



Data in Action

By granting junior and middle managers access to data sets and analytics tools, more team members at Grand Hyatt Singapore can make data-driven decisions to improve guests' experience and tackle operational challenges.

COMPANY PROFILE



GRAND | HYATT™
SINGAPORE

Located within the Orchard Road shopping district, Grand Hyatt Singapore is one of Singapore's leading five-star hotels. In addition to 677 guestrooms and five food & beverage outlets offering respite from the city bustle, the hotel boasts over 5,000 sqm of event space and accompanying technological and planning capabilities for event organisers.

Grand Hyatt Singapore has also made sustainability a core focus since 2011 and has achieved significant waste and water reduction, more efficient use of resources and energy and greater value for guests through sustainable dining and wellness options. For its efforts, the hotel has received multiple awards and certifications.

THE CHALLENGE



Since 2011, Grand Hyatt Singapore has started using the customer feedback platform Medallia and developed a proprietary revenue management system. Through these implementations, the hotel generated a large amount of data to reflect guests' stay patterns, countries of origin, preferences, and spending. These forms of data helped the leadership team with long-term revenue planning and operational measures.

However, the data analysis tools were only used by senior management staff and limited access was given to junior and middle managers who attend to guests' requests daily. There was a need to increase the data literacy of more team members so as to empower them to make data-driven decisions and develop leadership skills. These were part of the hotel's overarching efforts to strengthen "Design Thinking".

THE SOLUTION



Grand Hyatt Singapore implemented a multi-pronged approach to build data literacy at the workplace.

Data made more easily accessible

In addition to senior leaders, 12 junior managers and eight middle managers were selected to access data sets and analytic tools to forecast revenue, analyse guest feedback, and more.

Close mentorship

Key managers in the front office, housekeeping, food & beverage, and spa departments were assigned a senior leader to take them through a familiarisation programme of the available data tools.

To emphasise the importance of decision-making by drawing connections between data sets and operational challenges, managers had to learn the tool and then demonstrate their learning through a case study practice, which required them to apply their knowledge gained on data analysis.

A long-term approach

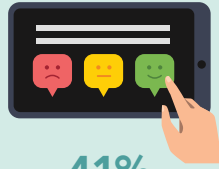
Data access and coaching for junior to middle managers were evaluated over a 12- to 18-month period. The prolonged duration allowed for fair and accurate success measurement based on employees' key performance indicators.



RESULTS



More staff members are now deployed on days with historically lower satisfaction scores and vice versa to better manage the needs of guests. After implementation, satisfaction scores went up dramatically in just four months.



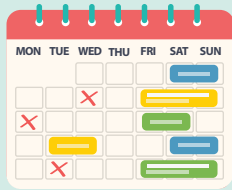
41% INCREASE IN CHECK-IN SATISFACTION SCORES

Data sets showed that in certain months, family travellers made up a sizeable group amongst mainly corporate guests. This led the team to implement action plans to better serve this group during certain times of the year. As a result, there was year-on-year growth across 2017 to 2019.



23% IMPROVEMENT IN CUSTOMER SERVICE SCORES YEAR-ON-YEAR

With deeper analysis of guest check-in patterns by "time of day" and "day of week", managers are able to more accurately predict staffing needs on specific days and times. As a result, the rosters for front office and baggage teams are given a strategic do-over to meet these manpower needs, hence lowering redundancy and overscheduling.



25% REDUCTION IN OVERTIME

By analysing guest feedback, the engineering department is able to identify common issues and proactively address them rather than reacting to individual guests' feedback. For instance, new splash guards have been installed in all rooms to prevent water from the shower from splashing onto the bathroom floor as it was a commonly reported issue. The engineering team is not just more empowered; they are able to lead their work days with more efficiency and predictability.



PROACTIVE ROOM IMPROVEMENT

KEY TAKEAWAYS



Building a culture of data literacy starts from the top. With senior leaders being role models and coaches for using data, other employees become more receptive to rethinking old operational norms.



Data plays an invaluable role in helping juniors become comfortable with and competent in decision-making and tackling operational responsibilities. Encouraging trial and error is crucial to building confidence too.



Data-driven decision making helps the team challenge the status quo and address probable challenges before they surface. It has been relevant in navigating challenges brought about by COVID-19 and preparing for a post-pandemic operating environment.



"A common response to challenges and increased work is to knuckle down and push harder, especially within the service industry. However, taking the time to stop, observe, and understand a situation through the lens of data, and adding that with mastered industry experience, is a more efficient and impactful way to manage service operations."

Timothy Parr

Director of Rooms, Grand Hyatt Singapore



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