



## Copthorne King's Hotel Singapore's data-driven journey to a Smart Hotel

### COMPANY PROFILE



Copthorne King's Hotel Singapore (CKS) is a 4-star SG Clean business hotel that prides itself on impeccable hospitality, eminent cleanliness and hygiene standards with 311 rooms.

Embarking on its digitalisation journey since Q4 2018 with an Internal Operation & Technology Roadmap (OTR), the hotel is building its sustainable business model through digital technologies that enable robust data collection and analytics, as well as lean management and revenue optimisation.

### THE CHALLENGE



Prior to its OTR implementation, CKS's data challenges could be summed up with issues in Acquisition, Accuracy and Analysis. The hotel found it challenging to acquire and analyse any accurate data towards a meaningful purpose. For example, guest feedback was manually logged onto an excel sheet by the Hotel Duty Manager. This excel sheet was not interoperable with other systems such as its Property Management System (PMS), and had no ability to track problems and resolutions or provide data analytics.

Furthermore, getting key leadership on board the process was key as the entire data chain process — from data sourcing to collection, analysis, diagnosis and prediction — required a team that was aligned and who believed in its purpose.



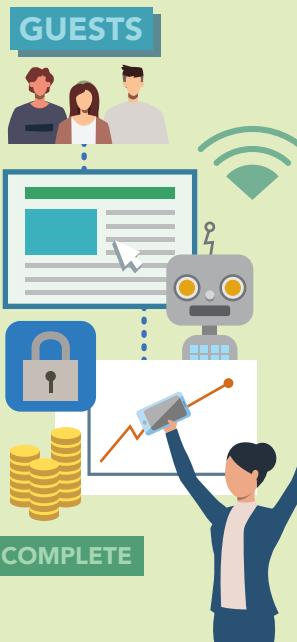
### THE SOLUTION



Embarking on its OTR has provided CKS with a long-term plan and an overview of the core strategies needed towards its data transformation journey. Reviewed on a quarterly basis to align with the latest marketing needs and trends, the OTR further prepares the hotel to invest in the right Internet of Things (IoT), Artificial Intelligence (AI), Automation and System Integration technologies. CKS has a suite of digital solutions now in various stages of implementation, including the following two:

#### Guest Experience Management System

The newly implemented Guest Experience Management System is compatible with PMS and allows guest experience feedback to be tracked and followed up on in a timely manner. All data is analysed to help improve guest experience scores and pinpoint top service drivers. The analysis was also used to present future improvement plans to stakeholders, including data-driven insights on the top issues that needed to be fixed.



#### Revenue Optimisation Tool

Room prices fluctuate throughout the year, and offering the right price during the right season is a challenge. Pulling the latest three years of historical data, live market pricing movement and future trends data, CKS's Machine Learning predictive Revenue Optimisation Tool is used to forecast pricing models. Predictive data, such as book potential and yield management, is then used to optimise revenue per available room (RevPAR) for the hotel.

## RESULTS

The hotel experienced a boost in employee productivity due to an overall reduction in manual data-collection processes.



**IMPROVED  
PRODUCTIVITY BY  
80%**

Predictive Machine Learning enabled CKS to determine room prices and optimise revenue streams for stakeholders.



**MAINTAINED  
HEALTHY GROSS  
OPERATING PROFIT**

A seamless guest experience management system allowed the hotel to provide timely and efficient response and follow-up to guest feedback.



**IMPROVED GUEST  
EXPERIENCE FEEDBACK  
SCORES FROM  
3.6 TO 4**

## KEY TAKEAWAYS



Leadership engagement is a critical success factor. To instill a data-driven culture, thought leadership must cascade from the top to mid-level managers and on the ground through monthly meetings and trainings.



It is important to be persistent and stay on course to go through the changes and hurdles along one's data transformation journey.



Having a robust 5-year OTR is a good starting guide as a long-term digitalisation strategy. Organisations can chart out their digital transformation plans and engage in various digital technologies that could allow improvements in various metrics.



*“With a 50-year old property, change is never easy. As a key leader in the hotel, I walk the ground daily to preach the importance of data collection and its accuracy towards our digital transformation journey as a Smart hotel – combining Artificial Intelligence, Data Analytics, Internet of Things and Machine Learning.”*

**Kung Teong Wah**  
General Manager, Copthorne King's Hotel Singapore

