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Mr Lee Hsien Loong also remarked: " Now that the decision has been made, we have to move on, close ranks to make the IR succeed for Singapore" (2005). Therefore, the people in Singapore have been working hard to make the statement come into reality. After two years of launching, these two resorts have brought to Singapore several benefits, especially economic advantages. The annual tourist arrivals reached a high point of 11. 6 million in 2010, with top visitor arrivals for eleven successive months from January to November 2010 (Channel News Asia 2010). Singapore also raked the highest in S$18. 8 billion in tourism receipts in 2010; which is the first time for over ten years. It accounted a forty-nine per cent increase from 2009, exceeding previous forecasts of S$17. 5 to 18. 5 billion (Channel News Asia 2013). These TRs primarily covered of expenses on shopping, dining, admission fees and accommodation. This figure is the combination of the increasing number of visitors from Indonesia, India and China, as well as other international travellers. Overall, the two IRs contributed approximately $3. 7 billion to Singapore's GDP in the first nine months of 2010, or 1. 7 per cent, towards Singapore's nominal GDP (Straits Times 2011) (refer to Appendix 1).  The hotel industry was also forecasted to earn more revenue on rooms renting, which is set to register a ten to twelve per cent growth year-on-year. These are just the first achievements in a series of many more coming up in the future. It is expected that the economy of Singapore would raise one to three per cent higher compared to last year figures (Straits Times 2013). Not only the economy of Singapore has increasingly developed, the social life in this country has also had certain alters. The opening of the two IRs in Singapore would provide more jobs for the citizens and at the same time higher their standards of living due to better consistent income as well as steady employment. It was published that 60, 000 jobs were created in the IRs by February 2012, which contributing from one to 1. 5 per cent to the GDP for the year (Straits Times 2012). As a result, the number of unemployment is significantly decreased, which also lowers down the burden for the government as well as the society. Moreover, the living standard has also been raised due to GDP has increased, more demands are made and people expect more from the government. This would definitely lead to the increase of properties, F&B and other daily expenses. The fact that more travellers come to Singapore is also a reason for this changing. To serve the " guests" better, Singapore government need to upgrade the standard; thus, the citizens’ living styles have become better. It was also expected that the tourist arrivals would rapidly higher as compared to the previous years. According to the statistics from the Singapore Tourism Board, total number of arrivals for the first six months of 2012 was 7, 082, 161 visitors; which contributes to the year-on-year changing per cent is 11. 4 per cent (Singapore Tourism Board 2013). The raise of the number of visitors has affected the hotel operations reflecting in the total room revenue in 2012 has increased 6. 1 per cent compared to 2011 (Singapore Tourism Board 2013) (refer to Appendix 2 and Appendix 3). Therefore, the tourism receipts are also forecasted to increase to S$30 billion by 2015 (Global Banking and Finance 2013). Those figures above already prove that the opening of Marina Bay Sands and Resort World Sentosa has caused Singapore such a huge different in both economy and society. Although there are some negative impacts that could not be abandoned, the positive alters are far weightier than expected. As a result, Singapore is the one who blows the new trend of Integrated Resorts development wind to the world market. It has strengthens the position of the country in the world ranking, as well as opens a new age of higher level of tourism industry. Along with the information provided above, it would be no surprise when other countries in the world started to invest more in the Integrated Resorts style. The centre of big resorts like Las Vegas is also on this list. The decision has led in certain improvement in America’s tourism industry. In 2011, the tourism industry contributed "$70 billion in consumer and business spending, $23 billion in salaries and wages, and $7. 7 billion in tax revenue". There were also 493, 000 full-time and part-time jobs were created (American Resort Development Association 2012). In this essay, the Caesars Palace Las Vegas is chosen to be used as a sample to illustrate more details of how integrated resort development affects Las Vegas as well as America society. The Caesars Palace Las Vegas is belonged to the big corporation of the Caesars Entertainment. Caesars Entertainment was created more than seventy years ago. From the first starting point of resorts, it has widened into expansions and acquisitions, and now operates casinos on four continents. The company's resorts operate primarily under the Harrah's®, Caesars® and Horseshoe® brand names. There are as well 52 gaming halls feature over 64, 000 slot machines; 3, 000 table games; 39, 000 hotel rooms; and 3 million square feet of convention space are provided (Caesars Entertainment 2012). The services that are delivered in the Caesars Palace are diversified. The new Nobu Hotel of Caesars Palace Las Vegas will open this February of 2013 has started receiving reservations for rooms. It has total of 181 rooms including 3 special styles: Nobu King, Sake Suites and Nobu Suites. The first guests who book reservations in the Nobu Hotel enjoy the promotion of accessing fitness centre and Qua Baths & Spa freely, VIP privileges at Nobu restaurant and Pure nightclub, in-room iPad registration, 24-hour room service from Nobu restaurant, hot-tea welcome and free parking (Los Angeles Times 2013). For the gaming section, variable types of games are available: table games, casino slots, casino poker, and even race and sport books (Caesars Palace 2013). The management focuses on create an environment as entertaining as possible, so any kind of gaming that a guest is expected are available here. After gaming, guests could also enjoy a relaxing, pleasant spa section in the Qua Baths $ Spa area. The Qua Spa is built on the new concept in the spa world called " Social Spa-ing", which means the spa is decorated with smooth stone flooring, dark woods and cascading waterfalls (Qua Caesars Palace 2013). Their signature treatments are varied, for example: Romance Baths, Cedar-wood Sauna, Traditional Jacuzzi, etc. (Qua Caesars Palace 2013). Last but not least are the golf courses of the resort. There are two golf courses within the area of Caesars Palace: the Cascata Golf and the Rio Secco Golf. These are up-to-date golf courses with high rank in the neighbourhood: the Cascata Golf is ranked one of the top 100 modern golf courses and the number two course in Nevada by Golfweek Magazines, and the Rio Secco Golf is named the number one public Las Vegas golf course. So what if the guests do not know how to play? It is easy because there is also a Butch Harmon School of Golf available. It features a 90 yard short game hole and professional instructors equipped with high-tech analysis to assist guests whenever they need. In short, the guests who visit Caesars Palace are welcomed with all sophisticated equipment and it can satisfy all their needs. This shows that the management has paid highly attentions to the mix-used concept, which is the main idea of an Integrated Resort. All the departments inside the resort corporate and assist each other, so as to create a harmonious entertaining environment for the guests. This is totally opposite with the old fashion resorts with individual department working separately in the past. And the Caesars Palace has done their jobs excellently. There are several " Stay and Play packages" that customers can choose: combining between gaming and spa-ing; or a package with big event like a concert and other privileges. This is the precise way to sustain the business in the situation of recent severe competitive between numerous of new opening integrated resorts. One more important point need discussing is that how the resort would balance the scale of keeping the customers entertained, and at the same time, still earning revenues. This is a hard question for all service businesses in the world, especially in the sensitive gaming field. Moreover, Las Vegas is a place of many casinos, obviously includes winning and losing people, which cause lots of potential threats for their guests. However, the Caesars Palace could handle the safety problem eventually. The security system is responsible and equipped with the lasted update facilities which they can check on every single guest coming to the casinos. For the winning people, the management recommend them not to take cash and issues a cheque instead (Caesars Palace 2013). With that trustful security, the guests can feel safe to enjoy their games in the casino and relax in the spa or play golf. Additionally, the strategy of cooperating with the Butch Harmon School of Golf in the Rio Secco Golf is also a tool. Caesars Palace can attract even the non-player of golf to join their golf courses, to provide more entertainment places for them, and simultaneously, earn more money due to the target customers will be widener, and they also can earn the commission renting the course for the school. There is no doubt that Caesars Entertainment is a big corporation; and the Caesars Resort, particularly, has also drawn investors’ attention. However, recently, this operation has been facing some difficulties in their finance. Since 2009, Caesars Corporate has been affected by the economic crisis and they have not posted any profit since late of that year. " After a strong first quarter, difficult economic conditions led to lower visitation in several regions, impacting our core operating results in the second quarter," said Chief Executive Gary Loveman (2009). " Though the economy may continue to pose challenges", said Mr. Loveman, " the company will focus on controlling costs and investing in growth" (Gary Loveman 2009). For the second quarter, Caesars posted a loss of $241. 7 million, or $1. 93 a share, compared with the previous year loss of $155. 5 million, or $1. 24 a share. The latest quarter included a cashless impairment charge of $101 million related to the company's land concern in Macau, and higher decline expenses in Las Vegas. Revenue was roughly flat at $2. 17 billion from $2. 16 billion a year earlier (4 Traders 2012) (refer to Appendix 4). According to the income record done by The Caesars Entertainment, the casino revenues from 2011 to 2012 just slightly change (refer to Appendix 6). As a part of the group, the Caesars Palace particularly also suffered from loss and needs to cover a lot of expenses. However, the launch of new constructions in 2013, especially the Ferris wheel is a hopeful sign of recovery of the company. Furthermore, the Caesars Entertainment is well-known for their community activities. In the first six months of 2011, the Caesars Entertainment employees contributed more than 173, 000 hours to communities (Caesars Entertainment 2012). Not only they support non-profit groups such as the American Cancer Society in order to create a community where their employees and local citizens can help the victims have faith and strength to fight and overcome the illness, but they also organize their own program called Dollars and Doers that encourages and assists employees to fulfil their personal passion, from which they can use their strength to help out more people. " Combined Caesars giving to non-profit community and environmental groups from all sources from January 2010 to June 2011 was USA$117 million" (The Caesars Entertainment 2012). Furthermore, the Caesars Entertainment also cares for the culture in the surrounding area. In the age of globalisation, conservation the unique culture of the neighbourhood is important. " The critical role of cultural durability has been evident in sharp relief during the cathartic period since late 2008 when many leaders have put their organizations through wrenching reforms to address declining demands and rapid globalization. Those companies that have enhanced their positions have done so through the embodiment Heskett’s culture cycle." said Gary W. Loveman, Chairman of the Board, President and CEO of the Caesars Entertainment. Besides, the Ferris wheel expected to be opened in 2013 in Caesars Entertainment is drawing attention from other resorts in the world. This project is hopeful to be a mark that could attract more tourists to visit Caesars Palace Las Vegas. It demands 300s constructors to conduct, and it is anticipated to create 1, 500 of jobs (Las Vegas Sun 2012). In order to catch up with modern technology which is updated every second like recent years, Caesars Entertainment has also equipped themselves with new trends of gambling machines. In 2011, Caesars Entertainment Corporation announced they would introduce The Hangover™ Slots to the casino floor of 37 Caesars' properties. Caesars and International Game Technology associated to introduce The Hangover™ Slots based on the No. 1 R-rated comedy by Warner Bros. According to the Caesars Entertainment, they were the first casino in the United States to feature The Hangover™ Slots. This has created show the spirit of always heading for the top position of the organization. Recently in 2012, they have signed a contract of new award-winning technology in gaming with the Bally Company to represent the iVIEW DM machines. iVIEW DM will enable Caesars Entertainment to provide players with an greater experience by using a dynamic picture-in-picture-style on the gaming device main screen that does not interrupt game play. Caesars Entertainment as well pays special attention for the environment by creating the CodeGreen project to protect the neighbourhood atmosphere. They focus on the most on energy and climate change, fresh water, and waste. More than a hundred of projects were conducted during the last seven years by the Caesars Corporation to reduce the wastages and save energy. The implemented programs annually reduce carbon dioxide emissions by 243 million pounds, the equivalent 247, 000 barrels of oil (The Caesars Entertainment 2013). They also equip the newly redesigned laundry facilities saving 72 million gallons of water annually. The electricity is saved by the management when they have changed 130, 000 light bulbs with energy efficient lighting. The management either participated in the Earth Hour, together with other Las Vegas casinos to turn off all the lights in that hour. Though it happens once a year, it shows their commitment to contribute in saving the energy. In 2009, they recycle 99, 650 pounds of plastic; and the amount of biodiesel fuel was recycled was 162, 000 gallons (The Caesars Palace Las Vegas 2013). As for the meeting hall facilities, they are easily accessed. The benefit is only given by the Caesars Entertainment Corporation is that organizers could simply make a call to the office of the company to discuss about the contract. Their convention centre is 45, 000 square feet of flexible meeting space including ballrooms of total 13, 000 square feet that can be subdivided for smaller events. The biggest room comfortably accommodates over 1, 100 guests and is suitable for banquets, receptions and conventions (refer to Appendix 6). In addition, Caesars Entertainment plans to build a $134 million conference center on the grounds of Harrah's Resort Atlantic City. They are aiming for more contracts and new allies in the market. The construction is expected to be finished by July 2014. The events providing here are diversified. It varies from parades, wedding events, concerts of celebrities, etc. Moreover, there are many shows are displayed a day such as dinner theatre, magic, comedy, music and full-scale stage productions (Caesars 2012). There is also a special event occurs in 18 January 2013 is the corporation between Celine Dion, Caesars Entertainment and AEG Live. It is a special one-night only event, " Adding Tomorrows with Celine Dion" to benefit the Cystic Fibrosis Foundation on Sunday January 20 2013 (refer to Appendix 7). As an organization with several activities for the social community, the group has agreed that the benefit concert will raise funds to support critical research for cystic fibrosis. The CF Foundation is the world's leading organization fighting cystic fibrosis has the most researches about the disease. They have encouraged lots of victims who are enduring the sickness to have strengths and faith in order to fight it. For Celine, this is not the first time she performed at The Colosseum; her concerts took place there before. And the reason that she keeps coming back to the Caesars Palace has proved their qualified service and facilities. The show starts at 7: 30 p. m. Guests purchase the special VIP packages are invited to join an exclusive pre-concert cocktail reception. In an interview, Celine Dion stated that " I'm honoured to be able team up with the Cystic Fibrosis Foundation and my partners at Caesars Entertainment and AEG Live to raise funds and awareness on January 20th for this very worthy cause" (Celine Dion 2013). " We're making dramatic progress in treating this terrible disease, and I truly hope that one day soon, CF will stand for 'cure found'" (The Caesars 2012). The concert is meaningful not only because it raises funds for cystic fibrosis victims, but it also demonstrates the hearts of organizers who are trying to make the world a better place to live. In conclusion, at the customers’ point of view, the Caesars Palace Las Vegas is an ideal integrated resort to visit. They have taken advantages of the mix-used concept to develop not only their accommodations (The Nobu Hotel), but also other places of entertainment: The Qua Baths & Spa, the Golf Courses, the events, etc. Even though they have a tough time recovering from the economic crisis, they have bright plans ahead for this 2013 by launching the Ferris wheel and the new conference centre on the grounds of Harrah's Resort Atlantic City. They have prepared well for the coming year, so there is a hope for them to bring the corporation back to its golden time. Like the forecasted statistics that are published by the Strips of Las Vegas stated that the room demands will increase one to four per cent and the convention and meeting price would raise three to seven per cent (Sieroty 2012).