



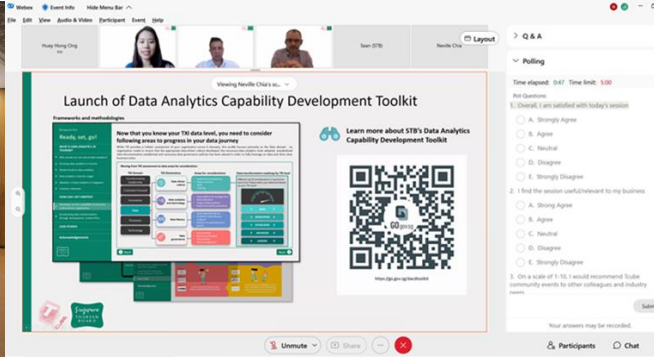
Building a Cohesive Digital Transformation Strategy

Speakers:

- 1. *Kung Teong Wah*** - Cluster General Manager, Copthorne King's Hotel and M Hotel Singapore (Millennium Hotels and Resorts)
- 2. *Ester Abad*** - Digital Transformation Project Manager, Meliá Hotels International

Moderator: Andrea Hak - Branded Content Editor, The Next Web

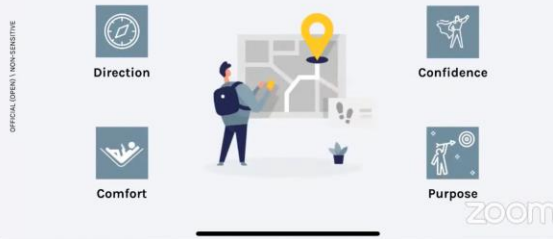
Tcube Events seeks to provide digital transformation content curated for tourism businesses



9 physical and digital events to date



Transforming User Sentiments



Focus for today's session

Key take aways:

- Unpacking what digital transformation is and what the key enablers of digital transformation are
- Case studies of digital transformation journeys and best practices from the Hotel industry
- Making digital transformation sustainable and remaining agile

Poll: Is your company undergoing a digital transformation?

- Yes, it has been successful so far
- Yes, but we're still facing some challenges and/or areas we want to improve
- No, but we plan to start our digital transformation strategy soon
- No, we have no plan for digital transformation in place

Answer now in Zoom

Today's speakers



Kung Teong Wah - Cluster General Manager, Copthorne King's Hotel and M Hotel Singapore (Millennium Hotels and Resorts)



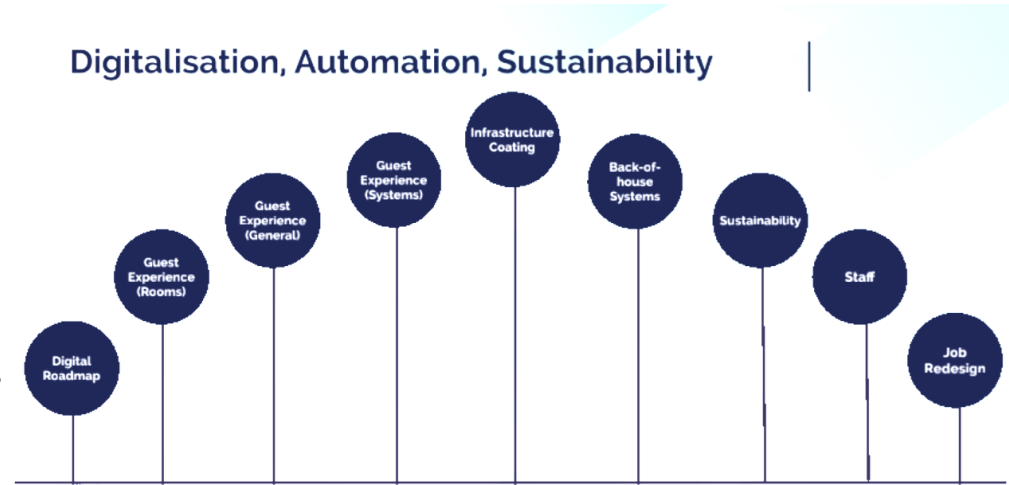
Ester Abad - Digital Transformation Project Manager, Meliá Hotels International



Moderator: Andrea Hak - Branded Content Editor, The Next Web

How does Millennium Hotels and Resorts think about digital transformation?

- What is Digital Transformation?
- Holistic: Guest experience, back-of-house, sustainability, staff training, job redesign
- An IoT ecosystem: developing a 5-year operational and technology roadmap



Be Digital 360 at Meliá

- Holistic: Applying digital strategy to the whole organisation
- Meliá ranked one of the top 10 companies leading the digital transformation of the Spanish economy
- Be Digital 360 grew and matured even during the pandemic; took advantage of downtime



Poll: What do you see as the biggest barrier in your digital transformation journey?

- Leadership buy-in
- Cost
- Skills gap
- We don't know where to begin
- Overwhelmed by the complexity

Answer now in Zoom

Role of leadership in creating a cohesive digital transformation strategy

- **Leadership role:** Importance of leadership buy-in and the role of Melià leadership in creating a cohesive strategy that ties in data, innovation, process, and technology
- **Structure:** Digital transformation team - centralised, reports directly to the head of strategy, and has direct access to the C-suite
- **Implementation:** Importance of C-level in implementation
- **Visibility and influence:** All top management must have visibility

Building an ecosystem at Meliá

The 3 models that Meliá follows:

1. The digital transformation team identifies the solution, technology or process and implements / communicates it with links to the strategic plan
2. Works with different departments to address their digitalisation needs
3. Acts as an agency to support multiple departments to fill gaps: upskilling and training, supporting the right collaborations etc

Key: Align vision with execution, break down into smaller steps, size budgets accordingly. Not all of these steps require large investment.

The WooHoo[®] pilot at Millennium

An in-room voice assistant

Challenges

- Too much of a hassle to call Front Desk for queries and requests
- Touch-based / button-based interaction can be troublesome
- Manpower challenges

Benefits

- Improve engagement and experience through voice assistant
- Helped to reduce staff calls, increase in-room dining by at least 30%, and provide real time operational insights

Implementation - Singapore Tourism Accelerator pilot

- Built a voice-command algorithm with rigorous trials and testing
- Place the voice-command module in the room
- Integration with other hotel systems (Opera PMS, X3NIA, HotSOS)
- Guests can use voice commands to make phone calls, play in-room entertainment, request toiletries, place in-room dining orders, and control lighting.



The WooHoo[®] pilot (continued)

What did we learn?

- Starting small but maintain the long-term vision
- The overall vision and roadmap for a transformation journey was important to scope the pilot and set out key indicators of success
- Following success from the pilot of about 50 rooms, there are plans to implement the solution to more than 300 rooms in the hotel



Common pitfalls of running pilots?

And how can others avoid them?

A shared service center at Meliá

A digital transformation project at the corporate level

- **Pain points:** expansion and opening resource intensity
- **Results:** addressed the talent gap, became a faster, more efficient corporate unit

What were the challenges and key learnings?



What's your advice for others?

What can the Singapore travel and tourism industry learn from your experience of digital transformation?

Top tips

Meliá:

- Digital transformation is not just about tech
- Have a strong governance model in place
- IT/ Tech should sit alongside the digital transformation team

Millennium:

- Start small, but keep an eye on the long term
- Importance of the overall vision
- Change management takes time and effort
- Get outside help! Don't reinvent the wheel yourself

Want more information?

If you are a tourism business, scan the code to find out how Tcube can support your transformation journey

***We love getting your feedback!
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