

A tropical resort scene at sunset. The sky is a mix of purple, pink, and orange. The sun is low on the horizon over the ocean. In the foreground, there is a swimming pool with lounge chairs and palm trees. The text 'Resort Marketing CONFERENCE' is overlaid on the top left.

Resort Marketing

CONFERENCE

The logo for hsmai, featuring three vertical bars in green, purple, and grey to the left of the text 'hsmai' in a white, lowercase, sans-serif font.

hsmai

The logo for the Phuket Hotels Association, with the text 'PHUKET HOTELS ASSOCIATION' in a white, uppercase, sans-serif font.

PHUKET
HOTELS
ASSOCIATION

PHUKET 2 OCTOBER 2025

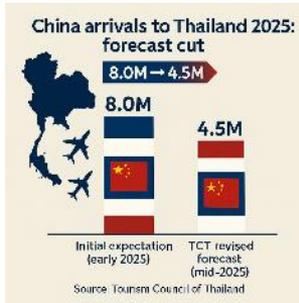
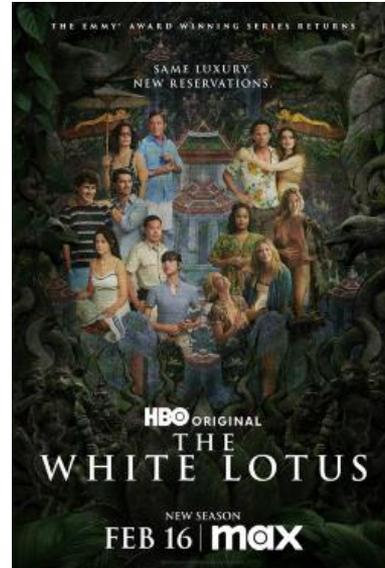
Budgets Are Done, is Your Strategy the Same as Last Year?



Michael Belanger
VP Commercial Strategy
GCP Hospitality

Budgets don't matter

What you budgeted for 2025 vs what happened in 2025? In Q1 alone...



BBC

Esme Stallard Climate and science reporter, BBC News and Vicky Wong BBC News



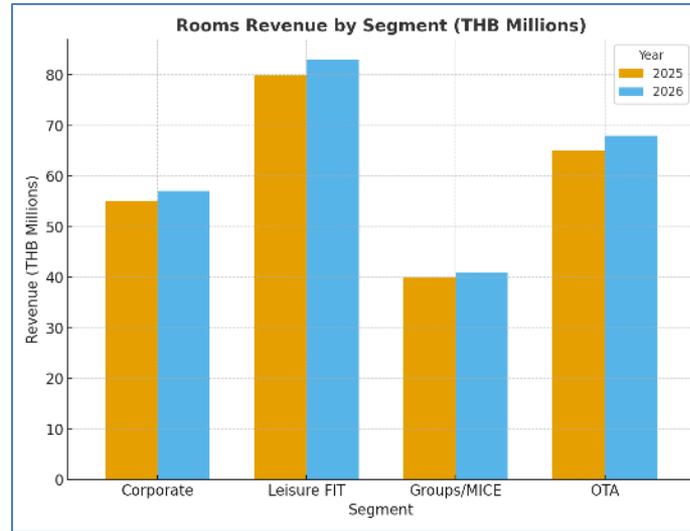
Moment Bangkok high-rise collapses following Myanmar earthquake

Why?

In Isolation



Marginal Growth



Fixed Scenario



How they ought to be done

Step 1 : Establish Vision

- Rooms Revenue : RGI (CoStar)
- Sales & Marketing : Index by Segment / Channels (Demand360)
- Finance & Ops : GOPAR Index (Hotstats) and internal benchmarking
- F&B Revenue / Other : Revenue Index (Hotstat)

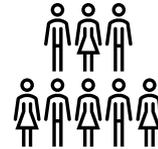
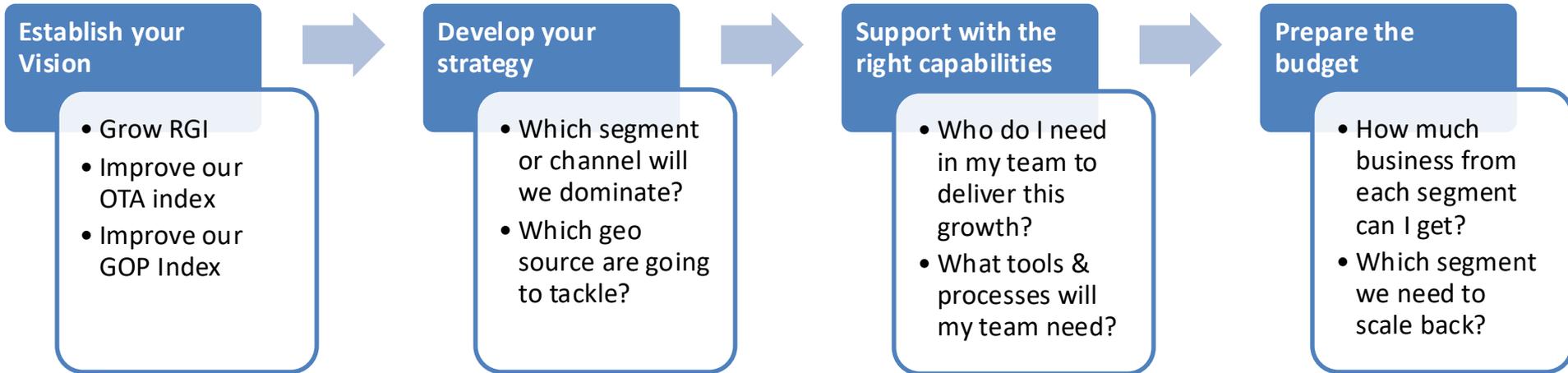
Step 2 : Determine Strategy

- Which segment are going to dominate?
- How will we steal market share?
- What will make us different in 2026?

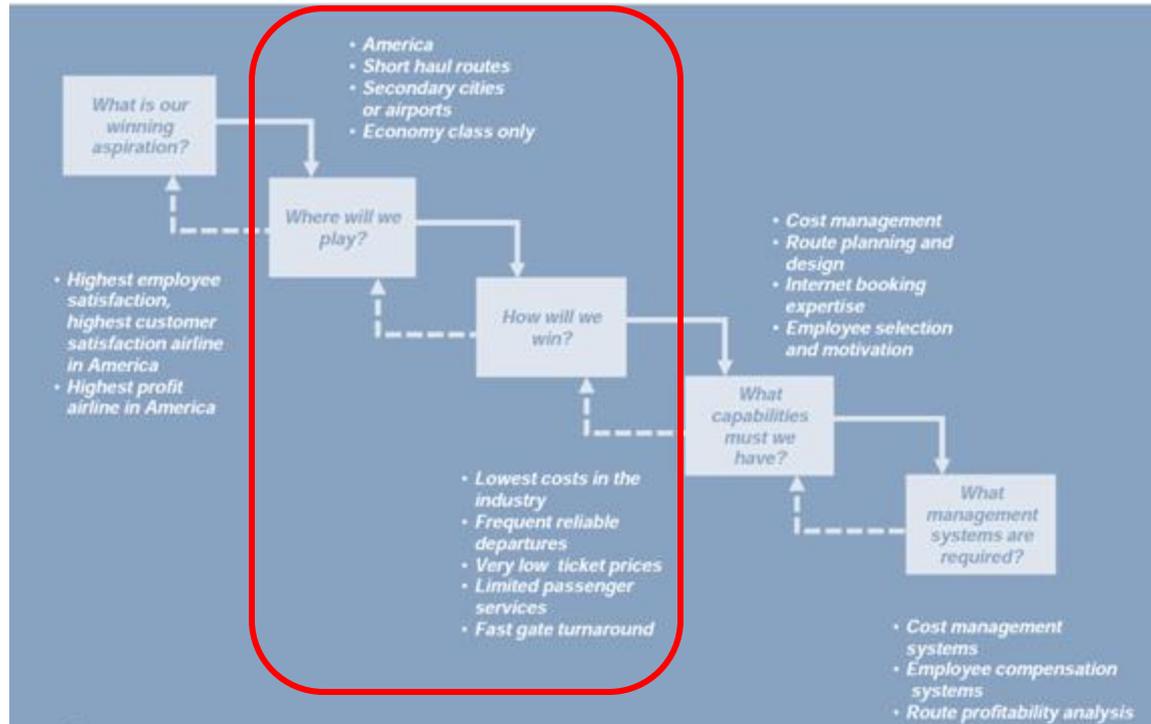
Step 3: Develop the Topline

Step 4: Support it with the right team and tools

Optimal Budget Process



Southwest Airlines Strategy



Source Roger L. Martin

What strategy is, and what it's not?

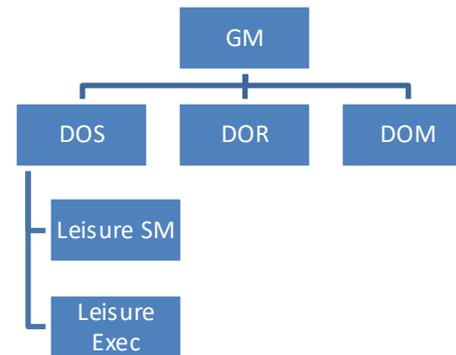
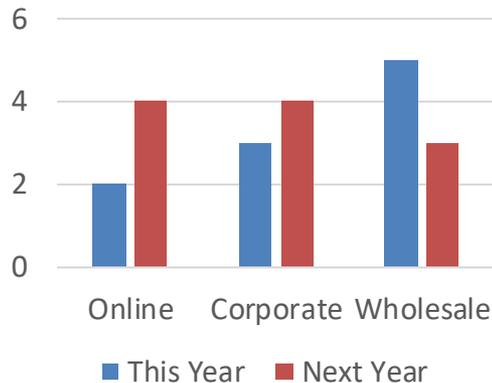
Strategy is	Strategy isn't
A choice of where to play & how to win (Roger Martin): <i>"Win family & wellness in Phuket + India/KSA as primary feeders; beat comps with 5-night wellness bundles and AI-led personalization."</i>	<i>"Grow all segments by 5%."</i> (That's a wish, not a choice.)
A set of trade-offs: <i>"Reduce OTA share from 52%→40%; reinvest savings into Google Hotel Ads + CRM to lift direct mix to 35%."</i>	<i>"Be strong on all channels."</i> (Means nothing, guides nothing.)
A coherent system of moves: pricing, product, distribution, marketing that reinforce each other.	<i>A list of tactics</i> (flash sale here, influencer there) with no spine.
A hypothesis you can be wrong about (and update quarterly): <i>"If China H1 is soft, pivot to India/Korea; protect ADR via LOS-4 + value adds."</i>	<i>A fixed 12-month plan</i> that survives no contact with reality.
Resource allocation: <i>"70% seller time on India SME/MICE; 60% of paid media into meta/BRAND in need periods."</i>	<i>"Do more sales calls and more posts."</i>
Differentiation via USP: <i>"Own 'Wellness + Family'—curate beach + spa itineraries and price the ladder to push suites."</i>	<i>"Great service."</i> (Everyone says that.)
Data-led & tool-enabled: <i>"Use Amadeus360/CoStar for where-to-play; HotStats for how-to-win profitably; ChatGPT for weekly 'what-ifs'."</i>	<i>"Buy more tools."</i> (A shopping list isn't strategy.)
Clear 'won't do' rules: <i>"No deep OTA promos in high season; no same-day discounting below BAR-7."</i>	<i>"We'll try everything and see."</i>
Time-bound outcomes: <i>"By Q4, direct share 35%, ADR +4%, RevPAR +7.5% in upside."</i>	<i>"Improve our digital."</i>

Strategy litmus test

- **Where will we play?** (markets, segments, channels)
- **How will we win there?** (unique value + capabilities)
- **What will we not do?** (trade-offs)
- **What resources move?** (people, media, inventory)
- **How will we measure & adapt?** (GOPPAR/RGI targets, quarterly checkpoints)

Capabilities : Teams

- How different is your commercial team compared to last year? Compared to 5 years ago?
- Does the team align with your business and geo mix?
- What skills or knowledge will your team need in 1-3 years to remain competitive?



Capabilities : Tools

- What data do they need to anticipate market changes?
- What tools will your team need to execute a segment mix effectively?

External Data

aMADEUS

 CoStar™

 lighthouse

HOTSTATS
a Duetto company >

KNOWLAND
by Cendyn

Internal Data

Duetto >

IDEAS™

FLYR :

 **AVALON**

Distribution

TRIPTEASE

 SiteMinder

 **REVINATE**

RateGain®

Sales

cvent

aMADEUS

KNOWLAND
by Cendyn

LinkedIn



How to test your assumptions

Integrate budget in AI and show a live demo of ChatGPT.

- **You're the GM of a 300 rooms fictional Upscale Resort in Phuket Patong**
- **You're budgeting 60% occupancy next year, up from 55% this year.**
- **ADR is THB 3000 low season and THB 5000 in high season. Up by 10% from 2025. Western European markets making up 40% of the projected business mix next year.**
- **Show all the potential risks and upsides scenarios based on Phuket supply and demand drivers, and forecasts for Thailand.**
- **Give me examples of how I could mitigate the risks and leverage the opportunities.**
- **Do not use any data sources forecasts or projections that are older than 2025.**

up 40% of the projected business mix next year.

Show all the potential risks and upsides scenarios based on Phuket supply and demand drivers, and forecasts for Thailand.

Give me examples of how I could mitigate the risks and leverage the opportunities.

Do not use any data sources forecasts or projections that are older than 2025.

Calculating revenue scenarios

Skip >



Ask anything

+ Thinking ▾



SWOT

Western European resilience (40% mix) Long-haul markets grew double-digit in early 2025 and spend 1.7× more than short-haul.

Airlift & airport expansion

Phuket International expanding to 18m pax; more long-haul and Gulf hub connections.

Experience-led demand (58% of arrivals are Gen Z/Millennials) Travelers seek more than just a room: experiences, wellness, social spaces.

Upscale ADR momentum Phuket market ADR up +11% in 2024; your planned ADR +10% vs. 2025 is aligned.

Strong Thai Baht

Reduces European purchasing power; risks ADR pressure in shoulder/low season.

Soft short-haul recovery (China/ASEAN)

National arrivals slowed in 2025; Phuket outperforming but vulnerable if China demand doesn't rebound.

Hotel supply growth

957 new keys in 1H-2025; ~4,200 more by 2028 in Patong/Bangtao/Chalong.

Vacation rentals & alt-accommodation

Families and long-stay leisure shifting to villas and Airbnb.

Seasonality drag on low season

ADR erosion risk in June–Sep.

5-year plan

Establish your Vision

- Grow RGI
- Improve our OTA index
- Improve our GOP Index
- Grow our Asset Value

Develop your strategy

- Which segment or channel will we dominate?
- Which geo source are going to tackle?
- What other revenue streams can I get?

Support with the right capabilities

- Who do I need in my team to deliver this growth?
- What tools & processes will my team need?
- What Capex is needed?

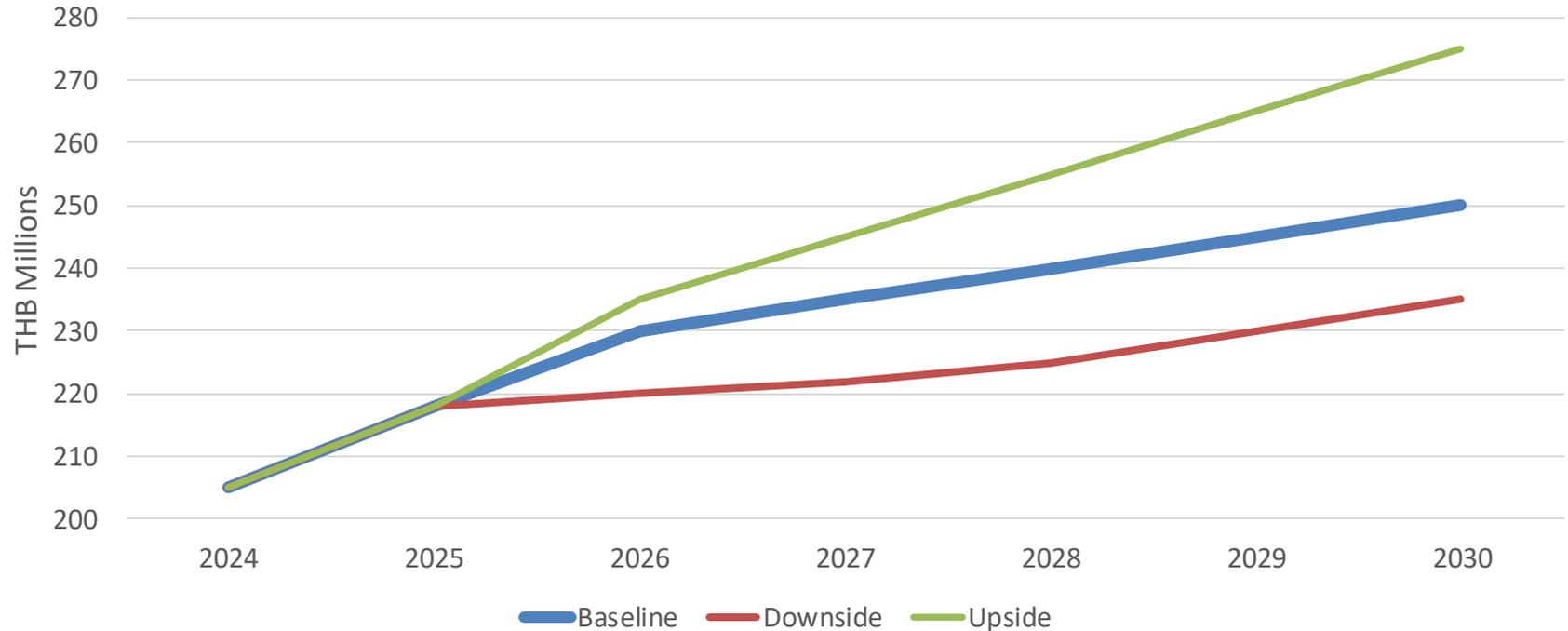
Prepare the projections

- How much business from each segment can I get?
- Which segment we need to scale back?
- What is the EBITDA over 5 years?

What if?



Budget alternate scenarios





Email me for some key GenAi Prompts you can use.