

COMMERCIAL STRATEGY CONFERENCE APAC 2025

Uniting education, collaboration & innovation for 25 years
Hosted at Marina Bay Sands, Singapore



EXECUTIVE SUMMARY

Commercial leaders don't wait for change — they build it. The HSMAI Commercial Strategy Conference APAC brought together over 210 hotel commercial leaders from 21 countries to accelerate commercial growth strategies, deepen cross-functional collaboration, and shape the future of profitable hospitality in Asia Pacific.

For 25 years, HSMAI has united the people who drive hotel performance — sales, marketing, revenue, distribution and commercial leadership. This conference continues that mission, evolving from ROC into a fully integrated commercial strategy platform that reflects the reality of today's hotels: performance is no longer built in silos.

This year's event delivered a world-class commercial learning experience across strategic conference sessions and hands-on masterclasses — bringing to life data-driven insights, revenue growth strategies, and real leadership conversations to drive measurable commercial impact.

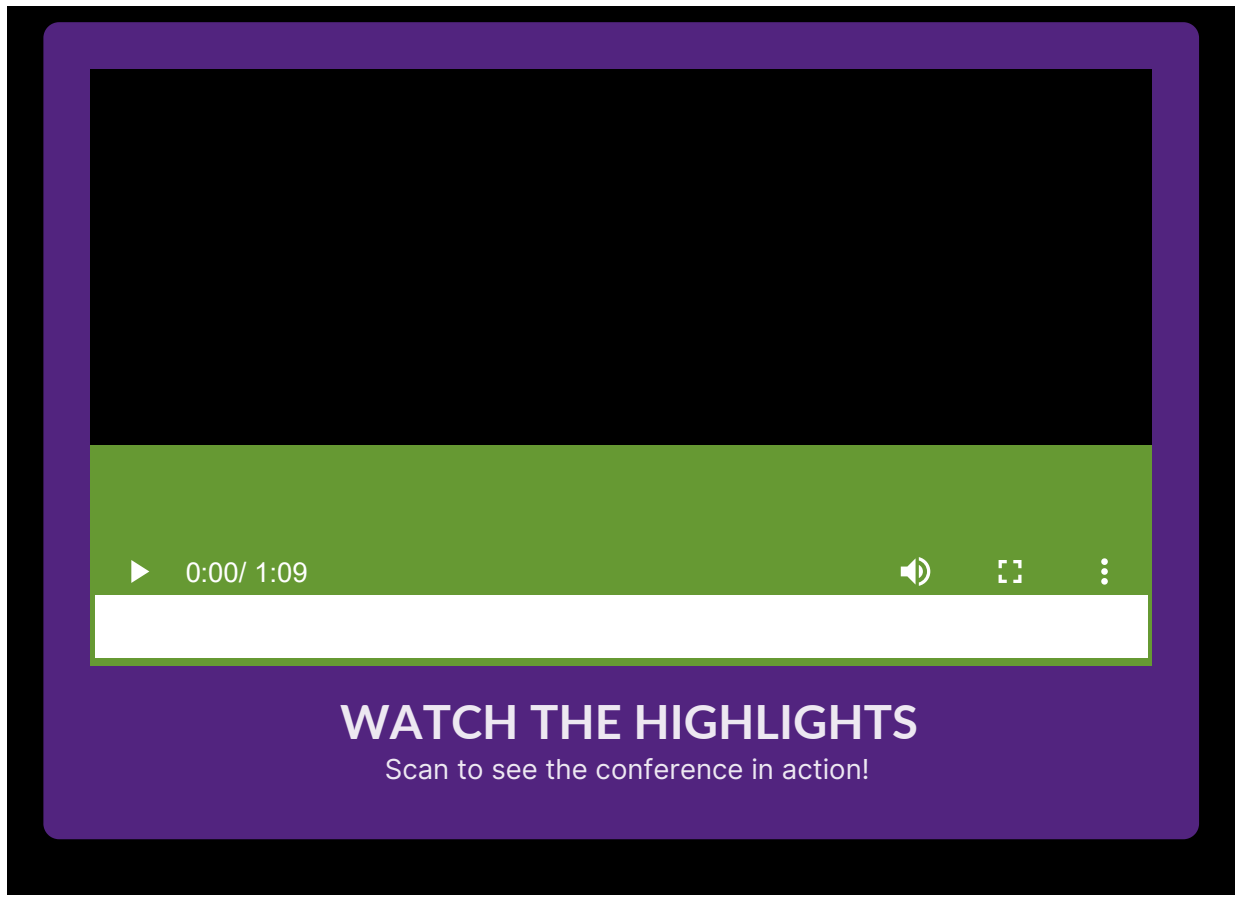


CONFERENCE AT A GLANCE

211 Total Attendees	20 Countries Represented	44 Expert Speakers
2 Days of Learning	100+ Hotel & Resort Brands	24% YOY Attendee Growth

HIGHLIGHTS

- ✓ High-impact commercial program spanning strategy, leadership and performance.
- ✓ Hands-on masterclasses built for real implementation — action over theory.
- ✓ Cross-functional collaboration between revenue, sales, marketing & distribution leaders.
- ✓ Exceptional regional reach across Asia Pacific.
- ✓ Strong partner ecosystem supporting commercial excellence.
- ✓ World-class venue experience thanks to Marina Bay Sands.



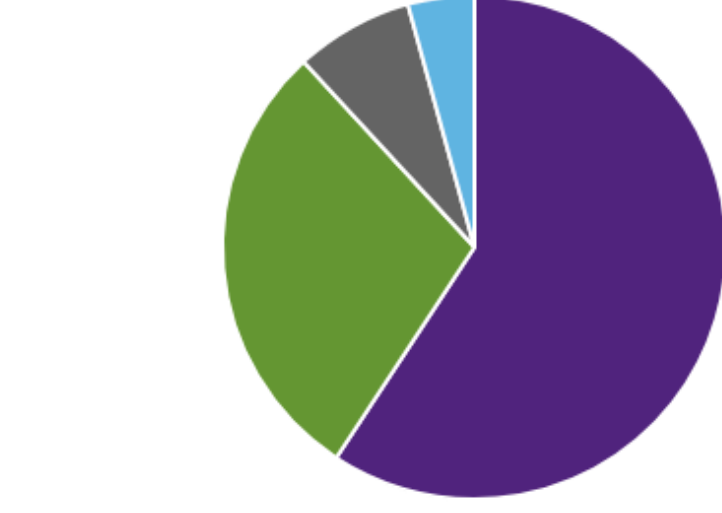
OUR VALUED PARTNERS



ATTENDEE INSIGHTS & COMMERCIAL REACH

HOTEL-FIRST FOCUS

Learning and discussions were led by operators, ensuring relevance and value.



- ✓ Operator-led conversation → strong relevance and engagement.
- ✓ Ideal mix for partner value while keeping hotel leadership central.

A LEADERSHIP AUDIENCE

A strong commercial leadership audience with decision-makers dominating the room.

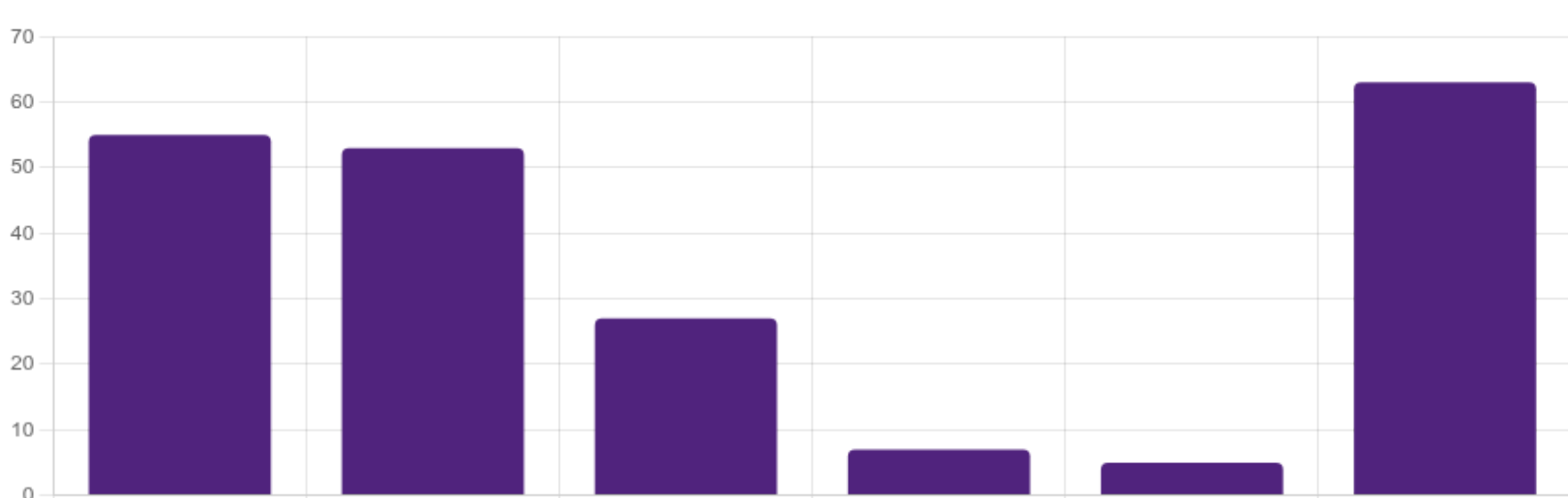


- ✓ 41 senior executives (VP & Above).
- ✓ 81 department heads & strategic leaders.
- ✓ Majority influence on commercial strategy and spend.



THE FULL COMMERCIAL ENGINE

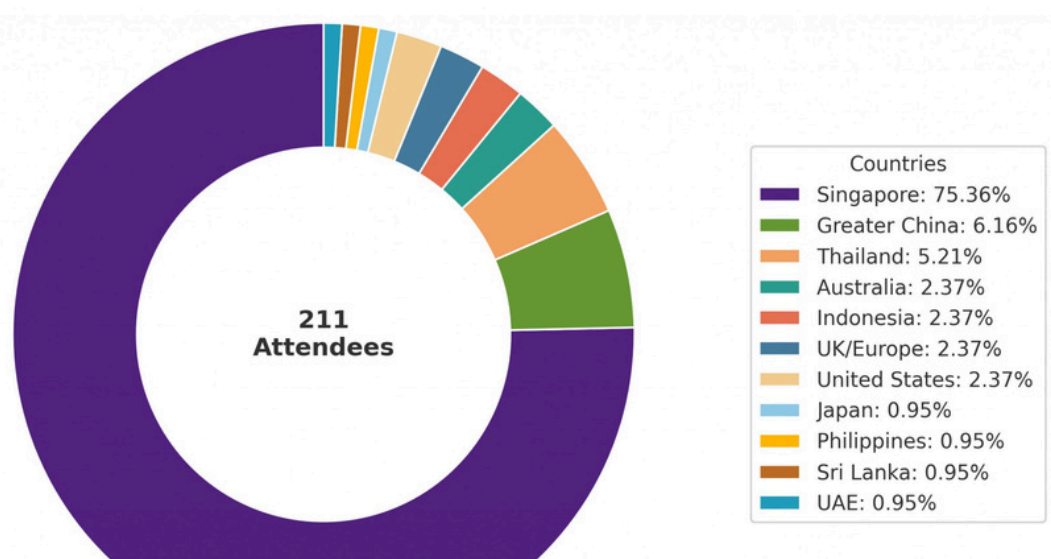
Real cross-function engagement, reflecting commercial as a team sport.



- ✓ Perfect mix → collaboration between Sales, Revenue & Marketing.
- ✓ Reinforces commercial strategy as a team sport.

A REGIONAL COMMERCIAL HUB

CSC APAC achieved regional diversity, attracting talent from across Asia Pacific and beyond.



- ✓ Conference positioned as a regional commercial hub.
- ✓ Strong growth potential in India and Korea in future editions.

This year's CSC APAC attracted a high-quality commercial leadership audience with strong operator presence, cross-functional representation and senior decision-makers — delivering significant value for partners and the hotel community.

PARTNERSHIPS, IMPACT & WHAT'S NEXT



POWERED BY INDUSTRY COLLABORATION

CSC APAC was proudly supported by partners driving innovation in hospitality. They didn't just sponsor — they contributed thinking, shared solutions and advanced commercial conversations that matter for hotels today.

- ✓ High engagement platform for partners.
- ✓ Meaningful conversations with hotel leaders.
- ✓ Brand visibility before, during and after the event.
- ✓ Trusted platform endorsed by commercial decision-makers.

A CONNECTED COMMERCIAL COMMUNITY

This year's conference brought together professionals from 70+ hotel brands & ownership groups, including:



"Hotels that win don't wait for change — they lead it. CSC APAC brings together the people who take action, who build commercial strategy with purpose, and who move our industry forward."

Jackie Douglas
President, HSMAI Asia Pacific

FOR SPONSORS & PARTNERS

Partner with HSMAI Asia Pacific to engage the region's commercial leadership community.

Contact Us

FOR COMMERCIAL LEADERS

Grow your capability year-round through HSMAI membership, masterclasses and certifications.

Learn More

SEE YOU IN 2026!

The journey continues. Stay tuned for details on our next event.

CSC 2026