

Resort Marketing

CONFERENCE

 **PHUKET
HOTELS
ASSOCIATION**

PHUKET 2 OCTOBER 2025

Customer-Centric Commercial Strategy: Rethinking Resort Planning from the Guest Inward



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Over 25 years of Revenue Management, Digital Marketing, Sales & Marketing Consulting & Leadership experience. ICF-certified Executive Coach



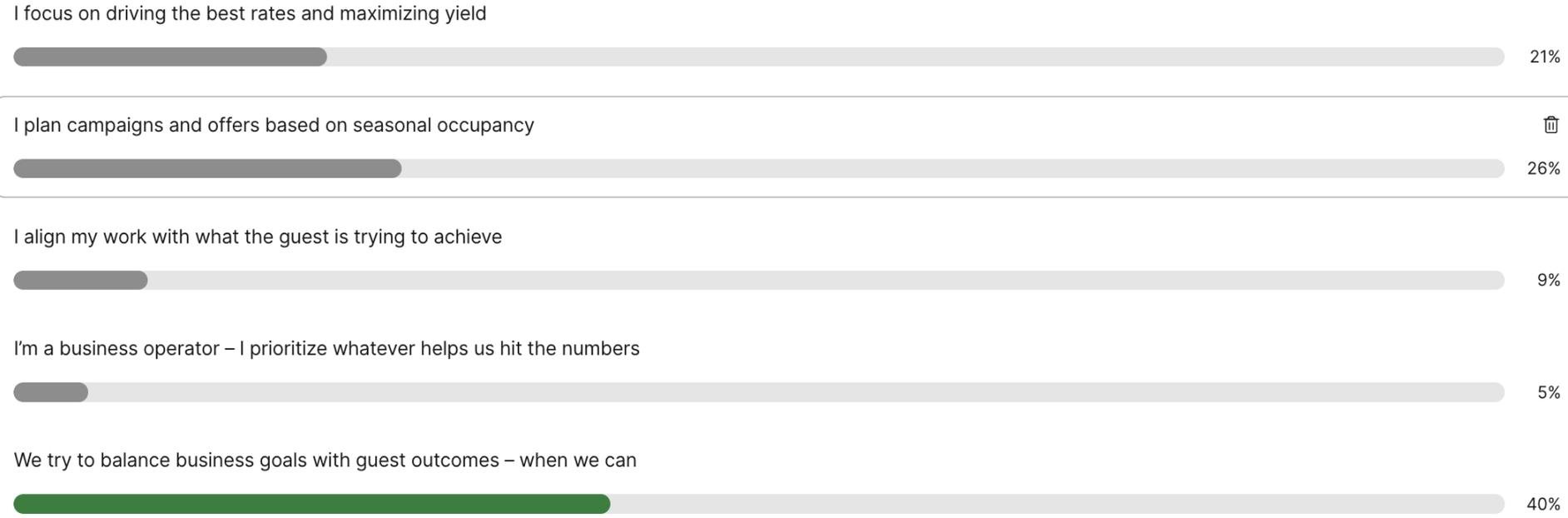
ICF-Certified
Executive
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HSMIAI
Commercial
Board APAC

Facilitator
Speaker
Mentor

Commercial
Leadership
Expert

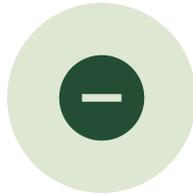
Which statement below describes your approach to “Commercial Strategy” best?



Why This Conversation Matters Now



RISING ACQUISITION
COSTS



FEWER, MORE
INTENTIONAL TRIPS



INCREASING GUEST
EXPECTATIONS



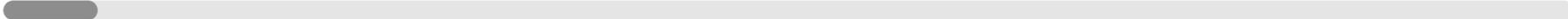
SHORTER BOOKING
WINDOWS



STRATEGIES STILL
PRODUCT-
FOCUSEDTRIPS

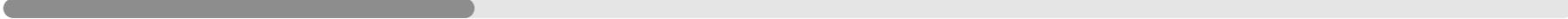
When planning offers or packages, what matters most to your team?

A. What competitors are doing



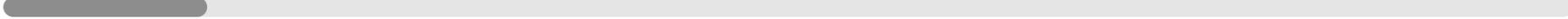
6%

B. What the forecast and targets require



30%

C. What we can operationally deliver



13%

D. What our ideal guest truly values



52%

Inventory vs Intents: The Planning Dilemma

Traditional Planning

vs

Guest-Centric Planning

Rooms, Rates, Offers



Guest Goals, Outcomes, Timing

Forecasts & Trends



Decision Drivers & Value Moments

Departmental Focus



Cross-Functional Alignment

One Segment – Many Decision Drivers

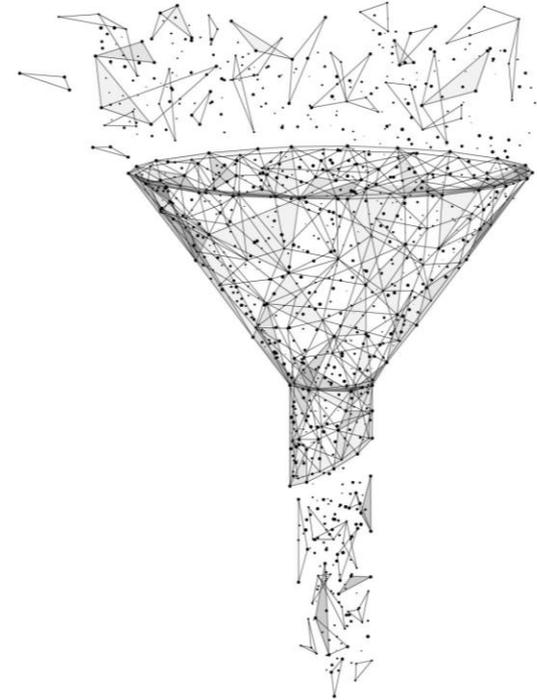
Not All Couples Are the Same

- A honeymooner vs. a burned-out couple reconnecting
- A birthday celebration vs. an intentional wellness trip
- Same profile. Completely different *intent*.



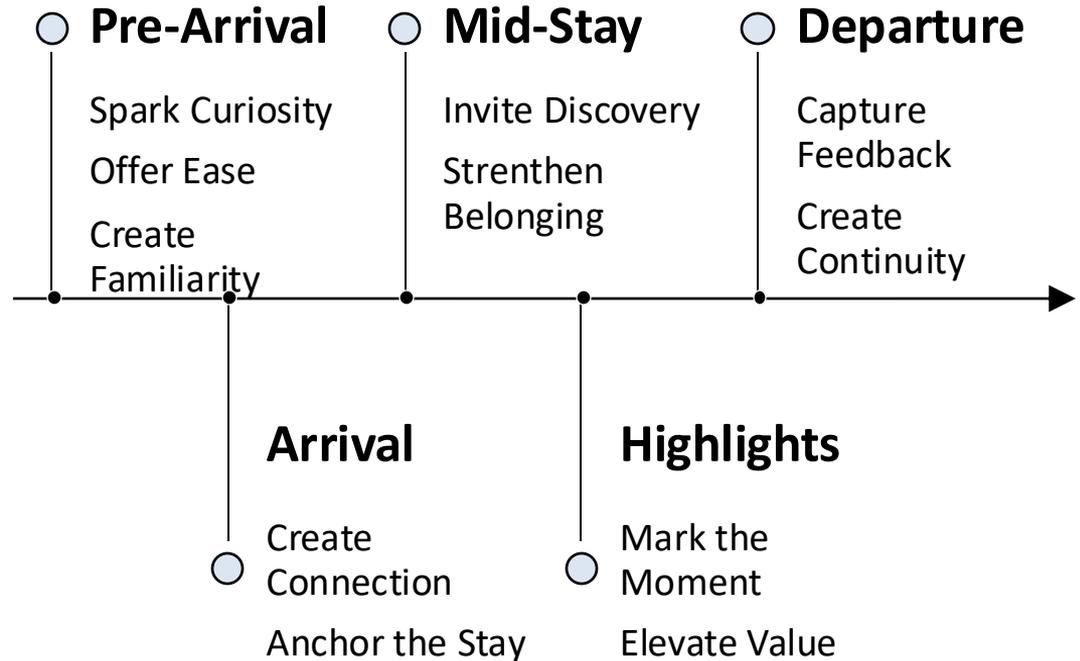
The Funnel Ends at Booking. Guest Value Doesn't.

- Traditional marketing funnels end at *conversion*
- *Trust, loyalty, and value* begin *after* booking
- Guest journey is *non-linear*, emotional, and experience-based
- Hotels impact guests at pre-arrival, on-site, and post-stay stages



Discovering Value Moments: Offer what matters

- Recognize moments that matter
- Notice energy, intent, context
- Make it easy to buy
- Be generous and human
- Empower the team to act



Connecting Guest Moments To Commercial Strategy

- **Before the guest arrives:** Do we understand the decision drivers of our guests?
- **When they are with us:** Do we recognize their intent, and make it easy to say “yes”?

Commercial strategy isn't
separate from the guest
experience — it shapes it.

Mindsets That Power Guest-Centric Strategies

Mindset	Description
Curious	We ask, observe, and listen deeply to understand intent.
Connected	We build alignment across departments to deliver value.
Flexible	Focuses on aligning internal teams and timelines.
Proactive	We look ahead, not just back, in our planning.
Generous	We aim to create moments of unexpected delight.

Where Do We Go From Here?

- **More efficient acquisition** → through better guest alignment
- **Higher perceived value** → by discovering and designing around value moments
- **Smarter commercial strategy** → by bringing Sales, Marketing, Revenue into one guest-focused conversation.

Join the Masterclass tomorrow

Turn insight into action:

- Map guest types
- Identify decision drivers
- Align commercial planning with intent

Thank You!



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