# PEOPLE ANALYTICS

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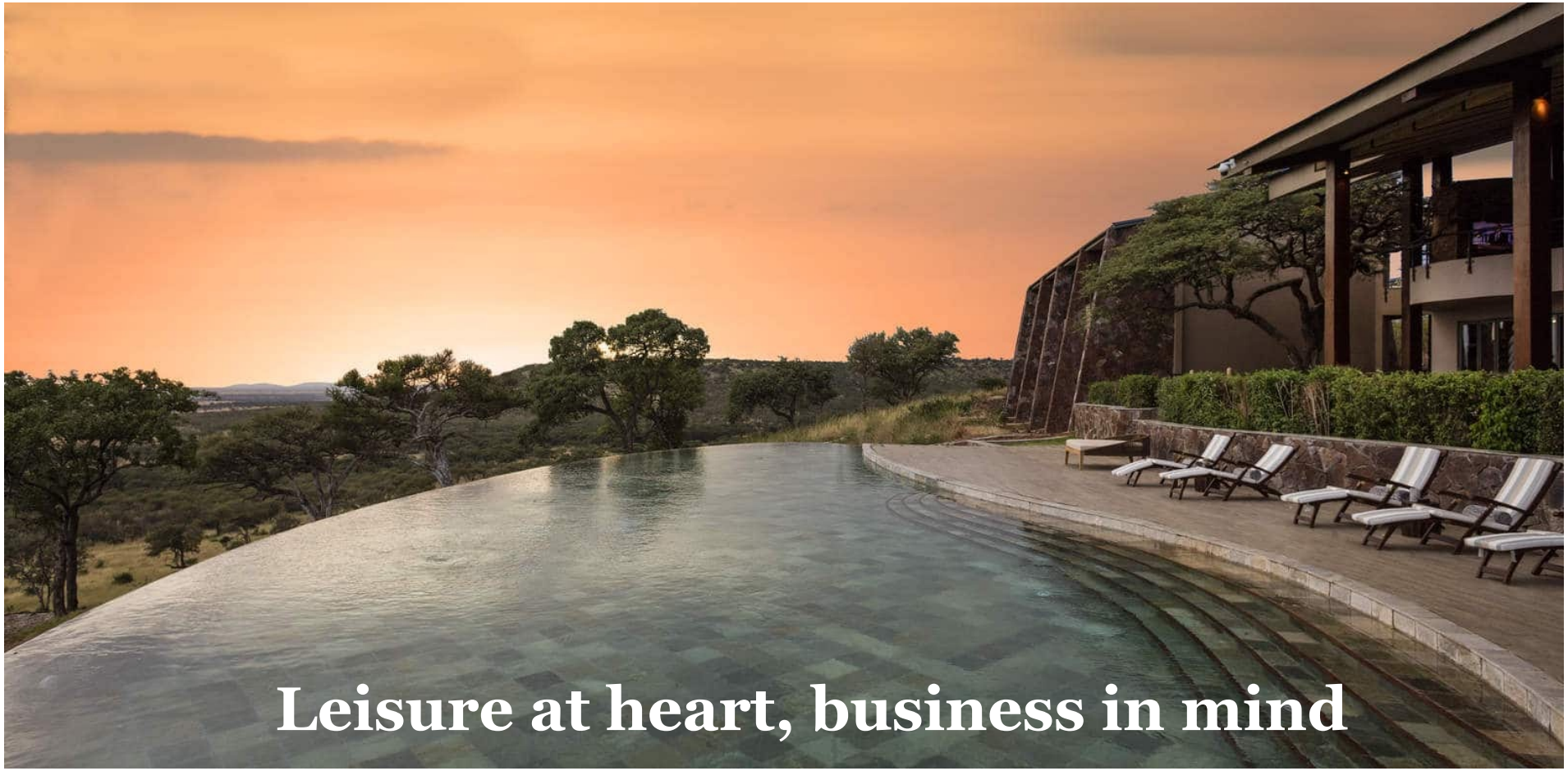


# Leisure at heart, business in mind

La hospitalidad es, más que un negocio, una actitud ante la vida, algo que se lleva en el corazón. Por eso cuidamos con la misma intensidad la experiencia de nuestros clientes y nuestra excelencia en la gestión. Mente y corazón, unidos para conseguir su confianza, y nuestro éxito

# Portfolio

**Luxury brands** — 14%
- **6%** Gran Meliá
- **3%** ME by Meliá
- **3%** Paradisus
- **2%** The Meliá Collection

**Premium brands** — 50%
- **38%** Meliá Hotels & Resorts
- **12%** INNSiDE by Meliá

**Essential brands** — 36%
- **19%** SOL by Meliá
- **17%** Affiliated by Meliá

MELIÃ REWARDS
BELONGING MEANS MORE

**Luxury brands**
GRAN MELIÁ HOTELS & RESORTS · ME BY MELIÁ · The MELIÁ COLLECTION · PARADISUS BY MELIÃ

**Premium brands**
MELIÃ HOTELS & RESORTS · INNSiDE BY MELIÃ

**Essential brands**
SOL BY MELIÃ · *Affiliated by Meliá*

**PROPIEDAD (12%)***
La propiedad del hotel y la titularidad de la gestión recae en Meliá

**ALQUILER (33%)***
Meliá es arrendataria del hotel y titular de la explotación

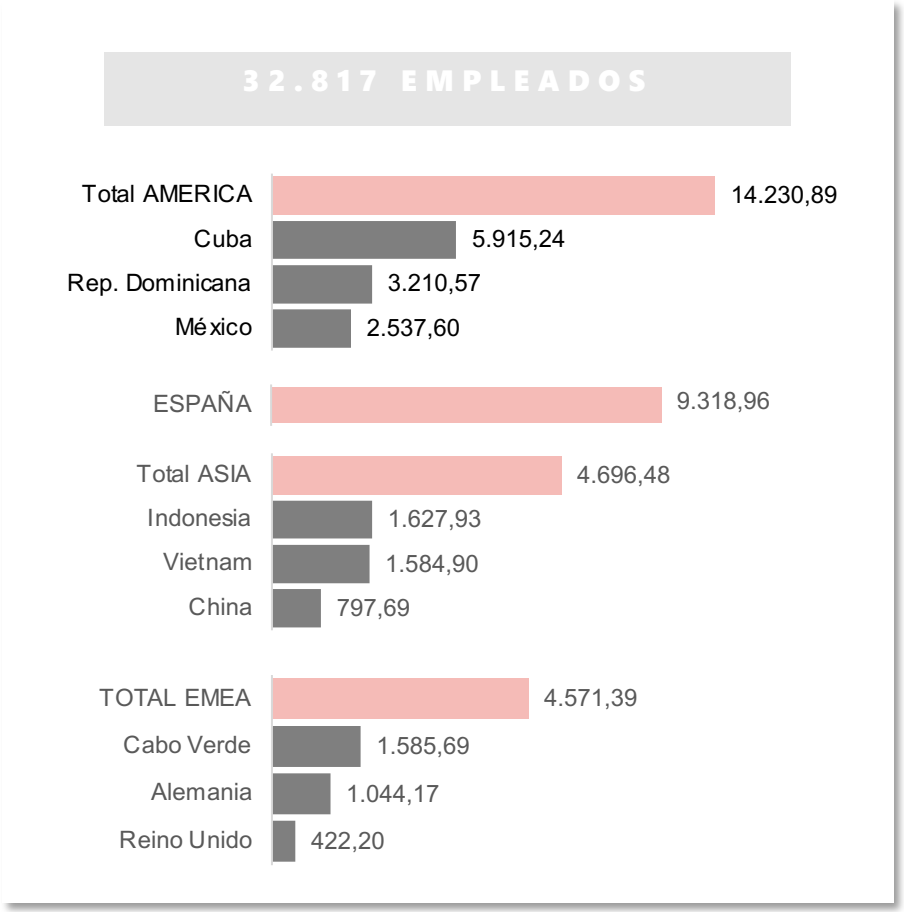
**GESTIÓN (41%)***
Meliá opera la propiedad de un tercero bajo una de sus marcas. Se cobran fees por la gestión

**FRANQUICIA (14%)***
El propietario de un hotel opera con una marca de Meliá y contrata nuestros canales de comercialización

# Negocio

| Total Ingresos consolidados | EBITDA (sin plusvalías) | Deuda neta | Ocupación agregada | RevPAR consolidado | NPS Clientes |
|---|---|---|---|---|---|
| 902,4M€ | 61.0M€ | 2.853,2M€ | 36,6% | 48,7€ | 48,2% |
| (+70,8%) | (+146,7%) | (+9,6%) | (+1,7pp) | (+12,8%) | (+0,1pp) |

# STAFF


32.817 EMPLEADOS
Total AMERICA 14.230,89
Cuba 5.915,24
Rep. Dominicana 3.210,57
México 2.537,60
ESPAÑA 9.318,96
Total ASIA 4.696,48
Indonesia 1.627,93
Vietnam 1.584,90
China 797,69
TOTAL EMEA 4.571,39
Cabo Verde 1.585,69
Alemania 1.044,17
Reino Unido 422,20

# ¿Qué es People Analytics?

**PREGUNTAS** **DATOS** **CAPACIDADES**

| | | | | |
|---|---|---|---|---|
| **Capabilities required of the team** | • Transactional data-entry systems<br>• Central data repository and controls<br>• Basic rules for data collection | • Technology for disseminating data and analytics in an organization (eg, reporting tools, platforms)<br>• Analyst dedicated to internal clients | • Advanced-analytics specialists (eg, data scientists, statisticians)<br>• Advanced statistical tools (eg, R, Python, SPSS) for analysis | • "Very big data"—high volume and high reliability<br>• Deep expertise in predictive analytics (eg, supervised or unsupervised machine learning) |
| **Mindset required of the organization** | • Data are the foundation of analytics.<br>• Successful analysis requires consistent and structured data. | • Decisions throughout the organization are supported by data and analytics.<br>• Decision makers take a data-driven approach. | • A sophisticated mathematical understanding of the situation supports critical decisions.<br>• The data-driven approach is highly trusted. | • Analytics informs and enhances human judgment, contributing to more accurate predictions of outcomes (eg, scenario planning) and events (eg, attrition). |

# Analytics en otras áreas

# Qué es Big Data

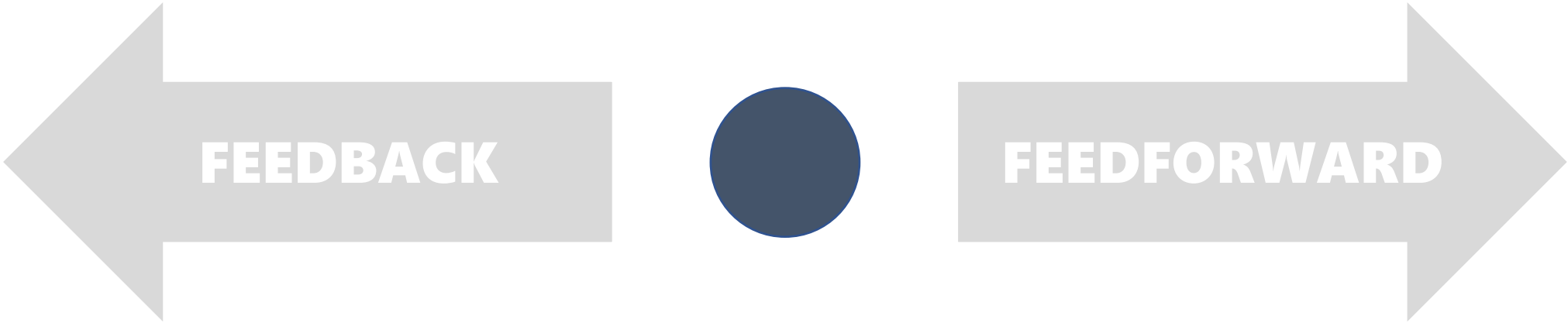
## Y por qué ahora

**Digitalización de procesos**

**Huella Digital**

**Nativos digitales**

# Conversaciones que importan




- Automatizado
- Basado en el historial de la persona
- Mediciones previas

- Expectativas a futuro
- Potencial
- Desarrollo

# Por dónde empezar
# 1. Captura de datos

### De qué datos dispongo

- Datos estructurados
- Datos actualizados
- Datos accesibles

### De qué datos NO dispongo

- Plantear nuevas capturas
- Menos es más
- GDPR – Protección de datos

# Por dónde empezar
## 2. Visualizaciones

# El futuro

| | | | | |
|---|---|---|---|---|
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