



AUTOMATION PLAYBOOK HOSPITALITY

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1. PREFACE

The Hospitality Industry constantly faces challenges with emerging competitors, shifting customer demands, ever-increasing customer expectations, constant acquisitions & owners changing brands. Hospitality Industry gets directly impacted by macroeconomic factors, like in current on-going situation of COVID-19, hospitality industry is one of the worst hit sectors. In order to deal with all these challenges, it's imperative for this industry to constantly innovate & move towards technological advancements to gain competitive advantage.

Global environment directly impacts the revenue of hospitality industry which in turn impacts budgets allocated for IT initiatives. Dealing with legacy systems has become a common pain point of many of the business owners but complete replacement is not just a tedious task but also a capital-intensive task. Another downside to it is the amount of manual effort which goes in running the entire business which further impacts the process efficiency & overall productivity of the organization. However, emerging technology provides an excellent opportunity to deal with some of these challenges.

Automation (Robotic Process Automation) is one such technology which is highly effective in resolving these challenges leading to increased productivity & efficiency, cost optimization & enhanced customer experience. Automation of manual & repetitive work especially done by the back office & admin departments not only enhances the employee experience but also can directly impact the overall efficiency. Especially during the on-going COVID-19 scenario, when the organizations are operating with minimal staff available, the automation of some of the processes will not just free up the executives in taking up customer facing roles but also will enable the organizations to drive the operations in a contact less manner. RPA can provide a boost to enhance operational efficiencies in this revive & recovery stage. Hotels can leverage RPA in invoice processing, payment follow-ups (especially for corporate bookings), streamline recruitment processes, strengthen support functions across front office accounts, back office, maintenance, reception, housekeeping, kitchen and inventory etc. To enhance customer service, personalized attention is the key. RPA can be used to churn the data available in CRM, pertaining to every guest, also accessing every single interaction the hotel had with their guests & further answers some of the important questions like guest's travelling pattern, demographics, likes & dislikes etc. to not just initiate some personalized marketing campaign but also to provide a personalized attention during customer's visit to connect directly with customer & forge an on-going relationship.

RPA can add tremendous value & has become even more important in the current scenario. This document deep dives into the hospitality industry key trends & further providing information on processes, challenges, and potential areas for automation. This document should serve as a ready reckoner for the practitioners to understand where, and how to start their automation journey.

Happy reading!

2. CONTEXT OF THIS DOCUMENT

This document captures the core processes across the Hospitality value chain and analyzes the challenges faced and opportunities to be more efficient, effective and improve experience through automation. The content of this document is based on the latest trends demonstrated by different industry players, across geographies and has been consolidated to present an inclusive view.

This document establishes an industry view of where automation can be leveraged to potentially improve the performance and efficacy of the process. It is of relevance to the following roles: -

- Industry leaders (decision making capacity, influencers) looking to evaluate automation as a means of boosting operational efficiency and human potential
- Sales and Business Development teams looking out to understand and set up preliminary conversations to address client's pain points
- Onboarding resources who are new into automation and industry knowledge

3. TRENDS IN HOSPITALITY INDUSTRY AND RELEVANCE OF AUTOMATION

In the present scenario the on-going Pandemic has hit the hospitality industry deeply with speculations of long-lasting impact. 2020 had been a brutal year for the hospitality industry with U.S., Europe, Asia and Middle East all recording year-over-year profit drops of 100% or more, according to HotStats data, as the virus spread continued unabated, resulting in shutting down travel and mobility. Much of world's regions & cities remained in shutdown mode, which negatively impacted the performance numbers. Gross operating profit per available room (GOPPAR) expectedly saw triple-digit YOY percentage drops across regions: U.S. (down 122.8%), Europe (down 131.9%), Asia-Pacific (down 124.1%), Middle East (down 115.3%)¹.

In U.S, the occupancy was abysmal & combined with almost 50% YOY drop in, average room rate, led to a 95.2% YOY decrease in RevPAR, also the labor cost per available room basis were down 21% YOY. According to the American Hotel & Lodging Association, 70% of hotel rooms were empty across the U.S. as of May 20; this in addition to the thousands of hotels closed completely. For the hotels that remain open, operators have significantly scaled down operations by closing guest room floors and meeting spaces and suspending F&B outlet operations. While many variable costs have been removed, some fixed costs remain that are not impacted by fluctuation in occupancy or sales².

In Europe, the numbers were strikingly similar. A sub-10% occupancy and 43% YOY drop in, average room rate led to a 95.4% YOY decrease in RevPAR & labor cost were down 28.8% YOY².

APAC had a relatively strong occupancy compared to other regions, reaching 20% for the April 2020. Still, RevPAR was down 83.8% YOY, as average room rate was down 39% YOY².

The Middle East also shared the same fate as rest of the regions. While occupancy hit close to 20% for the month, average rate was still down 32.8%, resulting in RevPAR decreasing 83% YOY & labor cost down 25.8% YOY. A recent survey by the Dubai Chamber of Commerce revealed that 70% of businesses in the emirate expected to close within the next six months. Dubai is one of the most diversified economies in the Gulf and hyper reliant on travel and tourism dollars. Within the survey, some 74% of travel and tourism companies said they expected to close in the next month alone².

Profit & Loss Performance Indicators – Total U.S. (in USD)			Profit & Loss Performance Indicators – Total Europe (in EUR)		
KPI	April 2020 v. April 2019	YTD 2020 v. YTD 2019	KPI	April 2020 v. April 2019	YTD 2020 v. YTD 2019
RevPAR	-95.2% to \$8.81	-42.8% to \$97.48	RevPAR	-95.4% to €5.31	-41.8% to €58.39
TRevPAR	-95.0% to \$14.40	-41.3% to \$159.32	TRevPAR	-93.2% to €11.51	-39.3% to €92.65
Payroll PAR	-73.5% to \$25.54	-22.7% to \$74.28	Payroll PAR	-70.2% to €16.35	-22.4% to €41.67
GOPPAR	-122.8% to \$-26.34	-67.7% to \$32.62	GOPPAR	-131.9% to €17.80	-74.1% to €11.26

Profit & Loss Performance Indicators – Total Middle East (in USD)			Profit & Loss Performance Indicators – Total APAC (in USD)		
KPI	April 2020 v. April 2019	YTD 2020 v. YTD 2019	KPI	April 2020 v. April 2019	YTD 2020 v. YTD 2019
RevPAR	-83.0% to \$22.97	-39.7% to \$77.44	RevPAR	-83.8% to \$16.17	-57.1% to \$41.31
TRevPAR	-85.4% to \$34.28	-40.1% to \$133.23	TRevPAR	-83.3% to \$27.35	-55.1% to \$73.97
Payroll PAR	-52.3% to \$28.57	-22.7% to \$45.84	Payroll PAR	-49.5% to \$23.99	-27.6% to \$34.50
GOPPAR	-115.3% to \$-14.61	-57.9% to \$36.83	GOPPAR	-124.1% to \$-13.92	-91.3% to \$5.01

*RevPAR – Revenue per available room *TRevPAR – Total Revenue per available room *GOPPAR – Gross Operating Profit per available room

*Payroll PAR – Payroll Cost per available room



Fig 1.1 2020 Regional YOY % change in GOPPAR and TRevPAR²

Though there is a steep dip in the TRevPAR, the Payroll PAR does not drop down proportionately as hotels are required to maintain certain level of staffing for a minimal quality of service. It is therefore imperative to control the payroll costs as occupancy picks up. This we believe can be made possible by creating a digital workforce which is more efficient and/or making the existing workforce more efficient through digital buddies. RPA can help hotel stakeholders create a more effective and efficient workforce as they go through the revival and recovery process.

Amidst this new normal, emerging technologies not only adds a lot of value in the current scenario but it also helps prepare the business to develop more responsive and resilient business models for the future. With limited budgets available for new IT initiatives, hotels will need to live with most of their legacy systems for some time. This is where RPA can help in orchestrating processes seamlessly across all these applications comprising of varying technologies.

Here are some of the key technology trends that we see in the Hospitality Industry.

- **Smart Hotels** – Is a new growing hotel category that will certainly grow over the coming years. Their innovative amenities, the simplification of the various procedures that the guests have to deal with during their stay, as well as the futuristic technologies they use, are only some of their key elements. For the guest's convenience, the Smart hotel would provide an app for mobile phones and tablets with all the information that the guest needs about shops, current events, concerts and offers. The app would also allow the guest to make restaurant reservations, book spa appointments and order additional services within the hotel. The service covers a wide range of features, like switching on and selecting channels on the room's Smart-TV, adjusting the lights, picking the right music, drawing the curtains, and setting the room's temperature. It may even provide guests with information about the current weather, traffic, daily news etc. The mobile app may also provide the guest with self-check in and check out features. In addition, the hotel may also incorporate other technological amenities such as the "smart" booking procedure. This can be easily and quickly completed through their official website with the help of chatbots that offer the best available price. Chatbots are also useful for any information you would like to know about the hotel before or even during the guest stay as it is a 24-hour service. Smart rooms may have a **Digital Virtual Assistant** – that will help guests to schedule room cleaning, ask queries, place orders for food, amenities or ask for recommendations etc., there will be an impetus on providing an interface where guests can request & receive a quick response.

Contactless check-in/check-out & keyless room entry requirements to touchless digital menu is no longer a good-to-have feature but a must have feature in the new normal. With every request associated to a digital platform, the next big challenge is integrating communication between different software like guest interface, order management system etc. Streamlining the entire end to end operations, the solution to this roadblock is RPA, which can help orchestrate data across multiple applications.

- **Automation of Backend Processes** – The hospitality industry has a lot of backend work from invoice processing to financial reconciliations & churning daily reports for multiple departments, which requires a lot of manual interventions even though most of the work is mundane and repetitive. Use of RPA will increase the process efficiencies as well as reduce the human error which will have a positive impact on overall productivity & employees can focus on enhancing the customer experience & accelerate the business growth.
- **Personalized Experience** - Personalization is been talked about since quite some time in hospitality industry. As per a study by McKinsey, personalization can effectively increase the revenue by 10% to 15% and diminish service cost by 15% to 20%. There will not be a better time to go full force by incorporating AI backed by automation. This will also help the businesses in converting the guests to loyal customers. RPA can be utilized for master data management, providing cues to staff for personalized attention & further analyzing & realizing the benefits of personalization.

As part of the business process automation, the designed framework focusses on 3 key parameters i.e. efficiency, effectiveness and experience for the stakeholders through a digital workplace of the future:

1. Efficiency – By automating the key tasks across support functions (e.g. Finance, HR, Legal, Compliance etc.) which are usually labor-intensive, mundane task & further results in direct cost savings by effort hour savings
2. Effectiveness – By automating a broader spectrum of roles performed by the business that can have a direct impact on quality improvement and business KPIs across all functions
3. Experience - Automation delivering a better experience by orchestrating the complex business activities, executing mundane tasks with high efficiency and higher productivity leading to increased customer as well as employee satisfaction.

1. <https://www.hotstats.com/hotel-industry-trends/grim-global-hotel-performance-data-aside-signs-of-a-rally-emerge>
2. <https://www.hotstats.com/hotel-industry-trends/global-hotel-profit-rocked-by-covid-19>
3. <https://hospitalitytech.com/file/HT15e1e11c3e35b8435928926/2020LodgingTechnologyStudy>

4. AUTOMATION ACROSS THE HOSPITALITY VALUE CHAIN

Changing trends and evolving technologies are making it vital for companies in the Hospitality Industry to stay abreast with the developments and uncertainties in the market. Over the past few years, rapidly evolving technologies, customer demographic shifts, and changing guest preferences have transformed the Hospitality industry. Going forward, the growth of Hospitality companies will be centered around customer centricity, technological advancements, and more importantly Cost leadership and Business model evolution.

	Plan	Buy	Service	Market & Sell	Enable
Roles	Revenue Manager	Purchase Manager	Front Office Manager, Food and Beverage Manager, Executive Housekeeper, Customer Service Manager, Guest Relation Executive	Marketing Coordinator, Sales executive, Customer Relationship Manager, Revenue Manager, Reservations	Finance Manager, System Administrator, Credit Manager, IT Executive, IT Manager, HR Manager
Systems	Website, MS Office Suite, Excel, Sales & Catering, PMS, RMS, Distribution Channels, Booking Engines, Portals, Rate Management Tool, Pre-prepared Spreadsheets	Excel, ERP, Email, Procurement Systems, FI & Accounting Systems	PMS, POS, Website, Database, MMS Office Suite, Analytical software, ERP(FICO/MM), Micros, Excel, Loyalty Systems, Key Ending Applications, Symphony,	PMS, Social Media Websites, Emails, MS Office Suite, ERP(FICO/MM)	MS Office Suite, Website, BO Systems, Accounting Systems, PMS, POS, ERP(FICO/MM), Ticketing Tools, Job Portals, Document Handling tools,
Input	Occupancy Report, Revenue Report, Competitor Analysis, Historical Data Records, MTD/YTD Data, Arrivals Report	Reports, Purchase Requisitions, Purchase Orders, Delivery Invoices, Payment Receipts, Quotations, Stock in hand reports	Guest Feedbacks, Reports, Occupancy Report, Lost and Found Data Records, Minibar Inventory details, Linen inventory details, Guest Supplies inventory, Chargeable guest items inventory, Discrepancy Report, Amenity report, Guest Profile Records,	Promotion Schedules, Special Offers, Food Festival Planners, Inventory availability, Sales Forecast, Occupancy Forecast, Guest personal information, Emails, Banquet/Event enquiries, Corporate enquiries, Reservations status	Resource requirement, Asset management, Staff reports, Customer issues, IT tickets, Contract Documents, Employee Records, Company Handbook, Performance Evaluation Records, Appraisal Templates, Resume Data Bank, HR Request Tickets, Financial Reports
Output	Revenue Forecast, Occupancy Forecast, Market Segment Business Realization, Business Source Realization, Inventory Control, Upsell, Higher ARR	Purchase Orders Approval, Release of Payments, Stock of High Value/Fast Moving/Slow Moving items, Budget/Actual Variance, MTD/YTD Status, Status Reports	Guest enquiry handling, manage food orders, Material requisition management, Food cost report, Email confirmation, Daily occupancy forecasting, Lost and Found data management, Item expiry tracking, Linen inventory management, Guest supplies management, Rate correction	Enhanced Customer Engagement, Reporting, Data Accuracy, Faster Onboarding, Faster Knowledge Gain, Revenue Optimization, ESAP, Cancelled Reservations for the week/month, No Show Reservations	Asset tracking, HR recruitment and onboarding, New asset procurement, Financial reports and dashboards, Senior Leadership reports, Attrition Report, HR Compliance Report, Employee Probation Confirmation, Exit Process Details, HR Helpdesk Efficiency, Recruitment Source Mix, Employee Onboarding, Appreciation and Recognition, Promotion Letters
Activities	Update Rates, Open/Close Inventory Types, Open/Close Hotel, Revenue Target Setting, Revenue Forecast, Offer Rates for Companies	Purchase Budget, Purchase Orders preparation, Quotations invitations, Releasing Payments, Stock Verification, Variance analysis	Customer enquiry response, Food cost optimization, Linen management, Guest supplies management, Rate discrepancy handling, lost and found items management, Guest profile management, Guest amenity management, customer feedback analysis	Marketing Plan and Strategy, Promotion planning, Reviewing Guest Queries, Reviewing Banquets/Event enquiries, collecting guest information, Sending mailers, Knowledge Transfer, Onboarding Plan, Special Offers creation	Regulatory and compliance management, IT Operations planning and governance, Finance reporting, Asset utilization reports, Handling of employee information, Interpretation of Data, issuing timely information, Handling of HR Requests, Updating Resource Database, Financial Reporting, C/L Accounts Maintenance, Credit Payment handling
Metrics	Occupancy Percentage, Average Daily Rate (ADR), Revenue per available room (RevPAR), Total revenue per available room (TRevPAR), Net Revenue per available room (NRevPar), Gross operating profit per available room (GOPPAR), Average Length of Stay (ALOS), Revenue Generated Index (RGI)	Compliance Rate, Supplier Defect Rate, PO and Invoice Accuracy, Rate of Emergency Purchase, Supplier Lead Time, PO Cycle Time, Average PO Purchasing Cost, Procurement ROI, Vendors Availability, Tenders Floated, Price Competitiveness, Supplier Relations.	Average Room/Daily Rate (ARR/ADR), Revenue Per Available Room, Average Rate Per Guest (AGR), Customer Satisfaction, Service Quality, Check-Out to Check-In Time, Quality Audits, Room to Staff Time, Food Cost Percentage, F&B Sales Per Head, Revenue Per Available Seat Hour (RevPASH), Cost of Goods Sold (CGS).	Market Penetration Index (MPI), Occupancy (OCC), Promotion effectiveness, Account growth, New Leads, Lead conversion, Forecast variation, Revenue targets, Optimization of Banquet/Events business, Number of Cancelled Reservations for the week/month, Number of No-show Reservations for the week/month	Earnings Before Interest and Tax (EBIT), Gross Profit, Current Ratio, Operating Cash Flow, Return on Equity, Net Income, Return on Investment, Net Profit Margin, Active directory performance index, Restore Success Rate, Server Growth Rate, Network Manageability Index, Absence Rate, Benefits Satisfaction, Employee Satisfaction Index, Turnover Rate, Training Effectiveness

Fig 1.2: Hospitality value chain

In order to drive these growth levers, RPA automation plays a pivotal part. The industry has moved from towards more personalization & enhanced customer experience. Technology plays a key role in connecting business plans and consumer needs.

Automation areas in the Hospitality value chain and KPIs



Fig 1.3: Automation propensity map across Hospitality Value Chain

In conclusion, we can see that RPA can have a high impact on building efficiencies in the Hospitality processes, with broader benefits including better accuracy, faster throughput, higher straight

through processing, improved tracking, reduction in handling time/transaction, increased visibility and timely monitoring of critical activities.

We will now look at the challenges within the Hospitality industry, and the underlying opportunities for RPA.

5. CHALLENGES AND OPPORTUNITIES

The Hospitality industry faces various challenges; while some of these cannot be directly remediated through technology, there is a great extent of relief that can be brought in and brand image can be built in through adoption of transformative technologies like automation.

Some of the key challenges faced and opportunities of improvement are detailed below: -

Performance Determinant	Challenge	Opportunity
Customer Expectations	• Every hotel guest expects good customer service. But today's hoteliers must exceed expectations by being more than just good – they need to be excellent. • On the contrary the employees who are catering these demands are burdened with several operational tasks.	If hotels can provide that extra level of service, they can generate brand loyalty and repeat customers. • Automation of manual & redundant work especially the reporting part will free up employees to provide personalized attention to guests. • RPA can churn the customer data & analysis & provide customer specific information to front end employee which will enable them to provide personalized attention to guests.
Attrition and hence learning curve for applications	• There is high degree of attrition in the Hospitality sector • This means that staff have to be trained on systems before they can become effective	• RPA can help ease or eliminate the need for complex system training by carrying out Persona based Business Process Automation
Operational Issues	• All departments in a hotel need to work together seamlessly to delight the guest. Hotel departments often fail to perform all tasks in sync owing to the underlying applications and systems not being seamlessly integrated. This sometimes leads to a chaos and customer dissatisfaction.	• RPA can help orchestrate processes across various systems to provide this seamless experience to their employees and hence improve guest satisfaction.
Streamlining processes using Mobile Technology	• Customer expectation is shifting to provide more power in the hands of the guests. Be it for failure reporting or for instant check-in and checkout,	• RPA can help orchestrate processes between the various systems.

	replacing room keys, paying for leisure activities or meals. • There are many Legacy systems that do not allow for easy and seamless integration across multiple applications.	
Responsiveness	• In the wake of busy lifestyle, customers expect prompt acknowledgment of requests & delivery of service. • Failure to respond in time at times lead to losing a loyal customer	• RPA can eliminate the need of human interaction & intervention when dealing with guests to some extent. • Chatbots can handle the guest queries on websites. Bots can be used to promptly send a reply on customer's request & delegate the task to concerned employee. In case of delay, bot can automatically send reminder notification to employee as well as inform the management to resolve the issue • Web reservation analytics in case of slow booking on website can immediately notify the business to resolve the issues.

6. INTRODUCING PROCESS DRIVEN AUTOMATION

The traditional method of approaching automation opportunities, is to conduct a detailed time and motion study of the individual processes across the value stream and determine what improvements can be made through automation. This approach to study business processes at a detailed level and identifying the automation opportunities is called the Process Driven Approach. The process driven approach qualifies the opportunities based on efficiency, effectiveness and experience factors from perspectives of: -

- Volumes which consume a person's critical bandwidth
- Execution time – the time spent by the person doing redundant work or non-value steps
- Degree of rework and propensity of errors
- Tasks making a person's work mundane e.g. checks and verifications

Once the detailed study of the opportunities has been completed, a qualification report is generated based on the degree of automation possible, impact of the automation on dependent flows, cost-benefit factor. Based on the qualification report and client's preference, creation of a priority matrix helps to plan out the RPA roadmap, deployment and support frameworks.

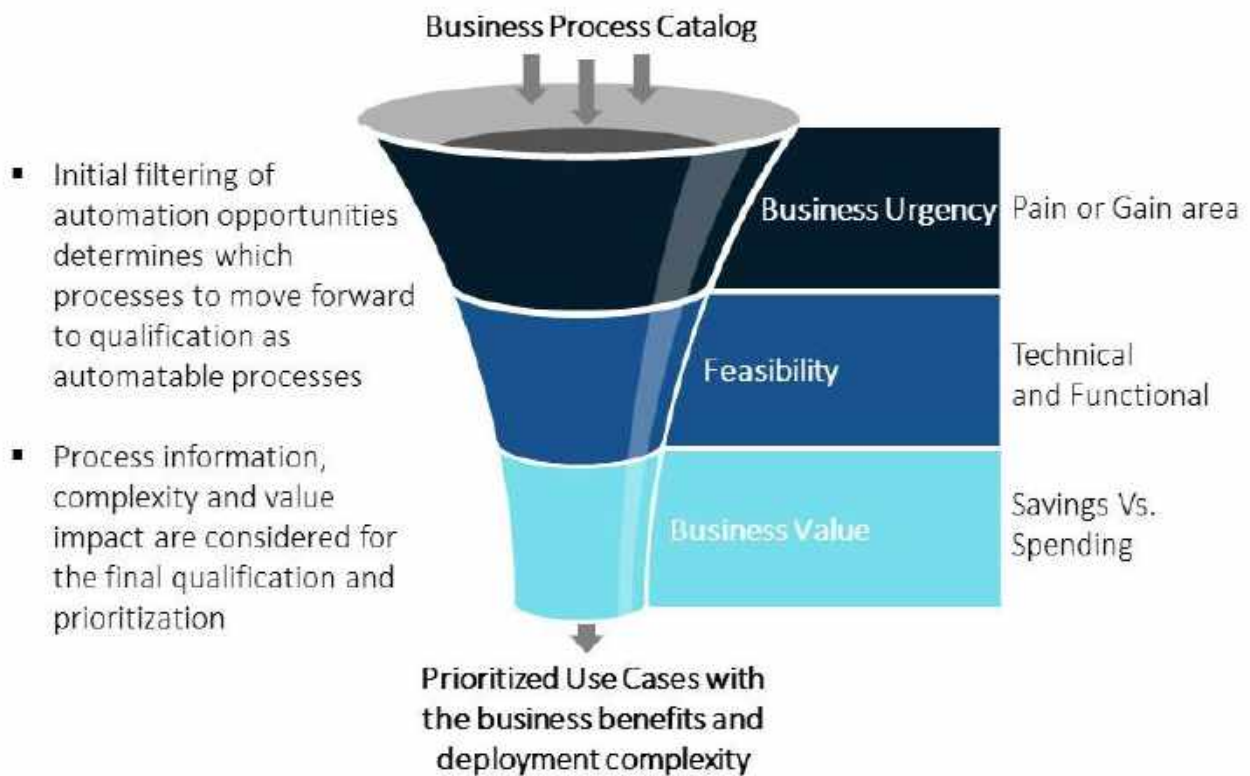


Fig 1.4 – Process Prioritization Funnel

Following the prioritization process, derive the ‘value benchmarking’ and ‘measurement’ as follows: -

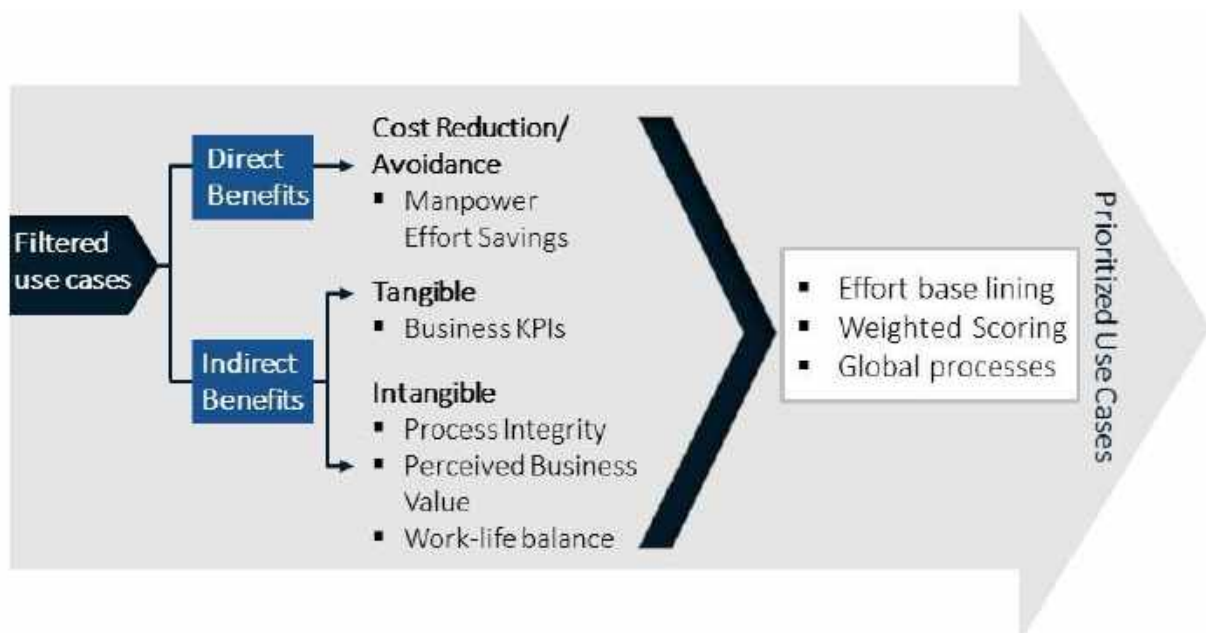


Fig 1.5 – Value Measurement Framework

Initiate the value measurement once the automated processes are implemented and BOTs start to execute the day-to-day activities. Capture the performance parameters to identify the resulting

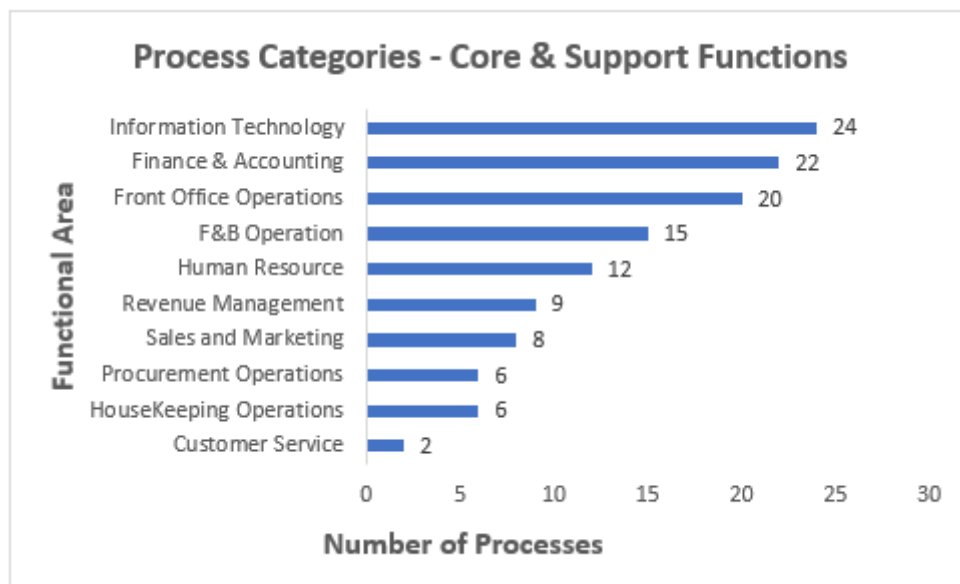
value from automation in terms of Effort savings, Cost savings, SLA adherence, accuracy and additional baselined business KPIs.

6.1. PROCESS CATALOG

After conducting a detailed analysis of the Hospitality value chain, business functions and multiple Hospitality industry players, following is the process catalog with the list of processes which can be automated. (Refer Appendix for the Process Catalog)

6.2. FUNCTION WISE AUTOMATION PROPENSITY

Based on the processes study and process cycle mapped in Section 5, we find that the eligibility of automation across different core and supporting functions of the Hospitality industry is as follows –



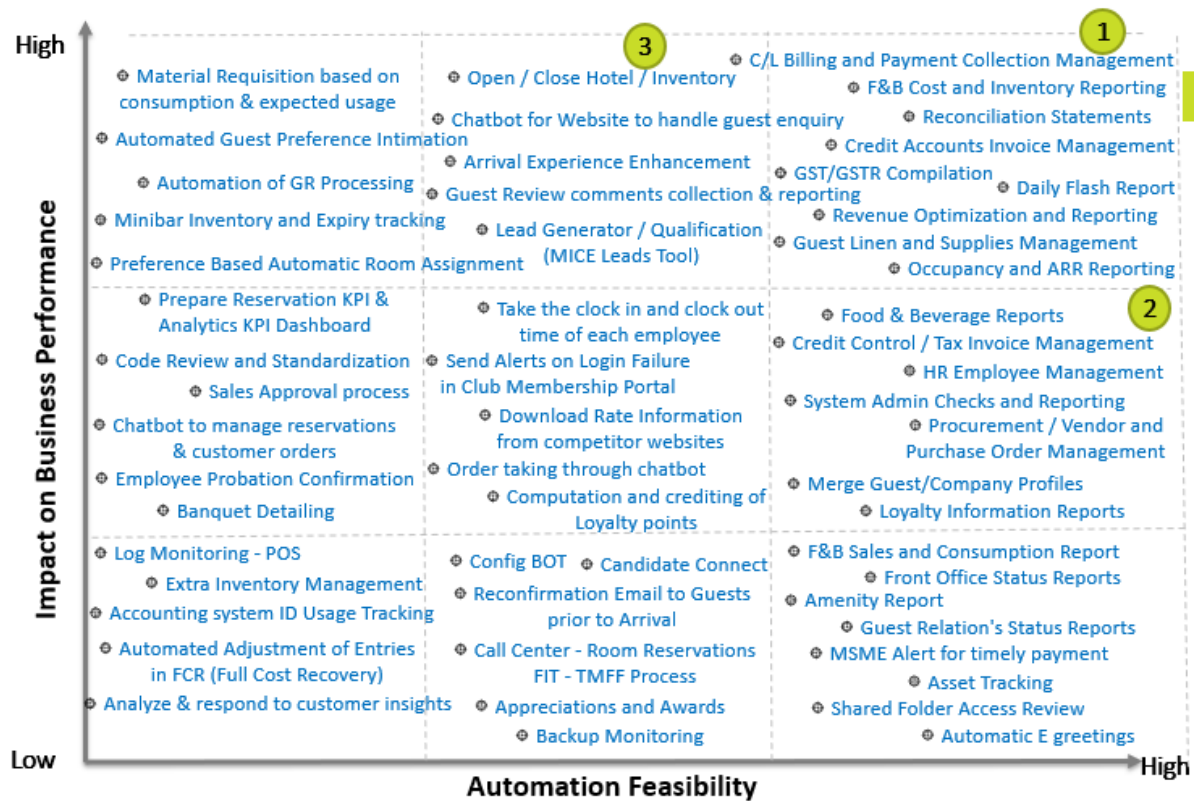
*Based on a study of 124 processes, the above chart shows the function wise propensity of automation

The advantages of the above representation are: -

- Quick view of functions with a greater number of automation candidates
- Opportunity to look persona-based standardization

Automation Propensity Overview

In this view, we are representing some of the processes pertaining to the above functions in terms of their complexity and the degree of automation possible.



*Complexity to Automatability representation of Hospitality processes

The advantages of the above representation are: -

- A pin-point view on which process to start with
- A foundation to create a process prioritization matrix

Now let's see what the possible approaches could be to embark on the RPA journey or take the RPA journey to the next level of enabling transformation within an organization.

7. INTRODUCING THE DIGITAL WORKFORCE – PERSONA DRIVEN AUTOMATION

While the Process Driven Approach is a standard and widely adopted method to start the automation journey, we have come up with a new approach of amplifying human potential with a hybrid workforce where human skills are complemented with digital skills. This concept is based on: -

- A. Looking at creating helper bots across job roles – Digital Buddy
- B. Looking at creating bots which can take a major part of the job role thus streamlining workforce – Traditional Persona or Digital Workforce

In both cases the, method of approaching an automation opportunity is largely people centric. This is a purely design thinking led approach which captures efficiency, effectiveness and experience from perspectives of: -

- Repeatability vs Redundancy – the frequency of execution of a particular task over a period of time vs the number of times the task is executed without much value
- Time taken to execute – the time between the arrival of the task request and initiation of processing of the task
- Number of steps that are manual and are automatable
- Decision making vs Discretion

To construct a Persona, following is the structured approach to identify the manual tasks which can be transformed into digital skillsets: -

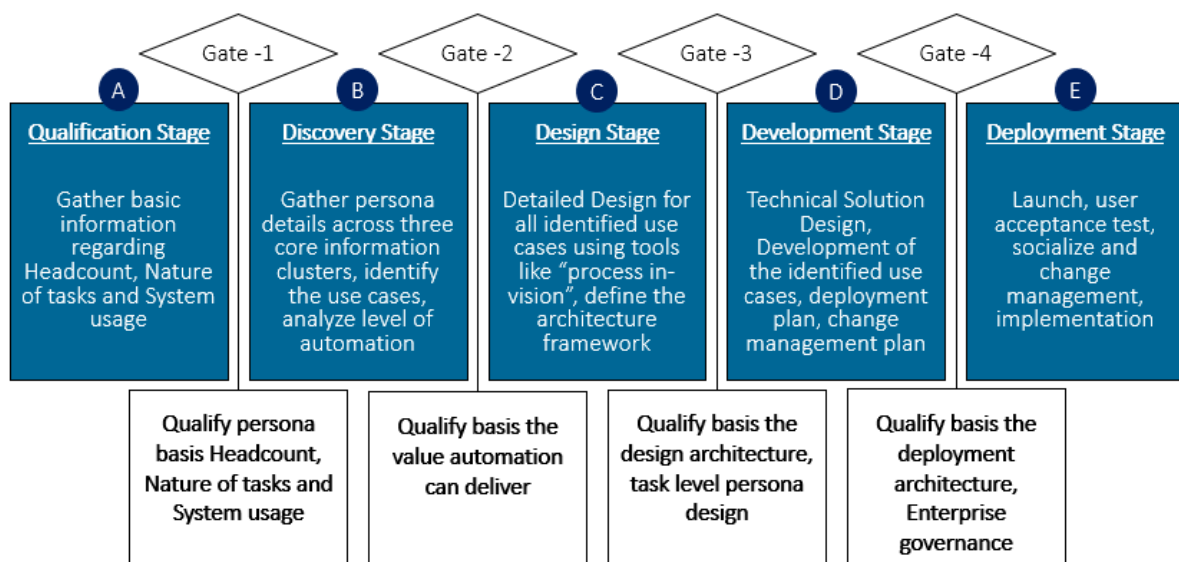


Fig 1.6 – Persona Modelling approach

Extending the Digital worker concept to Hospitality, outlined are following major personas through which this industry will benefit the most based on the assessment of the degree of automation possible, tasks across roles and the value expected from automation.

7.1. HOSPITALITY - REVENUE MANAGER

Key KRA's of a Revenue Manager

Room Inventory Control | Develop, Monitor and Adjust Sales and Pricing strategies | Maximize Room Revenue | Opening and Closing of Inventory on Websites, Booking and Distribution Channels | Market analysis and segmentation | Competitor analysis | Historical and current data analysis | Revenue performance forecasting |

Key KPI's of a Revenue Manager

Occupancy (OCC) | Average Daily Rate (ADR) | Revenue Per Available Room (RevPar) | Average Length of Stay (ALOS) | Market Penetration Index (MPI) | Revenue Generated Index (RGI) | Gross Operating Profit Per Available Room (GOPPAR) | Net Revenue Per Available Room (NREVPAR) | Total Revenue Per Available Room (TREVPAR) |

A Hotel revenue manager has a long list of responsibilities. First, he/she must cooperate with all hotel departments, especially sales and marketing teams to push the hotel business forward. The core spheres of a revenue manager's interest include forecasting, pricing, inventory management, marketing, and distribution channel management. Forecasting is based on data and segmentation, the main pillars supporting revenue management. Predicting customer behavior enables a revenue manager to optimize revenue. The primary intelligence is derived from historical data on occupancy, room rates, previous revenue, and the current data on customer activity. Pricing depends on market demand and customer desire to pay for a property. To set the price, a revenue manager analyzes the market, competitors' prices, and their products. The prices are optimized according to different pricing strategies. They include demand-based pricing strategies, such as corporate pricing, packages, contract agreements, and dynamic pricing strategies. Inventory refers to the product (i.e. rooms) sold. A room is a perishable product. If a room is not occupied, a hotel loses money. The main task of a revenue manager is to make sure that all the rooms are occupied. For Marketing the goal of any marketing activity is to increase the volume of sales. It uses the tools that allow a property to sell all the inventory by keeping customer flow steady and attracting new guests. This includes such marketing activities as promotions, discounts, and loyalty programs. Distribution channel management - In revenue management, inventory must be sold to customers within specific segments. Channels are often closely tied to the customer segments that use them. Depending on the product type, a revenue manager can choose a channel and set prices for a segment of a target audience.

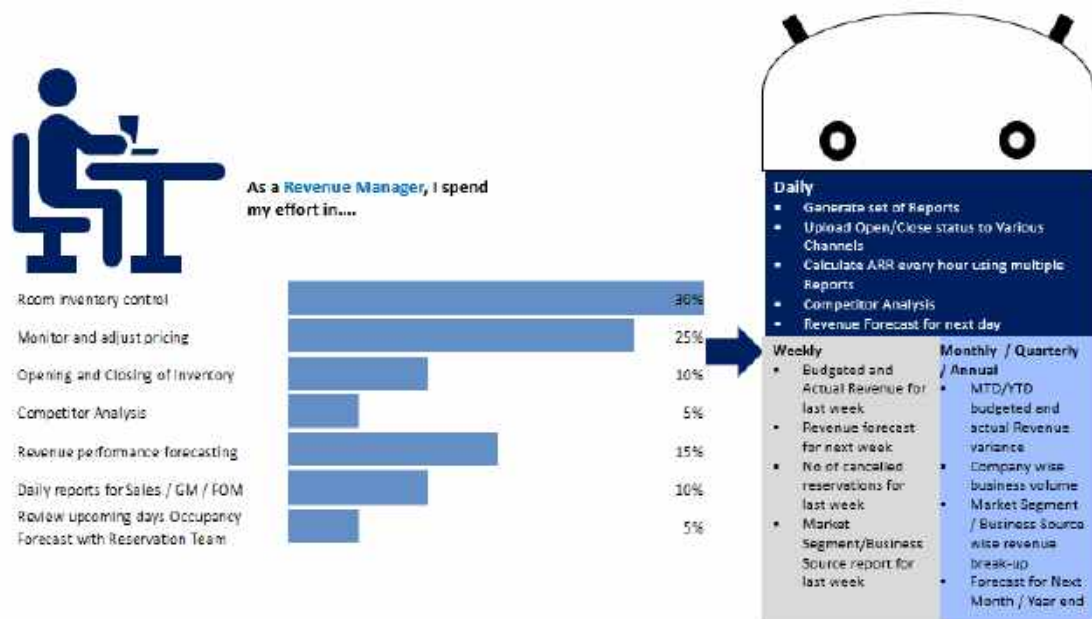


Fig 1.7 – Modelling the Revenue Manager Persona

7.2. HOSPITALITY – FRONT OFFICE MANAGER

Key KRA's of a Front Office Manager

Up selling of Rooms | Operation Auditing | Ensure Pricing Policy | Maintain internal audit procedures | Prepare Daily and Monthly Room Revenue report | Prepare Occupancy Forecast Report | Prepare Sub Department's Revenue Report | Recruitment and Training of Team Members | Guest Feedback and Social Media Review | Competitor Analysis | Guest Profile Management |

Key KPI's of a Front Office Manager

Average Room/Daily Rate (ARR/ADR) | Average Rate Per Guest (AGR) | Room Occupancy Rate | Revenue Per Available Room | Cost Per Available Room | Potential Average Rate | Room Achievement Factor (AF) | Rate Potential Percentage | Labor Cost Ratio | Customer Satisfaction |

Front Office Manager of a Hotel is responsible for handling the most perishable item of the Hotel i.e. Rooms. A hotel Front Office Manager is tasked with making sure that the Front Office – the place where guests first come in contact with the hotel and staff – runs smoothly and effectively. The primary responsibility of a FOM is to maximize Occupancy on daily basis and making sure that all the guests have a comfortable stay. He or she is in the charge of multiple sub departments like Lobby Desk, Guest Relations, Concierge, Telephones, Business Centre, Health Club, Travel Desk etc. FOM is assisted greatly by the Revenue Manager, Reservation and Sales department to maintain the highest level of occupancy at given day and try to maximize the ARR (Average Room Rate) – the parameter each Hotel looks to understand how the Hotel is doing.

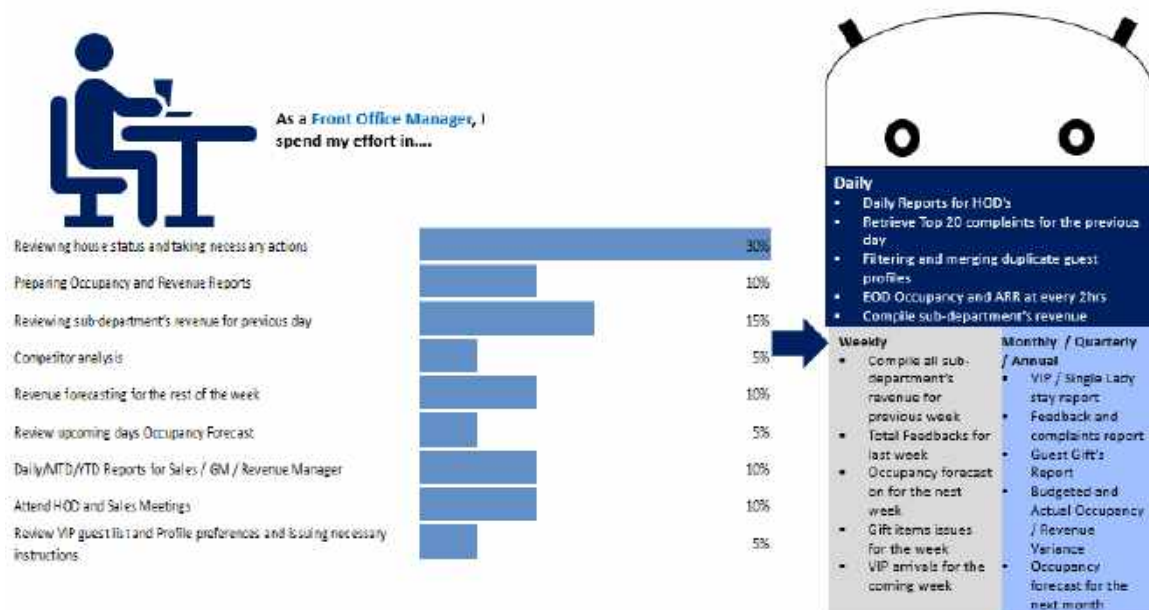


Fig 1.8 – Modelling the Front Office Manager Persona

7.3. HOSPITALITY – EXECUTIVE HOUSEKEEPER / HOUSEKEEPING MANAGER

Key KRA's of an Executive Housekeeper

Monthly and Annual House Keeping Budget preparation | Maintaining Stock of Guest supplies | Maintaining stock of Linens | Maintaining stock of Cleaning supplies | Reviewing and circulating Laundry Review | Maintaining Lost & Found items inventory | Placing indent for linens and supplies with the Purchase Department | Keeping track of Pest Eradication schedule | Maintaining stock of Staff Uniforms |

Key KPI's of an Executive Housekeeper

Service Quality | Guest Feedback and Responses | Guest Complaints | Check-Out to Check-In Time | Room to Staff Time | Employee Retention | Employee Turnover | Safety Measures | Training Initiatives | Quality Audits | Health Metrics | Cleaning Procedures and Policies |

Executive Housekeeper of a Hotel is the head of the House Keeping department. This is generally a non-revenue making but one of the most important depart of the hotel as this department takes care of all the guest rooms and In-Room Guest supplies. He/She is also responsible for in house Laundry department and maintain the inventory of the Linens and all guest supplies. He/She works very closely with the FOM and Front Desk/GRE's to provide guests with their specific requests and needs. He/She is also responsible for overall maintenance of the Hotel including the public areas. The Lost and Found comes under the Executive Housekeeper and he/she handles the communication and follow up with the respective guests.

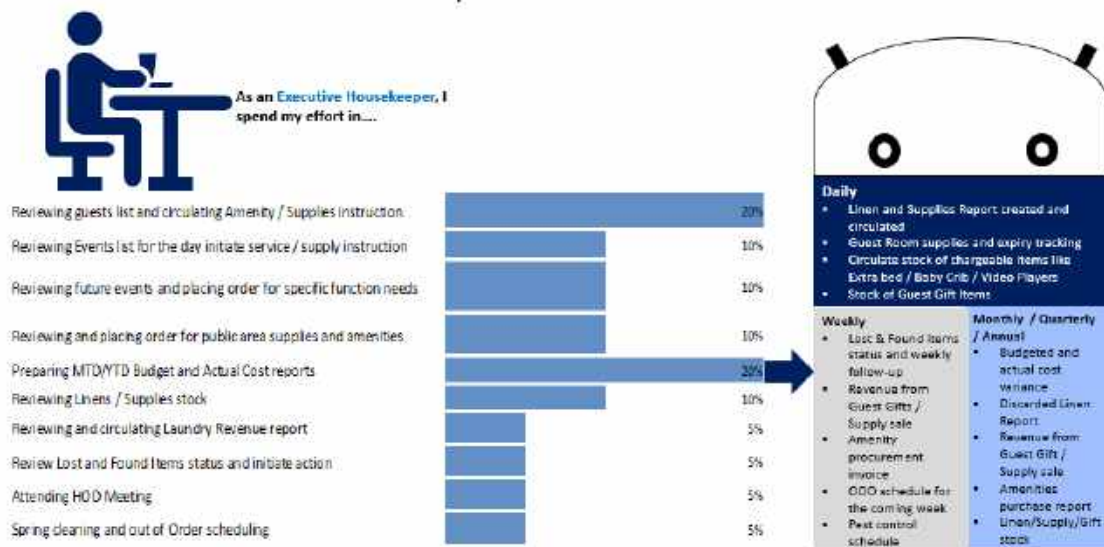


Fig 1.9 – Modelling the Executive Housekeeper Persona

7.4. HOSPITALITY – FOOD AND BEVERAGE CONTROLLER

Key KRA's of a Food & Beverage Controller

Preparing variance analysis | Verify sale of F&B items under different heads in POS | Verify settlements of F&B items in POS | Check and Verify all sales been transferred from POS to PMS | Tally the sales match between POS and PMS | Verify posting of F&B Component of Package | Verify and tally all POS Shift Generated reports | Verify and Distribute Daily Food and Beverage Report |

Key KPI's of a Food & Beverage Controller

Food Cost Percentage | Beverage Cost Percentage | Wastage and Pilferage of F&B Items | Lost F&B Revenue | Cost Budget Variance | Menu Items Price Variance | Missing Mini-Bar Items |

A Food and Beverage (F&B) Controller in a Hotel a very important role and is responsible for controlling the Food and Beverage Cost. He is part of the Finance Department but works in close coordination with the F&B and Banquet Manager. His primary responsibility is to derive the Food Cost on a daily/monthly/yearly basis. His job is to find out the cost of inventory and utilization of the same but specific to only Food and Beverage Items. His reports help the hotel to decide on controlling the cost and identifying the fast- and slow-moving items and change the items on the Menu at the Outlets and Room Service, Mini-Bar, Lounges accordingly. He also verifies whether items from the departments are getting ill used by the hotel staffs or not as he maintains the inventory of all the supplies and then tallies them with the unit sale of each items.

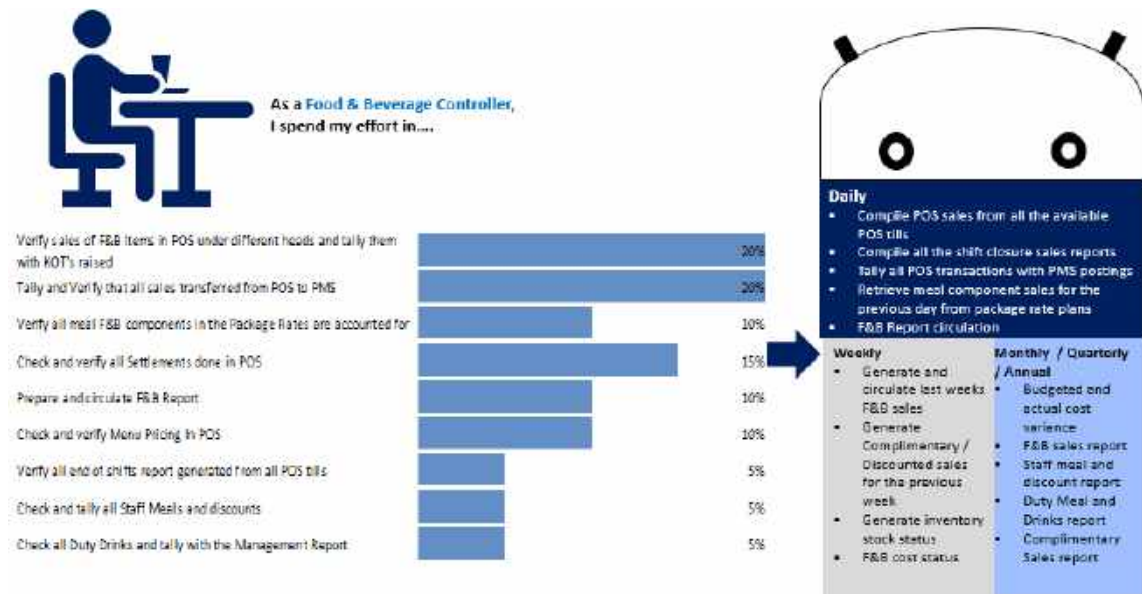


Fig 1.10 – Modelling the Food and Beverage Controller Persona

7.5.HOSPITALITY – FOOD AND BEVERAGE MANAGER

Key KRA's of a Food & Beverage Manager

Food and Beverage Budget | F&B Revenue Optimization | Food and Beverage Cost Control | Banquet Sales Optimization | Menu Planning and Pricing | Promotional Event Sales | Competition Analysis | Credit Follow Up | Package Creation for Company Guests | Tracking Complimentary F&B Sales | Food and Beverage Revenue Report |

Key KPI's of a Food & Beverage Manager

Cost of Goods Sold (COGS) | Labor Cost Percentage | Prime Cost | Break-Even Point | Food Cost Percentage | Gross Profit | Inventory Turnover Ratio | Net Profit Margin | Average Cover or Restaurant Revenue Per Seat | Table Turnover Rate | Employee Turnover Rate | Customer Acquisition Cost | Customer Retention Rate | Wage Cost Percentage | Food and Beverage Sales Per Head | Customer Satisfaction | Revenue Per Available Seat Hour (RevPASH) |

Food and Beverage Manager is one of the most important Portfolio in a Hotel. He takes care of the entire F&B operations which include Room Service, all the Food and Beverage outlets, Pubs, Food Festivals and Banquet (Events) businesses.

Primary role of a F&B Manager is to make sure that all the sub-departments operate smoothly and provide all the guest with their desired choice of Food and Beverages. He is generally helped by Banquet Managers in bigger hotels with multiple Banquet Halls to take care of all Corporate and Family events. One of the important duties of a F&B Manager is to maintain Food Cost to the lowest possible. A F&B Controller assist him to keep the Food Cost in constant check and take measures accordingly.

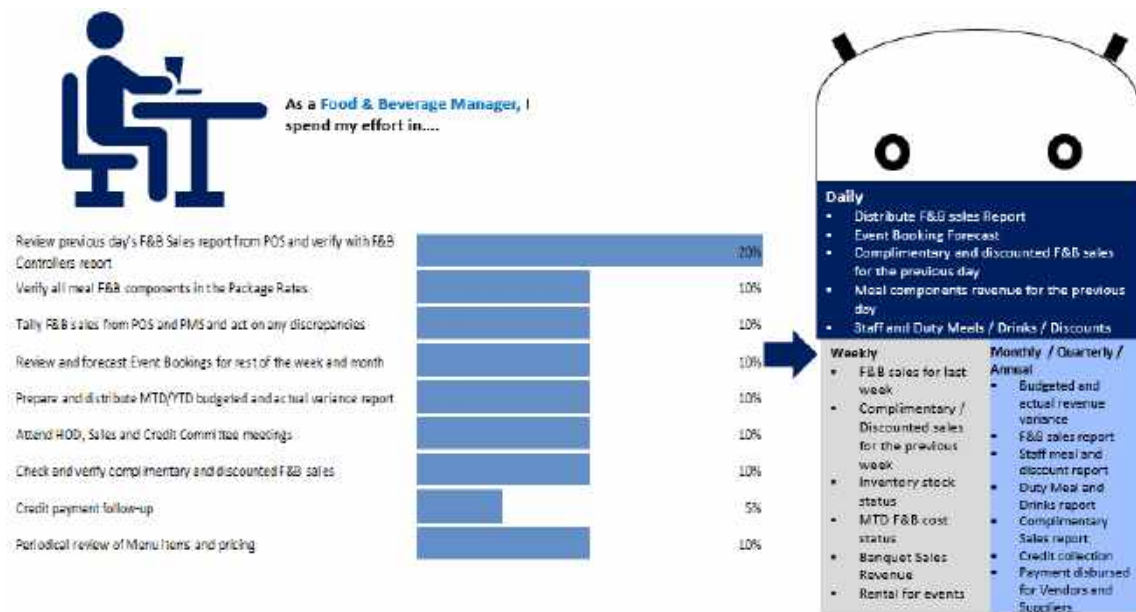


Fig 1.11 – Modelling the Food and Beverage Manager Persona

7.6. HOSPITALITY – FINANCE CONTROLLER / FINANCE MANAGER

Key KRA's of a Finance Controller

Monthly and Annual Budget | Month on Month basis Profit and Loss | Annual Profit and Loss | Daily/Monthly/Yearly Tax Reconciliation | Payment Processing | Credit Card Payment Reconciliation | Inventory Reconciliation | Asset Movement and Management | Credit Payment Reconciliation | Salary Processing | Departmental Budget Management | Yearly Audit Report | Forex Management |

Key KPI's of a Finance Controller

Net Income | Earnings Before Interest and Taxes (EBIT) | Gross Profit | Current Ratio (Working Capital Ratio) | Return on Investment | Audit Score Rating | Actual and Budgeted Variance | Increase / Decrease Percentage in Revenue | Operating Cash Flow | Return on Equity | Quick Ratio | Debt to Equity Ratio | Accounts Payable Turnover | Accounts Receivable Turnover | Inventory Turnover | Net Profit Margin | Gross Profit Margin |

Finance Manager / Finance Controller (FC) in a Hotel is the person in charge of all finance related activities. He is generally supported by General Accounts and Credit Accounts departments. General Accounts department takes care of all hotel specific financial transactions like payment of staff salary, payment for suppliers and vendors, payment for maintenance works etc. Credit Accounts completely is devoted to handle the Guest and Company related payments. They handle the credit business, follow up on regular intervals and get the payments due to the hotel. The Finance Manager is also the person to present the Profit and Loss state of the Hotel on a Monthly/Yearly basis.

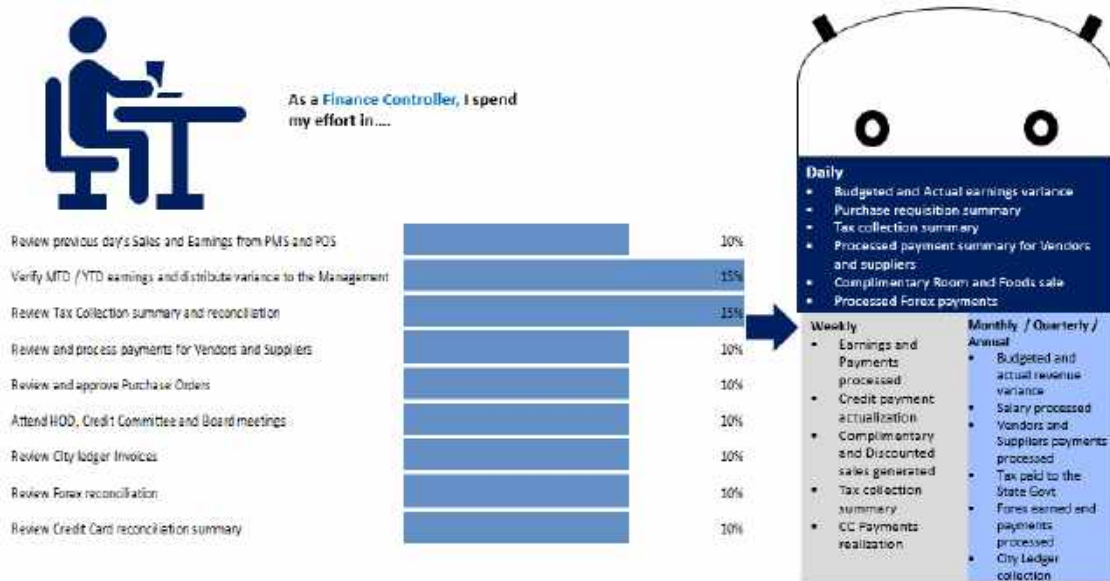


Fig 1.12 – Modelling the Finance Controller Persona

7.7.HOSPITALITY – CREDIT ACCOUNTS MANAGER

Key KRAs of a Credit Accounts Manager

Manage Accounts Receivables | Prepare and Review AR Aging Report | Send Follow-up to City Ledger Accounts | Review Previous Day's CL Check Outs | Review Payments Received | Review and Update Credit Limits of CL Accounts | Process Weekly/Monthly Invoices | Follow-up On Pending Payment with Departmental Heads | Review and Process All CC Payments for Previous Day |

Key KPIs of a Credit Accounts Manager

Credit Department SG&A to Revenue | Variance to Expense Budget (Credit Controller's Dept.) | Debtors over Credit Limit | Debtors over Terms | Debtors over X Days | Percentage of Bad Debts on Total Book | Percentage of Clients with Acceptable Credit Ratings | Percentage of Clients with conditions waived | Debtors over Contracted Terms | Value of Debtors over Contracted Terms |

Credit Accounts Manager or Credit Manager in a Hotel is the person in charge of all Credit Accounts (City Ledger) related activities. He works under the Finance Controller. The Credit Manager's role is very important from Hotel's revenue perspective as almost all Hotels have Companies listed on their Credit list as part of continuous business and the Credit Manager's role primarily involves maintaining those accounts and making sure to collect Payments from them on timely basis. His primary focus is to review all the City Ledger accounts on daily basis and doing follow up on pending payments. He also reviews the previous days checked out Guest's Folio's where the settlement is made for City Ledger accounts. He is tasked to coordinate with all the departmental heads and concerned persons to verify who has authorized the Credit for the guest's and then subsequently follow up periodically for the collection of the payments. He also keeps a track and reviews the set Credit Limit for all City

Ledger accounts and updates periodically depending on the payment history and pending balances.

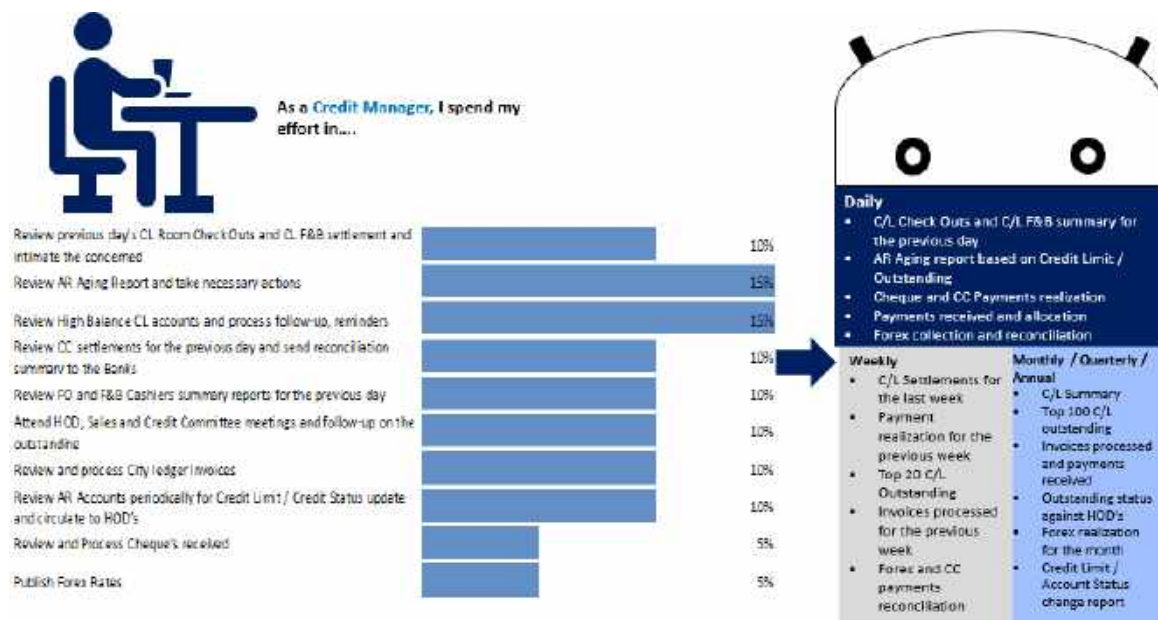


Fig 1.13 – Modelling the Credit Manager Persona

7.8.HOSPITALITY – IT MANAGER

Key KRA's of an IT System Administrator

Maintenance of Servers/Workstations | Network Setup and Device Configuration | Creation of Users | Assigning Roles and Permissions to the Users | Maintenance of Printers/Monitors/Handheld Devices/Projectors | Vendor Coordination | Website/Mobile App Maintenance | Troubleshoot and Resolve Network Related issues | Provide IT Related assistance to Guests |

Key KPI's of an IT System Administrator

Account Creation Success | Account Termination Success | Active directory performance index | Customer connection effectiveness | Network manageability index | Percentage of branch office backup success | Percentage of IT managed servers patched at deadline | Restore success rate | Server growth rate | Server manageability index

IT Manager is a Hotel is responsible for support and maintenance of all Hardware and Software's used in the hotel and provide solutions for all IT related needs. From the Hotel personnel perspective, the System Admin takes care of creating User ID's, assigning Roles to them and then providing permissions to each of them depending on the department and role they are working at. He is also responsible for helping guests with their IT related needs such as helping with the Wi-Fi connectivity, troubleshooting access issues etc. He takes care of all the hardware supply and maintenance as well like the maintenance of the Printers, Monitors and maintaining the interfaces for different applications like PMS, POS, Loyalty Systems, Key

Cutting, Epabx etc. Additionally, he or she also periodically perform checks on the Hotel Websites, Mobile App, Handheld Devices, Mail Server to verify if everything is fine and liaison with the concerned authorities to get resolutions in place in case of any issues.

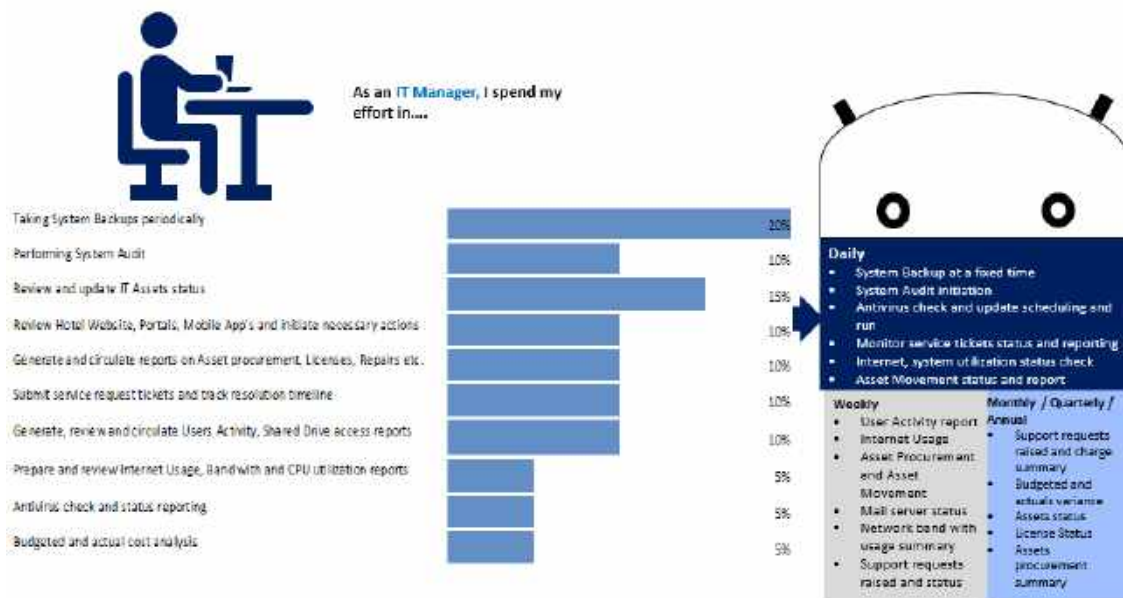


Fig 1.14 – Modelling the IT Manager Persona

7.9 HOSPITALITY – PURCHASE MANAGER

Key KRA's of Purchase Manager

Implement purchase policies | Monitor vendor relationship | Competitive quotes for purchase | Research & identify new products in market | Keep track of cancelled orders | Control of store items |

Key KPI's of Purchase Manager

Compliance Rate | Supplier Defect Rate | PO and Invoice Accuracy | Rate of Emergency Purchase | Supplier Lead Time | PO Cycle Time | Average PO Processing Cost | Procurement ROI | Supplier Compliance Rate | Vendors Availability | Tenders Floated | Price Competitiveness | Supplier Relations |

Purchase Manager is responsible for implementing & purchasing policies, systems and procedures in accordance with Company standards. Monitor vendors for quality, service and price through standard purchasing specifications. Establish contracts to ensure reduced pricing for all operating areas of the hotel. Receives market list from the Executive Chef and arranges for delivery of those items daily. Ensures & verifies that quotations are regularly update and supplier's new current price lists are maintained. Approves all additional requests for new storeroom items, checking correct item description, unit, packing, category and establishes Min/Max estimated stock levels. Identifies items for standing orders utilizing vendor's logistics for regular deliveries to the hotel based on approved highly consumed

items. Approves all storeroom re-order requests, verifying quantities within the established Min/Max stock levels. Responsible for all administrative functions of the Materials Department, staffing, training and execution of other related duties. Responsible for physical control of all store items until issued, fully documented under strict control procedures (key control, timing schedule, authorized issue requests).

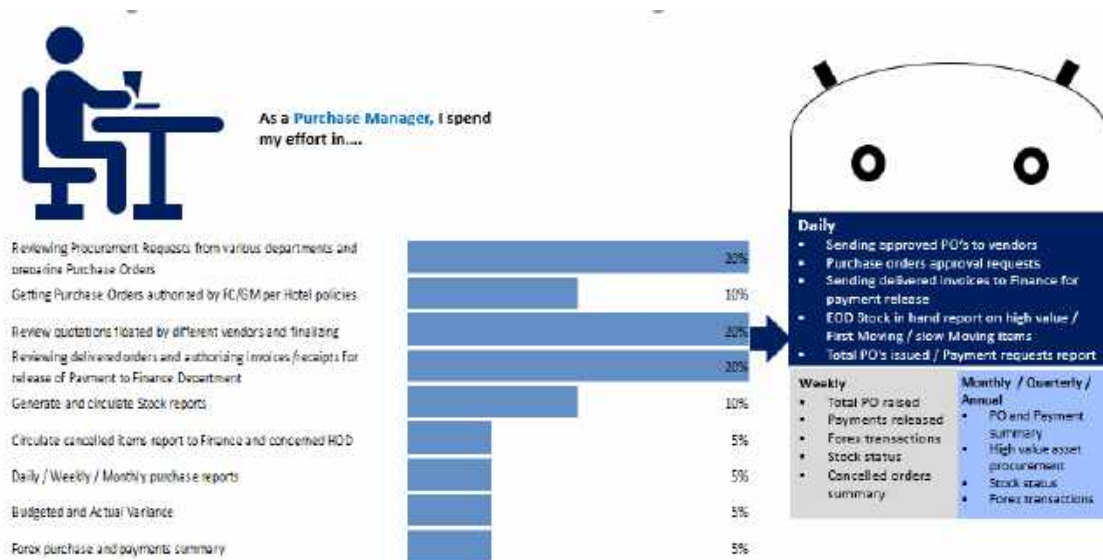


Fig 1.15 – Modelling the Purchase Manager Persona

7.10 HOSPITALITY – HUMAN RESOURCE MANAGER

Key KRA's of Human Resource Manager

New Hires | Orientation and Training of Employees | Performance Management | Appraisal Process
Maintenance | Complaints and Grievance Handling | Salary Negotiation | Annual Budget Forecast |
Developing HR Policies | Coordinating Employee Activities | Payroll Process Management |

Key KPI's of HR Manager

Absence Rate | Absence Cost | Benefits Satisfaction | Employee Productivity Rate | Employee Satisfaction
Index | Employee Engagement Index | Internal Promotion Rate | Quality of Hire | Turnover Rate |
Involuntary Turnover Rate | Voluntary Turnover Rate | Unwanted Turnover Rate | Training Effectiveness |

Human Resource Manager of a Hotel is mainly responsible for managing the recruitment and training of new hires, managing employee data and taking steps to retain employees. He/She is responsible to ensure that the company HR operational policies and processes are adhered to and continually improved. HR Manager assists in all activities concerning the sourcing & recruitment of staff, performance management, staff discipline and HR administration. He/She coordinates and/or conducts departmental training and conducts new hire hotel orientation program. They are responsible to Implement corporate policies and procedures on compensation, incentive, bonus and benefits. They continually assess employee morale by

analyzing absenteeism and turnover records, lateness and resignations. HR Managers coordinate and oversee all matters related to staff accommodation, facilities, and transport. He/She coordinates, controls and inspects employee's accommodation, staff canteen, rest rooms etc. ensuring it is of the highest possible standard of cleanliness and comfort. HR Manager is responsible to coordinate employee wellness and safety programs. They conduct needs analysis, develop, implement, and monitor training programs and materials. HR Managers encourage a good standard of employee conduct and behavior and coordinate disciplinary procedure as and when necessary.

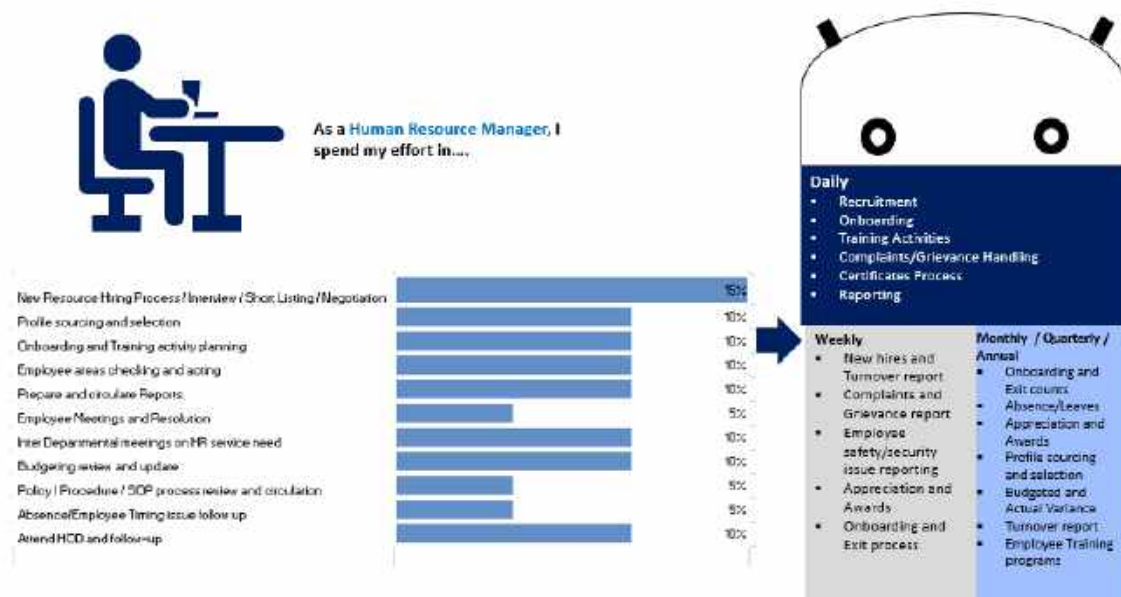


Fig 1.16 – Modelling the Human Resource Manager Persona

8. GETTING STARTED

8.1. APPROACH TO AUTOMATION

From an approach standpoint, a process and technology landscape study to identify automation potential is a must. However, to accelerate this process we have created a starter kit which gives a ready reference list of processes across the different high automation propensity functions based on time and motion perspective. While the Starter Kit will help quick start the automation process for new adopters, the traditional approach of Discovery to Sustain remains relevant to create automation waves for sustainable outcomes.

Outlined is our consulting led approach for an end to end automation cycle: -

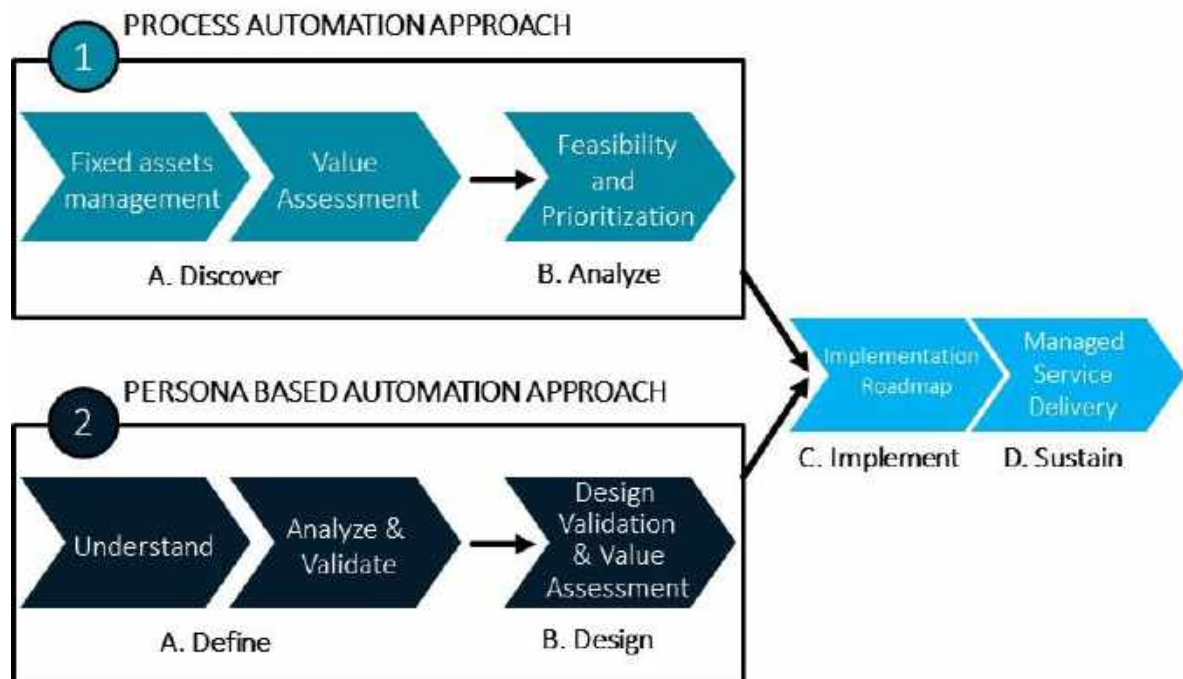


Fig 1.17 – Process Discovery and Mining Approach

8.2.METHODOLOGY

Process Discovery and Prioritization Methodology

Our Process Discovery and Analysis phases are powered by IP driven methodologies and frameworks that has been built based on industry best practices and execution experience. The discovery, process prioritization and value assessment are conducted using our E³ Framework (Efficiency, Effectiveness and Experience) wherein each process is studied in detail and key parameters are captured to determine the following:

- Dependencies – Technology, People, Upstream-downstream process
- Actions Performed at each step – determine whether it is a necessary action, action leading to non-value add, action prone to error or deviation from expected method, repetitive, manual interventions needed
- Degree of Repeatability
- Degree of Redundancy
- Time Factors – time to response, time to wait, time to execute, frequency etc.
- Degree of work not happening on IT e.g. reading and understanding data before being fed into IT system

Perform a detailed data/response collection based on the key attributes of Efficiency, Effectiveness and Experience, our framework determines the degree of automation and complexity based on predefined rules and thresholds.

Based on this output, we correlate the candidate processes with automation priority for business. Predict the notional ROI considering the total effort involved in executing the as-is process, the TCO for automating the process against the expected returns on automating the process.

Persona Discovery Methodology

Our QD4 framework is used to qualification and design the Digital Persona. The data collected and the correlations derived from the design-thinking led approach helps to determine which role and tasks for the roles have a higher propensity for automation to deliver a higher return.

After helping our clients by creating an opportunity wave, detailed roadmaps are created for implementation and carry out business as usual. It is achieved through the following: -

- **Pure Play Automation Ownership** – Where we help the client with consultancy on how to go about with automation, do the implementation and handover so that the client and own and manage the program by themselves
- **Managed Services** – In this model we own the delivery and sustenance of the automation program end to end. We may play the role of license reseller in certain situations. Additionally, we have a Bot as a Service – In this model, we own process as whole therefore the infrastructure, licenses also come under our responsibility.
- **POV as a Service** – Should a client wish to test waters before deep diving into automation investments, we also provide a POV (Proof of Value) as a service, wherein we help simulate a critical part of the opportunity and establish the fitment of solution (the bot framework, automation tool) and present the value to our clients. This is a Pilot of mini-project model wherein the scope of the deliverable is limited to prove the concept and the value.
- **RPA Support as a Service** – Under this model, we may take up the support and governance of an RPA program that we have developed or any other entity has developed, with the main aim of running it at high efficiency, performing bot rationalization to optimize resource consumption and maximize output.

Based on the different stages of automation maturity that our clients have; we can assist them with an aligned strategy for growth.

Stage	Challenges	How can we help
Seekers – Planning for RPA investment	• Relevance and feasibility of automation • Risk and cost of transformation • Product evaluation	• Product comparison and selection • Starter kit • Process mining
Samplers – Conducting Proof of Technology / Concept	• Selecting the right product • Identifying the right use cases for automation • Business case for Automation	• Business case creation • Alternate platform selection • Process mining and prioritization • Implementation services • Functional and Technical experts • Value modeling
Embracers – In early stages of implementing RPA	• Enterprise process discovery • Process standardization and streamlining • Bot development and deployment • Bot support and maintenance	• Value baselining and measurement • Industry specific automation process catalog • Establish governance and RPA CoE • Different engagement models (Automation as a service / Managed service)

Stage	Challenges	How can we help
		• Change management • Use bots for end user support and issue triaging
Champions – Have done RPA implementation at scale and innovation	• Scale Bot implementation and deployment • Intelligent Automation • Bot KPI improvement	• Integrated Automation solutions – End user computing as a service, PLM Support automation, Test Automation • Change Management • Intelligent Automation • Establish RPA CoE • Validate coding best practices using QC bot • Use of bots for end user support and issue triaging

8.3. STARTER KIT

In order to kick start the automation journey for our client <minimize the time from discovery to design>, we offer the Starter Kit catalogue in which the client is free to choose from the process catalogue and based on the complexity assigned to the process, there will be a fixed rate charged for the services (* RPA Licensing is exclusive of this).

Based on our experience in handling various client requests, following is a representative development to deploy timeline: -

Automation Complexity	Avg. Turnaround Time (in days)
Simple	15 – 20
Medium	25 – 35
Complex	35 – 45

Following is the Starter kit process catalog: -

Sl#	Business Area	Simple Use Cases	Medium Use Cases	Complex Use Cases
1	Customer Service	'Thank You' Letter upon checkout		Chat Bot for Website to handle guest enquiry
2	F&B Operation	- Item configuration for menu and item re-configuration based on seasons - Beverage Item Inventory Status Report	- F& B daily departmental reports - Food Item inventory and Ordering - Bot to manage reservations & customer orders - Automated Food Cost Report - Automated Adjustment of Entries in FCR (Full Cost Recovery) - Report Back of Non-Available Items in Stores - Manpower Extra Hours report and authorization - F&B status reports - F&B Departmental Reports - Banquet Detailing - Material Requisition request based on consumption & expected usage	- Customized Order Management - Automated Guest Preference Intimation
3	Finance & Accounting		- Artwork Inventory reconciliation & asset movement report - Equipment Inventory reconciliation & asset movement report - Accounts Receivable - Printing AR Tax Invoices - Invoice Processing - Bill Register Automation - Processing of Salary Slip - Automation of GR Processing - Credit Control Updates - Forex rates Updation - MSME Alert for timely payment - Follow Up and Collection of Payment from Companies using the aging Information and Credit Limit - Sending monthly Invoices and Statements to regular AR Accounts	- Bank Account Reconciliations - Automation of computation and crediting of loyalty points - Automation of GST Input Credit Eligibility Check - Finance Daily Operations Report (Circulation of Reports) - Weekly / Monthly Sales Reports - Daily Tax Reconciliation Statement - Indirect Taxes for inputs from PMS, POS and ERP(FICO) - Daily Revenue Reconciliation Statement - from PMS, POS and ERP(FICO) - Credit Card Reconciliation Process - GSTR & manual file compilation - Weekly / Monthly Credit Reports
4	Front Office Operations	- Unblocked Guest Room Report	- Reconfirmation Email to Guests prior to Arrival - Daily Departmental Reports - Amenity Report - Daily Flash Report - Review comments collection & reporting from the guest after checkout - Preference Based Automatic Room Assignment - Call Center - Room Reservations FIT - TMFF Process	- Rate Discrepancy Audit Report - Generation of Top 20 Complaints - Daily occupancy reporting - Revenue Optimization - EOD Occupancy and ARR

AUTOMATION PLAYBOOK - HOSPITALITY

SI#	Business Area	Simple Use Cases	Medium Use Cases	Complex Use Cases
			• Guest Management Weekly / Monthly Status Reports • Revenue earned report from sub-departments • Deposit due reminders to guests • Managing relevant Guest Profiles by merging of Duplicate Guest Profiles • Confirmation on the Chargeable Items placed • Capturing guest feedbacks during the stay • Room as per customers choice is kept ready on arrival.	
5	House Keeping Operations	• Lost and Found Management - Recording Data & Communication	• Linen Inventory management • Housekeeping Guest Supplies Management • Extra Inventory Management • Minibar Inventory and Expiry tracking • Housekeeping Weekly / Monthly Status Reports	
6	Human Resource	• Attrition report • Candidate Connect • Appreciations and Awards • OA Promotion Letter	• HR Compliance reports • Employee Probation Confirmation • Deputation Cycle Management • Exit process • Take the clock in and clock out time of each employee	• Employee Onboarding • • HR Helpdesk • Recruitment source mix •
7	Information Technology	• Send Alerts on Login Failure in Club Membership Portal • Log Monitoring – POS • Shared Folder Access Review • • IT Helpdesk • Asset Tracking	• Prepare Reservation KPI & Analytics KPI Dashboard • Send Alerts on Slow Booking Pace on ITC Hotels website • Backup Monitoring • Expense Report • Vendor Service Request Handling • System Audits • Application accessibility and availability • Share Drive Access Control Report • Usage and status summary report • Accounting system ID Usage Tracking - Login from multiple locations within or outside the default location • Execution of Daily Checks & Report being done by IT Team • Daily Reporting of Audit Points related Checks • User Access Review and Report • Health Check of entire application • Service tickets status report • Code Review and Standardization	• • User Activity Report • • Read website logs for non-availability on ITC Hotels website and report • Antivirus check and update

SI#	Business Area	Simple Use Cases	Medium Use Cases	Complex Use Cases
8	Revenue Management		- Download Rate Information from competitor websites - Weekly / Monthly Revenue Status Reports - Revenue Management Daily Reports	- Stakeholders report (Min Threshold price exceed) - Daily Revenue Optimization Reports - Room Sales - Sales Ops - Update Room Nights and Revenue in Delphi - Rate Strategy Sheet preparation & update on distribution channels - Room Inventory Daily Report
9	Sales and Marketing		- Promotion of special offers to customers using bots - Loyalty Information Reports - Sales Process Reckoner - Automatic E greetings	- Sales Approval process - Lead Generator / Qualification - Enhance customer interaction with personalized marketing strategies - Update sales executive with customer's information to connect with customer's on special occasion
10	Procurement Operations	Automation of sending Approved PO to Vendors	- Purchase Activities - PO Related daily status update reports - Procurement - PO Downloading, Invoice Downloading, Global Sustainability Report - Automation of Store PR Creation	Purchase related Weekly / Monthly Reports

9. CONCLUSION

The top reason why automation is still viewed with unease lies in the demands made by automation technology on process maturity. Organizations are not certain if they are ready for automation. In many instances, they have already failed to extract real benefits from their automation pilots. This is because of the type of end objectives set for their automation programs, the most popular being, "I want to reduce X people in the organization." Just replace X with any number from 5 to 500.

Other objectives that lead to failure are, "I don't have enough manpower and I want automation to fill the gap." This is even though organizations have, for years, developed macros to automate worksheets—each time to ensure that tasks are done faster and more accurately by their workforce, and never with the goal of eliminating or replacing manpower.

To succeed, we offer one thumb rule: Continue to keep the benefits of automation narrowly focused on making the workforce agile, amplify human potential, make more time available to employees so that they can perform better and elevate their cognitive potential.

People are being loaded with more work than ever before. They are expected to quickly learn new skills and if they do, it is at the cost of being able to use their cognitive skills. Automation is a way to regain cognitive ground.

Boosting employee potential is a remarkably powerful objective. But we have seen it fail in 80% of the engagements that we have been involved with. Reason: Organizations fail to see the larger picture; they feel that once you apply automation, employees will be free when in reality what needs to be measured (and reported) is the improvement in throughput, reduction in turnaround time and accuracy of process execution.

Let's examine a commonly experienced problem—that of worker fatigue from repetitive tasks such as creating purchase orders from voice calls, emails and chat applications. After doing this task repeatedly, fatigue injects errors into the process. The cost of inaccurate purchase orders slipping into the system and the cost of rework are huge. Robotic Process Automation and Virtual Assistants can easily reduce this cost by improving worker efficiency and reducing fatigue.

If automation can deliver such major impact, what can organizations do to eliminate barriers to the technology? The truth is that organizations don't know where to begin. Traditional organizations want to see value in automation that is tangible. Often that is difficult to demonstrate in the first few cautious projects. But the deeper truth is that by not proposing an adoption plan they are making it harder to assimilate automation into their business and culture, while the rest of the world moves ahead.

We hope this document has been able to bring clarity in the thought process, the start and the end points, and most importantly, appreciation of the fact that the hybrid workforce is here to help, sooner than later. Earlier one adopts, faster is the road to nirvana.

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10. APPENDIX

Sl#	Functional Area	Use Case	Use Case Description	Role
1	Finance & Accounting	Follow Up and Collection of Payments from Companies using the aging Information and Credit Limit	Guest stay charges taken care by the Companies is common practice in any Hotels. Account Receivables or Credit Department is the responsible department to handle these billing process and also to get the payment collected as per the defined guidelines for each company. All Hotels in general maintain an aging Period and also set a Credit Limit for most of the Companies which have the Billing to Company understanding with the Hotels. A dedicated RPA would be very useful to check for each account on daily/weekly/monthly basis using the defined Aging Period and/or the set Credit Limit information and then send out an intimation to the corresponding company. Defaulting to multiple intimations help the Sales/Credit/Reservation department to update the Company Profile with this information (Setting the account to Inactive or Black List) and reflect that for the future Reservations. ** Opera PMS has this functionality inbuilt and mailers can be sent in regular interval. So, the proposed solution will be applicable for other PMS's which do not have this functionality.	Credit Manager Account Manager (Sales) Revenue Manager
2	Finance & Accounting	Sending monthly Invoices and Statements to regular AR Accounts	Almost all Hotels have AR Accounts and there is always a continuous business from these companies. Hotels generally send a consolidated Invoice/Statement to each of the Active Business Accounts on a monthly basis so that the Payment that can be collected from those companies. A RPA can handle this in a smoother and efficient manners. It can collate the details form each Active AR Account and then send an email to each of them with the consolidated details of Guest Stay/Banquet Charges and Pending Amount according to the aging cycle defined at the hotel level	Credit Manager Account Manager (Sales) Revenue Manager
3	Customer Service	Chatbot for Website to handle guest enquiry	Guests can initiate enquiry about products & services so that it can be appropriately responded by the GCC agent. Chatbot can be used to handle such queries & it can also create a database to analyze guest trends.	Customer Service Manager
4	Customer Service	Thank You' Letter upon checkout	1. Guest checks out from the hotel 2. Create a BOT to send Thank You letter by Emails upon checkout, in order to maintain a good relationship with the guest. If hotel uses CRM then a feedback link can be sent as well for guest	GM's Secretary
5	F&B Operation	Chatbot to manage reservations	Managing table reservations and taking orders from customers can be a time-consuming task. Human error means orders can and will go wrong	Food & Beverage Coordinator

Sl#	Functional Area	Use Case	Use Case Description	Role
		& customer orders	from time to time. Chatbot deployed on website, app, social media accounts, or a phone system can interact with customers quickly. Chatbot can perform these tedious tasks with the guarantee that orders will be 100% accurate. Minimizing human error will build customer trust and loyalty.	
6	F&B Operation	Order taking through chatbot	The Chatbot can be pre-loaded with the menu, dish wise possibility of customization, choice of accompaniments etc. Dishes can be classified not only as per type of cuisine but also spice levels and allergen usage. A Chatbot using AI can make recommendations based on guest history and preferences.	Food & Beverage Coordinator
7	F&B Operation	Banquet Detailing	A bot can be very helpful in maintaining the banquet detailing. Once an event is confirmed, Bot can take all the data from the applications to pre-defined excel analysis sheets & throw necessary reports (final detailing sheet etc.) to ensure the same resource is not committed to multiple events at the same time and outsourcing needs are highlighted by the system in advance. Also, a chatbot can be used to provide information to guests/event coordinator with pre-determined set of questions like information to be displayed on the BTR, timings of the conference with break-away times, along with a list of options to choose from in terms of type of seating, linen options, AV equipment etc.	Event Manager
8	F&B Operation	Material Requisition request based on consumption & expected usage	Bot can be used to auto-generate material requisitions based on previous day's consumption and expected usage for the next day. E.g. cocktails and drinks sold the previous day can be used to trigger requirement for fruits / garnishes the next day. Breakfast covers of today and expected occupancy can be used to create MRs for food stores like sugar / tea / coffee etc. AI can help to anticipate future requirements and alert the system/ store to gear up accordingly.	Food & Beverage Coordinator
9	F&B Operation	Automated Food Cost Report	Currently the Food Cost report is supposed to be extracted by the chef from BW Analyzer manually which takes up time. Certain hotels have a manpower dependent system of sending the FCR through a Cost Controller. At times due to busy periods in operations this is missed out and there is a possibility of losing track of the cost. An automated report must flow to the Executive Chef's inbox each morning.	Food & Beverage Coordinator
10	F&B Operation	Automated Adjustment of Entries in FCR (Full Cost Recovery)	Currently the adjustments made in the FCR are done manually by the Cost controller. This always takes time and the true FC is not represented in real time. As the transactions are all based in digital platforms like, POS and Accounting	Food & Beverage Coordinator

Sl#	Functional Area	Use Case	Use Case Description	Role
			Systems, these can talk to each other and daily entries must be adjusted automatically.	
11	F&B Operation	Automated Guest Preference Intimation	Key word related to culinary/food sensitivity parameters can be identified and a BOT can pick these up from the arrival sheet generated from the PMS. There after the details of the guest with key words can be emailed automatically to the chef's office, F&B office, Executive Chef and FBM. E.g. of word other than obvious dish/restaurant names: allergic, spicy, bland, oily, less salt etc.	Food & Beverage Coordinator
12	F&B Operation	Report Back of Non-Available Items in Stores	Items which are not available in stores (data available in Accounting Systems) must be reported automatically digitally to all chefs. Items to be categorized into segments & bot can collate the data and create report. Items which come under Red category must be automatically reported to GM. Same can be applied to short supply items also.	Food & Beverage Coordinator
13	F&B Operation	Manpower Extra Hours report and authorization	On a daily basis the extra hours report of associates must flow into the Sous chef's inbox and post their approval to the exec chef's inbox. There must be an option to click and authorize or deny the extra hours digitally for each employee on this platform, like it is done for "password acceptance policy". After exec chef approval same lands on the pc of Timekeeper and HRM. Automated workflow is required, however collecting the data & transferring from one application to another can be done by Bot	Food & Beverage Coordinator
14	F&B Operation	Config BOT	1. Bulk menu creation in short time 2. Check for any errors in new items created manually	POS Champion
15	F&B Operation	Beverage Item Inventory Status Report	1. Reduce manual work, BOT will refer Beverage Sales report from Point of sale and Stock issue report from Inventory management system 2. A calculation of actual stock in hand (For an outlet) will be provided based on which F&B controller will do a physical inventory check of the items of outlet and record its finding in inventory management system.	F&B Controller, Outlet Supervisor
16	F&B Operation	Food Item inventory and Ordering	1. BOT will refer three reports Menu Sales From POS, Recipe Information from Inventory Management and stock in hand report from Inventory Management. 2. A final status of inventory will be provided to Executive Chef	F&B Controller, Outlet Supervisor

Sl#	Functional Area	Use Case	Use Case Description	Role
17	F&B Operation	Daily Report	1. Bot can refer daily sales report, consumption report, check report and void report from Symphony and send an email or text notification to Outlet manager before the daily morning meeting in the required format	F&B Manager and Outlet Manager
18	F&B Operation	Circulation of Reports	As a F&B Controller of a Hotel, the person has to provide quite a number status update to the F&B Manager, Executive Chef and to the GM on Weekly/Monthly basis. We can have a Bot help the F&B Controller to get all these reports pulled from the PMS/POS and circulate among the concerned stakeholders on Weekly or/and Monthly basis. Reports like F&B Sales for the last week, Complimentary and Discounted F&B Items sales for the past week, Stock status of high value items, MTD/YTD F&B Cost standing, Staff Meals/Duty Drinks Summary etc. This can be configured to be triggered on a Sunday or on the last day of the month. The Bot needs to have the logic placed to pull this information from the POS as well as the day to day status maintained by the F&B Controller.	F&B Controller F&B Manager
19	F&B Operation	Circulation of Reports	Like the f&B Controller, a F&B Manager also needs to circulate status on many things on the Department as well as from the F&B Manager's responsibility perspective. We can have a same kind of Bot in place like the one we have proposed for F&B Controller. The set of reports or data sheets can be different from what are already provided by F&B Controller. We can consider collecting and circulating data on weekly/monthly basis like Banquet Sales Revenue, Rental Requisitions raised for Events, Credit Outstanding received, Purchase Order raised, Payment authorized for Vendors, Budgeted and Actual variance etc.	F&B Manager Banquet Manager F&B Controller
20	Finance & Accounting	Artwork Inventory reconciliation & asset movement report generation	Artwork Inventory and reconciliation, generation of asset movement. Bot can do complete reconciliation activity from end to end.	Finance Manager
21	Finance & Accounting	Equipment Inventory reconciliation & asset movement report generation	Asset /Equipment inventory and recording/asset movement can be done by the Bot based on pre-defined rules	Finance Manager
22	Finance & Accounting	Printing AR Tax Invoices	Download the report from Accounting System & PMS and do a reconciliation first and Print the AR	Finance Manager

Sl#	Functional Area	Use Case	Use Case Description	Role
			Tax invoices physically based on the business logics	
23	Finance & Accounting	Daily Tax Reconciliation Statement - Indirect Taxes for inputs from PMS, POS and Accounting System	Reconciliation of GST details posted in Accounting System with PMS done currently by Credit Team.	Finance Manager
24	Finance & Accounting	Daily Revenue Reconciliation Statement - from PMS, POS and Accounting System	Reconciliation of Revenue posted in Accounting System with PMS done currently by Credit Team.	Finance Manager
25	Finance & Accounting	Credit Card Reconciliation Process	Reconciliation of credit card details maintained in PMS, POS, Websites, Payment Gateways with the data provided by Credit Agencies	Finance Manager
26	Finance & Accounting	Bank Account Reconciliations	Download the Bank statements from Emails/Bank Websites, perform data massaging, post to Accounting System and perform BRS for both manual and Accounting System statements.	Finance Manager
27	Finance & Accounting	Invoice Processing	Data from manual invoices/ e-invoices which are not integrated needs to be updated in ERP system for invoice processing & payment release.	Finance Manager
28	Finance & Accounting	Automation of computation and crediting of loyalty points	Crediting of other brand loyalty reward programmed points in based on Loyalty reports from PMS	Finance Manager
29	Finance & Accounting	Bill Register Automation	Once the invoice processing is done, bill register is prepared & details updated in Accounting System.	Finance Manager
30	Finance & Accounting	Automation of GST Input Credit Eligibility Check	Hygiene Check of Purchase Register for Hotels in India, GST Input credit eligibility to be checked automatically	Finance Manager
31	Finance & Accounting	Processing of Salary Slip	Salary slip for employees is generated which involves extracting information from ERP system, processing the information & posting the final details. Bot can take up extracting & processing part based on defined rules.	Finance Manager

Sl#	Functional Area	Use Case	Use Case Description	Role
32	Finance & Accounting	GSTR & manual file compilation	For filing GST, data from multiple files (sales data, invoice data, advance adjustment etc.) is required to be compiled & posted on Govt. Portal. Since the entire activity involves huge data processing & cleaning, Bot can be used to compile, and post based on defined rules.	Finance Manager
33	Finance & Accounting	Automation of GR Processing	Automation of GR Processing. In this process at the time of receiving goods at warehouse/other facility, driver's as well as goods details are required to be updated in ERP System. This manual posting could be automated using Bots.	Finance Manager
34	Finance & Accounting	Forex rates Updation	Automation of updation of Forex rates into the system (PMS/ display at front office) on a daily basis.	Finance Manager
35	Finance & Accounting	MSME Alert for timely payment.	An alert to be sent to AFC/ UFC for pending MSME vendor payments after ever 15/ 30/ 40 days from the Invoice date to avoid statutory non-compliance	Finance Manager
36	Finance & Accounting	Circulation of Reports	Role of a Finance Controller/Finance Manager of a Hotel is mainly to deal with approval of a lot of documents and keeping the Hotel Owner or the Board informed on the Financial Health of the organization. It would of great help to a Finance Controller, if at the end of the day, a Bot can collate the entire day's proceedings and then circulate them to the stakeholders. The FC does not have to go through each one and then manually print them to circulate. On a daily basis we can think of circulating the data like Budgeted and Actual earning variance, Total purchase requisition approved, Tax collection summary for previous day, Processed payments for the day for Vendors/Suppliers, Complimentary Room and Food provided for the previous day, Forex collection and Payments made in Forex for the previous day etc.	Finance Manager
37	Finance & Accounting	Weekly / Monthly Status	On the same line as the above, we can also create an automated process to send certain sets of data on Finance Manager's behalf on Weekly/Monthly basis. We can have the process to trigger on every Sunday or/and on the last day of the month to get the data retrieved mainly from Accounting system and also from PMS/POS. Data like, Total earnings, Payments Processed, Credit Payment Received, Complimentary and Discounted Sales, Tax Collection Summary, Tax/GST Payment Processed, Employee Salary Processed, Forex earned and payment made in Forex etc.	Finance Manager

Sl#	Functional Area	Use Case	Use Case Description	Role
38	Finance & Accounting	Credit Control Activities	For a Credit Manager of a Hotel, it is important for him to go through certain detailed reports on a daily basis to take decisions and to update and circulate status on the same on daily basis. It would be useful if a Bot can be used to collate all these reports prior to his resuming duty on daily basis, will save a lot of time for the Credit Manager and he can directly start reviewing them and start acting. The collection of reports which may help him performing his duties smoothly without spending time to get them ready for him would be C/L Check Outs and C/L F&B Sales summary for the previous day, AR Aging Report filtered by Credit Limit and Outstanding, Cheque and CC Payments realization for the previous day, C/L Payments received and allocation of the same on Account to Account basis, Forex collection and reconciliation for the previous day etc. The bot can be configured to pull and send these reports from PMS/POS and BO System post the Night Audit is completed.	Credit Manager
39	Finance & Accounting	Weekly / Monthly Status	The above proposal will help the Credit Manager reducing his workload for his daily time and effort spent on getting things ready for his daily work. However, the Credit Manager of a Hotel also needs to work on keeping the stakeholders updated on the status of all C/L accounts and business status on weekly/monthly basis. The status update would in turn help the organization to take necessary actions. A collection of set of reports can be therefore be set to be retrieved on weekly/monthly basis and then circulating them among the concerned stakeholders. The Bit can pull data like Consolidated C/L Statement for the last week, Total Payment realization towards C/L outstanding for the last week, Top 20 C/L outstanding accounts, Total invoices processed for the past week, Forex collection and reconciliation etc. These can be circulated on every Sunday and also on last day of the month for the entire last month.	Credit Manager
40	Front Office Operations	Reconfirmation Email to Guests prior to Arrival	Log into the PMS to check for arrivals for the day and send SMS/email for re-confirmation as part of Arrival/Departure control process. Send mails to the guests as per the different room types (Mail Templates) and update the Profile in the PMS	Front Desk Manager
41	Front Office Operations	Daily Occupancy Reporting	Daily occupancy report is created and maintained. Bot can extract the data and automatically creates the report based on pre-defined rules and circulate among the stakeholders. This report is generated thrice a day and hence bot can be used to reduce the manual effort.	Front Desk Manager

Sl#	Functional Area	Use Case	Use Case Description	Role
42	Front Office Operations	Generation of Top 20 Complaints	BOT can read Top 20 complaints/review as per specific preset parameters (e.g. Star rating, specific nomenclature etc.) from various websites based on accessibility and send them to concern stakeholders of the Hotel via email/text.	Front Office Manager
43	Front Office Operations	Call Center - Room Reservations FIT - TMFF Process	Creating Reservations in the Property Management System for Team member or friends and family bookings	Front Desk Executive
44	Front Office Operations	Daily Reports	RPA can Generate Daily Reports specified (Reservation Entered On & By, No Show, Early Check-in, Cancellation, Rate Check / BOB, Pace Report, Pickup, Forecast, Segment reports, Variance Report) save in designated folder and circulate through emails.	Reservation Executive
45	Front Office Operations	Rate Discrepancy Audit	RPA can Generate Rate Check Report and Guest-In-House detailed report (Most of the hotels update communicated rates in Notes & Comments), compare both the reports and highlight the discrepancies pre-audit to avoid wrong room rate postings.	Reservation Executive, Night Duty manager
46	Front Office Operations	Amenity Report	Generate the Guest Arrival Report for next day and allocate the pre-set amenity (i.e. stored in Hotel System) as per the Profile status (Based on Membership Status/VVIP/LSGs etc.) and send the Report to the Unit Room Controller/ Guest Relations Executive for approval and then to Food & Beverage Department to place it accordingly.	Unit Room Controller Guest Relations Executive
47	Front Office Operations	Daily Flash Report	Night DM collate the data to from various reports such as Arrival Report for next day/Occupancy Forecast/House Status/ Restaurant Revenue Report/Incident Report/ Special Notes and combining all these prepares the Daily Flash report and circulates it to Various Departments for Morning Meetings.	Night Duty Manager
48	Front Office Operations	Optimization of Revenue	All Hotels use Expected Arrival and/or Revenue Forecast report to know the number of Reservations expected on a given day or expected Occupancy and Revenue for the day. However if we can have a RPA in place, which will extract the Total Room Rate and expected House Close for a day and then Calculate the expected ARR (Average Room Revenue) at every hour using the details from multiple Reports like Expected Arrivals, Expected Departures, In House list, Occupancy Forecast etc., it can be helpful for the Revenue Manager to direct the Front Office to use the Upscale option, so that the Revenue/ARR can be maximized when the Hotels are not doing a Full House. ** Opera PMS has a dedicated screen where the ARR is displayed. So it would be beneficial for other PMS which does not have this information	Revenue Manager Front Office Manager Lobby/Duty Manager Front Desk Assistance Guest Relation Executive

Sl#	Functional Area	Use Case	Use Case Description	Role
			readily available and needs a manual calculation to retrieve.	
49	Front Office Operations	Managing relevant Guest Profiles by merging of Duplicate Guest Profiles	It is a common for all Hotels to have Multiple/Duplicate profiles for one Guest. This generally happens due to multiple people creating Reservations and following their own way of creating them and not religiously performing a search using all available filters to check if a profile already exist for the guest with same details. To minimize/avoid having multiple or duplicate profiles in the Hotel database, we can use a Bot which will run a search for all the profiles using unique filters such as Telephone Number, Address, Loyalty Membership Number etc. and once duplicate profiles are found, it will merge all of them with the most recent one.	Front Office Manager Guest Relations Executives Reservation Assistants House Keeping Desk
50	Front Office Operations	Confirmation on the Chargeable Items placed	Many time Guest or booker's request for some Special Services to be provided during the stay at the Hotel. Few of them are sometime on chargeable basis like few Mini Bar Items, Extra Bed, DVD Player, Bottle of Wine etc. So it's always advisable for the Front Desk guys to inform the guest during check in about these services to avoid any confusion or issues during the check out. We can have Chat Bot to take care of this. Post the Check In, the Chat Bot can send a message to the Guest's Mobile phone with the list of chargeable services added to his reservation and the guest can confirm by accepting them. This will avoid any billing related issues and argument at the time of check out. The guest has to mandatorily Accept or Decline (by selecting/not selecting Check Boxes or Radio Buttons) each item. Upon completion the information needs to be sent back to Cashier / Lobby Desk / Guest Relation Desk / Concierge Desk / Housekeeping Desk / Room Service Desk to take necessary step.	Lobby/Duty Manager Front Office Cashier House Keeping Desk
51	Front Office Operations	Capturing guest feedbacks during the stay	From the time the Guest check ins to the hotel till the checkouts a BOT will be placed to capture his feedback/stay experience on Review Sites, Twitter, Distribution Websites (OTA). An Email will be triggered to major departments heads.	Duty Manager
52	Front Office Operations	Review comments collection & reporting from the	1. Most of the times guest is in hurry during checkout process to provide any feedback. 2. With many checkouts at particular time it becomes really difficult for GRE to ask for feedback from all the departing guests. An interactive chatbot can help to get proper	Guest Relations Executive

Sl#	Functional Area	Use Case	Use Case Description	Role
		guest after checkout	feedback at a later stage (E.g.: On the way to Airport). This chatbot should be designed to be real quick with Smileys options and pre-defined questions, special remarks (if any) Once Guest completes the Feedback survey the same to be Email to pre-defined group of the hoteliers on the property he stayed. There may be a provision to setup a reminder later if no feedback received. All the response shall be recorded and summarized in a report for future references.	
53	Front Office Operations	Management	1. On the day of arrival as per the Arrival time entered in the system, Customer receives a Chatbot (Welcome message) 2. It gives options of Room Numbers available for the Room Type customer has booked, with brief on the feature (High Floor, Close to Elevator, Pool View, Smoking/Non-smoking) 3. Gives option to request for any special services (E.g.: Last Minutes need) 4. Receives a confirmation of the blocked Room 5. Room Blocked in PMS, Key coding complete	Front Office Assistant
54	Front Office Operations	Preference Based Automatic Room Assignment	Currently all the PMS has the option to block the room in advance, also to pre-assign the room automatically, but this may be done searching with the Room Type and availability (Inspected status from Housekeeping) only, Choosing the room with preference is still a manual task. This use case is to enhance and go one step forward. Search through Guest Profile preferences, Preferences on Guest Reservation and assign the room automatically for expected Arrivals. 1. Hotel Front Office staff will get an option to run this process multiple times in a day depending on the Arrival time on the reservation 2. All Rooms are not available at the same time, BOT will schedule the priority on what get assigned as the rooms become available.	Front Office Assistant
55	Front Office Operations	Weekly / Monthly Status	As a Guest Relation Executive, it is important to circulate certain reports on Weekly / Monthly basis which helps the Hotel Management to be aware of the Guest experience as well as to take necessary steps for the future stays of the guests. Certain set of reports can be scheduled to be retrieved and send across to all the concerned HOD's on weekly/monthly basis without the person sitting and spending time to print them out manually one by one and then sending. A Bot can be made to fetch data from the PMS and then shoot out an email. We can think of circulating the details like, VIP and Single Lady reservations for the coming week, Number of Loyalty Member's stayed in the last week, How many guests were	Guest Relations Executive

Sl#	Functional Area	Use Case	Use Case Description	Role
			given Gift Items last week, How many VIP and Single Lady arrivals took place in the last week, Amenities provided to the guests last week etc. This can be done at a Monthly level as well.	
56	Front Office Operations	Unblocked Guest Rooms	It would be useful for the GRE's and Guest Agents at the Front Desk and also to FOM/EHK if we can have a simple automated process to run and pull out the list of Expected Arrivals where no Rooms have been blocked on an hourly basis and circulate among these people, the necessary action can be initiated rather than someone manually going through each reservations at their free time and then start the process of blocking rooms. This will also help the Front Desk/GRE's to coordinate with HK department to get specific Rooms ready depending on the Guest Arrival Time and preference.	Guest Relations Front Desk FOM EHK Housekeeping Desk
57	Front Office Operations	Revenue earned from sub-departments	We can create a automated process to compile and circulate a weekly report on revenues earned from Front Office sub-departments. There are quite a few sub-departments under the Front Office Manager, like Business Centre, Health Club, Telephones, Concierge which provide services to the In-House as well as Walk In customers and charge for the same, like for Internet Usage, Print Outs, Photo Copy, FAX, Telephone Calls, Using of GYM, Swimming Pool etc. These departments raise receipts and post them in the PMS for the In-House guests and submit the amount paid by the Walk-In customers to the shift cashiers along with the receipts. We can provide a RPA solution to the Hotel, where in the Bot can run through the Cashiers Summary and look for the Items posted under these department heads and create a report to show the day's revenue earned per department.	Front Office Manager
58	Front Office Operations	EOD Occupancy and ARR	It would be very useful for the Front Office Manager to coordinate with the Reservation Department to get an automated status update at every hour or every 2 hours which will indicate the current status of the EOD Occupancy and the ARR the Hotel is going to close at. This would help the FOM to see if we can look at some waitlisted reservations to be confirmed and give an instruction to Front Desk Associates or the Duty Managers to accept Walk In's so that the Occupancy and the ARR can be optimized.	Front Office Manager Reservation
59	Front Office Operations	Send deposit due reminders to guests	1. Guests makes a booking for current/future date with deposit request mentioning the due date. 2. Reservation department needs to monitor the reservations with deposit due date regularly and send out reminder emails. 3. On a daily basis BOT can review all the reservation with the deposit request attached and	Front Desk

Sl#	Functional Area	Use Case	Use Case Description	Role
			then shoot an reminder email to all the reservations where the deposit is pending. 3. A logic needs to be placed for look for how many days in advance the reminder needs to be sent 4. In this process VIP & Loyalty guest can be excluded.	
60	Housekeeping Operations	Lost and Found Management - Recording Data & Communication	Lost and found data can be managed in pre-defined excel and further could be communicated to required stakeholders as well as customers along with regular follow-ups & alerts. Recording of data and its management as per lost and found policy/ E- Mail to guest / Reminder mails /Auto generated list of items on "Hold" and Items for Disposal /Lost and Found Alerts at Front Office	Executive Housekeeper
61	HouseKeeping Operations	Minibar Inventory and Expiry tracking	Minibar Inventory and Expiry tracking details maintained in the reports	Executive Housekeeper F&B Controller
62	HouseKeeping Operations	Linen Inventory management	Linen Inventory management report created & circulated among stakeholders	Executive Housekeeper
63	HouseKeeping Operations	Housekeeping Guest Supplies Management	Housekeeping Guest Supplies Management report created and circulated among stakeholders	Executive Housekeeper
64	HouseKeeping Operations	Extra Inventory Management	Inventory Management of Extra bed/Baby Crib thru the PMS. Same is available in Opera PMS It can be linked to reservation system also. We can get to know the real time availability.	Executive Housekeeper
65	Housekeeping Operations	Weekly / Monthly Status	A Bot can be in place to take out few reports on weekly/monthly basis to help the management to be updated on the status. We can have all these reports to be sent through email to the HOD's for their record and information. Information like Earnings from sale of Gift Items/Guest Supplies, OOO/Pest Control schedule for the next week, Total amenities procured for the week, Current stock of Linens/Supplies, Discarded linens, Budgeted and Actual variance reports. We can have these information pulled out on every Sunday and also on the last day of the month.	Executive Housekeeper
66	Human Resource	Attrition report	Reporting of attrition rate - number of employees onboarded vs number of employees resigned,sacked,death. A monthly report is required, Bot can pick the employee information from multiple system and generate the report.	HR Manager
67	Human Resource	HR Compliance reports	General reports on LOB wise adherence to core company mandates - IT rules awareness, GDPR awareness etc. Bot can automatically pick the data & generate and share the report with management.	HR Manager

Sl#	Functional Area	Use Case	Use Case Description	Role
68	Human Resource	Employee Probation Confirmation	Confirmation on retention or release based on performance feedback provided by reporting managers on employees under probation. Bot can automatically send the pre-drafted email with required updates.	HR Manager
69	Human Resource	Exit process	Reconciliation of pending dues, interacting with different stakeholders and updating the records in the SF system, closing the licenses if any intimation to be sent to IT Department.	HR Manager
70	Human Resource	HR Helpdesk	Handling of basic HR related queries and concerns raised by employees, can easily be solved using Chatbot.	HR Manager
71	Human Resource	Recruitment source mix	Sourcing of profiles based on provided job descriptions. Bot can screen the profiles based on specific keywords on specific job related portals & can also fetch the information from the profile repository maintained by the organization	HR Manager
72	Human Resource	Employee Onboarding	Onboarding (document verification, alignment to reporting manager, emp id creation, entry of employee data in database) and Joining formalities for permanent and contractual workforce.	HR Manager
73	Human Resource	Deputation Cycle Management	Update employee pay, benefits, perks and allowances based on deputation plans created.	HR Manager
74	Human Resource	Candidate Connect	Managing important notifications and communications with prospective candidates, once a candidate is identified, bot can maintain a constant connect by sending emails, notifications etc.	HR Manager
75	Human Resource	Appreciations and Awards	Creation of certificates of excellence and allocation of reward points based on manager's recommendation.	HR Manager
76	Human Resource	OA Promotion Letter	Office Associates promotion details is fetched from appraisal excel, eligibility criteria & salary details are cross checked, promotion letter is created & printout of letter is taken.	HR Manager
77	Human Resource	Take the clock in and clock out time of each employee	1. Prepare a daily/Monthly Report for actual spent time by an employee in F&B operation 2. RPA will generate the report through Journal logs and Check report for each employee 3. Report will be use for paying F&B employees who are working on Hourly basis 4. Manual entry of employees in restaurant attendance register will no longer required	HR Manager

Sl#	Functional Area	Use Case	Use Case Description	Role
78	Information Technology	Read website logs for non-availability on ITC Hotels website and report	Scan the website logs and identify the visitor requests that could not be serviced due to unavailability on the website and report the same on daily basis.	IT Executive
79	Information Technology	Prepare Reservation KPI & Analytics KPI Dashboard	Generate a dashboard on Reservation KPIs from website database and on Sales/Marketing KPIs from Google Analytics on daily basis.	IT Executive
80	Information Technology	Send Alerts on Slow Booking Pace on ITC Hotels website	Send Alert on not receiving of any booking on the website after a threshold time period.	IT Executive
81	Information Technology	Backup Monitoring	An audit requirement where the machines need to be checked for the Backup files in different servers, this is a repetitive task which can be taken remotely for 'N' number of machines. Report the status of the backup to business user	IT Manager
82	Information Technology	IT Helpdesk	IT Helpdesk is a platform which is used to help employee to enquire about any query related to IT issues and needs to allocate as per policies to respective stakeholders like servicing the tickets (against queries by employees)	IT Manager
83	Information Technology	Asset Tracking	Real time tracking of allocated assets and permissions of usage. Timely software updates and patches can be done by bot.	IT Manager
84	Information Technology	Expense Report	Generation of report regarding spend on procurement of assets, licenses, repairs etc. created to track against budget estimated for IT spend	IT Manager
85	Information Technology	Vendor Service Request Handling	Generation of service requests (complaints) with software, hardware vendors and tracking request lifecycles. Bot can track all the request, update the status etc.	IT Manager
86	Information Technology	System Audits	Perform system audits to identify malpractice if any.	IT Manager
87	Information Technology	Application accessibility and availability	Check critical functions are working and accessible on the ecommerce website and monitor all critical IT application availability.	IT Manager
88	Information Technology	Share Drive Access Control Report	Report generated providing details on shared drive access control information. The report is generated in regular intervals to keep a track of the shared drive access.	IT Manager
89	Information Technology	Send Alerts on Login Failure in	Send Alert on login failure to designated person, to identify & resolve the issue in time.	IT Executive

Sl#	Functional Area	Use Case	Use Case Description	Role
		Club Membership Portal		
90	Information Technology	Log Monitoring - POS	Monitor Log creation in POS/Symphony at units and report.	IT Executive
91	Information Technology	Accounting system ID Usage Tracking - Login from multiple locations within or outside the default location	User ID usage across locations as part of password sharing tracking scenarios. Bot can identify all such instances & track it.	IT Executive
92	Information Technology	Execution of Daily Checks & Report being done by IT Team	Execute the daily checks being done by IT resources at the unit and prepare reports. Daily reports required for management update etc. can be generated by Bot.	IT Executive
93	Information Technology	Daily Reporting of Audit Points related Checks	Reporting of the status of action taken for previous audit points in present scenario can be generated & circulated to management.	IT Executive
94	Information Technology	User Access Review and Report	Prepare the authorization changes performed in User Authorizations in last quarter/half year and submit to approvers for review	IT Executive
95	Information Technology	Shared Folder Access Review	Report on Access provided in shared folders is downloaded & submitted to required stakeholders. This report can be generated using Bot.	IT Executive
96	Information Technology	Health Check of entire application	1. Monitor application and database health of Simphony 2. Trigger an alarm if any component of application or database goes down 3. Daily status check for all external exports/program running through scheduler and check for results generated at designated folder	IT Manager
97	Information Technology	Antivirus check and update	A Bot can be in place to periodically check the status of the Antivirus in all the user systems and push the patch/update as and when applicable. It can be scheduled during the weekend. Once the check is done and needed patch or update is applied, it will also trigger a report with the status of all the workstations including Not Applied / Successful / Failed etc.	IT Manager
98	Information Technology	Service tickets status report	A Bot can be configured to collate all the service tickets raised by the IT Manager during the last week or month and generate a status report and circulate the same. This will also help to keep a	IT Manager

Sl#	Functional Area	Use Case	Use Case Description	Role
			track of the resolution timeline for each of the tickets raised. This report will also indicate the total cost the Hotel has to pay to the vendor.	
99	Information Technology	User Activity Report	Hotel can use a Bot to keep a track of the User's activity. The Bot can have all the User ID's configured and will run a check at the end of the day and will collate information from all the workstations. The report can collect the Information from Activity/Change Log maintained on PMS/POS/Other Applications and also can run a query to check which all sites were accessed (For Internet enabled workstations). These daily or weekly reports will come in handy if the Hotel needs to check on any discrepancies, missing entries or suspicious activities.	IT Manager
100	Information Technology	Usage and status summary report	A Bot can be created to periodically retrieve information on Mail server status, Network Band width status, CPU utilization, compile them and send out a report to GM / Service Providers on weekly / monthly basis. This would in turn help for investigating for any performance / security related issues and taking initiating necessary actions	IT Manager
101	Information Technology	Code Review and Standardization	Automation to track the code changes in every build to compile a report whether standard code structure is followed, proper commenting is done for the code and SP Changes. RPA can scan and generate a report for all the changes where standard is not being followed. Today it is done in DevOps but the validation is done by the human eye which can ignore the fact at times.	Delivery Manager
102	Procurement Operations	Procurement - PO Downloading, Invoice Downloading, Global Sustainability Report	Mass Download of PO, Invoices from Accounting System Application and save it into share folder	Procurement Manager
103	Procurement Operations	Automation of sending Approved PO to Vendors	Sending of approved signed POs from Procurement Systems to Vendors on email ID along with T&C	Finance Manager
104	Procurement Operations	Automation of Store PR Creation	Purchase requisition creation in ERP system & further sent for approval.	Finance Manager
105	Procurement Operations	Purchase Activities	An intelligent Bot can help a Purchase Manager to reduce manual work. We can have a process run every half hour and scan through the Approved PO's in last half hour and trigger a notification to the specific vendors by either sending an email or a message on the specified mobile phone. This will save time in manual communication and also	Purchase Manager Finance Manager

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			work in real time. On the same line we can also have another Bot scanning the purchase orders raised in last half hour by different departments and notify the Purchase Manager. A third Bot can also be configured to check for the delivered items invoices at a regular interval and then trigger a notification for the Purchase Manager/Finance Manager for releasing of payments.	
106	Procurement Operations	Daily Status Update	A Bot can be created to send a update on daily basis at the EOD to respective stakeholders. The information which can be pulled and send out through email or report can be like, Total PO's Approved / Payments released for the day, Stock in hand report for High Value, Fast Moving, Slow Moving items etc.	Purchase Manager Finance Manager GM
107	Procurement Operations	Weekly / Monthly Status	Purchase Manager at the Hotel is also someone who needs to send updates to stakeholders in regular interval as the Purchase Department deals with monetary transactions and influence the Hotel's financial dealings. A set of reports can be pulled and compiled on Weekly/Monthly basis by a Bot in place and then send them to the concerned stakeholders. On a weekly basis, we can look at the reports like Total PO raised, Total payments released, Forex transactions during last week, Stock status of High Value and Fast Moving items, Summary of all cancelled orders in the past week. We can have another bot running and on the last day of the month to compile data like Total PO and Payments summary for the last month, High value assets procured last month, Stock status of department wise items filtered by high value or fast moving items, Total Forex transactions done during the last month etc.	Purchase Manager Finance Manager GM
108	Revenue Management	Stakeholder's report (Min Threshold price exceed)	Check for how many times hotels have sold for deviated price than DMC declared Minimum threshold price. Details to be maintained and report to be circulated among stakeholders.	Revenue Manager
109	Revenue Management	Download Rate Information from competitor websites	Scan the websites, search and download the Rate Information of Competitions and send to designated person at a defined frequency.	Marketing Coordinator
110	Revenue Management	Room Sales - Sales Ops - Update Room Nights and Revenue in the Sales &	Validate the extract from the PMS and update the room nights count and revenue with respect to the date into the Sales & Catering System.	Revenue Manager

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		Catering system		
111	Revenue Management	Daily Status Update	RPA can Generate Daily Reports specified (BOB, Pace Report, Pickup, Forecast, Segment reports, Variance Report) save in designated folder and circulate through emails.	Revenue Executive
112	Revenue Management	Daily Revenue Optimization Reports	Generate the revenue reports (BOB/PICK UP/Forecast Report/Segment wise Report/ Point in Time report, Variance reports, Same point Report) for the specific time period (Usually last 3 years) compare and generate MTD & YTD reports accordingly and can be circulated via E-mail.	Revenue Manager
113	Revenue Management	Rate Distribution	Refer the prepared strategy rate sheet by RM and upload it to Various Channels (E.g. Hotel prepares Rate Strategy sheets manually and uploads it to various Rate Distribution Channels)	Revenue Manager
114	Revenue Management	Open / Close Hotel / Inventory	The Revenue Manager is responsible and handle the Opening or Closing of a Room Type or the entire Hotel on a given date or for a date range depending upon the status of the Hotel's expected Occupancy. The Revenue Manager has to perform this activity on the PMS and then he needs to update the Hotel Website, Portal, all booking engines, GDS to reflect the same so that no unwanted reservations are created. Rather the Revenue Manager manually updating all these one by one, we can create a Bot to take care of the same which will be much faster and without any time delay. A logic needs to be in place to trigger this to look for any change in Open or Close status and then access all the various channels to reflect the same.	Revenue Manager
115	Revenue Management	Weekly / Monthly Status	For a Revenue Manager of a Hotel, keeping the Management updated on various information related to the past and future business is very important and this demands a lot of reporting to be done on Weekly/Monthly basis. We can create a automated process, where in a set of reports can be printed on weekly / monthly basis and then be circulated to the concerned stakeholders. we can think of certain reporting like Budgeted and Actual Revenue for last week, Revenue forecast for next week, No of cancelled reservations for last week, Market Segment/Business Source report for last week etc. These can be scheduled to occur on every Sunday for the weekly purpose and then on the last of the month to collate the information for the entire month and can be dispatched through an email.	Revenue Manager
116	Revenue Management	Daily Report	1. Hotel receives a booking made online (GDS and Booking engine) with specific room type and Specific rate plan allocation allotted by Revenue Manager. 2. Create a BOT to generate a list of bookings	Revenue Manager

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			based on the room allocation / Rate allocated by the Revenue Manager 3. Hence enables Revenue Manager keeping a track of room allotments of every website on daily basis. This will help to reduce lot of manual checks done by Revenue manager during the shift to be reduced and set allocation more efficiently	
117	Sales and Marketing	Promotion of special offers to customers using bots	Bot can take customer email list and it can engage customers that haven't visited you for a while with new deals and special offers. Bot can recognize regular customers (basis analytical reports) and encourage them to keep coming back for more by sending them special offers either via email, Facebook Messenger, or text message	Marketing Coordinator
118	Sales and Marketing	Enhance customer interaction with personalized marketing strategies	AI bots can be applied to analyze the interactions that guest have with F&B brands on various social media platforms. This can help to identify what aspect of offering is most appealing to which consumer set. Accordingly, the hotel can plan its marketing strategies to enable deeper interactions and enhance the overall experience of guests.	Marketing Coordinator
119	Sales and Marketing	Loyalty Information Reports	Loyalty information reports are created w.r.t. enrollment / room nights and revenue - Daily/ Weekly & Monthly Loyalty Info. Data to be extracted from the required software, excel analysis is done based on pre-defined rules and report is generated.	Loyalty Program Manager
120	Sales and Marketing	Sales Process Reckoner	Given the number of new people entering our sales system, a simple chat bot that all associates can use to quickly look-up process flowcharts for the various sales processes will be helpful. This can be a simple IVR sort of menu listing, thru which the users can access pre-programmed flowcharts for any process. >> Anyone who needs some clarity on any process, can simply use this to check for the right processes / WP - in a simple flowchart format. This can also be built as a part of the Sales App described below.	Sales Executive
121	Sales and Marketing	Update sales executive with customer's information to connect with customer's on special occasion	A lot of useful information we have across systems, can be sent to sales associates via push notifications. (e.g.: Birthday / Anniversary reminders for all customers, Alerts for customers who haven't been called upon for some days, alerts for members who have turned dormant for 30 days, alerts for a lead pending for closure etc.)	Customer Relationship Manager

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122	Sales and Marketing	Sales Approval process	Sales process approval to be coordinated using the bot. Capturing the digital inputs, analyzing and further transferring the approval details into designated workflows. >> There are multiple approvals (Credit, Commissions, Floor Rates etc.) - all these approvals processes can easily be automated via logic-driven bots / APPS that are based on a pre-defined hierarchy for the system to follow. >> This will be a one stop shop kind of an app, that will be used for all approval processes. Each Approval process will work on the process flow and hierarchy we define within the system. This app has to be mobile enabled (to work on Desktop, Mobile and iPads) >> Report generation and MIS for these processes to measure and improve performance consistently. >> The process flows that can be built immediately are: (i) Approvals for Below Floor Rate / Below LY Rate - this process can end with automating the rate loading as well. (ii) Credit Approval Process (iii) Commissions approval process (iv) Approval Process for Discounts on BAR Rate (Adhocing) (v) LBR (Lost Business Report) or Denials (vi) Approval process for Comp rooms (for FAMs and Recces etc.) (vii) Approvals for Upgrades (so that all cases are recorded with the right reasons)	Sales Executive
123	Sales and Marketing	Lead Generator / Qualification (MICE Leads Tool)	Hotels receive a lot of Banquet/Event related queries in unstructured format through emails. We can utilize a Bot to scan through the emails and qualify business requirements from the customers (which location, how many rooms, banquet requirements, budget, nature of event etc.) via an AI enabled chat. Post this these warm leads can automatically be passed on the right sales people via push notifications, basis logic built in that defines which leads go to whom. If done well, this BOT can replace our internal 360 tool as well. This will also help in increasing response efficiency resulting in getting the business.	Sales Executive
124	Sales and Marketing	Automatic E greetings	Create a BOT to generate a report within the PMS and automatically send out e greetings/SMS to the contact details within the report. 1. Generate a report within the PMS automatically based on the input criteria such as VIP level, Market source, business category or personal details like birth month, nationality etc. from	Sales & Marketing GRE

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			within the Guest/ TA/ Company profiles in the system. 2. Capture the contact details (email/ contact numbers) and basic profile information like Last/first name, Salutation from the report. 3. Personalize a pre-set format of a greeting/Promotions based on the details captured from the generated report. 4. Send out the emails / SMS's to the respective contacts. This will remove the manual effort required for generating the report and then sending out the mails or SMS to the required contacts, done by the sales executive or the GRE at the Hotel. It will remove the mistakes that may happen while doing it manually for e.g. typing error It will save time and manpower which can be devoted to other tasks which require more manual attention.	