



Commercial Strategy

CONFERENCE



Build Your 2030 Team: What Skills Will Your Future Team Needs?



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Sales & Marketing Manager Job Postings

2015 vs 2025

Job Title

Commercial Manager

Sales & Marketing
Manager

Primary Focus

OTA
Social Media

Integrated
Commercial Strategy

Tech Required

PMS

Google Analytics

BI tools

CRM

Paid Media

Data Skill Expectations

Power BI dashboards
data storytelling

STR Report
Interpretation &
Commentary

Digital Skills

Social Media
E-mail Marketing

Paid search
Metasearch
SEO

Work Arrangement

On-site only

Hybrid

Application channels

LinkedIn

Portfolio submission

E-mail

Career portal

Soft Skills Emphasis

Data storytelling
Commercial thinking

Dynamic
Proactive

Job Posting in 2030

What would you add to the job posting that isn't there yet?

Driving Forces Matrix

Forecasting assumes one future. Foresight prepares for several.

The driving forces matrix can help to project multiple plausible futures in mind at once.

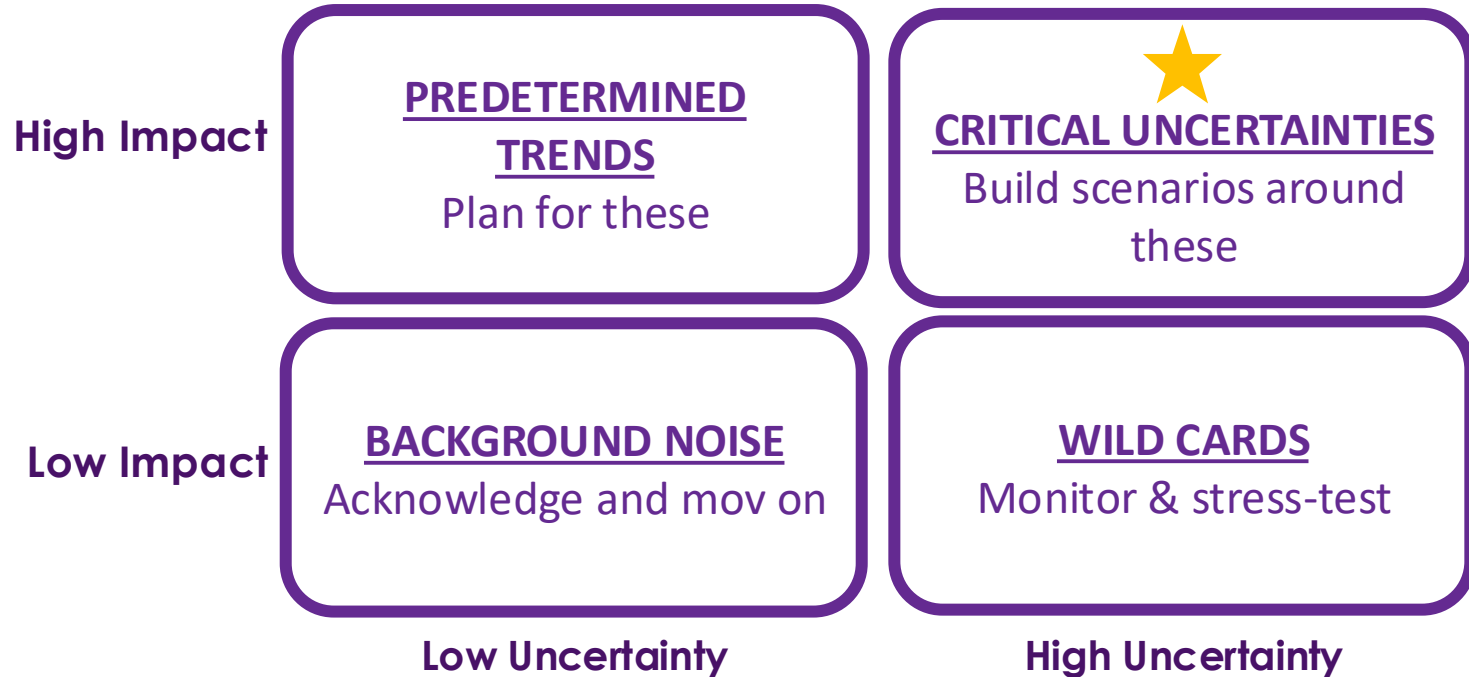
Forces Shaping Hospitality

List forces shaping hospitality between
now and 2030



Technology
Workforce
Guest behavior
Economics
Regulation
Climate

Impact / Uncertainty Grid



Two Axes

From **critical uncertainties**, selects two forces

X-axis : Low ... <--> High ...

Y-axis : Low ... <--> High ...

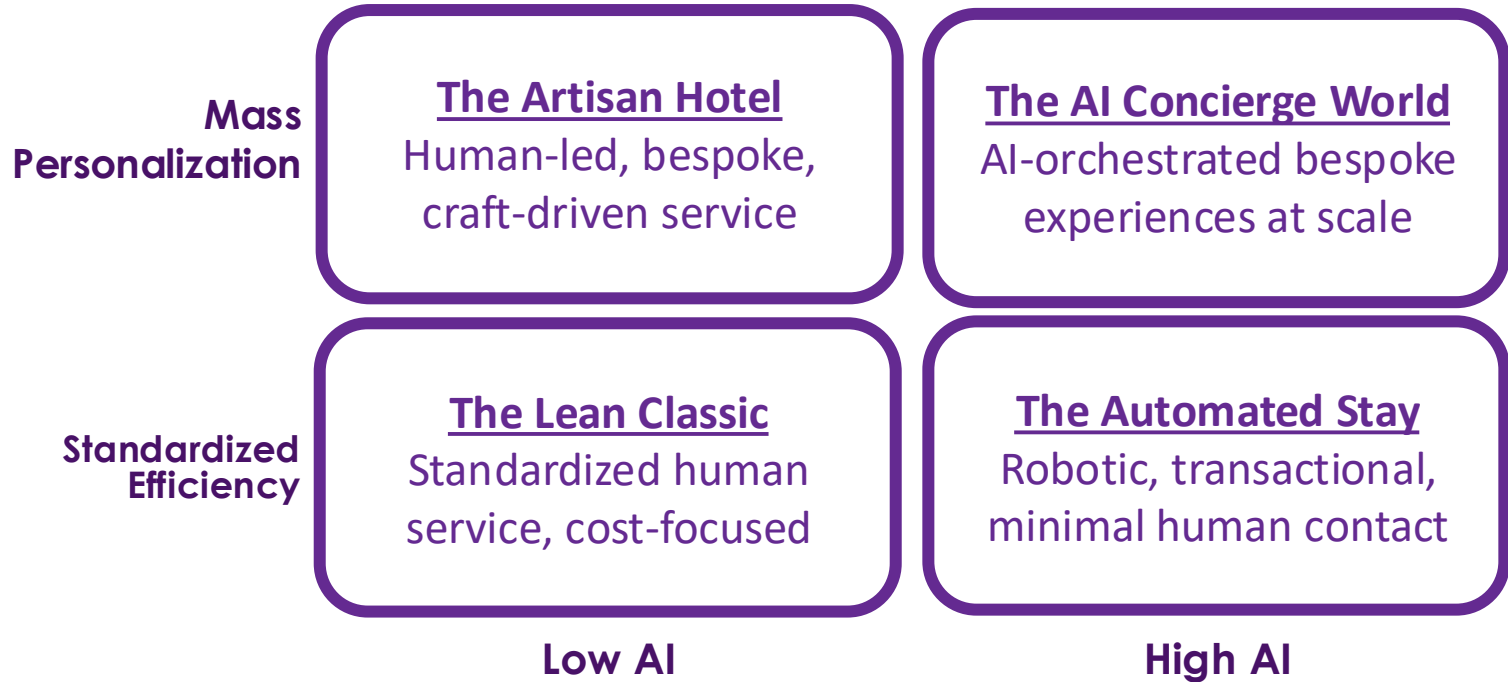
Examples

Guest expectation : Mass Personalization <--> Standardized Efficiency

Brand identity : Human Craft <--> Tech-forward

AI integration : Augmentation <--> Full automation

Four Worlds






2030 Job Posting Challenge

- 1) Name of the position to hire for the same role but accordingly to your world
- 2) 5 Must-have skills
- 3) Tech stack familiarity
- 4) Mindset traits
- 5) Compensation

Gallery Walk

A silent walk with sticky dots and vote on:

-  Most plausible by 2030
-  Most desirable to work in
-  Most concerning



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Afternoon Tea
& Last Chance to Visit the Partner Showcase.
Event concludes at 4:15pm.

