

BEFORE YOU FINALISE YOUR 2027 BUDGET & BUSINESS PLAN

Five questions to ask before the plan is set

RevPAR, occupancy and costs can be forecast. The more difficult question is what will actually make guests choose your hotel in 2027 - and what that means for your commercial priorities.

Here are five questions worth asking before next year's business plan is finalised.

01

POSITIONING & OFFERING

What will make guests choose us in 2027?

Is our positioning still relevant to the guests we want to attract? Is it clear what kind of experience, feeling or reason to visit we offer - beyond a room and a destination? What do we need to strengthen, change or leave behind?

02

MARKETING & CONTENT

Does our communication reflect the experience we want to sell?

Are we mainly talking about location, rooms and facilities - or do guests understand what it actually feels like to stay with us? Do our imagery, tone of voice, content and channel choices support the position we want to own?

03

PACKAGING & PRICING

Are we pricing the room - or the value of the experience?

Does our pricing reflect our offering and positioning? Are there packages, add-ons or experiences that guests are willing to pay more for? Or are we still largely basing our pricing on last year's rates plus a few percent?

04

F&B, WELLNESS & OTHER REVENUE STREAMS

Where are the revenue opportunities we are not fully capturing today?

Do our restaurant, bar, spa and other hotel experiences contribute to both the guest experience and the commercial performance of the hotel? Is there a revenue stream that deserves greater commercial focus in 2027?

05

DISTRIBUTION & PRIORITISATION

Are we reaching the right guest in the right place?

Is our distribution strategy aligned with how guests actually search, compare and book today? And based on the answers above: which commercial initiatives should we prioritise in 2027 - and what should we choose not to do?

FROM QUESTIONS TO PRIORITIES

The real work begins when the answers are translated into clear priorities in the business plan.

If you would value a fresh perspective on your 2027 plan, I'd be happy to have a conversation.

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