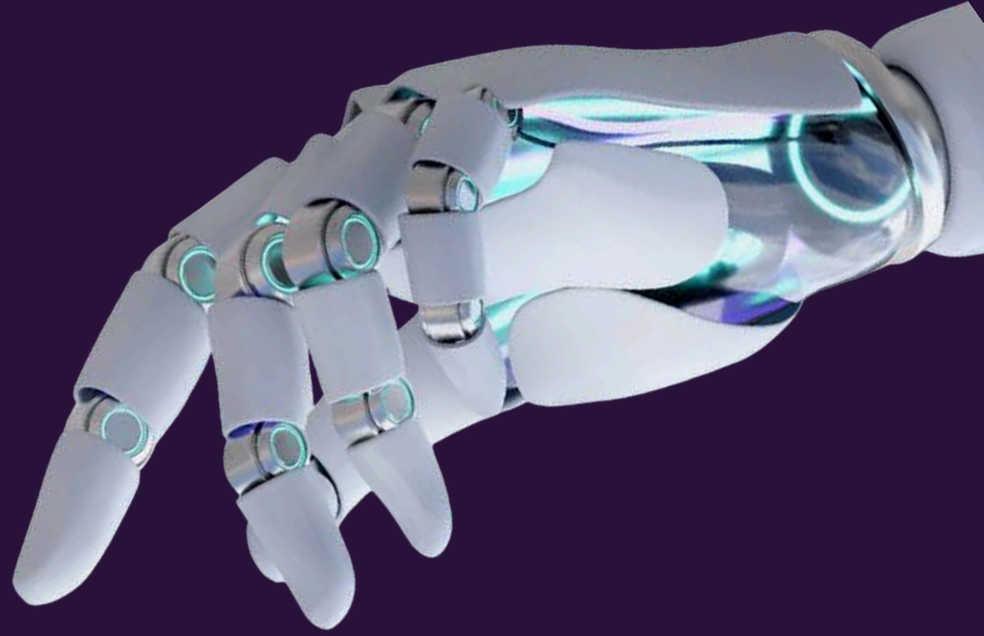
PRACTICAL PLAYBOOK



20 STRATEGIC CHOICES
FACING HOSPITALITY COMMERCIAL LEADERS IN 2026



Insights collated from the
HSMAI Europe Strategy Labs

hsmai
FUEL SALES ♯ INSPIRE MARKETING ♯ OPTIMIZE REVENUE
EUROPE

A Practical Toolkit for Commercial Leaders

Tips and actionable insights for navigating today’s industry challenges

Insights collated from the
HSMAI Europe Strategy Labs

FOREWORD

The challenges facing commercial leaders in hospitality are becoming more complex, interconnected, and fast-moving.

From AI-driven discovery to rising cost pressures, from talent retention to technology fragmentation, the decisions commercial teams make today will impact and determine performance for years to come.

The HSMAI Europe Strategy Labs were created to move beyond discussion and focus on action.

They provide a space where senior leaders can openly share challenges, pressure-test ideas, and work collaboratively toward practical solutions grounded in real-world experience.

This playbook captures the collective thinking from those sessions. It is designed as a practical toolkit – not a set of fixed answers, but a working reference to help commercial leaders prioritise more effectively, apply proven approaches, and focus attention where it will have the greatest impact over the next 12–36 months.

"We hope it serves both as a reference point and as a catalyst for continued collaboration across the HSMAI Europe community."

All the best,
HSMAI Europe Team



HOW THIS PLAYBOOK WAS CREATED

The Strategy Lab topics were determined by insights gathered by the **HSMAI Europe Rising Leaders Council** from HSMAI Europe members, **reflecting the most pressing challenges** facing commercial leaders today.

These topics were debated during the **HSMAI Europe Commercial Strategy Conference**, held in London on 15 January, where senior leaders, practitioners, and specialists participated in facilitated **Strategy Labs.**

Each lab was designed to:

- Focus on a clearly defined commercial problem
- Encourage honest discussion across roles and disciplines
- Move quickly from challenge to action
- Produce practical outputs hotels can apply immediately

This playbook distils the lab discussions, working notes, and 2-minute pitch summaries into a consistent structure for easy reference and application.



OVERVIEW OF THE 20 STRATEGIC CHOICES

01 **Influencing AI And LLM**
Search Visibility

02 **Using AI**
for Commercial Efficiency

03 **RPA In Hotels:**
Where Automation Really Works
- Robotic Process Automation -

04 **Improving Data Accuracy**
& Capture in Multi-System Environments

05 **Tech Stack Decisions:**
Evaluating Core Systems and Vendors

06 **Channel Strategy:**
When Algorithms Influence Discovery

07 **Speed of Response in Meeting & Events:**
Winning with Faster Turnaround

08 **Measuring Meetings & Events ROI**
Beyond Basic Metrics

09 **Maximising F&B**
Profitability in an Era of Rising Costs

10 **Turning Ancillaries**
into Strategic Revenue Streams

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Booking Windows

12 **Protecting Margin Under Rising**
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Centralised vs. Hotel-Based vs. Hybrid

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hsmai EUROPE

AI, DIGITAL & DATA

01 **Influencing AI And LLM** Search Visibility

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03 **RPA In Hotels:** Where Automation Really Works

04 **Improving Data Accuracy** & Capture in Multi-System Environments

05 **Tech Stack Decisions:** Evaluating Core Systems and Vendors

06 **Channel Strategy:** When Algorithms Influence Discovery

07 **Speed of Response** in Meeting & Events: Winning with Faster Turnaround

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INFLUENCING AI AND LLM SEARCH VISIBILITY

“If you don’t define how your hotel shows up in AI search, the algorithms will do it for you.”

The challenge

AI-powered discovery is reshaping how travellers find and evaluate hotels.

Visibility is no longer driven purely by clicks and keywords, but by how well content answers natural-language questions.

Many hotels have limited visibility, inaccurate representation, or are being outperformed by competitors and OTAs in AI-generated answers.

What’s getting in the way

Lack of visibility into how hotels currently appear in AI search results.

Weak or inconsistent SEO and structured data foundations. Content that doesn’t reflect how guests actually search or ask questions.

Over-reliance on OTAs as the primary source of AI-cited content

PRACTICAL ACTIONS/TOP TIPS

1. **Establish a baseline**
   by auditing how your hotel appears across AI-driven search results.

2. **Treat this as a geo-style audit**
   identifying where competitors are being sourced instead of you.

3. **Strengthen core SEO and structured data**
   before pursuing advanced AI tactics.

4. **Deploy FAQs across relevant pages, not just a single FAQ page.**

5. **Align content to audience segments using CRM and RMS insights.**

6. **Mirror high-performing OTA content on your own website**
   especially around location and amenities.

Insights collated from the **HSMAI Europe Strategy Labs**



02

USING AI FOR COMMERCIAL EFFICIENCY

“AI doesn’t replace commercial thinking – it removes the noise so teams can focus on it.”

The challenge

Commercial teams are overwhelmed by data, trends, and manual processes.

AI offers promise, but without focus it can add complexity rather than value.

What’s getting in the way

- Poor data quality limiting AI effectiveness
- Too many disconnected tools and trend sources
- Uneven AI maturity across revenue, marketing, and sales
- Hesitation to test and trust AI outputs

PRACTICAL ACTIONS/TOP TIPS

1. Clean and structure data before applying AI tools.
2. Use AI to ask questions of data, not just generate outputs.
3. Consolidate trend and market intelligence into a single AI-enabled workspace.
4. Leverage AI-enhanced RMS tools to support more dynamic pricing.
5. Apply AI to sales processes such as call analysis and coaching.
6. Reduce AI noise by testing a small number of tools deeply rather than many superficially.
7. Encourage teams to be bold, test quickly, and iterate.



Insights collated from the **HSMAI Europe Strategy Labs**

03

RPA (ROBOTIC PROCESS AUTOMATION) IN HOTELS: WHERE AUTOMATION REALLY WORKS

“Automation doesn’t fix broken processes; it exposes them.”

The challenge

Hotels still rely heavily on manual, repetitive tasks across pricing, loading, reconciliation,and reporting.

Errors, rework, and integrity issues persist.

What’s getting in the way

- Poor data integrity at the source
- Fear of job displacement slowing adoption
- Lack of clarity on which processes truly benefit from automation

PRACTICAL ACTIONS/TOP TIPS

1. Prioritise repetitive, rules-based processes with clear commercial impact.
2. Use RPA to stabilise pricing and inventory workflows.
3. Address change-management early and clearly.
4. Reframe automation as a way to shift teams toward higher-value work.
5. Measure success through error reduction, speed, and revenue protection.



04

IMPROVING DATA ACCURACY & CAPTURE IN MULTI-SYSTEM ENVIRONMENTS

“Data is the new oil, but are we running a refinery or just managing an oil spill?”

The challenge

Hotels generate vast volumes of data, but much of it is incomplete, duplicated, or trapped across systems.

AI and automation do not fix these issues — they magnify them.

What’s getting in the way

- Missing core data such as verified email, stay purpose, and region
- Duplicate profiles and inconsistent standards across PMS, CRM, and other systems
- Poorly defined system handshakes causing data loss and fragmentation
- Incentives and behaviours that reward speed of capture over accuracy
- Lack of clear data ownership, training, and a long-term data vision

PRACTICAL ACTIONS/TOP TIPS

1. **Incentivise data accuracy, not speed.** Shift performance measures toward completeness and correctness rather than volume or pace of data capture.

2. **Introduce a data completeness score.** Define a small set of critical data points and track profile quality consistently across teams and systems.

3. **Apply a “less is more” approach to data capture**
   Prioritise a limited number of high-value fields (e.g. verified email, mobile, stay purpose, loyalty, region) and aim for near-perfect accuracy.

4. **Fix system handshakes, not just systems.**
   Identify where data drops, why it happens, and how workflows and integrations must change — this is often a process issue, not a technology one.

5. **Standardise processes and train relentlessly**
   Define clear standards, train teams consistently, and repeat — data quality improves through discipline, not tools.

6. **Run regular data health checks.**
   If 20% or more of your data is incomplete or wrong, you have a process problem. Identify the gap and fix it before implementing new technology.

Insights collated from the **HSMAI Europe Strategy Labs**



05

TECH STACK DECISIONS: EVALUATING CORE SYSTEMS AND VENDORS

“More tools don’t create performance; better decisions do.”

The challenge

Hotels face increasing complexity when selecting and integrating core systems, often resulting in tool sprawl and poor usability.

What’s getting in the way

- Overlapping systems with unclear purpose and ownership
- Limited evaluation of vendor financial stability, compliance, and support
- Underestimating integration complexity and change impact
- Lack of a single accountable project owner
- Insufficient involvement of commercial and operational teams

PRACTICAL ACTIONS/TOP TIPS

1. Assess vendors across financial stability, support, and compliance.
2. Simplify over-engineered system landscapes where possible.
3. Request references from hotels in similar segments.
4. Leverage AI-enhanced RMS tools to support more dynamic pricing.
5. Appoint a single accountable project leader.
6. Reduce AI noise by testing a small number of tools deeply rather than many superficially.
7. Involve all impacted departments early in decision-making.



06

CHANNEL STRATEGY: WHEN ALGORITHMS INFLUENCE DISCOVER

“If you don’t own your content, you don’t influence discovery.”

The challenge

Discovery is increasingly driven by algorithms and AI, reshaping how guests find and evaluate hotels across direct and third-party channels.

What’s getting in the way

- Over-reliance on legacy KPIs such as clicks and last-click attribution
- Content not structured to answer natural-language and AI- driven searches
- Limited differentiation between direct and OTA content
- Lack of visibility into discovery-phase performance

PRACTICAL ACTIONS/TOP TIPS

1. Structure content to directly answer traveller questions.
2. Treat reviews as a core content asset.
3. Leverage AI-enhanced RMS tools to support more dynamic pricing.
4. Use AI-based scoring to prioritise enquiries.
5. Clearly articulate the value of booking direct.
6. Adopt new KPIs such as direct share growth and discovery visibility.



07

SPEED OF RESPONSE IN MEETING & EVENTS: WINNING WITH FASTER TURNAROUND

“Speed converts when quality is consistent.”

The challenge

Slow response times reduce M&E conversion and create poor planner experiences.

How can AI and process redesign change this.

What’s getting in the way

- Outdated or inconsistent content used in proposals
- High volumes of unqualified or poorly structured enquiries
- Manual triage and prioritisation of RFPs
- Limited use of automation for low- and mid-value enquiries

PRACTICAL ACTIONS/TOP TIPS

1. Ensure content libraries are accurate and up to date.
2. Limit unqualified enquiries through clearer criteria.
3. Automate responses for small and mid-size RFPs.
4. Use AI-based scoring to prioritise enquiries.
5. Clearly articulate the value of booking direct.
6. Apply AI formatting to standardise non-structured enquiries.



COMMERCIAL STRATEGY & REVENUE GROWTH

08 **Measuring Meetings & Events ROI**
Beyond Basic Metrics

09 **Maximising F&B**
Profitability in an Era of Rising Costs

10 **Turning Ancillaries**
into Strategic Revenue Streams

11 **Adapting to Shorter**
Booking Windows

12 **Protecting Margin**
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MEASURING MEETINGS & EVENTS ROI BEYOND BASIC METRICS

“If you can’t measure it properly, you can’t manage it.”

The challenge

Hotels struggle to assess true M&E profitability, displacement, and long-term value.

What’s getting in the way

- Data spread across multiple systems with no single view
- Lack of standardised M&E KPIs across the industry
- Limited collaboration and data sharing between hotels
- Inconsistent data quality and input standards

PRACTICAL ACTIONS/TOP TIPS

1. Adopt common KPIs such as revenue per sqm, lead time, and conversion.
2. Participate in benchmarking and data-sharing initiatives.
3. Automate responses for small and mid-size RFPs.
4. Improve on-property data capture consistency.
5. Provide data to vendors capable of delivering holistic insights.



09

MAXIMISING F&B PROFITABILITY IN AN ERA OF RISING COSTS

“Profitability is managed in the details.”

The challenge

What levers genuinely work for profitability in an era of rising costs?

What’s getting in the way

- Limited visibility into food waste and portion consistency
- Pricing and menu decisions not consistently informed by performance data
- Upsell potential underused due to lack of incentives and engagement
- Weak alignment between operations, procurement, and commercial decision-making

PRACTICAL ACTIONS/TOP TIPS

1 **Tighten portion control and plate-to-menu alignment**
Ensure portion sizes match menu design and plating choices to reduce waste and protect margin.

2 **Use waste and guest feedback to guide menu engineering**
Track leftovers and guest feedback to adjust portions, pricing, and menu mix – including swapping out low-margin items.

3 **Apply data-driven pricing and demand insight**
Use sales and demand data to identify what is moving, what isn't, and where pricing or mix should change.

4 **Activate teams through upsell incentives and training**
Create simple incentives and friendly competition to encourage upselling, supported by clear training and role clarity.

5 **Actively manage supplier relationships and input costs**
Review suppliers regularly, explore alternatives, and negotiate – cost control is an ongoing commercial discipline.

Insights collated from the **HSMAI Europe Strategy Labs**



TURNING ANCILLARIES INTO STRATEGIC REVENUE STREAMS

“Ancillaries succeed when treated as products, not add-ons.”

The challenge

Ancillary revenue is often underdeveloped despite strong profit potential.

What’s getting in the way

- Fragmented data limiting ROI visibility
- Siloed teams and ownership across departments
- Limited on-property knowledge and confidence to upsell
- Underuse of technology and retail-style thinking

PRACTICAL ACTIONS/TOP TIPS

1. **Identify and prioritise high-potential ancillaries.**
2. **Package and price ancillaries clearly.**
3. **Sell at multiple points in the guest journey.**
4. **Align teams across departments.**
5. **Use technology to support retail-style selling.**



ADAPTING TO SHORTER BOOKING WINDOWS

“Last-minute is no longer an exception; it’s a segment.”

The challenge

Shorter booking windows increase volatility and pressure on commercial teams.

What’s getting in the way

- Over-reliance on long-term forecasting models
- Reactive discounting that erodes rate integrity
- Limited coordination between revenue, sales, and marketing
- Lack of predefined rules and toolkits

PRACTICAL ACTIONS/TOP TIPS

1. **Adopt shorter-term and cancellation-aware forecasting.**
2. **Use fenced offers and value-adds instead of discounts.**
3. **Prepare last-minute messaging in advance.**
4. **Create a cross-functional commercial task force.**



PROTECTING MARGIN UNDER RISING COST PRESSURE

“Revenue growth without margin discipline is a false win.”

The challenge

Even in strong demand environments, rising costs threaten profitability.

What’s getting in the way

- Limited visibility into channel cost and profitability
- Segment mix decisions not tied to margin outcomes
- Ancillary pricing without profitability assessment

PRACTICAL ACTIONS/TOP TIPS

1. **Yield high-cost channels during peak demand.**
2. **Manage segment mix based on margin, not volume.**
3. **Evaluate add-ons and experiences on contribution margin.**
4. **Apply Total Revenue Management beyond rooms.**
5. **Use simple, high-margin ancillaries across all segments**
   From vending machines and lockers in two-star hotels to early check-in, late check-out, parking, and upgrades.
6. **Scale premium ancillaries where demand supports it.**
7. **Test and refine margin-positive offers in high demand periods.**



SOCIAL MEDIA THAT DRIVES REAL COMMERCIAL VALUE

“What gets measured, gets funded.”

The challenge

Social media activity often lacks clear commercial accountability and measurable impact.

What’s getting in the way

- Reliance on vanity metrics rather than revenue and contribution
- Unclear ownership, skills gaps, and inconsistent execution
- Social activity not aligned with wider commercial goals
- Underestimating the role of PR and trusted content in AI-driven discovery

PRACTICAL ACTIONS/TOP TIPS

1. **Treat social as a performance channel, not just a brand channel.**

2. **Align social strategy with positioning**
audience, and the wider commercial function.

3. **Track performance beyond vanity metrics**
Measure sessions, bookings, revenue, and assisted conversions using UTM tracking.

4. **Prioritise short-form, high-conversion content with clear CTAs.**

5. **Plan content around key moments and demand drivers**
Use content calendars, seasonal hooks, and relevant events.

6. **Integrate PR into social and content strategy**
Ensure your hotel appears in trusted media sources that influence AI-driven discovery.

7. **Use a hybrid in-house and agency model**
Keep brand voice and organic content in-house; use agencies for paid media and optimisation.



INFLUENCERS & CREATORS: SELECTION, ROI AND INTEGRATION

“Predictability turns influence into investment.”

The challenge

Influencer activity is difficult to evaluate, track and scale consistently – and to integrate into a broader commercial strategy.

What’s getting in the way

- No shared benchmarking or collective learning on influencer performance
- Influencer selection based on reach and aesthetics rather than brand fit and ROI
- Limited transparency around campaign outcomes and return on spend
- Repetition of the same mistakes across properties and markets

PRACTICAL ACTIONS/TOP TIPS

1 **Build a closed, hotel-only platform to rate and review influencers**
Create an invitation-only environment where hotels share real performance feedback, not promotional claims.

2 **Select influencers using structured data, not reach**
Assess creators based on brand fit, past results, content quality, and peer reviews — not follower counts alone.

3 **Standardise influencer KPIs and reporting**
Track consistent measures such as engagement quality, assisted conversion, content usability, and return on spend.

4 **Share campaign outcomes to reduce risk and repetition**
Document what worked, what didn't, and why, so learning scales across properties and markets.

5 **Optimise for predictability and return, not one-off exposure**
Focus investment on creators and formats that deliver repeatable, measurable results.

Insights collated from the **HSMAI Europe Strategy Labs**



MARKETING, BRANDING & GUEST ENGAGEMENT

15 **Direct Website Conversion:** What Actually Moves the Needle

16 **Loyalty Beyond Points:** Making It Real Locally

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Insights collated from the
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15

DIRECT WEBSITE CONVERSION: WHAT ACTUALLY MOVES THE NEEDLE

“Conversion is won through clarity and ease.”

The challenge

Driving traffic is expensive.

Profitability is determined by how effectively that demand converts on owned channels.

What’s getting in the way

- Fragmented booking journeys that don’t reflect how today’s travellers evaluate trust and value
- Limited use of data to personalise messages, offers, and content
- Unclear or inconsistent conversion KPIs across channels and campaigns

PRACTICAL ACTIONS/TOP TIPS

1. **Apply simple, relevant personalisation**
   Use basic segmentation to tailor messages, offers, and content.
   Start small — relevance matters more than sophistication.

2. **Reduce friction across the booking journey**
   Streamline booking paths to three or four steps, minimise errors, and remove unnecessary fields or distractions.

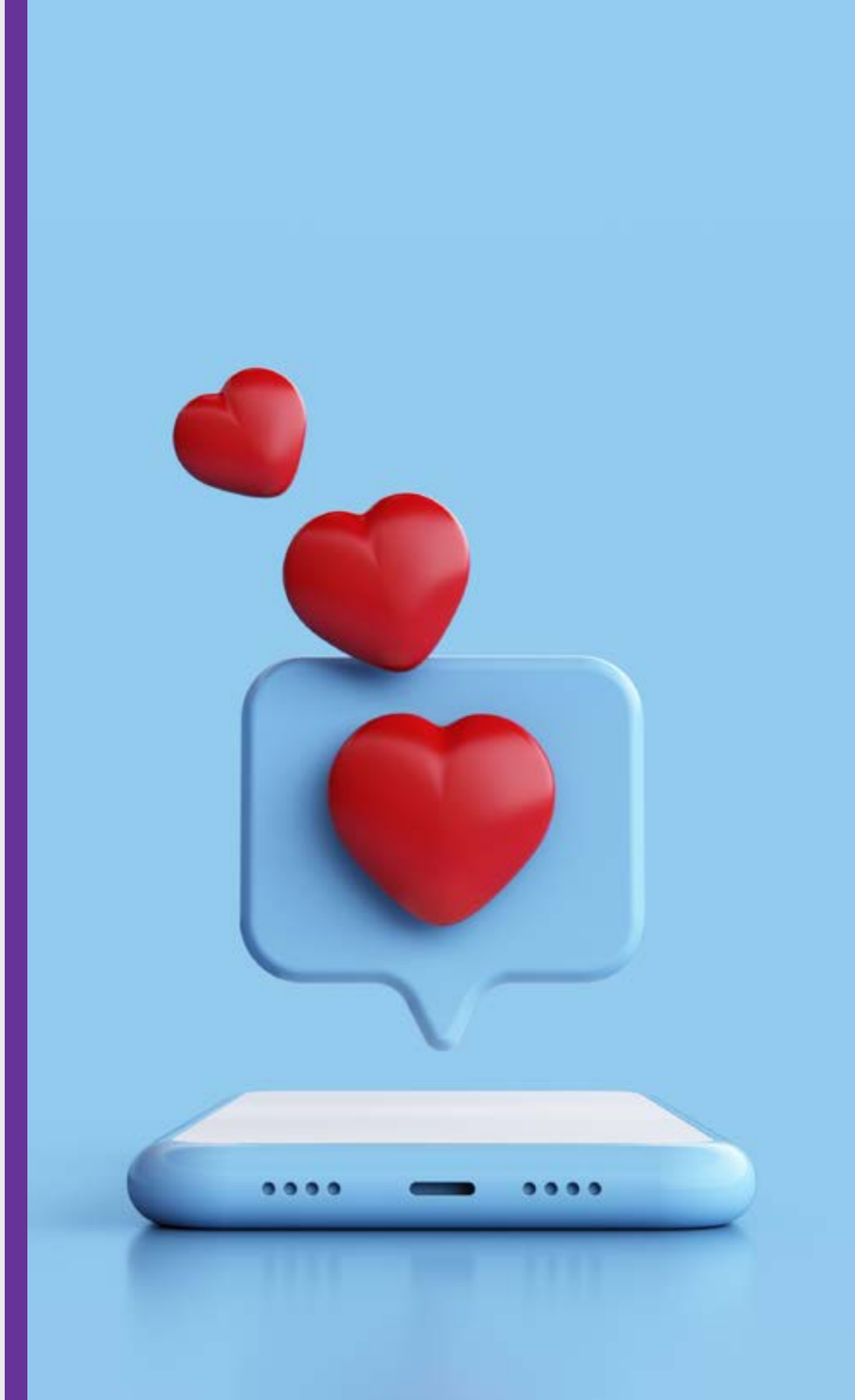
3. **Optimise for mobile-first behaviour**
   Improve mobile speed, readability, and usability, recognising mobile as a primary conversion channel, not a secondary one.

4. **Use membership or sign-in to build trust and data**
   Leverage loyalty or “sign-in-to-book” models to reduce friction, increase confidence, and capture usable first-party data.

5. **Define and track a small set of consistent conversion KPIs.** Choose metrics that matter to your business and apply them consistently across channels and campaigns to enable meaningful comparison.

6. **Improve conversion through many small wins**
   Focus on incremental improvements that reduce friction, increase trust, and clarify value — conversion rarely improves through one big change.

Insights collated from the **HSMAI Europe Strategy Labs**



LOYALTY BEYOND POINTS: MAKING IT REAL LOCALLY

“Relevance beats rewards.”

The challenge

Traditional loyalty models no longer resonate equally across segments.

What’s getting in the way

- Over-reliance on points and tier mechanics to drive loyalty
- Limited personalisation and local relevance
- Independent hotels lacking scale or visibility through formal programmes

PRACTICAL ACTIONS/TOP TIPS

1 **Adapt brand loyalty programmes locally**
Large brands should personalise programme storytelling, benefits, and communication at property level to increase relevance.

2 **Shift loyalty from points to perks and recognition**
Evolve loyalty beyond points toward meaningful benefits, experiences, and recognition that guests actually value.

3 **Use visibility and partnerships as alternatives to points**
Independent hotels can build loyalty without formal programmes by investing in local partnerships, community engagement, and distinctive experiences.



RETAINING COMMERCIAL TALENT WITHOUT FAST PROMOTION

“Development retains talent longer than titles.”

The challenge

Career progression alone is no longer enough to retain high-performing commercial talent.

What’s getting in the way

- Limited visibility of total rewards beyond base salary
- Insufficient development, mentoring, and cross-functional exposure
- Weak engagement with interns and early-career talent entering the industry

PRACTICAL ACTIONS/TOP TIPS

1 **Make total rewards visible and tangible**
Clearly communicate the full value of compensation, benefits, flexibility, and development investment — not just salary.

2 **Invest in development, not just progression**
Support continuous learning through mentoring, cross-functional exposure, education, and involvement in strategic projects.

3 **Maintain relationships with high-potential leavers**
Accept that some talent will leave to grow elsewhere — and keep connections open so strong performers can return later.

4 **Treat internships as a critical retention moment**
Prioritise early-career engagement by offering meaningful work, mentoring, and a clear future pathway into the industry.



TALENT, CAPABILITY & LEADERSHIP

18 **Hiring Commercial Talent** That Performs

19 **Commercial Structures:** Centralised vs. Hotel-Based vs. Hybrid

20 **Hotel Group Sales & Technology**

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HIRING COMMERCIAL TALENT THAT PERFORMS

“Personality predicts performance better than a perfect CV.”

The challenge

Traditional hiring processes often fail to identify the behaviours that drive commercial performance.

What’s getting in the way

- Overemphasis on technical skills rather than personality and behaviours
- Unclear role definitions and inconsistent hiring manager briefs
- Reactive hiring instead of proactive talent planning

PRACTICAL ACTIONS/TOP TIPS

1 **Hire for personality, not just skills**
Prioritise passion, adaptability, storytelling, and communication — skills can be taught, behaviours are harder to change.

2 **Set clear briefs and support hiring managers**
Define success upfront and provide structure and guidance to improve consistency and decision-making

3 **Plan talent pipelines before roles are vacant**
Think ahead and build relationships with future talent rather than recruiting only when gaps appear.

4 **Leverage HSMAI Europe development programmes**
Use industry-led initiatives, including young talent programmes, to attract, assess, and develop future commercial leaders.



Insights collated from the **HSMAI Europe Strategy Labs**

COMMERCIAL STRUCTURES: CENTRALISED VS. HOTEL-BASED VS. HYBRID

“Structure should serve strategy, not the other way around.”

The challenge

Commercial structures often evolve reactively, without a clear long-term vision to guide roles, accountability, and decision-making.

What’s getting in the way

- Short-term budget pressures overriding 3–5 year commercial vision
- Unclear ownership between strategy, execution, and results
- Incentives that drive siloed or unintended behaviours
- Structures built for today’s needs, not tomorrow’s evolution

PRACTICAL ACTIONS/TOP TIPS

1. **Define a 3-5 year commercial vision before designing structure**
   Clarify what success looks like across experience and productivity (including all revenue streams, not just rooms) and let this vision shape the structure.

2. **Assign clear accountability across three layers**
   Define a single vision leader, supported by functional Leaders and execution teams, with clear ownership and decision rights at each level.

3. **Build diverse, cross-functional teams**
   Prioritise diversity of skills and experience, cross-functional understanding, and transparent communication to avoid silos and improve execution.

4. **Use balanced scorecards, not single KPIs**
   Measure success through a balanced set of metrics aligned to role and segment, and design incentives carefully to avoid unintended behaviours.

5. **Design structures to evolve, not to last forever**
   Review structures regularly and adapt as the business moves from opening to growth to maturity — flexibility is a strength, not a weakness.

6. **Centralise selectively and with intent**
   Centralisation can drive productivity and scale, but only when supported by the right capabilities, controls, and performance management.

Insights collated from the **HSMAI Europe Strategy Labs**



HOTEL GROUP SALES & TECHNOLOGY

“Alignment unlocks technology value.”

The challenge

Group sales teams rely on technology to manage scale and complexity, yet fragmented systems and workflows often slow performance instead of enabling it.

What’s getting in the way

- Disconnected systems creating data silos across portfolios
- Poor data quality preventing AI from delivering meaningful value
- Technology adoption outpacing process alignment and team capability

PRACTICAL ACTIONS/TOP TIPS

1 **Fix data foundations before adding new tools**
Standardise and clean core sales and CRM data so existing systems can work together effectively.

2 **Align systems around end-to-end sales workflows**
Focus on how data flows across enquiry, qualification, proposal, and conversion — not just on individual tools.

3 **Challenge vendors and integration partners to collaborate**
Push for interoperability and shared accountability rather than accepting fragmented point solutions.

4 **Use AI to enhance decisions, not replace relationships**
Apply AI for insight, prioritisation, and efficiency, while keeping final decisions and buyer relationships human-led.



CLOSING THOUGHT

"The challenges facing commercial leaders are shared. The solutions are rarely perfect, but they are practical, achievable, and within reach.

Progress comes not from more tools, but from clearer priorities, better alignment, and disciplined execution."

-HSMAI Europe Team-



Insights collated from the **HSMAI Europe Strategy Labs**

“HSMAI is the global community for hospitality leaders, driving growth through collaboration and learning.”

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FUEL SALES ◢ INSPIRE MARKETING ◢ OPTIMIZE REVENUE

EUROPE

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