DEMAND JOURNEYS / SELECTED WORK

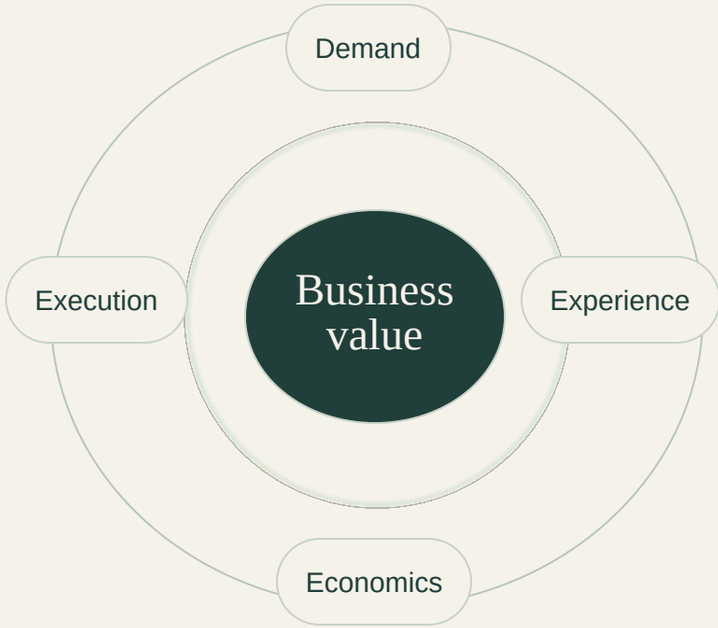
# More value from the demand you earn

I help businesses turn marketing, customer experience and technology into better commercial decisions.

**Meng Liang Tan**

Marketing · Commerce · Technology · Customer

Explore the problems I solve ↗



01 / YOUR STARTING POINT

# Where does growth get stuck?

Choose the problem that sounds familiar.

01

## Visitors leave without buying

The digital journey makes demand expensive to convert.

Explore ↗

02

## Revenue carries too much cost

Channel reports hide the economics of each booking.

Explore ↗

03

## Customer data stays unused

Disconnected systems limit relevant engagement.

Explore ↗

04

## Technology decisions stall

Vendor options outrun the clarity of the business case.

Explore ↗

05

## Good plans move too slowly

Teams and agencies work to different priorities.

Explore ↗

Use the cards to jump to a problem, or use the arrow keys for the full story.

02 / COMMERCIAL DIAGNOSIS

# The whole journey shapes the return

My starting point is the path from customer intent to repeat business.

| 01 | 02 | 03 | 04 | 05 |
|---|---|---|---|---|
| Discover | Consider | Book | Experience | Return |
| Relevant demand<br>Cost to acquire | Useful content<br>Trust and availability | Clear offers<br>Low friction | Service delivery<br>Guest expectations | Recognition<br>Reason to rebook |

THE DIAGNOSTIC QUESTION

Which constraint is costing the business the most, and what evidence would change our decision?

Approach / Diagnose demand quality, conversion, channel contribution and repeat behaviour together.

03 / CONVERSION

# A better booking journey starts with fewer obstacles

SELECTED WORK / FRASERS HOSPITALITY

## Project Meta

A legacy platform transition created a commercial and delivery challenge. I led the business case and implementation of a modern web platform.

> **My contribution**
>
> Investment case, stakeholder alignment, platform evaluation and delivery governance.

Booking journey

10 to 5

steps in the booking flow



Page load time

7.1s to 3.0s

Source: supplied career ledger, Frasers Project Meta. Reported programme measures; dates and test conditions are not preserved in the ledger.

# Performance needs context

REPORTED WEBSITE CONVERSION




Frasers Hospitality / historical endpoints

## The useful client question

Where does the journey break today, and which change is most likely to improve completed bookings?

- Inspect device and booking-step friction.
- Check rate, inventory and payment failures.
- Test changes against a clear baseline.
- Reconcile bookings with cancellations.

The endpoints show reported improvement across six years. They do not isolate the effect of a single platform project.

Source: supplied career ledger, 2018 and 2024 conversion figures. No intervening annual series or causal attribution assumed.

# A booking is worth what it leaves behind

INTERACTIVE / ILLUSTRATIVE SCENARIO

Compare acquisition cost on an equal booking value. This static example uses the default inputs shown below.

Booking value **S$500**

Intermediary commission **18%**

Direct acquisition cost **S$45**

VALUE AFTER CHANNEL COST

Intermediary S$410

Direct S$440

## Direct leaves S$30 more per booking.

Static example. Explore the calculator in the online presentation.

Direct payment cost: 3% of booking value.

Illustrative S$ model, not client results or industry benchmarks. Excludes operating costs, tax, cancellations, fixed technology costs and displacement.

06 / CUSTOMER DATA

# Useful data begins with a guest use case

- Property management
- Booking engine
- CRM and loyalty

→

FOUNDATION

## Identity & consent

Match records
Respect preferences
Maintain quality

→

- Relevant pre-arrival offers
- Consistent guest recognition
- Timely repeat-stay journeys

**My experience**

Frasers CDP business case, vendor evaluation, data governance and architecture planning.

**What that means for you**

A bounded use case with data requirements, an accountable owner and a measurable outcome.

Source: career ledger and portfolio case 17. Proposal and evaluation experience; no completed enterprise CDP deployment claimed. Diagram is conceptual.

# A clear decision before a large commitment

START HERE

What business decision
or customer task improves?

## 01
### Improve what exists
Remove a known bottleneck using current capabilities.

## 02
### Run a bounded pilot
Test an uncertain benefit with a cost ceiling and a stop rule.

## 03
### Invest in a platform
Build the case for integration, operating ownership and full cost.

I connect commercial requirements with architecture choices, vendor evaluation and delivery responsibilities.

Selected evidence: delivered Project Meta programme and CDP proposal work. AI opportunities follow the same evaluation approach; no AI production outcome asserted.

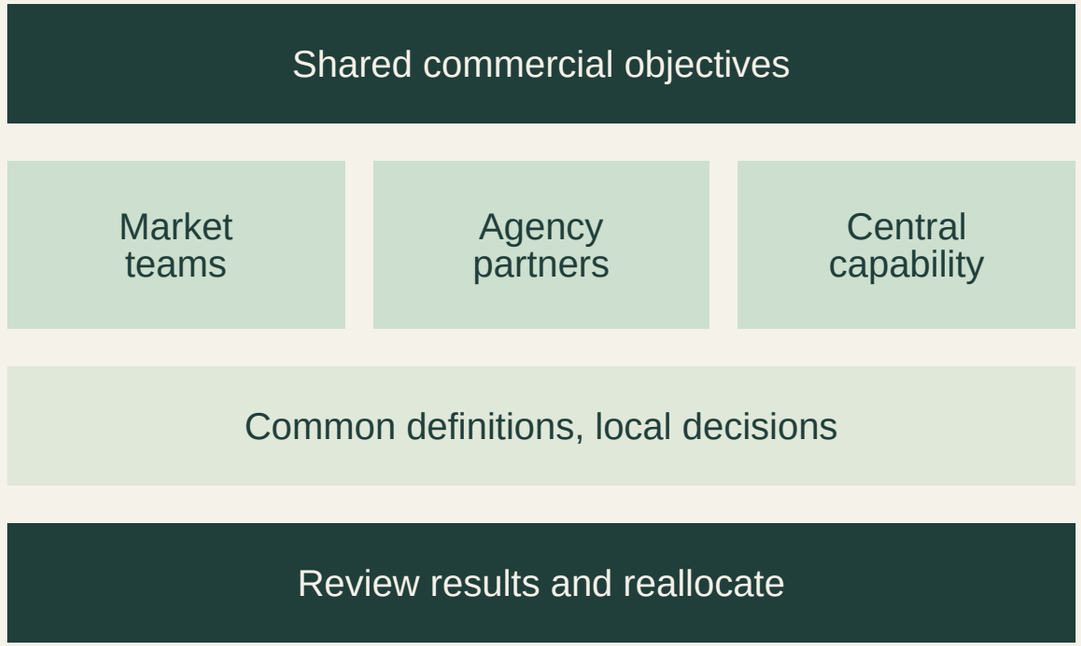
# Regional scale needs clear ownership

SELECTED WORK / ACCOR APAC

## One operating model.
## Room for local judgment.

Regional paid-media and analytics work included agency consolidation, market planning and multilingual search governance.

> **My contribution**
>
> Align market requirements, agency accountability and the information needed for investment decisions.




Source: career ledger and portfolio cases 10–13. Governance illustration; historical planning scenarios are not presented as realised financial outcomes.

09 / DEMAND QUALITY

# Market growth depends on readiness

SELECTED WORK / HOMEAWAY APAC

## Japan market entry

The acquisition challenge extended beyond buying media. Local relevance, inventory and a credible customer journey shaped the opportunity.

**My role:** APAC performance marketing leadership, connecting acquisition decisions with market readiness.

01 **A relevant offer**

Inventory that fits the customer’s trip.

02 **A credible experience**

Language, trust and a usable transaction.

03 **A measured launch**

Defined cohorts, spend limits and learning gates.

Source: portfolio case 5 and career ledger. Regional marketing remit distinguished from country-team, partnership and regulatory responsibilities.

# A focused route to the next decision

The initial work should leave you with a clearer decision and an executable plan.

01

## Workshop

Align the problem, commercial objective and decision criteria.

**OUTPUT**

Agreed problem statement and priorities.

02

## Audit

Examine the journey, economics, data and execution constraints.

**OUTPUT**

Evidence, opportunity assessment and action plan.

03

## Fractional CMO

Lead the agreed priorities with internal teams and partners.

**OUTPUT**

Accountable delivery and a regular decision cadence.

Scope, timing and measures agreed around your business problem.

# Where is your business losing value?

Bring a commercial problem.
We can work through the demand, customer and technology decisions behind it.


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**SELECTED EXPERIENCE**

Frasers Hospitality
HomeAway / Expedia Group
AccorHotels
TripAdvisor

Commercial leadership across hospitality, travel and digital platforms.