineraries/).

Thank you! :)

OR

Hi [@name],

Thank you for reaching out and for sharing your interest in a collaboration!

There are no current partnership opportunities available, but we hope you get a chance to visit Singapore

soon!

If you have any questions at all on visiting, please feel free to reach out again here or find helpful resources here: <https://www.visitsingapore.com/travel-guide-tips/>

Clarifications

Questions	Answers
What is the definition of ‘legitimate brands’ vs ‘company profiles’? Is https://outofficediannalisa.com/ considered a legitimate brand or company profile?	This would be an example of an influencer’s website, so it would not be considered a company/brand. Feel free to share the profiles over to us (Digital team) whenever you need further verification/confirmation on this matter.
Is ‘300k followers’ referring to individual platforms or a summation of all platforms? Is YouTube considered as another platform or only Twitter, Instagram and Facebook are considered?	This is for their single top performing platform. If any from the KOL’s list of platforms have a follower count of 300k, please feel free to share it with the Social team.
For profiles under 300k followers, can SE forward the profiles to Michelle Chia for record?	Sounds good! Please feel free to share them with us for FYI, while your team continues with the template response to the influencer.

Standard Email Templates (to be updated by Joseph)

[Sample Asking for more details and consent.docx](#)

Signature

We encourage you to use our e-services, or talk to us via our friendly web-chat (click on the green icon at the bottom of STB's website- <https://www.stb.gov.sg/content/stb/en.html>) to get quick answers. You may also drop us a message on [Facebook – Singapore Tourism Board](#).

Note: Please keep your email attachments to be within 10MB and retain the subject title in your replies to us about this matter. Alternatively, you may consider sending separate emails to stbfeedback@bizengage.gov.sg .

**Best regards
Joseph Lee
Digital Transformation & Service Excellence
Singapore Tourism Board
Contact Number: (65) 6736 6622
Website:www.visitsingapore.com | www.stb.gov.sg or**

download the Visit Singapore Travel Guide. Download the app on [Google Play](#) or [Apple](#)

[App Store](#).

This e-mail and its attachment(s), if any ("communication"), may contain confidential and/or privileged information. If you are not the intended recipient, you should not use, disclose, copy, distribute or deliver this communication in whole or in part to anyone. Kindly notify us of the error and delete it (including copies) immediately. Thank you.

General (HQ)		General (RO)	
Interim response	Sample - Interim reply - May2022.docx	Info on Americas	STB Americas
Seeking consent from sender	Sample - Seek for consent from sender - May2022.docx	Info on Greater China	STB Greater
Seeking consent from sender + Asking for more details	Sample - Request for details from sender (without consent).docx	Info on India, Middle East and South Asia	STB India Asia.docx
Seeking consent from sender + Asking for more details	Sample Asking for more details and consent.docx	Info on North Asia	STB North
Request for more details	Sample - Request more detail from sender - May2022.docx	Info on Oceania	STB OCEANIA
Incomplete Information	Sample - Incomplete Info.docx	Info on Europe	STB Europe.do
Sharing feedback with Line Unit (Internal)	Sample Internal dept email.docx	Info on Southeast Asia	STB Southeast
Reminder to sender	Sample - Reminder to the writer - May2022.docx	Request to RO for translation help (Internal)	Sample translation.do
Reminder to Line Unit (Internal)	Sample - Template for Line Unit (Reminder)1.docx	RO e-mail translation (Internal)	Sample translation
Matter not under STB	Sample - Matter not under STB purview - May2022.docx	RO e-mail translation (to Sender)	Template translation.do
Request for staff contact	Sample - Asking for staff contact.docx	Reminder to RO (Internal)	Sample RO.docx

Interview, invite or sponsorship (Internal)	Sample - Interview, Invite or sponsorship request (to line unit).docx	Incomplete information (RO)	Sample (RO).docx
Sponsorship request for schools	Request for Sponsorship.docx	Email Sign-Off	Sample May2022.2.docx
Job opportunities in STB	Job Opportunity.docx	Call Back Request	Sample email -
Responses to the writer (Enquiry cases)	DOC 1.docx	Request for Flag / Souvenirs	Sample May2022.docx
Responses to the line units (Enquiry cases)	Doc 2.docx		
Promo/ Collaborations/ Listings/ Collaterals/ STB Assets		Attractions, Sightseeing	
Request to list event on STB website	Sample Event Listing on STB web.docx	Maintenance of Attractions	Sample -Attractions Maintenance.docx
Request to be featured on STB website	Sample - Interest to be feature in Visit Singapore.docx	Sightseeing	Sample - Enquiry Singapore.docx
Listing on STB website	Sample - Enquiry on Listing on STB web.docx	Museums	Sample - Enquiry
Listing on VS.com	Listing on the website.docx	Food Festival - Store application	Sample - Enquiry food stall at Food
Request for Brochures	Sample - Brochure Enquiry.docx	Photo-taking at landmarks	Sample - Enquiry Singapore landmark.d
Request for Brochures from Local (Ad-hoc request only)	Request for Brochures.docx	Invitation to conference	Sample Conference
Request for Maps	Sample - Map Enquiry.docx		
Merlion symbol and use	Sample - Enquiry On copy right of Icon.docx		
Event collaboration	Sample - Collaboration for Event.docx		
GeBIZ collaboration	Sample - Collaboration Gebiz - May2022.docx		
Medical collaboration	Sample - Collaboration for Medical.docx		
Singapore Travel Guides Download	Sample - Suggest destination & download Singapore Travel Guide.docx		

Display at Design Orchard		Sample - Retail.docx			
TIH/ VS App			Recommendations		
Registering on TIH	Sample - TIH(registered fro listing).docx	Dining recommendations for personal trips		Sample - Dining Recommendation (Personal).docx	
Images on TIH	Sample - TIH (for images).docx	Dining recommendations for corporate/ big groups		Sample - Dining Recommendation (Organisation).docx	
VSApp	Sample - Enquiry on App.docx				
Travel Agents and Tourist Guides				Hotels	
Overseas travel agents requesting for passes		Sample 2-Travel Agent Discount (RO).docx		Complaints	Sample - Complaint Hotel(1).docx Sample - Complaint Hotel (2).docx Sample - Complaint Hotel (3).docx
Complaints		Sample - Complaint on Travel Agent (1).docx Sample - Complaint on Travel Agent (2).docx		Air Bnb	Sample - AirBnB.docx
Template to MOP concerning TA’s technical glitch email issue		Template to MOP concerning TA’s technical glitch email issue - 02June2022-2.docx (for temporarily use relating to TA not eligible to renew your TA licence issue)			

Cruise		Others	
Complaints	Sample - Complaint on Cruise Liner.docx	GST Refund and IRAS	Sample - GST Refund & IRAS.docx
		Request to visit site	Sample - Site Visit Request.docx
		Usage of walkie-talkies in Singapore	Sample - Enquiry on usage of walkitalki.docx

- **[Name requested as mop], is there anything else I can assist you with?** *[Pause for response]*

[If Yes] Continue conversation and provide the necessary assistance.

[If No] Sure Sir/Ma'am. Would you mind helping me do a short survey to rate my service?

[If yes] Thank you, I will proceed to transfer the call for the short survey. Thank you for calling. Have a good day. Goodbye.

[If no] – Thank you for calling. Have a good day. Goodbye.

- **Call Script - Outbound**

- *Good morning/Good afternoon/Good evening (After 5pm).*

Am I speaking to Mr/Ms XXX?

My name is _____ (CSO's name). I am calling from Singapore Tourism Board.

I am calling regarding our conversation earlier. Is it a good time to speak to you now?

If YES – continue with conversation.

If NO – May I know when is a convenient time for me to call you?

Thank you for your time. Have a nice day. Goodbye.

- **Tip: The Power of Language**

- Hi/Hello, good morning, how may I help you? → Good morning, this is the Singapore Tourism Board. How may I address you?
- Wait ah! Wait I check for you → May I place you on hold whilst I check on your enquiry?
- Anything ma'am, can I help you? Any other things I can help you? → Is there anything further I could help you with?

- **GREETING**

- Good Morning/ Afternoon, welcome to Singapore Tourism Board, I am (name). How may I assist you? (Tone of the voice should be friendly and smiling)

- **LISTEN** to the call and do not interrupt the caller

- **BUILDING RAPPORT**

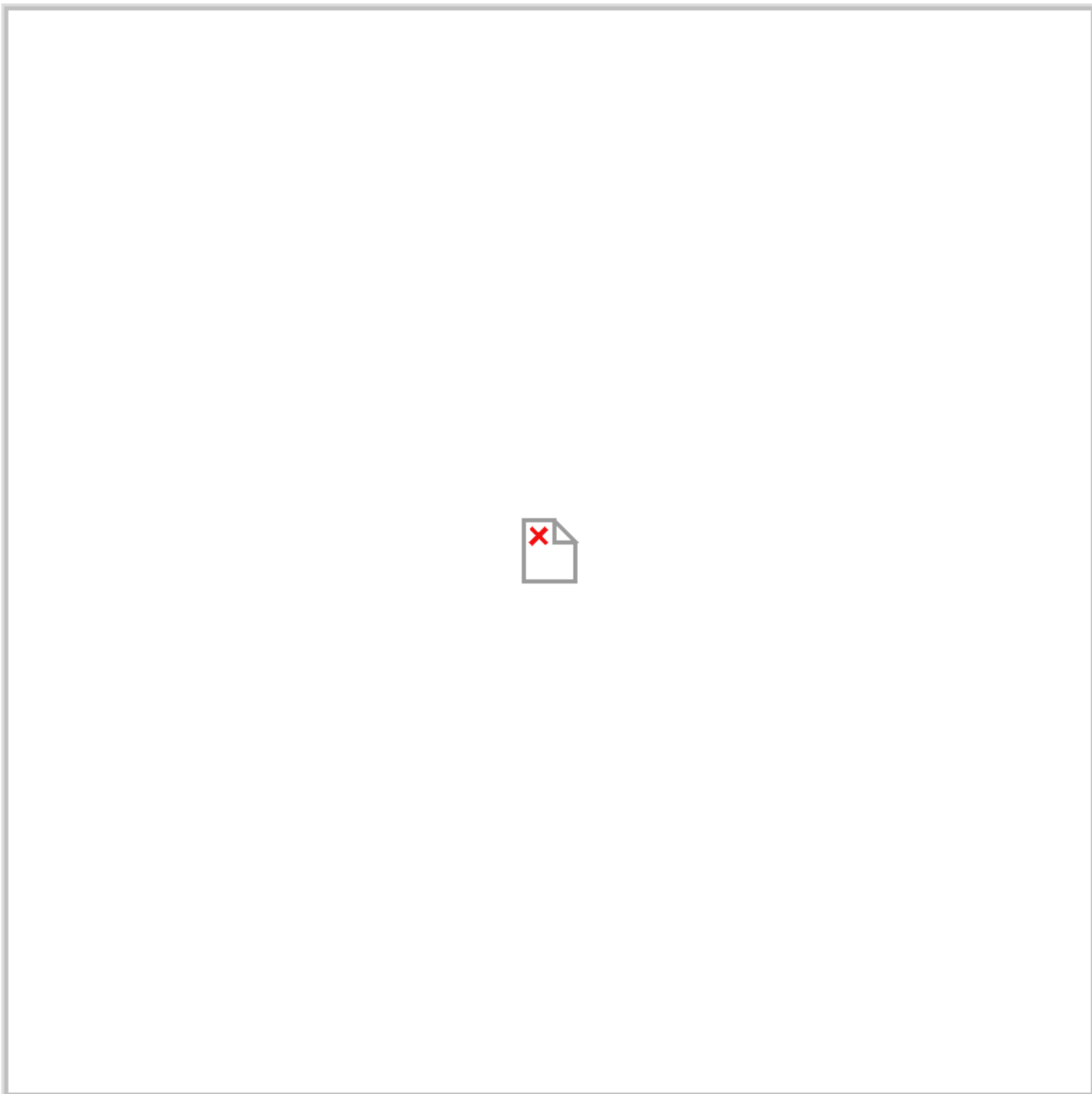
- Before we proceed, may I have your name, and where you are calling from (get the details of the company)
- If tourist, we can ask the caller, "May I know which country you are calling from"
- **COMMUNICATING EFFECTIVELY**
 - May I know what is the enquiry/feedback about?
 - Am I right to say that you are asking about? (repeat the callers' concern)
- **PUTTING CALLS ON HOLD**
 - (Caller Name), may I put you on hold, while I check for the details/ if the officer is available?
 - (Caller Name), thank you for holding. Then proceed to update the caller on the information required.
- **EFFECTIVE CALL TRANSFER**
 - I have (staff name) on the other line and will transfer the call now.
 - (staff name) is unavailable at this moment. Would you like to leave a message with me?/Would you like to leave a call back request?
 - The CC staff will email the information to the officer /department directly.
 - The CC staff will monitor the call back request and follow up if necessary after 3 days.
- **WRAPPING UP**
 - Is there anything else I may assist you with?
- **CLOSING**
 - Thank you for calling Singapore Tourism Board. Goodbye.
 - Have a great day/ evening/ weekend ahead. Goodbye.

DISENGAGEMENT OF THE ANGRY CALLER

Remain calm and do not take things personally.

- Sir/ Madam, I am trying to do my very best to help you (name of the caller).
- Sir/ Madam, if you continue to raise your voice/ or continue to use this language, I will have to end this call.
- Sir/ Madam, thank you for your calling, I will end this call. (If the caller continues to raise his/her voice)

Seeking PDPA Consent



Pleare refer to [Personal Data Protection Act \(PDPA\)](#) page for more details

Escalation Framework

CATEGORY 1 Escalated National-level risks	CATEGORY 2"O" Escalated Localised-level risks: Organisation-related	CATEGORY 2"I" Escalated Localised-level risks: Injuries	CATEG 2"G Non- Localised- General experien
<ul style="list-style-type: none">National-level crisis affecting the tourism sector	<ul style="list-style-type: none">Public service/ STB's reputation being challengedIncidents at STB's public-facing touch pointsCases which may give rise to potential lawsuit against STB	<ul style="list-style-type: none">Personal injuries, hospitalisation, or death	<ul style="list-style-type: none">Visitor diminished commercialVisitor diminished addressable agencies organisationConduct stakeholder business
EXAMPLES			
	<ul style="list-style-type: none">		

<ul style="list-style-type: none">• Natural disasters (e.g. haze, volcanic eruptions, flood)• Diseases (e.g. flu)• Terrorist acts	<ul style="list-style-type: none">• Alleged misconduct of STB's officers (e.g. lacking integrity, misappropriating public funds, displaying partiality)• Incidences at STB-affiliated events, Tourism Court or STB-linked premises like SVC, Expo, Haw Paw Villa, Pit Building etc. (e.g. Fire, system glitches, grievous hurt during construction works)• Lawsuit/ threat of legal action against STB• Major system/ service disruptions or being compromised• Data leaks• Police reports made on STB/ STB officers• Whistleblowing on STB officers	<ul style="list-style-type: none">• Mass food-poisoning (affecting >10 people) at tourism partner's premises	<ul style="list-style-type: none">• Lack quality STB's (e.g. unprofessional, non-agreed)• Disputes purchases overcharging quality• Unsanitary environment (toilets, droppings)• Red-processes immigration processes)• Harassment (touting)
	<p>For incidents at STB's public-facing touch points</p> <p>Escalate to QSM within T+0.5hrs:</p> <p>a) Updates on the situation on the ground (e.g. visitor/ staff/ stakeholder feedback, injuries sustained by members of public)</p> <p>b) Updates on the crisis management plan (e.g. activation of alternative site as advised by AED)</p> <p>For public service/ STB's reputation being challenged</p> <p>Escalate to QSM within T+0.5hrs:</p>		

<p>For national-level crisis:</p> <p>Escalate to QSM within T+0.5hrs:</p> <p>a) Updates on the situation on the ground (e.g. visitor/</p>	<p>a) Instances where CE and above are being looped into the dialogue with the member of public</p> <p>For compromised systems/ data leaks</p> <p>Escalate to QSM within T+0.5hrs:</p> <p>a) Updates on the member of public's state of mind</p> <p>b) Updates on the crisis management plan</p> <p>For lawsuits/ threat of legal action against STB</p> <p>Escalate to Legal within T+0.5hrs. Do not respond to the member of public or to SPF unless cleared by Legal.</p> <p>For corruption cases against STB officers</p> <p><Pending HR to provide email> Staff grievances, should be directed to HR, not ethics@stb.gov.sg</p> <p>For whistleblowing cases against STB officers</p> <p>(See: Annex H12_ Whistle Blowing-v15-20230927_090052.pdf)</p> <p>Escalate to QSM - Contact Centre Manager and Internal Audit < ethics@stb.gov.sg> within T+0.5hrs. Do not respond to the member of public unless cleared by IA.</p> <p>Whistleblowing Scenarios</p> <ul style="list-style-type: none"> • MOP emails to stbfeedback@bizengage.gov.sg only, follow up action: 	<p>For incidents involving grievous hurt death:</p> <p>Escalate to QSM within T+0.5hrs:</p> <p>a) Updates on the member of public's state of mind/ health</p> <p>b) Obtain approval from QSM to activate compensation (with support from Legal)</p>	<p>Escalate to 0.5hrs:</p> <p>Incident upgrade Cat (e.g. Allegation STB's officers)</p> <p>Escalate to 8hrs:</p> <ul style="list-style-type: none"> • Incident
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staff/ stakeholder feedback, injuries sustained by members of public)

b) Public comms position and messaging as cleared by ED Comms

a) CSO will use the Email Template A (see below) to acknowledge MOP's email that we have referred the matter to Internal Audit and they will be in touch with MoP. ethics@stb.gov.sg will be the point of contact.

<Dear XXX,
Greetings from Singapore Tourism Board (STB).
Thank you for reaching out to us.
We have referred the matter to our Internal Audit team to review your feedback. If you have further questions, please email ethics@stb.gov.sg.
Thank you and have a pleasant day.>

b) CSO put the case as Pending LU in CRM. CSO will wait for IA's instruction to close the case. CSO do not need case details to close the case as it is whistleblowing and confidentiality for MOP.

c) If there is no update from IA, CSO will reach out to IA every 3 working days for status of WB case.

- MOP emails to stbfeedback@bizengage.gov.sg and ethics@stb.gov.sg, follow up action:
a) CSO will reach out to ethics to confirm that IA will handle the case and respond to MOP.

c) Especially for incidents with the potential to involve lawsuits against STB, inform QSM on the comms position and messaging as cleared by ED Comms

d) QSM to inform ExCo on the incident

- Incident threat media report
- Incident by Singapore Force
- Incident to breach SLA

	<p>b) IA acknowledges that they will respond and handle the case.</p> <p>c) CSO put the case as Pending LU in CRM. CSO will wait for IA's instruction to close the case. CSO do not need case details to close the case as it is whistleblowing and confidentiality for MOP.</p> <p>d) If there is no update from IA, CSO will reach out to IA every 3 working days for status of WB case.</p>	
	<p>Main coordinator (for incidences at STB's public-facing touch points):</p> <p>Admin & Estate, Communications and Digital Transformation & Service Excellence</p> <p>Responsibilities:</p> <p>AED</p> <p>a) Coordinate interactions amongst STB's internal stakeholders</p> <p>b) Inform DT&SE of activation of alternative site</p> <p>Comms</p> <p>a) Provide advice to DT&SE on the public comms position and messaging, as cleared by ED Comms</p> <p>b) Field questions from the media</p> <p>DT&SE</p>	

DT&SE:

- a) Provide updates to QSM, AED, Comms on situation on the ground
- b) Address concerns faced by members of public
- c) Obtain approval from QSM to activate compensation (with support from Legal)
- d) Communicate to stakeholders/ frontline staff on activation of alternative site
- e) Direct members of public to alternative channels
- f) Log interactions in CRM, and track the responses
- g) Team Lead and Sup daily, random check on cases on all CSOs escalated and outstanding cases
- h) Team Lead and Sup review Monthly Cases report weekly (ageing report)
- i) Team Lead and Sup ensure CSO is moving case along
- j) General rule, each case has to be followed up within 3 working days.
- k) Surface case summaries/ escalations to QSM, AED, Comms

Main coordinator (for public service/ STB's reputation being challenged):

Digital Transformation & Service

<p>Main coordinator:</p> <p>Admin & Estate and Communications</p> <p>Responsibilities:</p> <p>AED</p> <p>a) Coordinate interactions amongst STB's internal stakeholders</p> <p>Comms</p> <p>a) Provide advice to DT&SE on the public comms position and messaging, as cleared by ED Comms</p> <p>b) Work with respective agencies to set up dark site to provide updates to members of public</p> <p>c) Field questions from the media</p> <p>DT&SE</p> <p>a) Address concerns faced by members of public</p> <p>b) Obtain approval from QSM to activate compensation (with support from Legal) or provide welfare support for the public (e.g. distribute masks obtained from AED to visitors)</p> <p>c) Log interactions in CRM, and track the responses</p>	<p>Excellence</p> <p>Responsibilities</p> <p>DT&SE</p> <p>a) Escalate instances where CE and above are being looped into the dialogue with the member of public</p> <p>b) To front all dialogues with members of public, relevant agencies, and internal stakeholders</p> <p>c) Work with line units to obtain domain knowledge support</p> <p>d) Support QSM with internal investigations</p> <p>e) Assess and obtain QSM's approval to disengage if required</p> <p>f) Log interactions in CRM, and track the responses</p> <p>g) Surface further escalations to QSM and threats to involve media to Comms (to prepare holding statements and reactive FAQs)</p> <p>i) Identify on when it is a tender related escalation, CSO seek out when the tender is closing from gebiz on all the govt tenders, then to work out how to respond to the MOP.</p> <p>Main coordinator (for compromised systems/ data leaks):</p> <p>Digital Transformation & Service</p>	<p>Main coordinator:</p> <p>Digital Transformation & Service Excellence</p> <p>Responsibilities:</p> <p>Comms</p> <p>a) Provide advice to DT&SE on the comms position and messaging, as cleared by ED Comms and Legal</p> <p>b) Field questions from the media</p> <p>DT&SE</p> <p>a) Provides updates to QSM, Comms, Legal on situation on the ground</p> <p>b) Address concerns faced by the impacted member of public/ family members</p> <p>c) Obtain approval from QSM to activate compensation (with support from Legal)</p> <p>d) Log interactions in CRM, and track the responses</p> <p>e) Surface case summaries/ escalations to QSM, Comms,</p>	<p>Main coordinator:</p> <p>Digital Transformation & Service Excellence</p> <p>Responsibilities:</p> <p>DT&SE</p> <p>a) To front with members relevant agencies internal stakeholders</p> <p>b) Work with obtain domain support</p> <p>c) Inform Commu regarding seek communicat support such media inquiries holding statements</p> <p>d) Obtain approval QSM to activate compensation support from</p> <p>DT&SE - STB</p> <p>e) Forward summary</p> <p>f) Assess and approval to required</p> <p>g) Log interaction and track the</p> <p>h) Surface escalations</p>
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and track the responses	Excellence and Communications	Legal	threats to involve
d) Surface case summaries/ escalations to QSM, AED, Comms	Responsibilities DT&SE a) Coordinate interactions amongst STB's internal stakeholders (e.g. IS, Comms, system owners etc.) b) Provide updates to QSM, Comms, IS on situation on the ground c) Address concerns faced by members of public d) Obtain approval from QSM to activate compensation (with support from Legal) e) Log interactions in CRM, and track the responses f) Surface case summaries/ escalations to QSM, AED, Comms Comms a) Provide advice to DT&SE on the public comms position and messaging, as cleared by ED Comms b) Field questions from the media Main coordinator (for compromised whistleblowing cases): Digital Transformation & Service Excellence Responsibilities DT&SE		Comms (to statements FAQs)

	<p>a) Once escalated to QSM - SE Manager, CSO will continue to work the case</p> <p>b) Team Lead and Supervisor is to follow on the case to ensure it is followed up to resolution. Ensure CSO is moving case along</p> <p>c) CSO checks their OPEN cases view daily</p> <p>d) Team Lead and Sup daily, random check on cases on all CSOs escalated and outstanding cases</p> <p>e) Team Lead and Sup review Monthly Cases report weekly (ageing report)</p> <p>f) Team Lead and Sup ensure CSO is moving case along</p> <p>g) General rule, each case has to be followed up within 3 working days</p> <p>h) Surface case summaries/ escalations to QSM, AED, Comms</p> <p>i) Identify on when it is a tender related escalation, CSO seek out when the tender is closing from gebiz on all the govt tenders, then to work out how to respond to the MOP</p>	
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Disengagement Process

Guiding Principle
In deciding to disengage the matter, do consider the test of reasonableness: Can this decision to disengage be justified into public light?

Examples Of Past Disengagements

1. Complainant spammed various agencies with his/her personal views, but follow up or commitment to implement any of his/her ideas by any agency is not required
2. The feedback is about a commercial/ contractual dispute which STB is in no position to interfere with. However, the complainant continues to press STB for assistance, in hope of leveraging authority to achieve his/her desired outcomes
3. The complainant refuses to accept STB's decision/ explanations, and continues to berate STB without the provision of new or constructive information/ evidence
4. Where continued engagement of sensitive issues could potentially stoke public discord (e.g. religion, race etc.), especially on matters which is beyond STB's governance and legislation

Approving Authority For Disengagements

The agency's decision to disengage the customer must be made by the Quality Service Manager or a senior officer decision on behalf of the agency.

Steps To Disengage

To seek QSM's approval for a disengagement:

1. Create a new Batik Page under: [Disengagement List](#)
2. Include:
 - i. A summary/ background of the matter;
 - ii. Justifications for the disengagement;
 - iii. The timeline of events, with the supporting documents. Please note that if you are at the receiving end of allegation on your conduct (e.g. undelivered promises, provided incorrect information etc.) please highlight this for QSM's assess if the situation has the potential to escalate further;
 - iv. The proposed response to close off further interactions with the customer on the matter, which should include:
 - a. A clear, simple explanation of STB's decisions on the issues raised, and the steps/ efforts taken to address the
 - b. A statement that STB will not be replying to the customer on the matter any further, unless there are new developments presented new information or evidence to support his/ her claim

3. When QSM approves the disengagement, officers can issue the disengagement response, and disregard further new information is presented.

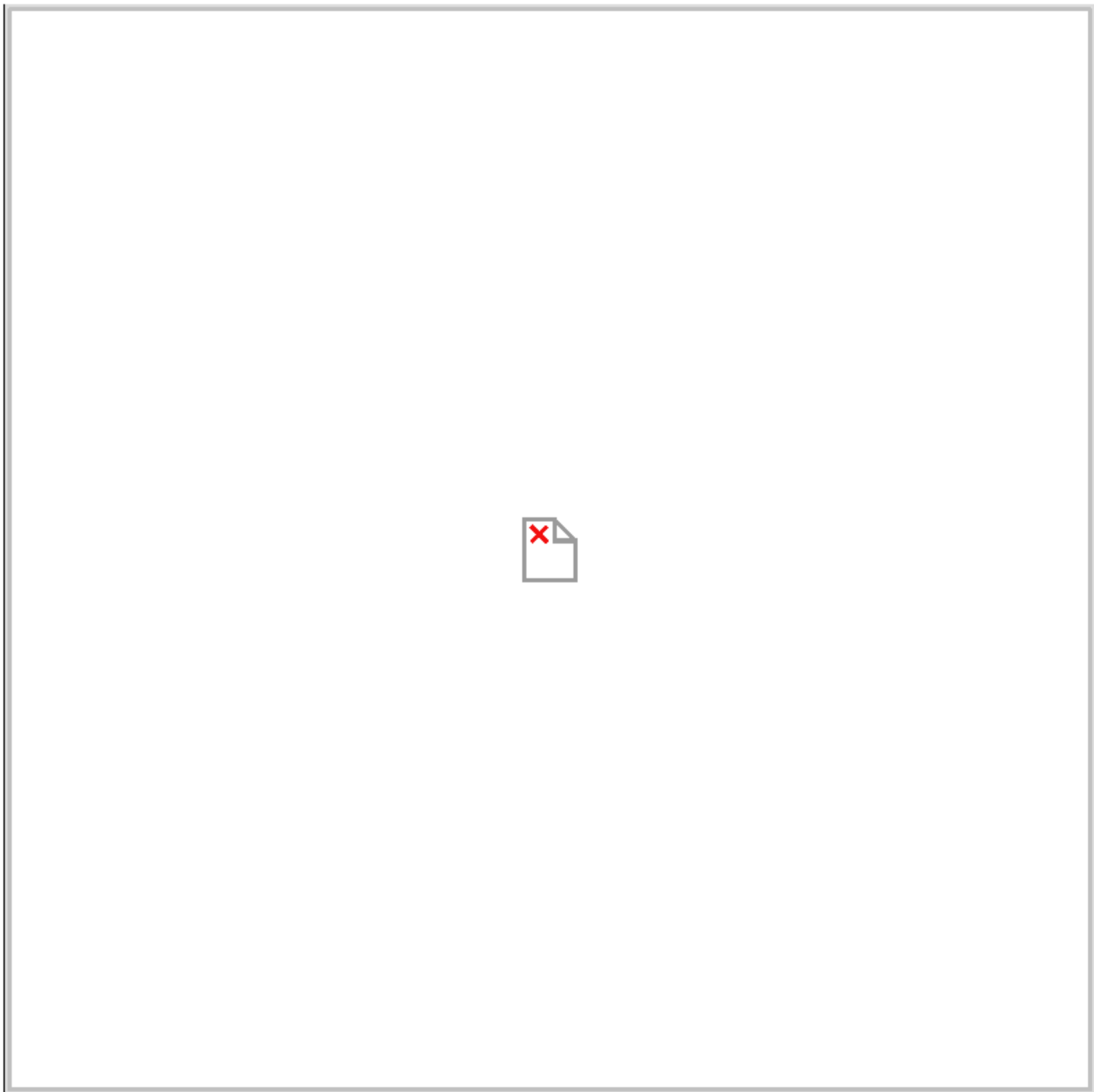
4. Where necessary, Digital Transformation & Service Excellence will also inform other agencies of the disengagement

Auto-Closure Of Cases

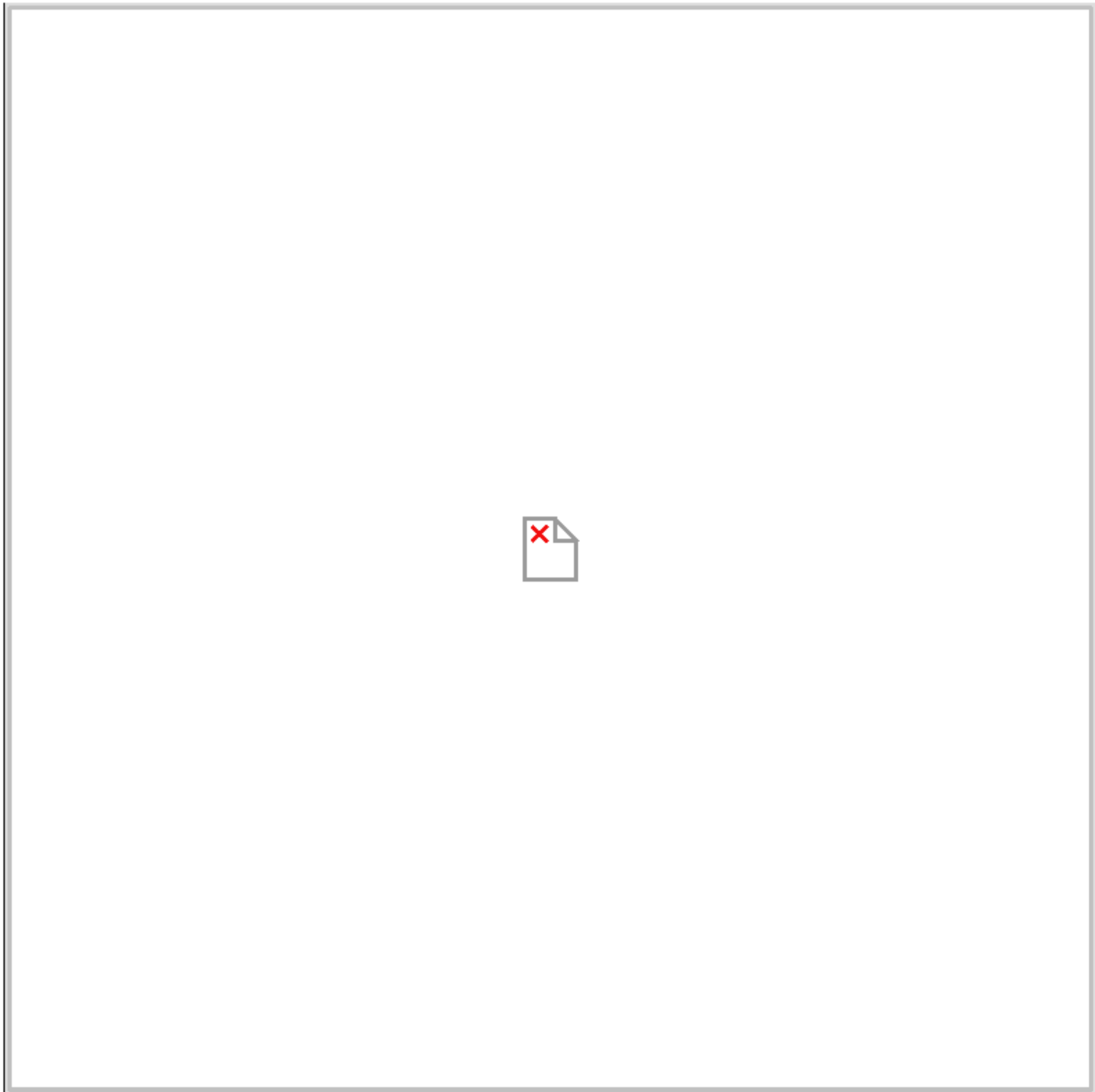
If the complainant does not respond to STB's request for information or evidence supporting his/her claims, or for his/her consent to share feedback with the other parties involved, a reminder is sent within 3 working days (for email) or 10 working days (for post). If the complainant does not respond to this reminder, STB will thank the complainant for the feedback, and stop pursuing the matter.

QSM's approval is not required for such instances.

Collaboration & Partnerships



Hotel



Contents (click on each header for results/expansion of scenarios)

Points of Contacts

Name of Officers	TA Accounts
Jeremy Oh (Jeremy_OH@stb.gov.sg)	Numbers, A – D, Z
Joyce Wai (Joyce_WAI@stb.gov.sg)	E – K, Y
Ang Woon Kai (ang_oon_kai@stb.gov.sg)	L – R, V - X
Seow Huang(CHUA_Seow_Hwang@stb.gov.sg)	S - U

(Updated 10/1/24)

Handling TA Complaints (Emails)

Step 1: CSO to assess if service issue or breach of TA Act

Step 1: CSO to use initial information given to assess if the complaint is a service issue or breach of TA Act

- i. TA or Supplier cancels and did not provide refund; travel product not fully delivered; customer did not accept changes to the Travel product → Potential breach of TA Act
- ii. Consumer cancels → No breach; Consumer to refer to cancellation T&Cs in the contract.

Step 2: Request for additional information (where necessary)

Step 2: Use below template to ask for more information from MOP (if original email from MOP lacks information to ascertain if it is a service or non-service issue)

Dear XXX

Thank you for sharing your experience with us.

We noted that your concerns have been raised with (insert Travel Agent name). To help us in better understanding of the issue, please provide the following details:

- Booking confirmation (PDF format)

- Invoices including complete terms and conditions (PDF format)
- All Email/Chat correspondences with (insert Travel Agent name)
- Any other related documents such as images/photos/screenshots/videos

Following the receipt of the above documents, we will share it along with your feedback with the relevant department for review and assessment, where they may also share the information provided with (insert Travel Agent name).

We look forward to hearing from you.

Step 3a: IF service issue (generally when MoP rejected offer/initiated the cancellation)

Step 3a. If the case is assessed as a service issue (for local consumer complaints only)

For tourist complaints seeking monetary redress, please follow the current SOPs- forward it to CASE for their handling

Dear XXX

Thank you for taking time to share your experience with us, it must have been difficult for you to have your travel plans cancelled.

As much as we understand the challenges you have faced, STB is not in a position to interfere in commercial contracts such as the one you have with (insert Travel Agent name). Nevertheless, there are steps you may take to help with your current situation.

We would advise you to try to independently reach an amicable agreement with (insert Travel Agent name) if you have not already done so.

Should you require a professional organisation to mediate with the travel agent on your behalf, please reach out to the Consumers Association of Singapore (CASE). Alternatively, you may file a case directly with the Small Claims Tribunal (SCT).

The contacts for CASE and SCT are as follow:

Consumers Association of Singapore

- Website: www.case.org.sg
- Hotline: 6100-0315 (Mon - Fri, 9am to 5pm)

Small Claims Tribunals

- Website: www.judiciary.gov.sg/civil/small-claims

We hope that the information shared has been helpful.

Step 3b: IF breach of TA Act (generally when TA initiated the cancellation)

Step 3b. If the case is assessed as a breach of TA Act. Forward MOP's correspondence and information to TALRR in below format:

Summary of the complaint	<ul style="list-style-type: none">• Name of TA• What happened• What is the desired outcome? (e.g., MOP wanted STB to investigate the TA)• PDPA consent?
Which party cancelled	TA or MOP

Handling TA Complaints (Calls)

Listen and assess the complaint- what happened, what does the MOP wants from STB?

Generally:

a) if TA or Supplier cancels and did not provide refund; travel product not fully delivered; customer did not accept changes to the Travel product → Potential breach of TA Act

b) if MOP cancels → Service issue; Consumer to refer to cancellation T&Cs in the contract.

- Inform caller that STB is unable to intervene for commercial contracts and STB can only assist to reach out to uncontactable TA and/or take administrative action on TA according to TA legislation if there is a breach of TA Act.
- If caller is seeking monetary refunds, please advise caller to contact CASE/SCT (note: if the caller is a tourist and unable to visit CASE personally, please request them to write in with supporting documents to stbfeedback@bizengage.gov.sg)
- If caller wants STB to investigate a potential breach and take administrative action, inform caller to write in to stbfeedback@bizengage.gov.sg with supporting documents as detailed under Step 2 above.

MP/CE Cases

For cases from MP/CE, DTSE to acknowledge whoever sent the case. DTSE will reply to MoP with reference to the appeal letter and copy the reply to the MP.

Please note, the handling of the case will still follow above protocols.

If in the scenario where TALRR team's inputs is required, both teams will work together to make sure that the loop is closed with the MP.

DTSE to front all interim replies to MoP whether TALRR or DTSE receives the case.

If TALRR receives the case, TALRR will forward the case to DTSE inclusive of first level assessment.

If DTSE receives the case, DTSE to conduct first level assessment then approach TALRR if needed.

Any other non-elected MP cases

For these cases, DTSE to acknowledge whoever sent the case. DTSE should reply to MoP but without reference to the appeal letter and should not copy the reply to the writer (i.e., CE/any other non-elected MP).

Please note, the handling of the case will still follow above protocols.

If in the scenario where TALRR team's inputs is required, both teams will work together to make sure that the loop is closed with the writer.

DTSE to front all interim replies to MoP whether TALRR or DTSE receives the case.

If TALRR receives the case, TALRR will forward the case to DTSE **inclusive** of first level assessment.

If DTSE receives the case, DTSE to conduct first level assessment then approach TALRR if needed.

Note:

- QSM is to be copied in all correspondence to STB senior management/ Board Members
- All emails to Chairman and Board Members are to be sent by a director and above
- If the complainant had the intention of escalating the complaint to Senior Management but had not included the correct contact, Digital Transformation & Service Excellence should update Senior Management on the case as well.

FAQs

In what scenarios can TA team intervene in a complaint?

a) Potential breach of TA act

b) Service issue. However, MOP is unhappy. Internal Note* This is on a case-to-case basis, varying on the degree of MOP's unhappiness.

c) Service issue. However, TA is not responsive to MOP's attempts to contact TA.

d) Service issue. However, escalated case.

What is an escalated case?

Refer to [escalation framework](#) page in Orchid. Note that escalation refers to the nature of the complaint and not its source. E.g., service issue complaint by MOP received from Istana/PMO/MP/STB's Board Members/CE/Senior Management of STB.

Most TA complaints generally fall under "CATEGORY 2"G" non-escalated as nature of complaint is regarding service issue. You may check with TA team for any inputs; however, case will likely not be taken up

(depending on situations such as those listed in Q1).

Can a complaint about an entity selling tour products (an alleged unlicensed TA) be taken up by TA team?

MOP to provide supporting documents for TA team to investigate any alleged **unlicensed TA activities** (e.g., selling tour products, air tickets, hotels, or transport) and take necessary action. Selling of hotel rooms only is not considered a tour product.

Can a complaint about a licensed TA be taken up by TA team?

Refer to Q1.

Can a complaint about an unlicensed TA whose parent company is licensed be taken up by TA team?

MOP to provide supporting documents for TA team to investigate any alleged **unlicensed TA activities** (e.g., tours advertisements, selling tour products, air tickets). If TA on the booking confirmation and/or advertisement is unlicensed, TA team will investigate and take necessary action accordingly.

Can TA team take up an enquiry/complaint from one TA about another TA (B2B complaint)?

No. Likely resolution is to get the TA to seek legal recourse between both TAs. However, if there is breach of TA act (for example: unlicensed TA) then TALRR can take up.

MOP has been calling in STB to contact TA team. Can CSO give DID of TALRR?

MOP number to be provided to TA team for call back and DTSE to share the issue/enquiry. So, we are better prepared to answer the queries when we return call.

MOP has been calling and emailing OIC or DID of TA team and no response.

Please refer MOP [here](#) with regards to SLAs. Also, in the unlikely situation of TA team not responding to CSO after reminders being sent, you may email the OIC and copy their team.

Annex A: Escalation Framework

CATEGORY 1 Escalated National-level risks	CATEGORY 2"O" Escalated Localised-level risks: Organisation- related	CATEGORY 2"I" Escalated Localised-level risks: Injuries	CATEGORY 2"G" Non-escalated Localised-level risks: General visitor experience
<ul style="list-style-type: none">National-level	<ul style="list-style-type: none">Public service/ STB's reputation being challenged.Incidents at STB's	<ul style="list-style-type: none">Personal injuries,	<ul style="list-style-type: none">Visitor experience diminished by commercial disputes.Visitor experience

crisis affecting the tourism sector	public-facing touch points <ul style="list-style-type: none">Cases which may give rise to potential lawsuit against STB	hospitalisation, or death	diminished by issues addressable by other agencies or private organisations. <ul style="list-style-type: none">Conduct of STB's stakeholder's business
EXAMPLES			
CATEGORY 1	CATEGORY 2"O"	CATEGORY 2"I"	CATEGORY 2"G"
<ul style="list-style-type: none">Natural disasters (e.g. haze, volcanic eruptions, flood)Diseases (e.g. flu)Terrorist acts	<ul style="list-style-type: none">Alleged misconduct of STB's officers (e.g. lacking integrity, misappropriating public funds, displaying partiality)Incidences at STB-affiliated events, Tourism Court or STB-linked premises like SVC, Expo, Haw Paw Villa, Pit Building etc. (e.g. Fire, system glitches, grievous hurt during construction works)Lawsuit/ threat of legal action against STBMajor system/ service disruptions or being compromised.Data leaksPolice reports made on STB/ STB officers.Whistleblowing on STB officers	<ul style="list-style-type: none">Mass food-poisoning (affecting >10 people) at tourism partner's premises	<ul style="list-style-type: none">Lack of service quality provided by STB's stakeholders (e.g. tardy responses, unprofessionalism, non-adherence to agreed contracts)Disputes in consumer purchases (e.g. overcharging, low quality products)Unsanitary environments (e.g. toilets, animal droppings)Red-tape and slow processes (e.g. immigration processes)Harassment (e.g. touting)

CATEGORY 1 Escalation

- **For national-level crisis:**

Escalate to QSM within T+0.5hrs:

- a) Updates on the situation on the ground (e.g. visitor/ staff/ stakeholder feedback, injuries sustained by members of public)
- b) Public comms position and messaging as cleared by ED Comms

CATEGORY 2"O" Escalation

- **For incidents at STB's public-facing touch points**

Escalate to QSM within T+0.5hrs:

- a) Updates on the situation on the ground (e.g. visitor/ staff/ stakeholder feedback, injuries sustained by members of public)
- b) Updates on the crisis management plan (e.g. activation of alternative site as advised by AED)

- **For public service/ STB's reputation being challenged**

Escalate to QSM within T+0.5hrs:

- a) Instances where CE and above are being looped into the dialogue with the member of public

- **For compromised systems/ data leaks**

Escalate to QSM within T+0.5hrs:

- a) Updates on the member of public's state of mind
- b) Updates on the crisis management plan

- **For lawsuits/ threat of legal action against STB**

Escalate to Legal within T+0.5hrs. Do not respond to the member of public or to SPF unless cleared by Legal.

- **For whistleblowing cases against STB officers** (See: [Annex H12: Whistle Blowing](#))

Escalate to IA through ethics@stb.gov.sg. Do not respond to the member of public unless cleared by IA

CATEGORY 2"I" Escalation

- **For incidents involving grievous hurt death:**

Escalate to QSM within T+0.5hrs:

- a) Updates on the member of public's state of mind/ health
- b) Obtain approval from QSM to activate compensation (with support from Legal)
- c) Especially for incidents with the potential to involve lawsuits against STB, inform QSM on the comms position and messaging as cleared by ED Comms
- d) QSM to inform ExCo on the incident

CATEGORY 2"G" Escalation

- **Escalate to QSM within T+0.5hrs:**
 - Incident upgrades to higher Cat (e.g. Allegations against STB's officers)
- **Escalate to QSM within T+8hrs:**
 - Incident has potential to breach resolution SLA of 30 days

CATEGORY 1 Roles and Responsibilities

Main coordinator:

Admin & Estate and Communications

Responsibilities:

- AED:
 - Coordinate interactions amongst STB's internal stakeholders
- Comms:
 - a) Provide advice to DTSE on the public comms position and messaging, as cleared by ED Comms
 - b) Work with respective agencies to set up dark site to provide updates to members of public
 - c) Field questions from the media
- DTSE:

- a) Address concerns faced by members of public
- b) Obtain approval from QSM to activate compensation (with support from Legal) or provide welfare support for the public (e.g. distribute masks obtained from AED to visitors)
- c) Log interactions in CRM, and track the responses
- d) Surface case summaries/ escalations to QSM, AED, Comms

CATEGORY 2"O" Roles and Responsibilities

Main coordinator (for incidences at STB's public-facing touch points):

Admin & Estate and Communications

Responsibilities:

- AED:
 - Coordinate interactions amongst STB's internal stakeholders
 - Inform DT&SE of activation of alternative site
- Comms:
 - Provide advice to DT&SE on the public comms position and messaging, as cleared by ED Comms
 - Field questions from the media
- DTSE:
 - Provide updates to QSM, AED, Comms on situation on the ground
 - Address concerns faced by members of public
 - Obtain approval from QSM to activate compensation (with support from Legal)
 - Communicate to stakeholders/ frontline staff on activation of alternative site
 - Direct members of public to alternative channels
 - Log interactions in CRM, and track the responses
 - Surface case summaries/ escalations to QSM, AED, Comms

Main coordinator (for public service/ STB's reputation being challenged):

Digital Transformation & Service Excellence

Responsibilities

- DTSE:
 - Escalate instances where CE and above are being looped into the dialogue with the member of public
 - To front all dialogues with members of public, relevant agencies, and internal stakeholders
 - Work with line units to obtain domain knowledge support
 - Support QSM with internal investigations
 - Assess and obtain QSM's approval to disengage if required
 - Log interactions in CRM, and track the responses

- Surface further escalations to QSM and threats to involve media to Comms (to prepare holding statements and reactive FAQs)

Main coordinator (for compromised systems/ data leaks):

Digital Transformation & Service Excellence

- DTSE:
 - Coordinate interactions amongst STB's internal stakeholders (e.g. IS, Comms, system owners etc.)
 - Provide updates to QSM, Comms, IS on situation on the ground
 - Address concerns faced by members of public
 - Obtain approval from QSM to activate compensation (with support from Legal)
 - Log interactions in CRM, and track the responses
 - Surface case summaries/ escalations to QSM, AED, Comms
- Comms:
 - Provide advice to DTSE on the public comms position and messaging, as cleared by ED Comms
 - Field questions from the media

CATEGORY 2"I" Roles and Responsibilities

Main coordinator:

Digital Transformation & Service Excellence

Responsibilities:

- **Comms:**
 - Provide advice to DTSE on the comms position and messaging, as cleared by ED Comms and Legal
 - Field questions from the media
- **DTSE:**
 - Provides updates to QSM, Comms, Legal on situation on the ground
 - Address concerns faced by the impacted member of public/ family members
 - Obtain approval from QSM to activate compensation (with support from Legal)

- Log interactions in CRM, and track the responses
- Surface case summaries/ escalations to QSM, Comms, Legal

CATEGORY 2"G" Roles and Responsibilities

Main coordinator:

Digital Transformation & Service Excellence

Responsibilities:

- **DTSE:**
 - To front all dialogues with members of public, relevant agencies, and internal stakeholders
 - Work with line units to obtain domain knowledge support
 - Obtain approval from QSM to activate compensation (with support from Legal)
 - Assess and obtain QSM's approval to disengage if required
 - Log interactions in CRM, and track the responses
 - Surface further escalations to QSM and threats to involve media to Comms (to prepare holding statements and reactive FAQs)

Cruise

SOPs/FAQs to clarify	Advice/Suggestion from Cruise Team
What grant schemes are there for Cruise?	Cruise Development Fund (CDF)
Who is in the Infrastructure and Planning Management Team?	Keith Kwan Nurhafiza Candy Low
	Cruise Lines (E.g. Royal Caribbean International, Resorts Cruises) : Jade Kong (jade_kong@ stb.gov.sg) Others: Jazzy Wong (jazzy_wong@ stb.gov.sg)

Who are the current POC for Cruise Team? (Updated 19/9/23 by Joseph)	<p>If unsure, can contact both.</p> <p>MBCCS POC keith_kwan@stb.gov.sg Infrastructure and planning management team (Cruise)</p> <p>MBCCS is managed by STB's appointed operator SATS-Cruise Services Pte Ltd. Contact SATS at enquiries@mbccs.com.sg for space rentals</p>
What if I have an urgent Cruise case?	Contact both Jade Kong and Jazzy Wong
I would like to complain against xx cruise liner for poor service. What procedure should we follow to handle this?	<p>We propose to use similar response as other STB line (Hotels) by responding that STB will share the feedback with the cruise line in question, and end the email without any further response.</p> <p><u>Proposed Response</u></p> <p>Thank you for your feedback and sorry to hear that you had an unpleasant experience on your last sailing with <insert line>.</p> <p>We will share your feedback and contact details with the cruise line for their follow-ups.</p> <p>Thank you.</p>
Who are the POCs for the cruise liners should the team need to reach out to them?	<p>First contact: Jade Kong (jade_kong@stb.gov.sg)</p> <p>Second contact: Emeline Chen (emeline_chen@stb.gov.sg)</p>
The cruise liner does not want to change or refund my ticket when I have informed them that I am unable to make it due to personal circumstances. Can STB help me?	<p>We propose to adopt the same response for other STB (e.g. TATG)</p> <p><u>Proposed Response</u></p> <p>Thank you for your email.</p> <p>For cases relating to refunds/changes in sailing dates, commercial agreement between cruise lines and cruise passengers, which you will need to contact the cruise lines. STB does not have the capacity to intervene in commercial arrangements.</p>

	<Should we add a point on purchasing travel insurance? that there was this drive/push to get cruise passengers travel insurance>
When forwarding any cases to the Cruise team, do you need the team to request for any information/documents?	This would depend on the nature of case. We propose forward case info for CRU's assessment and determination additional info required.
Feedback on hygiene/cleanliness on the Cruise ship → do we share the feedback with the Cruise team? How do we handle it?	<p>We propose to use similar response as other STB line Hotels) by responding that STB will share the feedback cruise line in question, and end the email without any respond.</p> <p><u>Proposed Response</u></p> <p>Thank you for your feedback and sorry to hear that you unpleasant experience on your last sailing with <insert line>.</p> <p>We will share your feedback and contact details with line for their follow-ups.</p> <p>Thank you.</p>
Is there a scenario when Cruise team had to intervene in a complaint?	<p>Yes, there were past cases where CRU had to intervene complaint.</p> <ul style="list-style-type: none">• Complainant was aggressive and cc-ed STB Chairman the email. The complainant also followed up with Chairman's STB DID. Hence, CRU had to engage to provide an explanation on the incident.• With the cessation of Genting sailings, CRU worked VE to align responses to be given to MOP. This is an overbooking type of scenario. <p>Would SE have any existing SOPs for other LUs that we reference to?</p>
What types of cases are considered escalated cases?	Would SE be able to share more on the definition of 'escalated cases'?
Enquiries on collaboration between Cruise liners and STB	First contact: Jade Kong Second contact: Emeline Chen
Is there any specific officers handling complaints for	First contact: Jade Kong

different Cruise Liners (account holders)	Second contact: Emeline Chen
Which officer to contact for complaints on different Cruise Centers?	First Contact: Jazzy Wong and Jocelyn Heng
For media-related enquires/feedback on Cruise Liners, who to reach out to?	First contact: Jade Kong Second contact: Emeline Chen
POCs for Marina Bay Cruise Centre and the Singapore Cruise Centre	MBCCS: Mastura Lubis - Mastura_Lubis@satscreuers.com.sg
POCs for Terminal Operator (queries for ports of call/embarkation+ disembarkation)	SCC: seantan@singaporecruise.com.sg Please cc: Jazzy Wong and Jocelyn Heng for enquiries cruise terminal
Who can the MOP contact for jobs in the different cruise centers?	MBCCS Phone: +65 6604 8305 Email: enquiries@satscreuers.com.sg Website: https://mbccs.com.sg/ SCC: Website: https://singaporecruise.com.sg/careers/ (JW: will check with both TOs if these are still relevant/in
What is the contact number that MOP can call for the different cruise centers?	MBCCS Phone: +65 6604 8305 SCC: Website: https://singaporecruise.com.sg/contact-us/ (JW: will check with both TOs if these are still relevant/in
What are the cruise liners contact numbers that we can pass to MOPs?	RCI Phone: 6305 0000 RWC phone: +65 800 8528188 For other cruise lines, pls provide contact details from sources.
If the MOP purchase tickets from Travel Agents (TA),	

but were unable to embark on the cruise last minute due to personal reasons, who can MOP contact to inform? TA or Cruise company?	TA
Any COVID-19 procedures needed before boarding cruise?	No mandatory measures imposed by Government. If MOP writes in to enquire on this, SE should direct MOP check with the respective cruise line as they may have requirements.
Is there a specific OIC/team in-charge of Disney Cruise Line?	First contact: Emeline Chen Copy: Jade and Jo Jin
Do collaboration enquiries for Disney Cruise Line fall under STB purview? If so, what are the information that we should obtain from MoP before forwarding to the relevant department for review?	At this moment there is no clear Disney Cruise Line contact whom we can refer MOP to as Disney still setting up the based cruise team here. We will update this again when team is set up. Can forward Disney related enquiries to Emeline. Jade Jin until further notice.
General Disney Cruise Line FAQs	
	<p>Please refer all religious related enquiry to Cruise Business Development Team:</p> <p>Primary contact: Jade Kong</p> <p>Secondary Contact: Emeline Chen / Jeremiah Tey</p> <p>MHA Circular_Final_Religious Cruises_Aug18</p> <p>REPORTING GUIDELINES FOR RELIGIOUS-THEMED CRUISES</p> <p>Singapore is a multi-racial and multi-religious society, social cohesion and religious harmony are fundamental nation’s peace and progress. The Singapore Government responsibility to safeguard Singapore and Singaporeans religious preachers who propagate divisive doctrines, regardless of the faith they represent, as such teachings damage social harmony and cohesion in our society. The Government will not hesitate to take action to prevent preachers from spreading their divisive teachings in Singapore or to Singaporeans.</p> <p>There has been a trend of religious-themed cruises. Thus,</p>

Religious Cruise

operators also have a role in our efforts to preserve religious harmony in Singapore. To this end, we seek your cooperation to inform the Singapore Tourism Board (STB) via STB_CRUISE@stb.gov.sg (Please take note not to use this email address, pending for Joseph to confirm as of 27/9) immediately if:

- a) Your cruise ship(s) is(are) chartered for the purpose of a religious-themed cruise on board, regardless of the number of cabins being chartered, or if you are aware of any religious-themed event on board involving religious speaker(s) (Excluding private weddings with religious ceremonies);
- b) Singapore is included in the itinerary (i.e. the cruise ship docks in Singapore).

Please provide the following information to STB as soon as you are aware of the above, and in any event no later than 3 months before the date that the cruise ship is scheduled to depart on the relevant voyage:

- a) Name, date of birth, passport number, and nationality of religious speaker(s) involved;
- b) Name and contact of the event organiser;
- c) Name and contact of the shipping agent;
- d) Sailing itinerary, including date of sailing, and last port of call;
- e) Number of cruise cabins chartered and estimated number of passengers involved in the religious-themed cruise;
- f) Programme details, including synopses of talks to be delivered by speaker(s) involved.

If there are any changes to the above information after providing them to STB, please inform STB of the details of changes immediately.

If you require any clarification, please contact MHA at MHA_Feedback@mha.gov.sg or Cruise Division from STB_CRUISE@stb.gov.sg (Please take note not to use this email address, pending for Joseph to confirm as of 27/9). Thank you.

Dining & Retail

Scenario 1: If the case is about feedback on cleanliness/service → Thank MoP for the feedback → route to LU for FYI.

Scenario 2: If it is about the sale of products and the merchant is pushing the customer to buy products/sign packages → check if the retail store is under STB's purview (eg.: orchard road) → route to LU for their action.

Scenario 3: If it is about the food hygiene → route to NEA

