

The 2025 APAC Service Index

What Asia's Top Hotels Know About Service, Staff, and Value



The Rules of Service Have Changed. Is Your Team Ready?

In this report, we rank the definitive staff service leaders across nine APAC markets. We then go beyond the rankings to reveal the core operational strategies and key takeaways that set the winners apart.

Amid a growing market, APAC hospitality operators face evolving guest expectations and severe labor shortages. Tech-driven efficiency is emerging as a critical lever to address these dual challenges.

To meet evolving expectations, top operators are using tech to enable a shift from a 'functional' service model (executing tasks) to a 'relational' one (solving problems and acting as local guides), by automating routine tasks and enabling staff to focus on high-value, personalized interactions with guests.

This report analyzes customers reviews from hundreds of APAC hotels to identify which brands are mastering this new model and how they are doing it.

The gap between evolving guest expectations and hotel capabilities are presenting challenges and opportunities to operators.

68%

of APAC travelers said they would spend more for personalized, tailored experiences

8.58%

the annual growth rate of hotel sector (2025-2030 CAGR) in APAC with revenue expected to each US\$240.5bn by 2030*

*According to Agilysys and Statista

The One Thing That Matters Most

We Analyzed 11 Experience Factors Across 180 hotels in APAC.
Staff Service is the number one core value multiplier to guests.

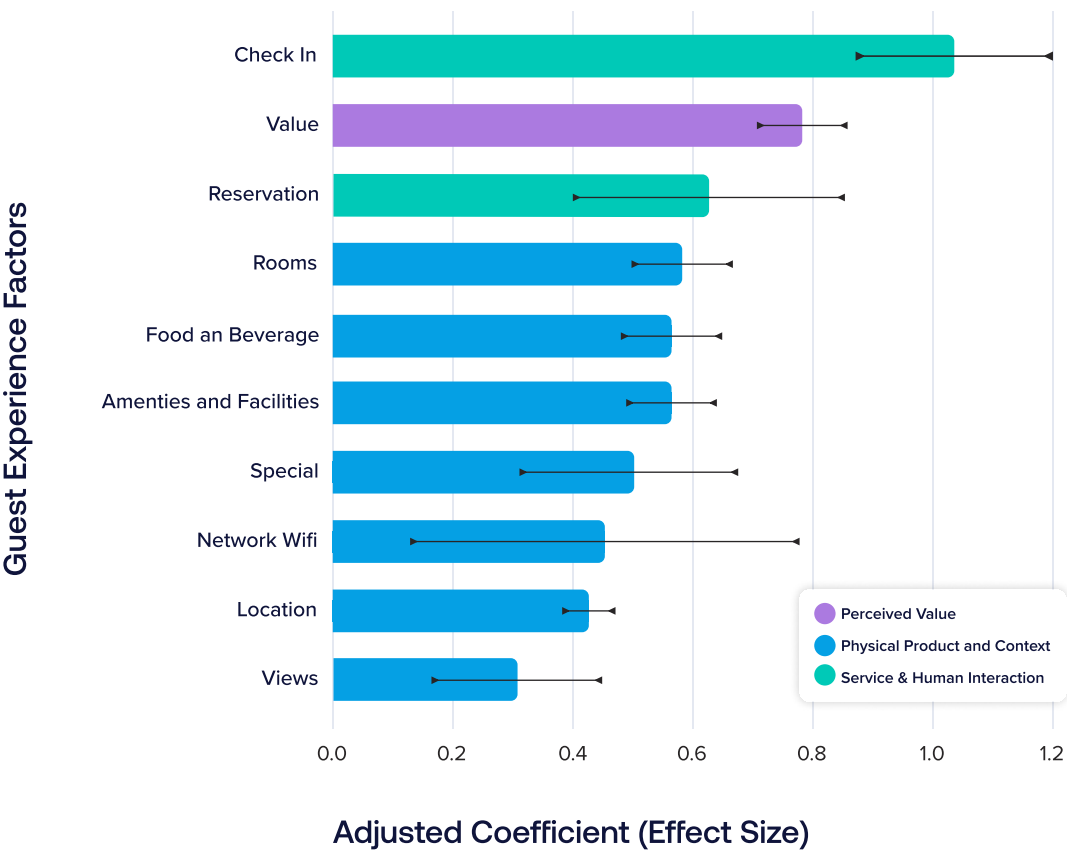
SCOPE OF STUDY

This report analyzes the Staff Service Sentiment Index (SSI) across 180 hotels in APAC markets to identify the key drivers of overall guest experience and identify successful cases of staff service delivery. The SSI is a metric derived from analyzing thousands of online customer reviews and processed using a deep learning algorithm to classify guest sentiment across 11 different guest experience factors (Staff Service, Value for Money, Checkin/out Process, Reservation Process, Amenities and Facilities, Rooms, Views, Food and Beverage, Location, Views, and Special Event Handling.)

KEY FINDINGS

Our analysis revealed a critical insight: exceptional staff service is a core value multiplier. A 1-unit increase in the Staff Service Index (SSI) is associated with a 0.78-unit increase in a guest's perception of value for money. This confirms the central role of excellent service in ensuring guests feel they have received good value.

Figure 1: Effects of SSI on Guest Experience Factors



While the importance of staff service is intuitive, the means of delivering it consistently amid market challenges is less so. Below is a summary of challenges that hoteliers must grapple with as they plan their staff service strategy.

1

Skilled Labor Shortage and High Turnover

In almost all markets, operators face acute labor shortages and high staff turnover. The post-pandemic recovery gap is severe; in Japan, 85% of operators limited hours in 2024 due to a lack of labor. In addition, staff often lack modern digital literacy skills needed for modern hospitality sector; 18% of hospitality workers have no digital skills, and another 18% have "very limited" skills

2

Evolving Demand and Guest Expectations

Guest expectations are shifting. The growth of "bleisure" travel with nearly 7 in 10 business travelers extending trips for leisure is creating demand for self-service and curated experiences for business travelers. Simultaneously, 77% of APAC travelers are seeking cultural heritage experiences, driving demand for authentic, personalized service offerings.

3

Shift from Functional to Relational Service

As a direct result of these new guest expectations, "friendly and helpful" service is now the baseline, not a differentiator. Success now requires a shift from a functional model where staff simply execute tasks to a relational one. Guests value this shift: 46% value staff who "go the extra mile," and 41% appreciate "personalized activity recommendations," positioning staff as local guides. This relational approach has a direct financial impact, as 30% of guests spend more when staff "recall previous conversations."

4

Technology as an Important Lever

Given the labor shortage and new demands, technology is critical. We find it is used in two primary ways: (1) to automate mundane tasks, meeting the desire of 73% of global travelers (80% in Singapore) who want to use a mobile device to "manage their hotel experience", and (2) to empower staff with data, freeing them from admin work to focus on high-value, relational service.

5

Purpose-Driven Talent Strategy

To counter the labor crisis, successful operators are adopting purpose-driven strategies that invest in local talent. By hiring locally (e.g., 90% local hires in the Philippines and Thailand among top hotels) and training them as "cultural ambassadors," these hotels build operational resilience and improve retention. This strategy also directly meets the growing traveler demand for authentic local experiences.

6

Market Bifurcation into Two Models

In response to these pressures, we observe a divergence into two strategies among top performers: a high-tech, low-human-touch model focused on operational efficiency, and a high-touch, human-led premium model where empowered, relational staff service is the core product.

FROM REBOUND TO RESILIENCE

In summary, the APAC hospitality sector is transforming. Growth is surpassing pre-pandemic highs, with markets like the Philippines (14.2% CAGR) and Indonesia (13.3% CAGR) expanding rapidly. However, this growth is hampered by evolving guest expectations. Operators now face a dual demand: emerging "bleisure" travel requiring tech-enabled convenience like self-check-in and mobile ordering, while simultaneously, a new generation of travelers seeking genuine, authentic cultural experiences over opulent luxury.

This opportunity for differentiation is severely constrained by a universal labor shortage and a widening skills gap. As old service models prove inadequate, a successful path forward involves two parallel investments. First, operators can leverage technology to automate administrative processes, provide the self-service convenience guests expect, and free staff for higher-value interactions. Second, this tech enablement requires a robust talent model focused on recruiting, training, and retention. This strategy should focus on building digital literacy and providing clear career pathways, ultimately enabling the shift from a functional service model (executing tasks) towards a relational one, where empowered staff act as problem-solvers and local guides to deliver a personalized guest experience.

ABOUT ATIOM

Atiom is the operational activation platform for hospitality teams. We help hotel groups diagnose, and correct performance drift before it shows up in guest experience, audits, or revenue. As frontline teams rotate, standards evolve, and properties scale, execution quietly diverges. Leaders lose visibility. Supervisors react too late. Guests feel the inconsistency first. Atiom exists to surface that drift early and make correction fast, measurable, and repeatable across every every shift and department. When teams can clearly see what's slipping and exactly how to fix it, they build the confidence to handle every service challenge consistently. Give your team a simple app they'll actually use to execute standards properly and take pride in their work.

Methodology and Data Scope

OBJECTIVE

The objective of this analysis was to rank hotels along their performance in staff service and to identify the drivers and impact of the Staff Service Sentiment Index (SSI) on the guest experience across the APAC region.

DATA AND METHODS

The initial dataset was constructed by considering 442 hotels across nine APAC markets: Hong Kong, Indonesia, Japan, Korea, Macao, Philippines, Singapore, Taiwan, and Thailand. For each of these markets, the top 50 traveler-ranked hotels were identified, and the 100 most recent real guest reviews were aggregated for every sampled hotel. Hotels with fewer than 100 total reviews were excluded from the analysis to ensure statistical validity. All data was collected and compiled in the spring of 2025.

ANALYSIS AND METRICS

We employed an AI-powered semantic analysis model that processed reviews written in all languages to ensure the scores reflect the full scope of sentiment from global travelers. This deep learning model first identified specific guest experience categories addressed within each review and then generated a predicted sentiment score (on a scale of 0 to 100).

This allowed us to derive sentiment indices for 11 distinct guest experience categories, including the primary metric for this study: the Staff Service Sentiment Index (SSI), a standardised score reflecting service quality.

To conduct a deep-dive analysis on the drivers and effects of SSI, we constructed a focused dataset of 180 hotels, including the top 10 and bottom 10 in SSI for each of the nine markets. Using this sample, we employed various analytic techniques, including OLS regression analysis and correlation analysis, to determine the effects of high or low SSI on other hotel experience factors. This quantitative analysis was combined with a qualitative review of guest comments to examine patterns in how guests describe their staff service experiences.

Staff Service Index (SSI)

The Staff Service Index is a unique metric collected from a variety of publicly available review sources. It is constructed using machine sentiment analysis to understand and quantify positive guest feedback around every service interaction, consolidating these insights into a single, standardised score that reflects overall guest delight and their staff service experiences.

Markets in the Report



Japan



MARKET OVERVIEW

26 billion USD

2024 Hotel Industry Revenue

6.39%

Projected CAGR Revenue (2024–2030)

\$557 USD

Average Revenue per Guest (2024)

*CAGR = compound annual growth rate

GDI RANK

Rank	Hotel	SSI
1	Kyokoyado Muromachi Yutone	93
2	Monday Apart Nihonbashi Ningyocho	93
3	Monday Apart Premium Ueno Okachimachi	92
4	Uno Port INN	90
5	MIMARU Tokyo Ueno Inaricho	88
6	MONday Apart Hamamatsuchodaimon	88
7	Mimaru Tokyo Nihombashi Suitengumae	88
8	Kiri no Sato Takahara	87
9	Luck You Kyoto	87
10	Shiraume	86

Japan

ATIOM'S TAKE

The Future of Japanese Staff Service Model: High-Tech or High-Touch?

Japan's hospitality market in 2025 is marked by historic high demand, with international visits on track to reach 35.9 million by the end of 2025, up 13% from pre-pandemic historic highs. An acute labor shortage, however, is constraining the hotel sector and creating a divergence in staff service models. On the one hand, we observe a high-tech, low-human-touch efficiency model, and on the other hand, a high-touch, human-led premium model.

When it comes to the latter, our customer reviews dataset shows a new benchmark for success where “friendly” and “helpful” are no longer the standard but the baseline expectation. Market leaders in Japan win by going beyond this basic expectation—albeit already a high bar in other markets—by delivering an emotional staff service that is an extension of a hotel’s physical product. Guests have described such an experience as “sublime” and “authentic.”

THE BOTTOM LINE

To thrive in this market, hotel operators should first focus on auditing and ensuring that operations are designed and executed smoothly, as this is the baseline for competition. Beyond that, higher-end segments should consider directing staff toward being brand ambassadors and delivering a memorable experience. Mid to bottom tier segments should explore new ways to leverage tech and operational efficiency to deliver delightful moments of frictionless, self-service experience.

WINNER

Kyokoyado Muromachi Yutone

Kyokoyado Muromachi Yutone is a seven-room luxury ryokan positioned as an authentic, intimate retreat for adults and solo travelers seeking deep cultural immersion.

Yutone operationalizes this "authenticity" promise through a focus on a holistic experience where staff service is an extension of the hotel’s brand. This reflects the Japanese notion of omotenashi, which is hospitality rooted in mindfulness and sincerity. Our analysis of guest reviews shows that while top competitors are praised for "functional" service ("helpful," "well trained"), Yutone's guests use emotional, superlative language. They describe the service as "phenomenal" and part of an "impeccable atmosphere," highlighting the hotel’s ability to train and maintain staff such that they become an extension of the overall brand promise rather than employees merely executing processes.

Indonesia



MARKET OVERVIEW

4.7 billion USD

2024 Hotel Industry Revenue

13.3%

Projected CAGR Revenue (2024–2030)

\$173 USD

Average Revenue per Guest (2024)

GDI RANK

Rank	Hotel	SSI
1	Ashley Wahid Hasyim Jakarta	93
2	Blue Karma Village	89
3	Vasaka Hotel Jakarta Managed by Dafam	88
4	Grand Zuri Dumai	87
5	Delonix Hotel Karawang	87
6	Samsara Ubud	87
7	Ashley Tanah Abang	86
8	Annora Villas Seminyak	86
9	ASTON Cilegon Boutique Hotel	86
10	The 101 Bogor Suryakencana	86

*CAGR = compound annual growth rate

Indonesia

ATIOM'S TAKE

Winning the “Bleisure” Wave & Beating Macroeconomic Pressures

Indonesia's hospitality market is characterized by dynamic supply-demand fundamentals, with anticipated revenue growth of 13.3% CAGR and a 37% increase in international visits, surpassing pre-pandemic highs. Meanwhile, new inventory is expected to come to market at record highs, with 169 projects (29,519 rooms) in the pipeline as of Q2 2025.

A major trend fueling demand is the rise of post-pandemic "bleisure" travel, a crossover between business and leisure. This is a high-value segment that requires reliable facilities amenable to remote work and business meetings, seamless reservation and check-in/out process, and engagement on sustainability. This segment values a smooth, self-service guest experience that requires tech and smart process design to deliver.

There is another angle to the need for tech-enabled staff service. Indonesia faces several macroeconomic headwinds that make tech a crucial ingredient going forward. First are rising costs and a depreciating currency, both of which are eating into operator margins. Second is a severe labor shortage that makes finding and retaining skilled staff ever more challenging.

THE BOTTOM LINE

The winning formula for the bleisure segment is a both efficient process execution and staff warmth, with a higher weight on the former. To that end, operators will need to train and empower a frontline staff reinforced with good process design and tech.

WINNER

Ashley Wahid Hasyim Jakarta

Ashley Wahid Hasyim Jakarta is an independent, upscale business and leisure hotel targeting domestic and international travelers who value modern amenities, hyper-convenience, and a high-touch service experience in Central Jakarta.

Ashley's key advantage is an empowered frontline staff capable of solving guest needs, backed by efficient processes. Guests personally name employees like "Saskia" and "Cindy" not only for being "friendly," but for "working out" solutions to requests such as early check-ins. This demonstrates a staff empowered with the flexibility to make decisions and meet guest needs on the spot.

Moreover, guest sentiment data reinforces this, showing Ashley Wahid Hasyim holds a +47 percentage point gap in check-in sentiment, an indication of the hotel's ability to execute smoother processes.

In sum, Ashley's model delivers a streamlined guest experience because its empowered staff can step in to adapt processes and solve guest problems in real-time.

Hong Kong



MARKET OVERVIEW

1.4 billion USD

2024 Hotel Industry Revenue

10.5%

Projected CAGR Revenue (2024–2030)

\$309 USD

Average Revenue per Guest (2024)

GDI RANK

Rank	Hotel	SSI
1	Vega Suites	91
2	Nina Hotel Causeway Bay	80
3	Mira Moon Hotel	80
4	Hotel ICON	79
5	The Landmark Mandarin Oriental, Hong Kong	78
6	Regent Hong Kong, an IHG hotel	77
7	W Hong Kong	76
8	The Arca	75
9	The St. Regis Hong Kong	74
10	AKI Hotel Hong Kong - MGallery Collection	74

*CAGR = compound annual growth rate

Hong Kong

ATIOM'S TAKE

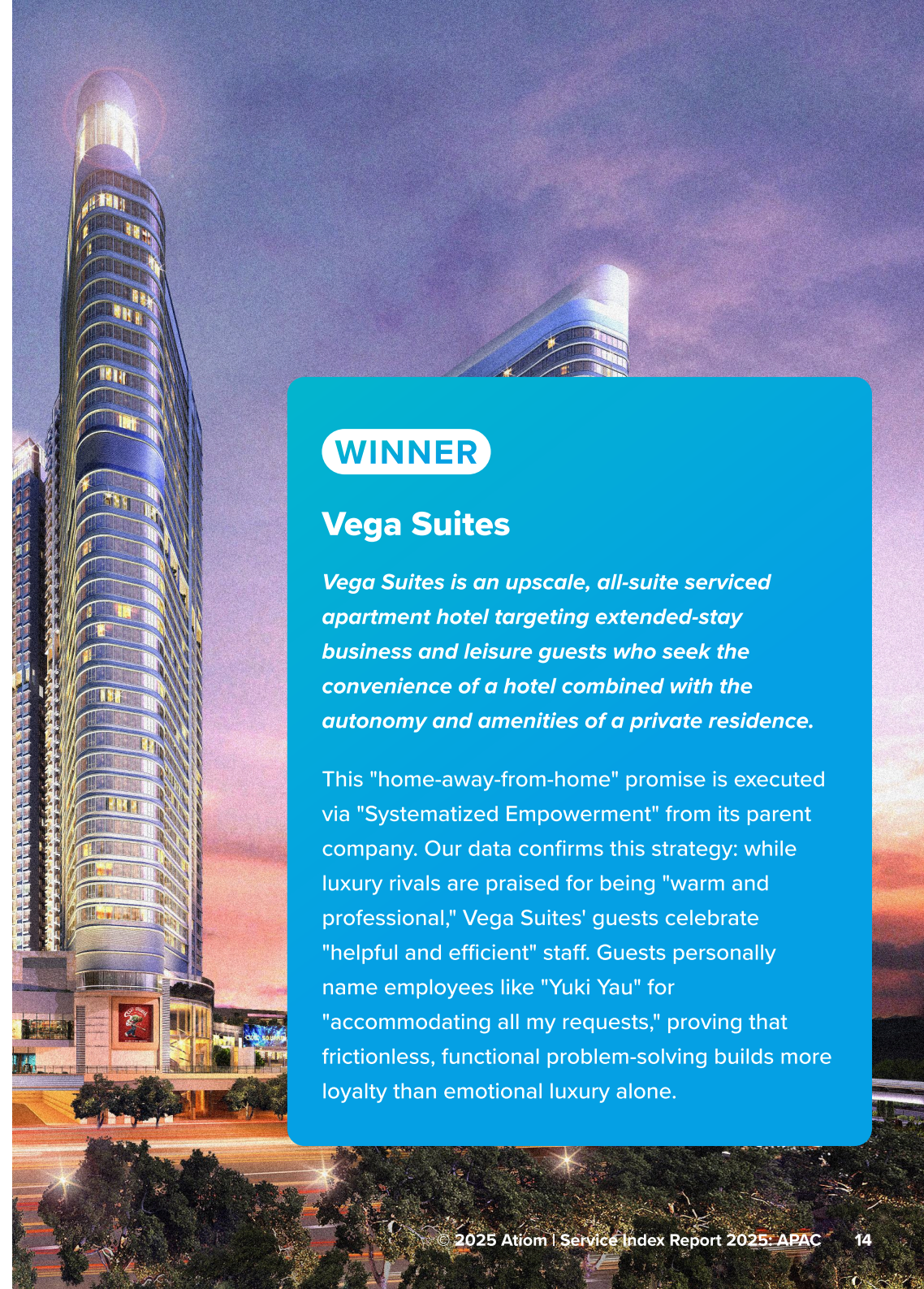
Hong Kong's Capability Gap: Why "Helpful and Efficient" is Beating "Warm and Professional"

Hong Kong's hotel industry is in recovery (11.7% YoY increase as of H1 2025), but international visits remain 20.8% below pre-pandemic levels. The luxury segment has rebounded, with ADRs (average daily rate) matching 2018 highs at HK\$2,145. However, mid to lower tier hotel ADR fell 10.8% YoY to HK\$1,220. The imperative for luxury is defending high prices, while other tiers need to boost efficiency for lower-margin, high-volume operations.

Like other APAC markets, Hong Kong faces a severe labor shortage and high turnover ranging from 31 to 73%, resulting in inconsistent service delivery as well as high recruitment and training costs. Furthermore, a government report notes a digital skills gap and slow tech adoption among frontline staff. This hinders the move to a smart tourism ecosystem, needed for rising "bleisure" travel and major international events (e.g., 56 scheduled for 2025). This segment requires data-driven, curated hospitality retailing.

THE BOTTOM LINE

In sum, as Hong Kong's travel profile evolves, so do guest expectations. Success amidst labor shortages and a digital gap requires the digital transformation of backend processes, frontline staff enablement, and data-driven personalization for business and event travelers.



WINNER

Vega Suites

Vega Suites is an upscale, all-suite serviced apartment hotel targeting extended-stay business and leisure guests who seek the convenience of a hotel combined with the autonomy and amenities of a private residence.

This "home-away-from-home" promise is executed via "Systematized Empowerment" from its parent company. Our data confirms this strategy: while luxury rivals are praised for being "warm and professional," Vega Suites' guests celebrate "helpful and efficient" staff. Guests personally name employees like "Yuki Yau" for "accommodating all my requests," proving that frictionless, functional problem-solving builds more loyalty than emotional luxury alone.

Singapore



MARKET OVERVIEW

1.1 billion USD

2024 Hotel Industry Revenue

6.9%

Projected CAGR Revenue (2024–2030)

\$305 USD

Average Revenue per Guest (2024)

GDI RANK

Rank	Hotel	SSI
1	Hotel Indigo Singapore Katong By IHG	91
2	voco Orchard Singapore by IHG	80
3	Sofitel Singapore City Centre	80
4	Oasia Hotel Downtown Singapore By Far East Hospitality	79
5	Holiday Inn Singapore Orchard City Centre, an IHG hotel	78
6	6 Mandarin Oriental, Singapore	77
7	Amara Singapore	76
8	The Barracks Hotel Sentosa By Far East Hospitality	75
9	Capella Singapore	74
10	Raffles Hotel	74

*CAGR = compound annual growth rate

Singapore

ATIOM'S TAKE

Culture Over Convenience: The New Driver of Singapore's Hotel Market

The Singapore hotel industry, much like Japan's, sees demand driven by travelers seeking authentic, culturally immersive experiences over mere efficiency. A smooth guest experience is a base expectation, secondary to a meaningful cultural experience.

Regarding market health, international visitation is down 4.3% from pre-pandemic highs, yet revenue is projected to grow 6.9% CAGR through 2030. This indicates a shift to a high-value, lower-volume market.

High-value experiential travel demands greater personalization and warmth from staff, requiring them to be available to engage with guests and offer guidance and local tips. To enable this high-touch engagement, automating mundane functional tasks via tech is key. This automation frees staff to focus on personalized service, which is critical as Singapore faces a labor shortage estimated to impact the sector's CAGR by -1.4%.

THE BOTTOM LINE

In short, Singapore's high-value, low-volume market, focused on authentic experiences, requires staff to be brand and cultural ambassadors. Technology is essential to automate routine tasks, mitigate the labor shortage, and empower frontline staff with data-driven insights for tailored guest engagement.



WINNER

Hotel Indigo Singapore Katong By IHG

Hotel Indigo Singapore Katong is an upscale boutique hotel positioned as a "Neighborhood Storyteller," embedding itself in the local Peranakan culture of the Katong heritage district to attract the experiential traveler.

Hotel Indigo's mission is not just marketing as "the neighborhood storyteller"; it's an operational reality that empowers staff to be cultural ambassadors. Our data shows that while top competitors offer "friendly" functional service, Hotel Indigo's guests use emotional language such as "like family" and "above and beyond". This personal touch is the executional difference that directly creates a massive +17.2 point gap in value-for-money sentiment among guests of this hotel compared to others.

South Korea



MARKET OVERVIEW

8.3 billion USD

2024 Hotel Industry Revenue

3.9%

Projected CAGR Revenue (2024–2030)

\$460 USD

Average Revenue per Guest (2024)

GDI RANK

Rank	Hotel	SSI
1	ibis Ambassador Seoul Myeongdong	83
2	Hotel28 Myeongdong	80
3	Mayfield Hotel	77
4	Fairmont Ambassador Seoul	75
5	GLAD Mapo	74
6	Hotel Skypark Myeongdong 3	73
7	Grand Hyatt Seoul Hotel	70
8	The Westin Josun Seoul	68
9	Fraser Place Namdaemun Seoul	67
10	Shilla Stay Guro	66

*CAGR = compound annual growth rate

South Korea

ATIOM'S TAKE

How a Mid-scale Hotel Beats 5-stars on Staff Service

South Korea's hotel industry has rebounded from pandemic lows, with revenue up 5.3% in 2024 from its 2019 peak. This growth is largely driven by the "Korean Wave" (pop culture, music, film, food, fashion), which has attracted a new wave of travelers.

This cultural boom, a tech-vibrant economy, and the rise of remote work have spurred demand for "bleisure" travel, a trend observed in another APAC markets. These independent travelers demand remote work amenities and immersive cultural experiences, often extending business stays to include leisure.

The main challenge for operators is meeting this diverse demand. Staff need both strong soft skills (empathy, communication) and digital literacy to effectively use back-office technology, which is critical for a smooth experience for the independent tech-savvy traveler. This challenge reflects a wider APAC trend: a labor shortage and a widening skills gap.

THE BOTTOM LINE

The key to exceptional service in Korea is transforming staff jobs into long-term careers. This involves training staff to be digitally savvy operators and empowering them to manage the independent traveler's experience, ensuring guests feel well-cared for, especially when operational processes break.

WINNER

ibis Ambassador Seoul Myeongdong

ibis Ambassador Seoul Myeongdong is a chain-affiliated, mid-scale/economy hotel located in Seoul's Myeongdong shopping and business district. It targets value-conscious business and leisure travelers.

The ibis Ambassador Hotel stands out because it proves a hotel can be mid-scale and still outperform 5-star hotels at staff service. Its success is built on two core investments.

First, a foundation on operational excellence. As one of the first economy hotels in Korea with an ISO 9001 certification, it uses standardized, well-documented processes that make for a smoother guest experience. Guests mention that staff are "...warm, friendly, and very efficient... [helping] arrange airport transportation quickly and smoothly."

Second, a top-down commitment to people. Management invests in long-term careers through the Accor and Ambassador Academy programs. The focus on training and enablement shows up in guest experience, with staff being mentioned as "very attentive, kind, and helpful. Will stay here again."



Philippines



MARKET OVERVIEW

1.9 billion USD

2024 Hotel Industry Revenue

14.2%

Projected CAGR Revenue (2024–2030)

\$144 USD

Average Revenue per Guest (2024)

GDI RANK

Rank	Hotel	SSI
1	El Nido Resorts Miniloc Island	91
2	Nay Palad Hideaway	88
3	Holiday Inn & Suites Makati, an IHG hotel	87
4	Bai Hotel – Cebu	87
5	The Funny Lion – Coron	87
6	Pangulasian, El Nido	82
7	View Park Hotel	82
8	Ascott Bonifacio Global City – Manila	81
9	Astoria Boracay	80
10	Coast Boracay	80

*CAGR = compound annual growth rate

Philippines

ATIOM'S TAKE

Purpose-Driven Hospitality: A Formula for the Philippine's High-Growth, Labor Scarce Hotel Market

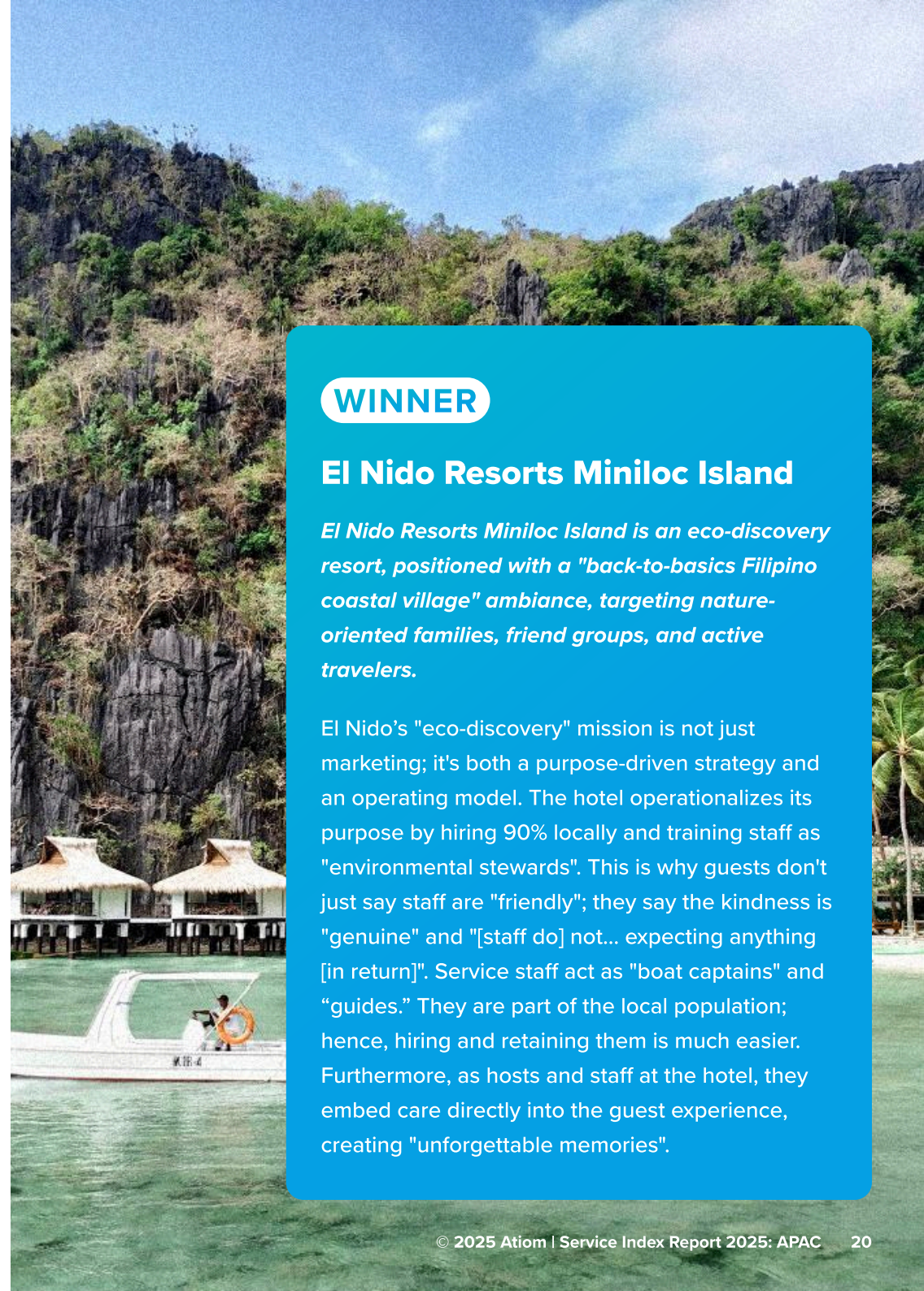
The Philippines' hotel industry is experiencing strong growth, projected at a 14.2% CAGR through 2030, which is among the fastest in APAC. Tourism now accounts for roughly 21% of national GDP and 23.8% of total employment, reflecting the country's appeal for both international and domestic visitors and making tourism policy a national priority.

A persistent labor shortage remains a crucial challenge: following pandemic furloughs, operators have yet to rebuild recruiting and training capacity. At least 55,000 hotel jobs need be filled to support ongoing projects, with this gap estimated to constrain industry growth by nearly 1% annually.

Service quality is consistently rated "excellent" when delivered but remains unreliable due to staffing shortfalls. Furthermore, demand is anchored by domestic travelers, who make up about 78% of hotel bookings, alongside rising interest in eco-friendly and purpose-driven tourism.

THE BOTTOM LINE

Success in this environment depends on delivering reliable, high-quality staff service despite labor instability. A proven strategy is a purpose-driven one: hiring and developing local staff as stewards of their own communities can meet the rising demand for authentic travel experiences while strengthening operational resilience.



WINNER

El Nido Resorts Miniloc Island

El Nido Resorts Miniloc Island is an eco-discovery resort, positioned with a "back-to-basics Filipino coastal village" ambiance, targeting nature-oriented families, friend groups, and active travelers.

El Nido's "eco-discovery" mission is not just marketing; it's both a purpose-driven strategy and an operating model. The hotel operationalizes its purpose by hiring 90% locally and training staff as "environmental stewards". This is why guests don't just say staff are "friendly"; they say the kindness is "genuine" and "[staff do] not... expecting anything [in return]". Service staff act as "boat captains" and "guides." They are part of the local population; hence, hiring and retaining them is much easier. Furthermore, as hosts and staff at the hotel, they embed care directly into the guest experience, creating "unforgettable memories".

Taiwan



MARKET OVERVIEW

1.3 billion USD

2024 Hotel Industry Revenue

7.7%

Projected CAGR Revenue (2024–2030)

\$251 USD

Average Revenue per Guest (2024)

GDI RANK

Rank	Hotel	SSI
1	Kindness Hotel Zhong Zheng	92
2	Cityinn Hotel Plus - Fuxing N. Rd., Branch	90
3	CityInn Hotel - Taipei Station Branch III	85
4	Kindness Hotel Hualien	85
5	CityInn Hotel - Taipei Station Branch II	85
6	Azure Hotel	84
7	Dandy Hotel - Tianmu Branch	84
8	Dandy Hotel - Tianjin Branch	83
9	Ambience Hotel	83
10	Miller Inn	82

*CAGR = compound annual growth rate

Taiwan

ATIOM'S TAKE

The Tech + Talent Formula: A Strategy for Taiwan's Lagging, Low-Retention Market

Taiwan's hotel industry recovery is lagging, with 2024 revenue and international visits projected to remain 3.6% and 6.6% below their pre-pandemic (2019) highs. This slow rebound is driven by two primary factors: "revenge travel" on the part of domestic travelers seeking experiences abroad (reducing domestic demand), and an acute labor shortage, with an estimated shortfall of 8,000 hotel workers.

In response to labor shortages, the government plans to modify immigration laws. Currently, foreign workers are not allowed to work in hospitality. However, the Ministry of Labor is planning to change this policy and introduce a framework for labor immigration for the hospitality sector, slated to launch in 2026. This move may not be a complete solution, as the industry also struggles with high staff turnover. A 2024 report stated that nearly 87% of hospitality workers in Taiwan want to leave their current jobs.

THE BOTTOM LINE

Success in this challenging market hinges on investing in both tech-driven efficiency and staff retention. This strategy involves budgeting capital expenditure for technology deployment, implementing robust staff training and digital literacy programs, and creating clear support and career development paths to reduce turnover. The goal is not merely to replace workers with technology, but to leverage tech to enable more skilled and well-compensated employees to deliver higher-quality service.



WINNER

Kindness Hotel Zhong Zheng

Kindness Hotel Zhong Zheng is a 3-star, mid-market hotel in Kaohsiung's city center, targeting value-conscious travelers who prioritize exceptional service and abundant complimentary amenities over modern luxury.

This "Kindness" promise is an operational reality at this hotel. The chain automated countless hours of manual admin, freeing staff from cumbersome administrative tasks to deliver its strategy of "Overwhelming Generosity". Our data shows this combination of "professional" staff and "unlimited ice cream" creates a #1-ranked staff service experience, which in turn drives positive guest experience sentiment across other service categories though lagging in room, facilities and amenities.

Thailand



MARKET OVERVIEW

1.45 billion USD

2024 Hotel Industry Revenue

12.2%

Projected CAGR Revenue (2024–2030)

\$163 USD

Average Revenue per Guest (2024)

*CAGR = compound annual growth rate

GDI RANK

Rank	Hotel	SSI
1	Ban Sainai Resort	90
2	Pacific Club Resort	89
3	Maladee Rendezvous Hotel	88
4	Villa Deva Resort & Hotel Bangkok	87
5	SALA Samui Choengmon Beach Resort	87
6	DoubleTree by Hilton Bangkok Ploenchit	85
7	VIE Hotel Bangkok MGallery Collection	85
8	Hotel Nikko Bangkok	84
9	Vana Belle, A Luxury Collection Resort, Koh Samui	83
10	Garrya Tongsai Bay Samui	82

Thailand

ATIOM'S TAKE

From Functional to Relational: Building a Resilient Service Model for Thailand

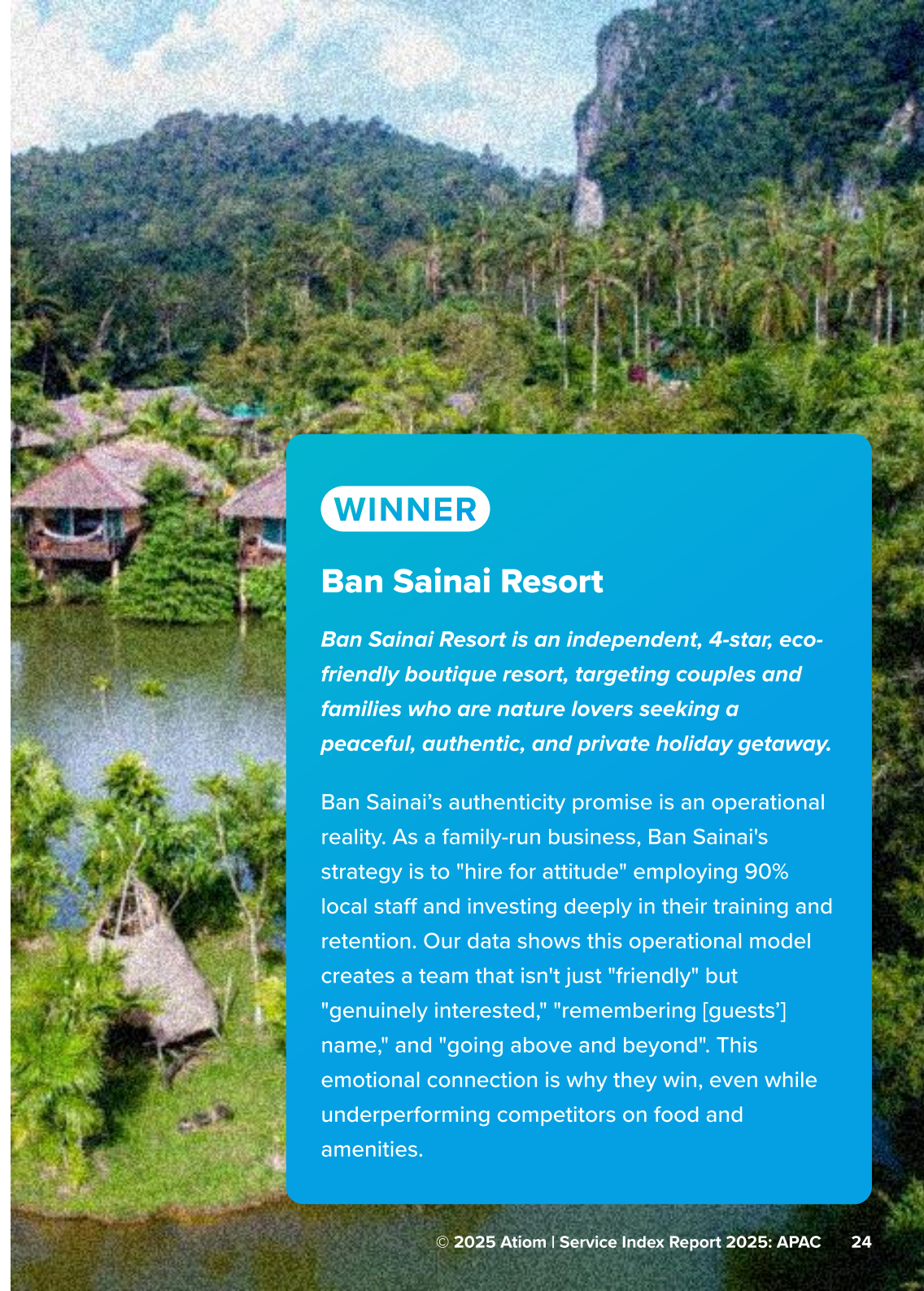
Thailand's hospitality market is growing rapidly (12.8% CAGR 2024-2030), but it's struggling to capture more value from each guest, with a low average revenue of \$163. In parallel, hotels face several operational issues: an acute labor shortage, 15-20% payroll inflation, and a staff skills gap. These pressures manifest in a higher staff turnover rate, resulting in inconsistent and unreliable staff service delivery and risking hotel's brand reputation.

Our analysis reveals a bifurcating market. Mid-tier hotels use a functional model, training staff for process execution. This model breaks down when the core product fails; staff become "dismissive" rather than solving problems. Data confirms this: negative staff reviews are highly correlated with product failures in Rooms (16.2%), Value (14.9%), and Check-in (13.5%).

In contrast, top-tier hotels win with a relational rather than functional model. Their service is a proactive, emotional connection, praised as "friendly" (146 mentions) and "helpful" (91). This model is resilient; top staff are praised even when the product fails.

THE BOTTOM LINE

Success in this market often involves a two-pronged approach. First, fixing the core product issues (rooms, check-in) helps reduce friction. Second, training and empowering staff enables them to shift from a mere functional process mindset to a relational, problem-solving one, allowing them to leverage guest-staff interaction to build memorable moments that justify a premium price.



WINNER

Ban Sainai Resort

Ban Sainai Resort is an independent, 4-star, eco-friendly boutique resort, targeting couples and families who are nature lovers seeking a peaceful, authentic, and private holiday getaway.

Ban Sainai's authenticity promise is an operational reality. As a family-run business, Ban Sainai's strategy is to "hire for attitude" employing 90% local staff and investing deeply in their training and retention. Our data shows this operational model creates a team that isn't just "friendly" but "genuinely interested," "remembering [guests'] name," and "going above and beyond". This emotional connection is why they win, even while underperforming competitors on food and amenities.

Macao



MARKET OVERVIEW

2.28 billion USD

2024 Hotel Industry Revenue

NA%

Projected CAGR Revenue (2024–2030)

\$234 USD

Average Revenue per Guest (2024)

GDI RANK

Rank	Hotel	SSI
1	Ole Tai Sam Un Hotel	86
2	Grand Hyatt Macau	85
3	Banyan Tree Macau	82
4	The St. Regis Macao	81
5	Sofitel Macau At Ponte 16	81
6	JW Marriott Hotel Macau	80
7	The Ritz-Carlton, Macau	79
8	Four Seasons Hotel Macao at Cotai Strip	78
9	Studio City Macau	78
10	Mandarin Oriental, Macau	78

*CAGR = compound annual growth rate

Macao

ATIOM'S TAKE

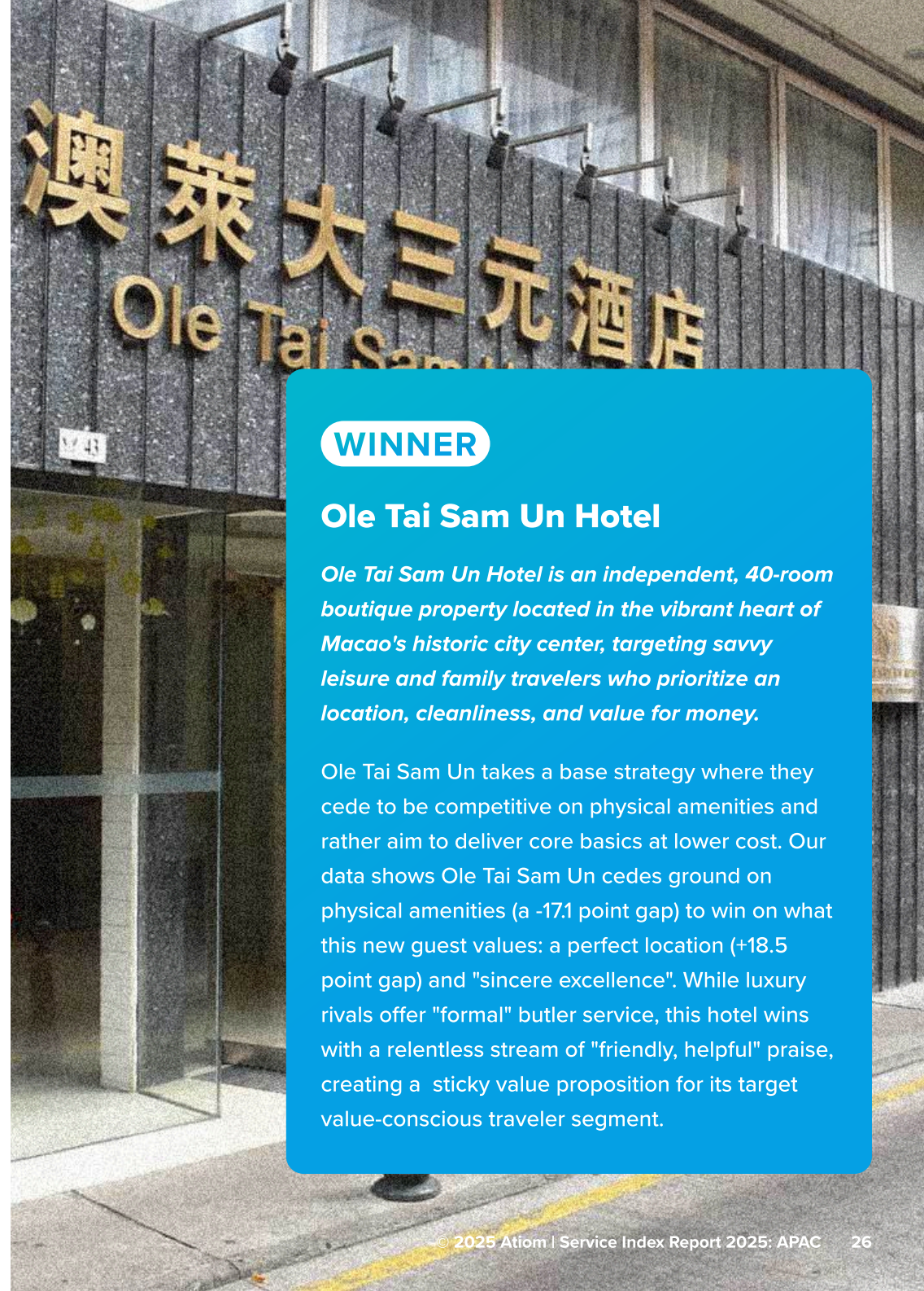
Emerging High-Volume, Short-Stay Segments: Macao's New Workload Challenge

Macao's tourism sector is growing, with 30 million visitors in the first three quarters of 2025 (a 14.5% YoY increase) and hotel occupancy near 90% in the first four months of 2025. However, the nature of this demand is shifting. Same-day visitors rose by nearly 25% in the first nine months of 2025, signaling a trend of more budget-conscious travelers who spend less on ancillary services. This, combined with high occupancy (90-93%), creates high guest turnover and heavy staff workloads.

The pressure on staff is intensified by poor labor conditions: while the workforce grew 7.2% YoY in Q1 2025, wages declined 1.9%. These trends risk high staff turnover, resulting in labor shortages and inconsistent staff service delivery as the cycle from hiring, training to effective staff service can create challenges for operators unable to retain qualified staff.

THE BOTTOM LINE

The key to delivering reliable and consistent staff service is to use technology to offset staff workloads, empower them to undertake more high-value staff service delivery, and prevent burnout. Property management systems can cut manual process time by up to 80%, and AI-driven scheduling can reduce room turnover time by 41%. This strategy allows operators to support staff while building a scalable operation for the new high-volume, low-spending guest segment.



WINNER

Ole Tai Sam Un Hotel

Ole Tai Sam Un Hotel is an independent, 40-room boutique property located in the vibrant heart of Macao's historic city center, targeting savvy leisure and family travelers who prioritize an location, cleanliness, and value for money.

Ole Tai Sam Un takes a base strategy where they cede to be competitive on physical amenities and rather aim to deliver core basics at lower cost. Our data shows Ole Tai Sam Un cedes ground on physical amenities (a -17.1 point gap) to win on what this new guest values: a perfect location (+18.5 point gap) and "sincere excellence". While luxury rivals offer "formal" butler service, this hotel wins with a relentless stream of "friendly, helpful" praise, creating a sticky value proposition for its target value-conscious traveler segment.

3 Key Takeaways for Hospitality in the APAC Region



Shift from Functional Tasks to Relational Staff Service

The data shows that "friendly and helpful" service is now the baseline expectation, not a differentiator. Success in the modern APAC market requires a fundamental shift from a functional model where staff simply execute tasks to a relational one where staff are empowered to solve guest problems and offer personalized interactions. Guests are increasingly seeking authentic, personalized experiences and value staff who can act as local guides and "go the extra mile". This approach has a direct and significant financial impact: our analysis confirms that a 1-unit increase in the Staff Service Index (SSI) is associated with a 0.78-unit increase in a guest's perception of value for money.



Tech's Dual Mandate: Enable Staff and Deliver Guest Convenience

Across APAC, operators face a dual challenge: acute labor shortages and rising guest demand for tech-driven convenience. The solution is not simply automation, but a dual investment. First, technology must be used to automate mundane processes and meet guest expectations for self-service (like the 73% of global travelers who want to use a mobile device to manage their hotel experience), which also reduces heavy staff workloads. Second, this automation must be used to free staff from administrative work, empowering them with the time and data needed to focus on the high-value, relational, and personalized guest interactions that truly build loyalty.



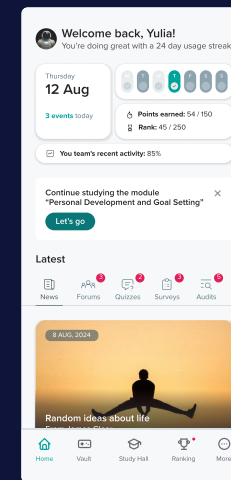
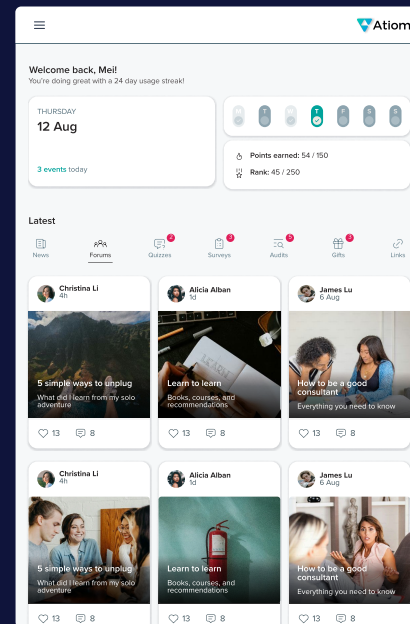
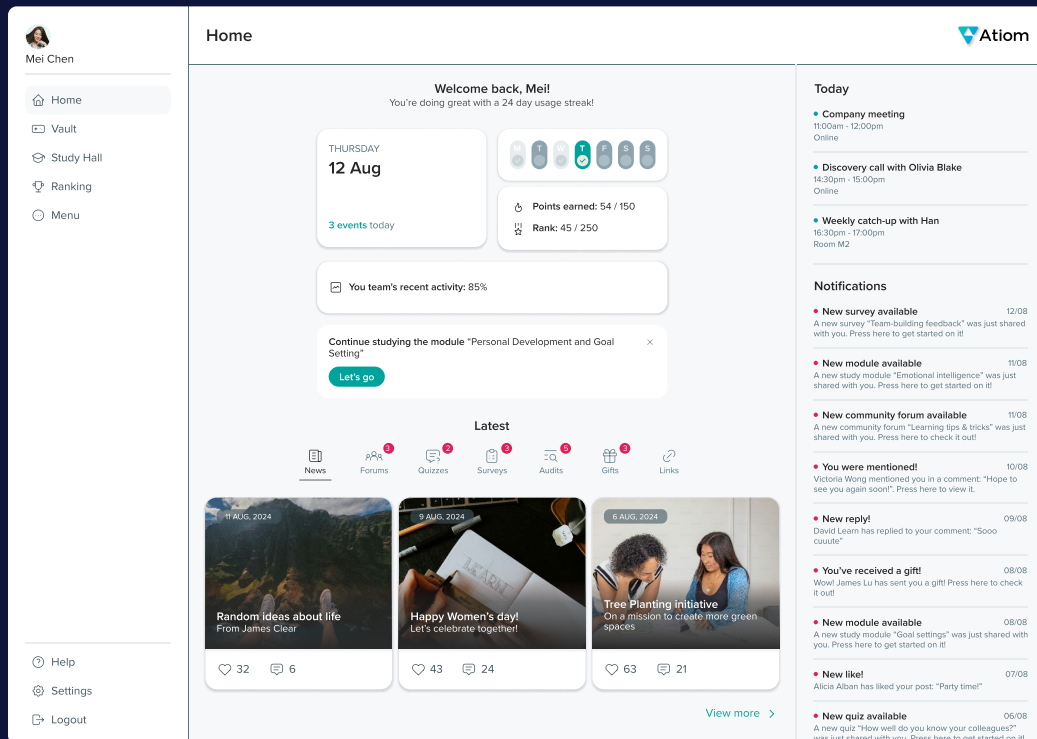
Overcome the Labor Shortage with a Purpose-Driven Talent Strategy

Acute labor shortages and high turnover are the single biggest constraints on growth and service consistency in the region. The most successful operators are countering this with purpose-driven talent strategies. This involves hiring locally (e.g., 90% local hires in top Philippines and Thailand hotels) and training staff as "cultural ambassadors" or "environmental stewards". This strategy builds operational resilience and improves retention, while simultaneously meeting the growing traveler demand for authentic local experiences.

Give your staff what they need to succeed with Atiom

Maintaining the same incredible experience across every property is a huge task, but it's also the baseline that your customers expect. Give your customers the same great stay they love with a team that knows your service standards inside and out—*no matter where they work in the world.*

Schedule a call to learn how Atiom can help your teams achieve their goals in delivering excellent service and attracting loyal guests.



REQUEST DEMO

