

GRAND VELAS RIVIERA NAYARIT | STRATEGIC MANAGEMENT ASSESSMENT

Data-Driven Analytics: High-Yield Optimization, Workforce Analytics & Service Governance

Slide 1: Executive Summary - High-Yield Strategy & Asset Overview

1. REVENUE YIELD DYNAMICS

- Premier 267-suite resort driving \$175.0M gross revenue over 3 years.
- Non-room monetization (F&B; and Spa) generates 46.4% (\$81.2M) of total revenue.
- TrevPAR delivers a \$430+/suite yield spread over room-only RevPAR.

2. OPERATIONAL FRICTION POINTS

- Staffing mismatch during 13:00–16:00 arrival window causes check-in delays.
- Valet Arrival (3.12) and Front Desk (3.40) fall below 4.00 luxury benchmark.
- Frontline staff attrition in Valet (34.2%) drains \$425k annually in recruitment.

3. FINANCIAL ROI & GOVERNANCE

- \$375,000 annualized net savings (\$165k overtime reduction + \$210k retention).
- Reinvest 20% of savings into gainsharing performance bonuses for agents.



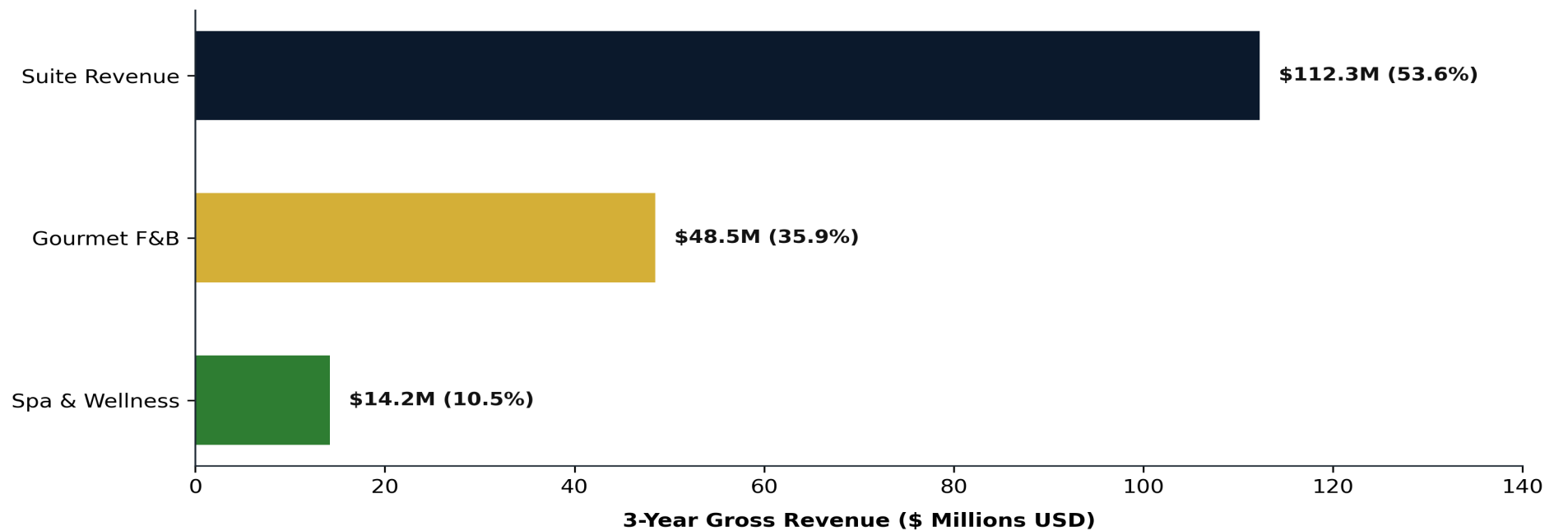
KEY ANALYTICAL INSIGHT: Operational bottleneck in arrival logistics is the primary driver of frontline employee fatigue and sub-4.00 luxury guest scores.

ACTIONABLE STRATEGIC RECOMMENDATION: Re-align labor scheduling to peak arrival velocity and implement cross-departmental floaters to unlock \$375k in bottom-line efficiency.

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Slide 2: Revenue Stream Mix - Non-Room Monetization Captures 46.4% (\$81.2M)



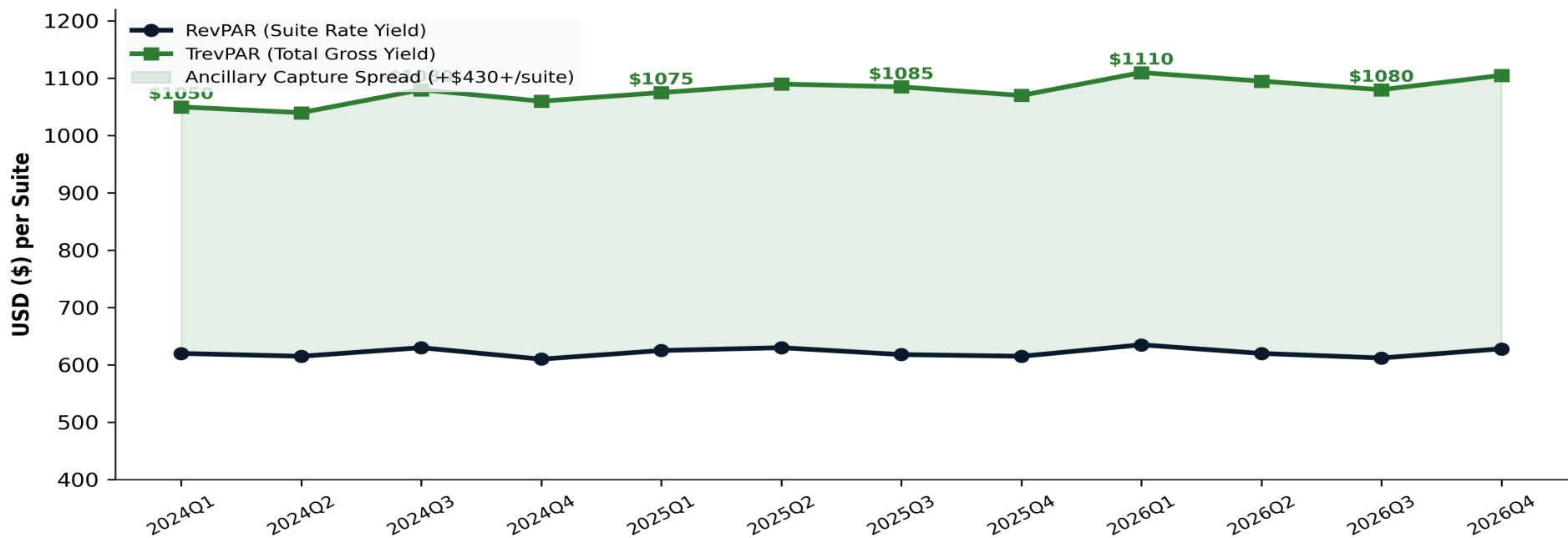
KEY ANALYTICAL INSIGHT: Gourmet F&B; (\$48.5M) and Hydrotherapy Spa (\$14.2M) represent nearly half of overall property revenue, confirming high guest spending propensity.

ACTIONABLE STRATEGIC RECOMMENDATION: Bundle direct-booking suite reservations with guaranteed Michelin-tier dining seats and Spa credits to capture uncaptured suite yield.

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Slide 3: Yield Expansion - TrevPAR Trajectory Outpaces Suite-Only Growth



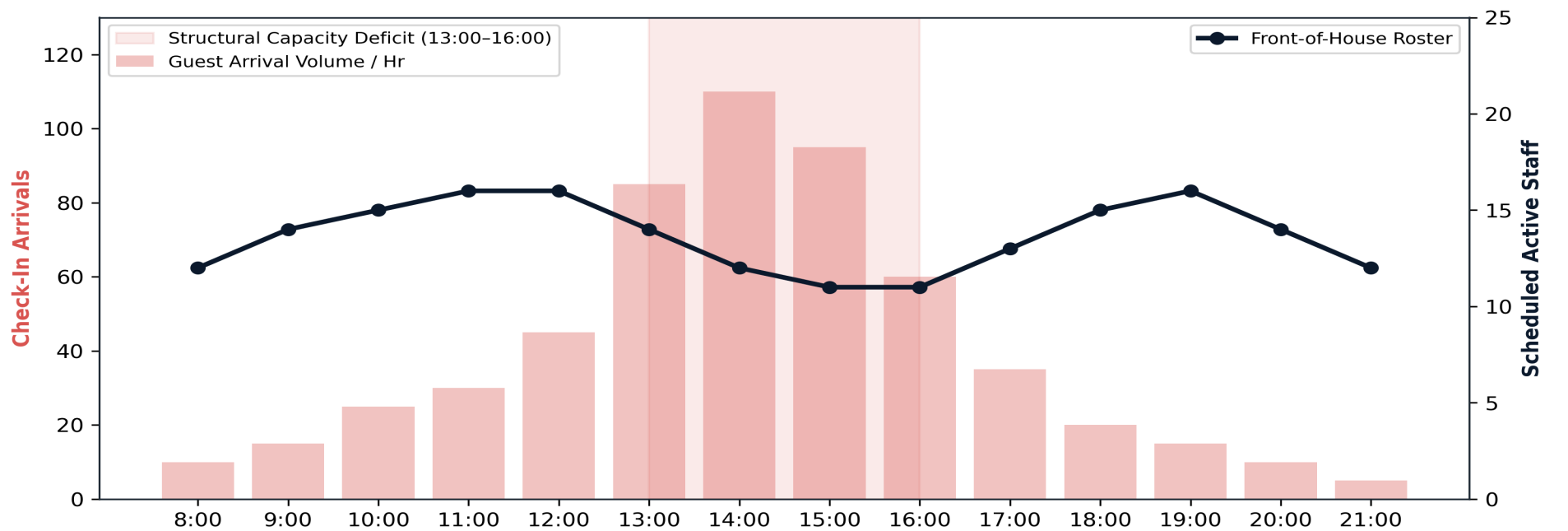
KEY ANALYTICAL INSIGHT: The expansion gap between RevPAR and TrevPAR consistently delivers a \$430+ yield premium per occupied suite during peak seasons.

ACTIONABLE STRATEGIC RECOMMENDATION: Shift core operational KPIs from room-only RevPAR to property-wide TrevPAR; incentivize Front Desk on premium experience upsells.

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Slide 4: Operational Friction - Arrival Velocity Mismatch (13:00–16:00)



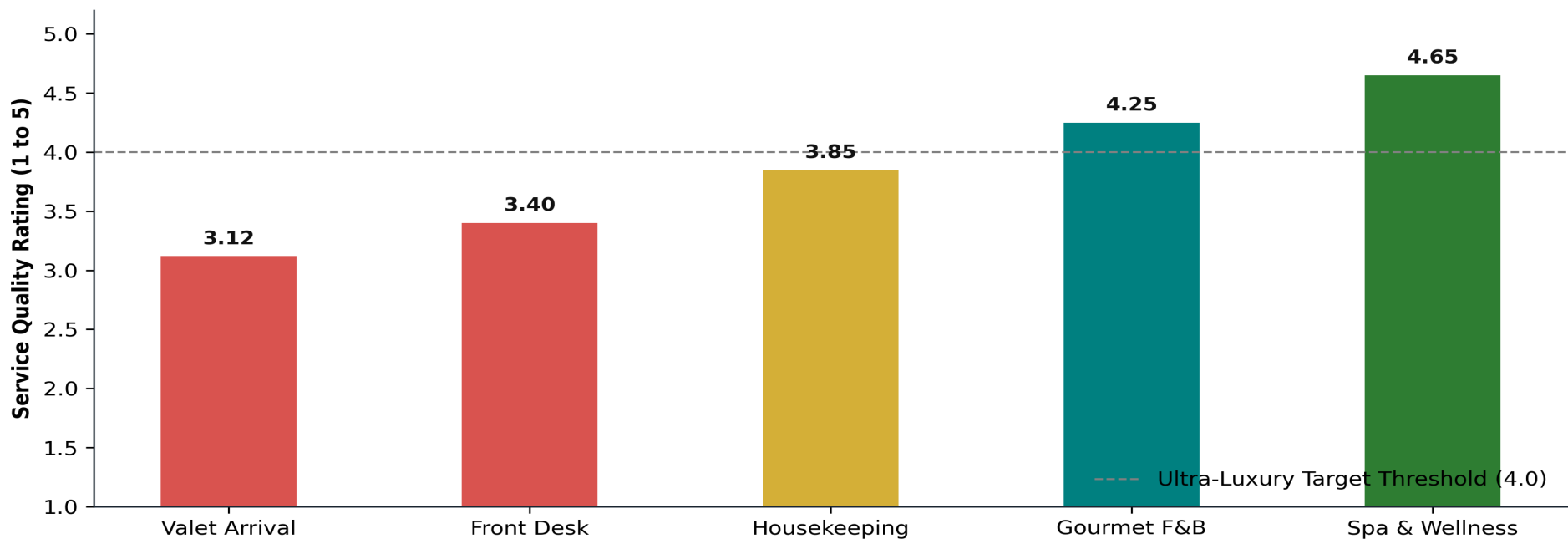
KEY ANALYTICAL INSIGHT: Check-in arrivals surge by 400% during 13:00–16:00 while Front-of-House staffing remains flat, creating severe lobby bottlenecks.

ACTIONABLE STRATEGIC RECOMMENDATION: Replace rigid 8-hour shifts with staggered 11:00–19:00 flex-shifts, doubling active FOH coverage during peak check-in hours.

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Slide 5: Service Quality Deficits - Arrival Touchpoints Drag Down CSAT



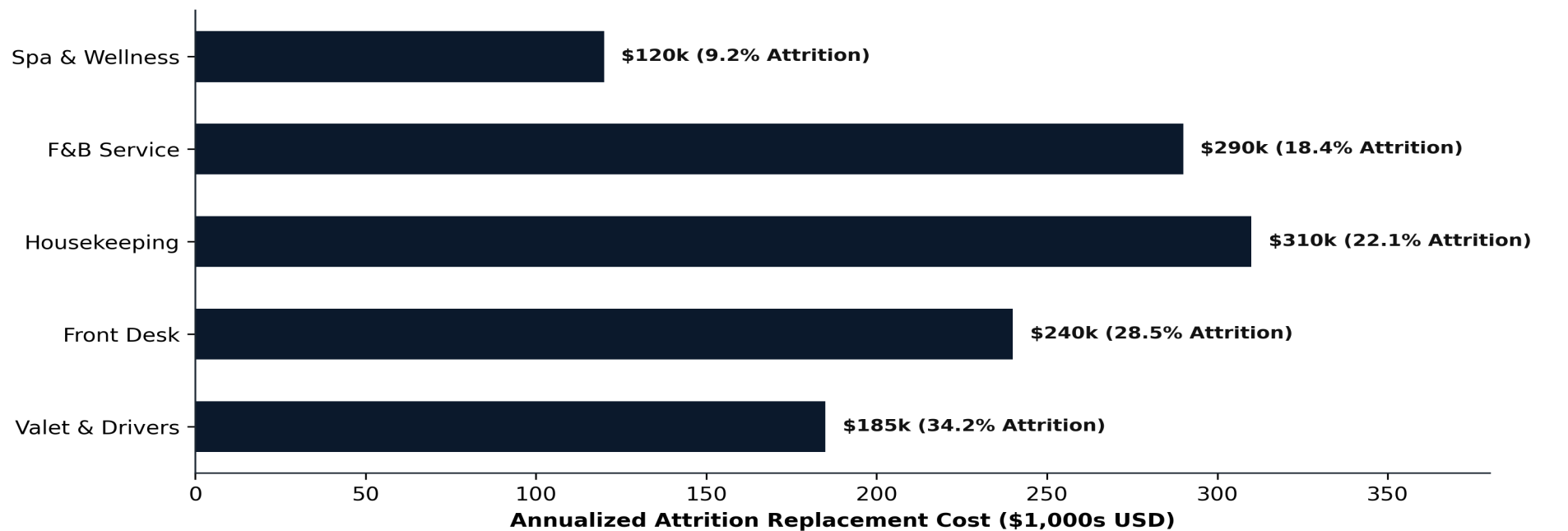
KEY ANALYTICAL INSIGHT: Valet Arrival (3.12) and Front Desk (3.40) represent the only guest touchpoints falling significantly below the 4.00 ultra-luxury standard.

ACTIONABLE STRATEGIC RECOMMENDATION: Establish immediate service recovery protocols: issue automatic \$50 Spa credits for any check-in processing delay exceeding 10 minutes.

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Slide 6: Workforce Analytics - Attrition in High-Touch Roles Costs \$425k/Yr



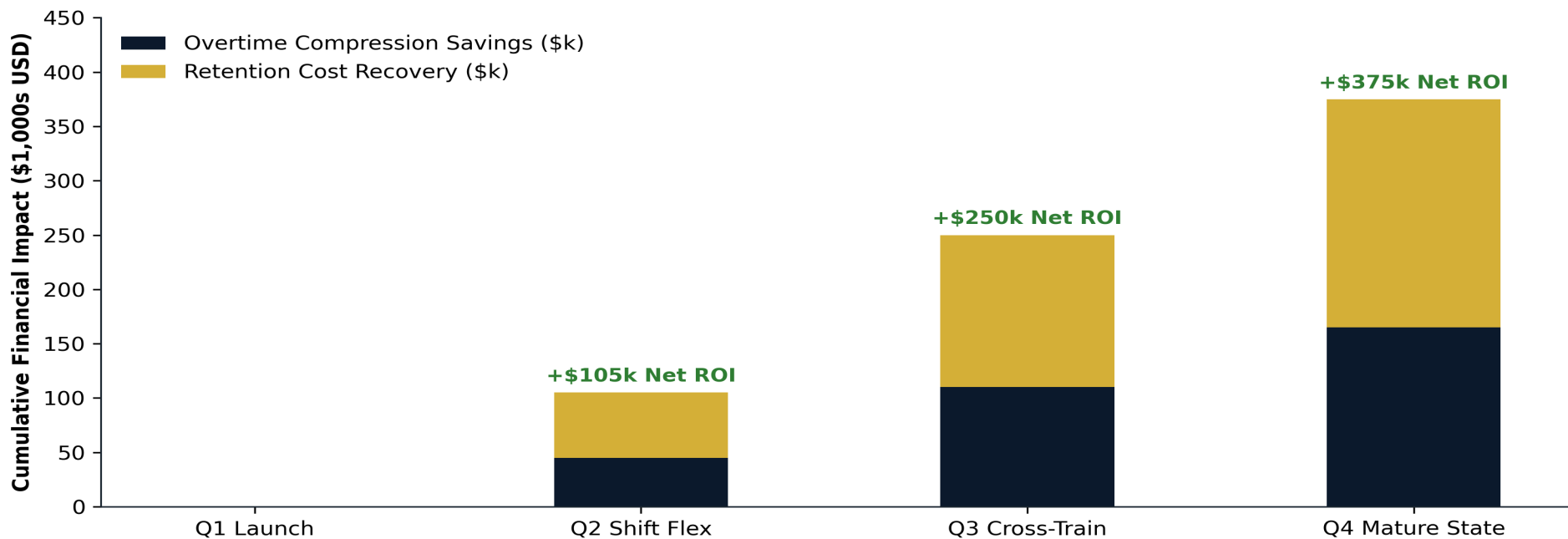
KEY ANALYTICAL INSIGHT: Valet (34.2%) and Desk (28.5%) turnover generate \$425,000 in annual hiring and retraining costs due to peak-window shift stress.

ACTIONABLE STRATEGIC RECOMMENDATION: Launch the 'Velas Universal Host' cross-training program, granting staff an +8% wage tier for dual-department operational agility.

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Slide 7: HR Financial Business Case - \$375k Annualized Net Savings



KEY ANALYTICAL INSIGHT: Workforce optimization delivers \$375,000 in annualized net savings (\$165k overtime reduction + \$210k retention cost recovery).

ACTIONABLE STRATEGIC RECOMMENDATION: Reinvest 20% of net savings into frontline gainsharing bonuses awarded quarterly for achieving CSAT ratings > 4.50.

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Slide 8: 90-Day Operational Implementation Roadmap & Governance

EXECUTION PHASE	CORE OPERATIONAL ACTIONS & MILESTONES	TARGET KPI METRICS
PHASE 1: DAYS 1–30	Labor Realignment & Staggered Shifts: - Implement 11:00–19:00 peak shifts for Front Desk & Valet. - Re-allocate 3 floater concierges to driveway arrival greeting.	- Check-in time < 4 mins. - Valet score > 4.20. - Zero lobby queues.
PHASE 2: DAYS 30–60	Cross-Training & Digital Mobile Pre-Check: - Roll out 'Velas Universal Host' cross-training certification. - Deploy pre-arrival mobile check-in notifications to arriving guests.	75% FOH cross-trained. 40% digital check-in bypass. - Overtime down 35%.
PHASE 3: DAYS 60–90	TrevPAR Gainsharing & Incentive Launch: - Activate frontline bonus structure tied to Spa/F&B; upsells. - Conduct 90-day post-implementation operational audit.	+\$45/suite non-room yield. - Attrition under 15%. \$375k annualized ROI.