

KIRILL SHMELEV

Commercial Leader: Revenue Strategy, Distribution & Multi-Site
Performance / Hospitality

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SUMMARY

Commercial leader with 15+ years in hospitality, directing sales, revenue strategy, distribution, and commercial performance across multi-site, multi-country portfolios. Set revenue direction and rebuilt distribution for a 1,000+ key portfolio across five Asia-Pacific countries at The Luxe Nomad (+27% revenue year over year, direct booking share 45% to 60%); drove revenue and supply performance across 400+ hotels in 10+ markets at Agoda (Booking Holdings); held commercial directorships at two Marriott properties. Combines commercial pricing judgment and forecasting oversight with data and analytics capability (SQL, KPI governance), and now builds AI operating systems that unify a hotel's commercial systems into one view, surface where revenue leaks, and free teams from routine.

CORE EXPERTISE

REVENUE & PRICING STRATEGY	CHANNEL & DISTRIBUTION MANAGEMENT	
COMMERCIAL TEAM LEADERSHIP & CAPABILITY BUILDING	COMMERCIAL SYSTEMS & AI AUTOMATION	
MULTI-SITE / PORTFOLIO PERFORMANCE	DATA & ANALYTICS (SQL, BI, KPI GOVERNANCE)	
CENTRAL-TO-ON-PROPERTY ALIGNMENT (SHARED SERVICES)	P&L OWNERSHIP	SUPPLY-SIDE PERFORMANCE
PRE-OPENING & LAUNCH	INTERNATIONAL PARTNERSHIPS	

EXPERIENCE

FOUNDER, HVOYA COLLECTION | COMMERCIAL SYSTEMS CONSULTANT

Self-Employed

September 2025 - Present, Remote / International

- Independent work across three strands: AI operating systems for hotels, a premium vacation-rental platform built end to end, and a large (\$50M) commercial-systems redesign.
- / Building an AI operating layer for hotels that ties fragmented commercial and ops systems into one, puts the whole commercial process under a single view (where it flows, where it stalls, where revenue leaks), and frees teams from routine; now deployed with an independent multi-property hotel group, plus a pre-opening hotel.
 - / HVOYA Collection: founded and built a curated premium vacation-rental platform end to end (intake, verification, publishing, lead routing, guest comms), with an automated supply pipeline that scrapes, scores and curates properties (300+ processed), finds owner contacts and prepares outreach, and turns listings publish-ready automatically.
 - / Sellvia (B2B SaaS, ~\$50M annual revenue): architected a full commercial-system redesign: lead flow for 27,000+ monthly leads, CRM and webhook architecture, AI-assisted first-touch SMS outreach, an A/B testing framework, and a headcount optimization map. The client's internal team implemented part of the plan, including a full AI replacement of the support function.

GROUP SALES DIRECTOR (COMMERCIAL OPERATIONS, SALES OPS & REVENUE SYSTEMS)

The Luxe Nomad (theluxenomad.com)

June 2024 - September 2025, Bangkok, TH (Remote)

- Led the commercial function (sales, reservations, guest experience) for a 1,000+ key portfolio (around 20 hotels and 100 villas), \$50M+ annual booking volume, 50+ people across 9 teams in 5 Asia-Pacific countries.
- / Grew portfolio revenue +27% year over year and shifted direct booking share from 45% to 60%.
 - / Directed the Japan revenue-management overhaul: trained the revenue team to price by day and audit inventory at day level, surfacing availability locked by minimum-night rules that legacy reporting could not see; result +38% off-season revenue and +20% peak-season pricing.
 - / Rebuilt distribution and channel strategy across the portfolio and designed a 3-tier partner-access system governing inventory.
 - / Built a quarterly KPI and incentive system from zero, tying commercial teams to revenue and margin outcomes.

STRATEGIC PARTNERSHIPS MANAGER, APAC

Agoda (Booking Holdings)

November 2022 – June 2024, Bangkok, TH (Hybrid)

Strategic partnerships and portfolio performance for Marriott, Hilton, and IHG across 400+ hotels in 10+ Asia-Pacific markets.

- / Grew booked room nights +58% year over year and direct share +7 points through pricing, availability, and supply-performance work.
- / SQL Champion for the commercial team: built automated data queries (rates, availability, content, portfolio health) that replaced manual analyst work for QBRs.
- / Owned the Supply Health KPI; proved to leadership it was miscalculated (external parsing errors) and rebuilt the KPI logic so the team focused on real supply quality.

COMMERCIAL DIRECTOR/DEPUTY GM

Marriott International

March 2019 – November 2022, Yerevan, AM

Led the commercial function with 12 direct reports across revenue, sales, and marketing.

- / Delivered +33.2% revenue growth and +8.4% GOP; achieved #1 RevPAR in market.
- / Owned pricing, demand forecasting, segmentation, and the weekly commercial review cadence.

PREVIOUS EXPERIENCE

COMMERCIAL DIRECTOR (PRE-OPENING)

Marriott International

January 2018 – February 2019, Saransk, RU

Led commercial function for a pre-opening Marriott property ahead of the FIFA World Cup 2018, with 9 direct reports.

- / Opened property ahead of schedule. Built the full commercial team, set opening pricing strategy, and established distribution partnerships from zero. Achieved +28% revenue growth in the first operating year.

CLUSTER SALES MANAGER

Marriott International

2015 – 2018, Saint-Petersburg, RU

Managed cluster sales across Marriott properties in Saint Petersburg, leading the sales team across multiple hotel brands.

- / Exceeded annual targets by 175%.
- / Team recognized as Best Sales Team in Europe (2016).

CO-FOUNDER

Start-up (Vacation Rentals)

2015, Bangkok, TH

Built sales and operations from zero for a vacation rental startup in Bangkok.

- / Onboarded 20 units in first 30 days.
- / Established working distribution model across multiple booking channels.

SENIOR REAL ESTATE CONSULTANT

Luxury Real Estate Consultancy

2011 – 2015, Dubai, UAE

Four years across three luxury real estate companies in Dubai, selling premium properties (from \$400K) to HNWI buyers from CIS, Middle East, Europe, US, and Asia.

- / The First Group (2011–2012): hospitality investment property developer with own 5-star hotel projects. Managed a sales team, selling investment hotel units to CIS and international buyers. Team production ~\$50M/year.
- / Hamptons International (2012–2013): British premium brokerage (Countrywide group). Specialized in Dubai Marina premium segment and EMAAR Address Hotels & Residences secondary market.
- / Future Deal Real Estate (2013–2015): end-to-end project management from property handover through unit preparation, sales, rentals, and handover to final owners.

EDUCATION

BACHELOR OF HOSPITALITY MANAGEMENT WITH HONORS

Peter the Great St. Petersburg Polytechnic University • Saint-Petersburg, RU

LANGUAGES

English – Fluent Russian – Native