

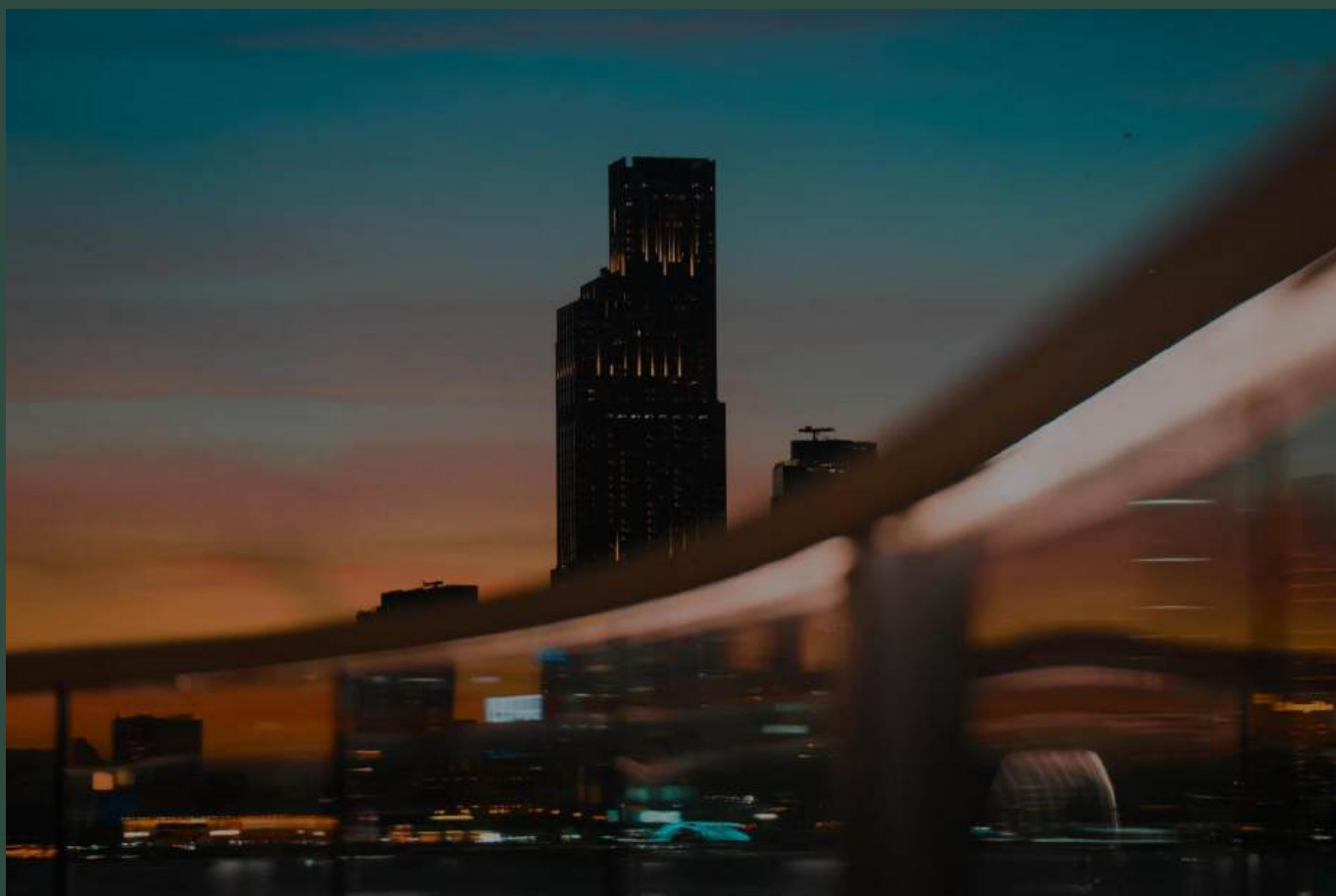
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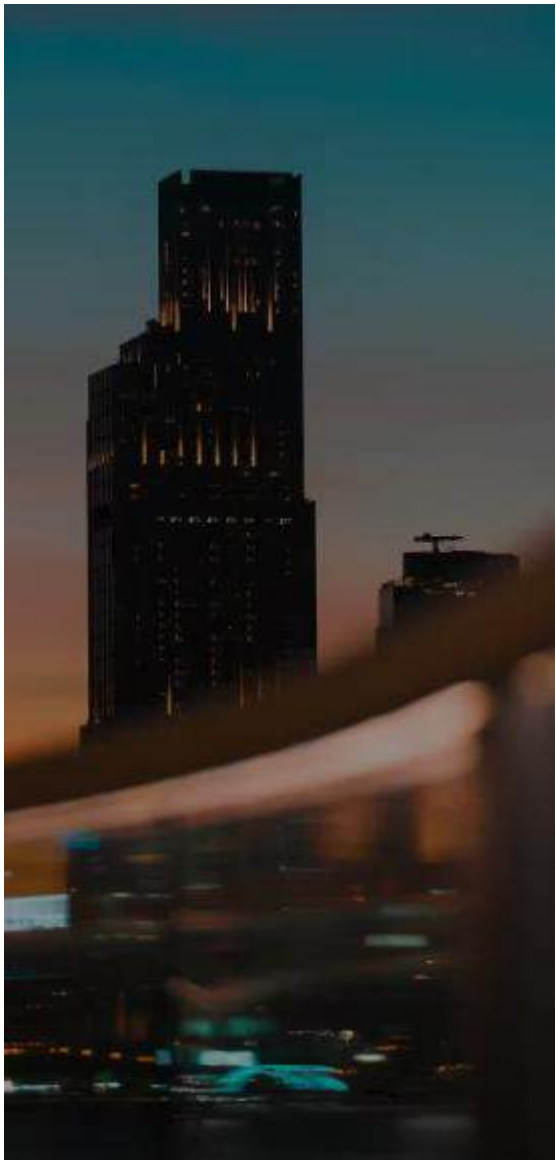
ROSEWOOD HONG KONG

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ROSEWOOD HONG KONG – BOARD REPORT **SAMPLE**





EXECUTIVE SUMMARY

Rosewood Hong Kong; ranked **No. 1 on The World's 50 Best Hotels 2025**; operates an exceptionally complex luxury portfolio: 91 suites with butler service, 186 extended-stay residences, 11+ dining venues including two MICHELIN one-star restaurants, Asaya Spa by Guerlain, and a Cultural Ambassador program delivering curated Sense of Place® experiences. The property's **guest-facing digital brand is strong**, but **no enterprise AI strategy or governance is publicly visible**. The organization has a solid technology foundation for AI transformation, yet requires governance, data unification, and targeted investment before scaling AI across guest and operational workflows.

OVERALL ASSESSMENT

Overall, AI Readiness	2.4 / 5
Cloud Maturity	3.2 / 5
Cybersecurity	3.5 / 5
Data Readiness	2.8 / 5
Governance	2.2 / 5
Guest Experience	4.2 / 5
Overall Score	3.1 / 5 (Established)
Estimated AI ROI	High
Estimated Risk	Medium

RECOMMENDATION

Proceed with Phase 1 AI Modernization.

EXECUTIVE DASHBOARD

AI Readiness	★★★★☆
Cloud	★★★★☆
Security	★★★★☆
Data	★★★★☆
Governance	★★★★☆
Operations	★★★★☆
Guest Experience	★★★★☆

KEY FINDINGS

#	Finding	Business Impact
1	No visible enterprise AI strategy or governance	High
2	Guest digital experience is world-class but not AI-enabled	High
3	Complex operations (11+ F&B, spa, events, residences) create integration risk	High
4	Guest data likely fragmented across operational systems	High
5	Published privacy and security policies provide compliance foundation	Low Risk
6	Cultural Ambassador program is a natural AI augmentation opportunity	High
7	Group scale (60 properties) enables shared AI platform economics	Medium
8	Cloud and AI operating costs lack visible executive governance	Medium
9	Shadow AI risk as staff adopt consumer AI tools independently	Medium

#	Finding	Business Impact
10	First-mover advantage available in ultra-luxury AI guest experience	High



AI OPPORTUNITY MATRIX

Initiative	Business Value	Complexity
AI Concierge (multilingual)	High	Low
Cultural Ambassador AI Assistant	High	Low
Enterprise Knowledge Assistant	High	Low
AI Governance Framework	High	Low
F&B Demand Forecasting	High	Medium
Manor Club Personalization	High	Medium
MICE Proposal Assistant	High	Medium

Offer Recommendation Engine	High	Medium
Revenue Forecasting	High	Medium
Spa Wellness Recommendations	High	Low
Marketing Content Assistant	Medium	Low
Predictive Maintenance	Medium	High

The board should note: **four high-value, low-complexity initiatives** can deliver measurable ROI within 90 days of governance approval.

INVESTMENT PRIORITIES

Enterprise AI Governance	
Priority 1:	Steering committee, policies, use case registry
Priority 2:	Guest AI Assistant Multilingual concierge aligned with Sense of Place®
Priority 3:	Knowledge Platform Staff SOP and operational copilot
Priority 4:	Cloud Cost Optimization (FinOps) Executive visibility into cloud and AI spend
Priority 5:	Predictive Analytics F&B forecasting, personalization, revenue optimization

RISK REGISTER

Risk	Severity	Recommendation
No AI governance	High	Create AI Steering Committee and approval framework
Fragmented guest data	High	Launch guest data unification program
Shadow AI by staff	Medium	Publish AI acceptable use policy; provide enterprise tools
LLM errors affecting guest experience	High	Human escalation to butler/concierge; grounded AI only
Cross-border data compliance (HK/EU/China)	High	Legal review before guest-facing AI deployment
Uncontrolled cloud and AI costs	Medium	FinOps program with executive dashboard
Vendor lock-in on AI platform	Medium	Multi-model architecture strategy
Reputational risk from premature AI launch	High	Phased pilot with quality monitoring before full rollout

8. AI MATURITY

Rosewood Hong Kong sits at the **Experimentation** stage (Level 2) of the AI maturity model, with a credible path to **Department AI** (Level 3) within 6 months of approved investment.

Dimension	Assessment
Leadership	Brand excellence strong; AI executive sponsorship not visible
Strategy	No public AI strategy; requires development
Data	Rich guest content; system-level data integration unknown
Technology	Mature digital platform; AI infrastructure not deployed
Security	Published policies; AI-specific controls needed
Operations	Complex multi-venue operations ready for AI augmentation
Governance	Critical gap ; no AI governance framework evidenced
Culture	Service innovation culture (Cultural Ambassador) supports adoption

CURRENT VS TARGET STATE

Current State (Today)	Target State (12 Months)	Business Benefit
Fragmented guest data across multiple systems	Unified guest profile with a 360° customer view	Improved personalization, loyalty and guest satisfaction
No formal AI governance	Enterprise Responsible AI governance framework	Reduced risk, regulatory compliance and consistent AI adoption
Manual staff knowledge sharing	Enterprise AI knowledge assistant powered by hotel policies and SOPs	Faster onboarding, improved productivity and consistent service delivery
Human-only concierge services	AI-augmented concierge supporting hotel staff with personalized guest assistance	Enhanced guest experience while enabling staff to focus on high-value interactions
Siloed departmental systems	Integrated enterprise data platform connecting PMS, POS, CRS, CRM and other business systems	Better operational visibility, automation and enterprise analytics
No visibility into AI and cloud spending	FinOps practices with AI spend governance and executive dashboards	Improved cost control, forecasting and return on investment
Limited guest personalization	AI-driven guest segmentation, Manor Club personalization and targeted offers	Increased guest engagement, loyalty and ancillary revenue opportunities
Reactive food & beverage operations and maintenance	Predictive demand forecasting, inventory optimization and predictive maintenance	Reduced operating costs, minimized downtime and improved operational efficiency
Manual reporting and decision-making	Executive AI dashboards with near real-time business insights	Faster, data-driven executive decision making
Standalone AI initiatives	Enterprise AI platform with centralized governance and reusable capabilities	Scalable AI adoption, reduced duplication and consistent business outcomes

FINANCIAL SUMMARY

Investment tiers are relative. Detailed solution design and vendor selection will refine estimates during Phase 1 discovery.

Initiative	Estimated Investment	Priority
AI Governance & Discovery	\$\$	High
Guest AI Concierge (pilot → production)	\$\$	High
Enterprise Knowledge Platform	\$\$	High
Data Platform / Guest MDM	\$\$\$	Medium
FinOps Program	\$	High
F&B Predictive Analytics	\$\$	Medium
Group AI Platform (60 properties)	\$\$\$\$	Strategic

Assessment reference: A full Sea Wing AI Enterprise AI & Cloud Excellence Assessment for a single luxury property is typically **\$8,000-\$20,000+** (discovery, interviews, documentation). Implementation investments are separate and depend on scope.

90-DAY ROADMAP

01

MONTH 1 – ASSESSMENT & GOVERNANCE

- Stakeholder interviews and system discovery
- Establish AI Steering Committee
- Draft AI acceptable use policy
- Prioritize top three AI use cases

02

MONTH 2 – ARCHITECTURE & PILOT

- Develop AI concierge proof of concept using public content
- Launch staff knowledge assistant pilot
- Initiate FinOps cost dashboard
- Map guest data flows across enterprise systems

03

MONTH 3 - PILOT DEPLOYMENT & KPIS

- Deploy pilot with quality monitoring
- Measure KPIs including containment rate, CSAT and operational cost
- Conduct executive review and Phase 2 approval
- Prepare production deployment plan for AI concierge.

EXECUTIVE RECOMMENDATIONS

Recommendation	Expected Business Outcome
Establish an AI Steering Committee with the Property General Manager, Group CIO, CISO and department leaders.	Executive governance, clear accountability and strategic alignment for AI initiatives.
Approve an enterprise AI strategy aligned with the hotel's brand values and business objectives.	AI investments focused on measurable business outcomes and long-term value.
Create an AI governance framework covering security, privacy, compliance and brand standards.	Reduced operational, regulatory and reputational risk.
Prioritize high-value AI use cases such as an AI concierge, Cultural Ambassador assistant and staff knowledge platform.	Faster return on investment through high-impact, guest-facing and operational improvements.
Strengthen guest data quality and unify guest information across rooms, residences, food and beverage, spa and events.	Improved personalization, guest loyalty and cross-selling opportunities.
Introduce FinOps practices to manage cloud and AI costs with executive visibility.	Better cost control, forecasting and optimization of AI investments.
Develop a phased implementation roadmap with measurable KPIs at 30, 60 and 90 days.	Structured execution with measurable progress and reduced implementation risk.
Invest in AI skills and change management, positioning AI as augmenting rather than replacing luxury hospitality.	Higher employee adoption, improved service quality and successful organizational change.
Monitor AI initiatives through executive dashboards with monthly Steering Committee reviews.	Continuous visibility into business performance, risks and return on investment.
Conduct a follow-up AI maturity assessment within 12 months of Phase 1 approval.	Measure progress, validate outcomes and identify priorities for the next phase of AI transformation.

DECISION REQUIRED

The board is asked to approve:

1. Phase 1 AI Modernization program (6 months)
2. AI Steering Committee charter and governance budget
3. Pilot budget for guest AI concierge and knowledge assistant
4. Formal technology discovery engagement (system inventory, cloud review)
5. Follow-up board review at 90 days with pilot KPI results

PHASE 1 AI TRANSFORMATION

Estimated Duration: 6 months

Investment: To be determined after detailed solution design

EXPECTED BENEFITS

1. Enhanced guest experience via AI concierge
2. Improved operational efficiency (staff copilot)
3. Stronger AI governance and risk management
4. Lower cloud costs through FinOps
5. Scalable AI platform for Rosewood Group (60 hotels)
6. Maintained luxury service standards with AI support

14. APPENDIX

A. METHODOLOGY

This assessment uses the Sea Wing AI Hotel AI Architecture Audit Framework; a vendor-neutral methodology evaluating AI readiness, cloud architecture, data maturity, governance, cybersecurity, guest experience, operations, and cost optimization. Scoring uses a 1–5 maturity scale.

B. SCOPE

Parameter	Detail
Property	Rosewood Hong Kong (single property)
Group context	Rosewood Hotel Group (~60 properties, 26 countries)
Modules	All 9 assessment modules
Evidence	Public website, published policies, industry benchmarks
Limitations	Internal systems not accessed; scores are indicative

C. PROPERTY SUMMARY (PUBLIC SOURCES)

Fact	Detail
Ranking	No. 1 ; The World's 50 Best Hotels 2025
Location	Victoria Dockside, 18 Salisbury Road, Tsim Sha Tsui, Kowloon
Suites	91 with butler service and Manor Club
Residences	186 studios, apartments, duplexes
Dining	11+ venues; The Legacy House & CHAAT (MICHELIN 1-star)
Wellness	Asaya Spa by Guerlain
Events	Grand Ballroom (~1,000 sqm)
Signature program	Cultural Ambassador; Sense of Place®

D. GLOSSARY

Term	Definition
AI Concierge	AI-powered guest assistant for inquiries, recommendations, and bookings
FinOps	Financial Operations; practice of managing cloud costs with accountability

Term	Definition
Governance	Policies, approval processes, and oversight for responsible AI deployment
MDM	Master Data Management; unified guest profile across systems
RAG	Retrieval-Augmented Generation; AI grounded in verified content
Sense of Place®	Rosewood's brand philosophy of destination-authentic experiences