



# THE GRANDEUR DA NANG

Hotel Report & Proposal



BUSM4568:  
Room Division Management

Hotel model:  
5-star, Boutique

Cao Minh Triet | s3864211

Le Tan Phat | s3936775

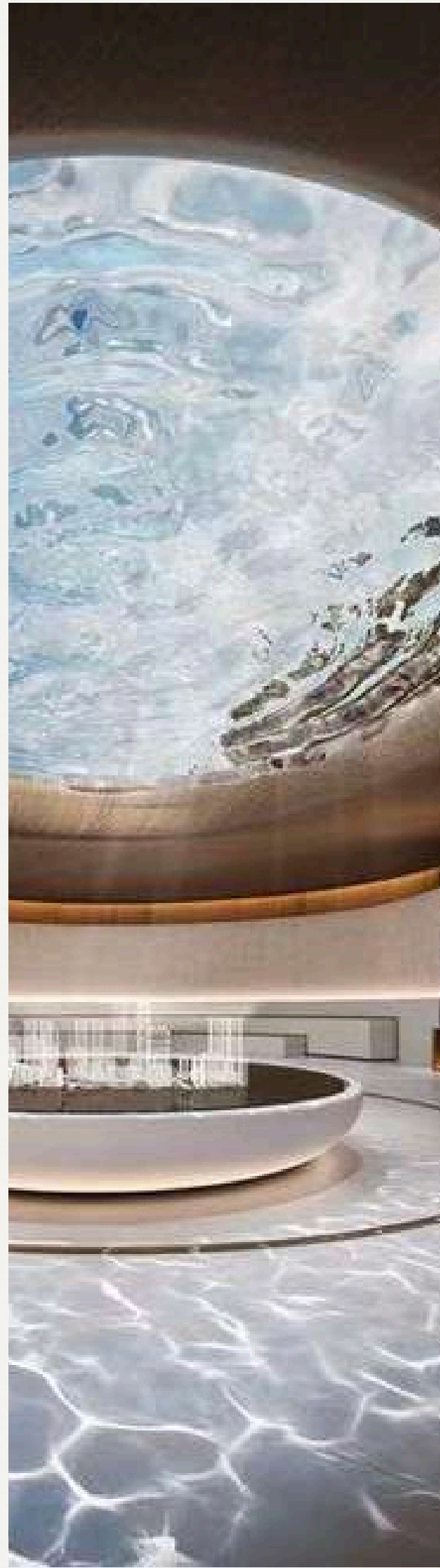
Vo Doan Thao Nguyen | s3878616

Vo Van Anh | s3863999

Tang Ngoc Anh | s3818345

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# 01. HOTEL OVERVIEW

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Breathe in the fresh wind of My Khe Beach and unwind in charming opulence with Da Nang's latest 5-star escapade - **The Grandeur Da Nang Hotel**. All of The Grandeur's 220 rooms & suites across 15 floors are tailored to world-class standards, *boutique yet boundless in spirit*, welcoming both the dynamic professionals and the leisure wanderers looking for an exclusive retreat or coastal inspiration, just 15 minutes from the heart of Da Nang City.

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Figure 1.1. My Khe Beach, Da Nang (Source: Vinwonder 2023)



# 1a. General Information

The Grandeur Da Nang primarily serves the 2 most common segments for 5-star hotel: the leisure/FIT market & the MICE/Corporate/Business market (Grantthornton 2021).

- **Price range:** Luxury (\$161 – \$1,056)
- **Hotel total area:** 15,000 sqm (Room: 10,000; Ground floor: 800)
- **Number of rooms:** 220 rooms, **Number of floors:** 15 floors + 2 basements
- **Staff-to-room ratio:** 1.5:1 as usual high efficiency standards (Five Star Alliance 2023; SAMARANAYAKE 2016)
- **Tourism sustainability standards:** ISO 14001 (Environmental Management for reducing waste, water and electricity usage, etc.); ISO 26000 (Social Responsibility), etc. (Hotel Rating n.d.)

## 1b. Rating: 5-star

“World-class luxury, amenities and indulgence for a once-in-a-lifetime experience. Great for: The ultimate in relaxation.”

Built based on the AAA’s 5 diamonds standards (Petrone 2017) and Vietnamese 5-star requirements – (Thu vien phap luat 2015), such as:

	National (TCVN 4391:2015 for 5-star hotel)	International (AAA for 5 diamonds)
<b>Location</b>	<ul style="list-style-type: none"> <li>• Convenient and accessible</li> </ul>	<ul style="list-style-type: none"> <li>• Near attractions or natural features</li> </ul>
<b>Design &amp; Looks</b>	<ul style="list-style-type: none"> <li>• Visually appealing, distinctive, luxurious design, exterior, interior with sensible arrangement</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Luxurious materials’</li> <li>• Grand, ‘leading-edge design and effect for both exterior and interior’</li> <li>• ‘Multiple design/decoration enhancements’</li> </ul>
<b>Outlets quantity</b>	<ul style="list-style-type: none"> <li>• Exclusive Areas</li> <li>• 02 Restaurants serving European and Asian cuisine, 02 Bar Counters (include Lobby Bar)</li> <li>• 1+ Conference Room, 2+ Seminar Rooms, 2+ Meeting Rooms</li> <li>• 100+ guest rooms</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Additional poolside amenities, e.g., cabanas’</li> <li>• ‘Multiple outlets with 1 upscale, full-service restaurant’</li> <li>• ‘Ample variety of meeting rooms e.g., ballroom, boardroom, theater, and/or meeting rooms of various sizes’</li> </ul>
<b>Spaciousness</b>	<ul style="list-style-type: none"> <li>• Reception Hall: 100+ sqm</li> <li>• Standard Rooms: 32+ sqm, Presidential suites: 100+ sqm</li> <li>• Guest parking within the hotel area <math>\geq</math> 15% number of rooms</li> <li>• Restaurant seating = 80% number of beds</li> </ul>	<ul style="list-style-type: none"> <li>• Oversize bathtubs (<math>&gt;</math> 1.5 m x 0.8m), oval, round/free form</li> <li>• Bathroom counter <math>\geq</math> 2.4 sqm</li> </ul>
<b>Special features</b>	<ul style="list-style-type: none"> <li>• Enhanced features: e.g. vanity Mirror in bathroom Presidential suites: Wave-generating Bathtub</li> <li>• Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Upscale, superior, and efficient functionality</li> <li>• ‘Additional technology feature(s) e.g., advanced business computing equipment’</li> <li>• ‘Enhanced pool functionality e.g., steam room, sauna, infinity edge pool, children’s splash pad, kiddie pool’</li> <li>• Suites’ bathtub capacity: 2 person, Presidential suites bathroom include: a television</li> </ul>



## 1c. Target customer

### Country of Origin

**Domestic** Vietnam, **Inbound** Korea  
(Viet Nam National Authority of Tourism 2023; Statista and Nguyen 2018)

### Age & Earnings

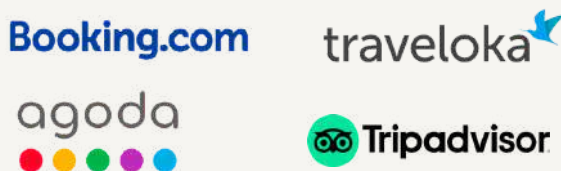
**Aged:** 27 – 42 (Kunst 2018)  
**Annual Household Income:** 40,000 – 50,000 USD++ (Yoon 2022; Cimigo 2023)

### Media Habits

Use social media and online search tools, such as (Kemp 2022)



54% uses online agencies for convenience, discounts, etc. (Statista 2023a; Statista 2023b), such as:



### Hotel Preference

Willing to spend for **luxurious stays with full-service** and high standard of sustainability (Zelazko 2023), especially accommodations with strong cultural mark rather than generic ones (CIHMS Official 2022).

Furthermore, **privacy and exclusive experience** has always been the pinnacle of traveling for the upscale segment, and demand is heightened post-pandemic (CTC 2021)



Figure 1.2. Customer Portrait

# 1d. Location

- **Attractive for Leisure travelers**

- The Hotel is located at the heart of My Khe Beach – Vietnam’s coastal jewel, listed among the top 10 most travel-worthy Asian beaches in Trip Advisor’s 2023 Travelers’ Choice Best of the Best (Trip Advisor 2023).
- All Da Nang’s famous attractions are within driving distance: Dragon Bridge (2.2km), Cham Museum (2.5km) . Furthermore, it is right next to An Thuong Tourist Street and An Thuong Night Market (Google Maps 2024)

- **Convenient for Business travelers**

- Da Nang is called “Southeast Asia’s potential Silicon Valley” by newspapers (VNA 2022), holding great business tourism prospect
- Distance: 15 minutes away from the city center (Google Maps 2024)

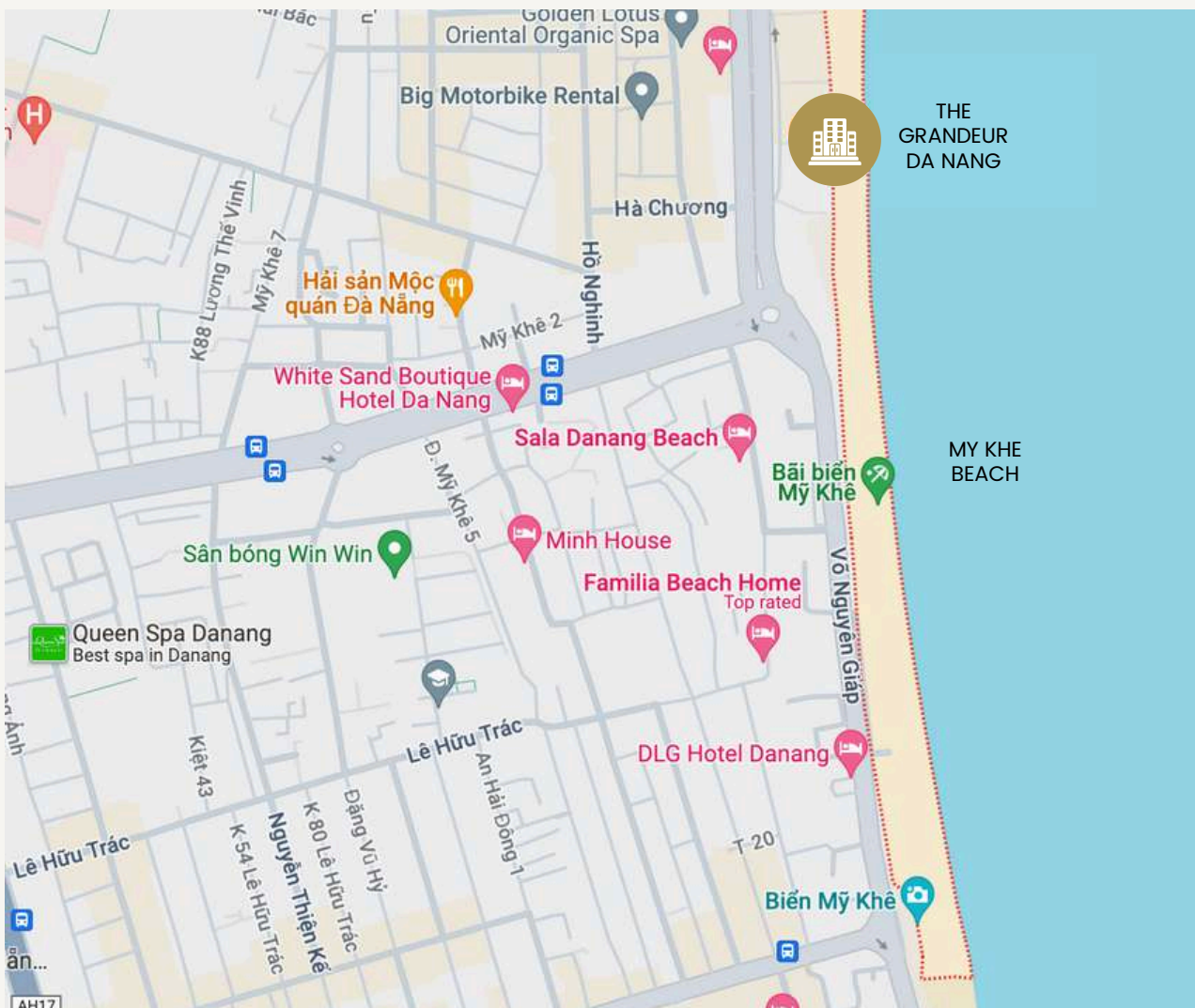


Figure 1.3. The Grandeur position in My Khe Beach



# 1e. Design & Distinctiveness



Figure 1.4. The Vast Ocean painting, made with traditional son mai technique (Trieu n.d.)

The hotel is designed with the distinctive concept of the “tranquil deep ocean”, uniquely blend from authenticity, intimacy and limitless aspirations, inviting guests into a world where every detail is meticulously crafted to create the sensation of conquering nature’s greatness.



Figure 1.5, 1.6. Inspiration for the Hotel’s hall and restaurant

The design represents the boutique essence through bespoke furniture, locally sourced materials, and meticulously selected artwork that epitomize the spirit of the Vietnamese culture and history. All combined into a visual odyssey, inspiring guests to dream beyond any boundaries.





Figure 1.6 - 1.9. Inspiration for the Hotel's exterior and interior design



# 02. HOTEL ORGANIZATION

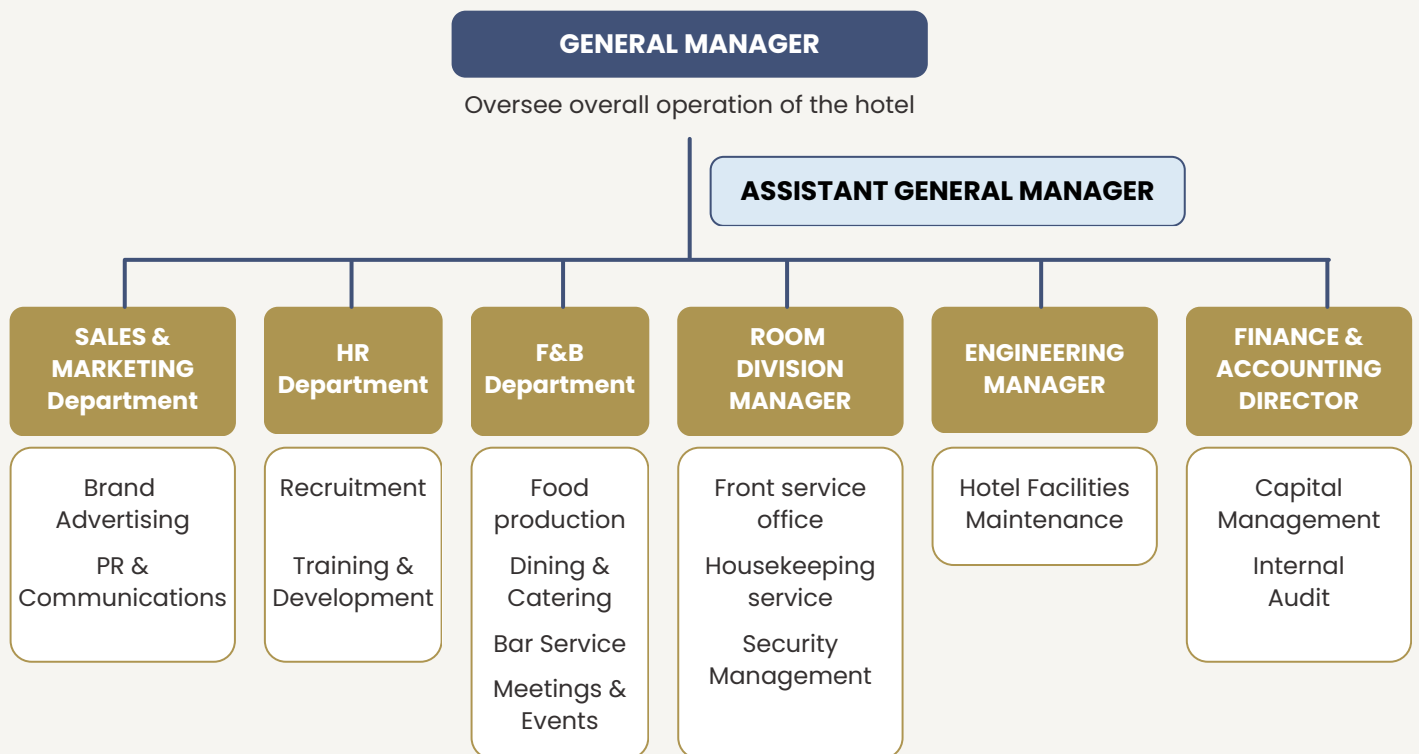


Figure 2.1: The Grandeur Da Nang Overall Organization Chart and Functions.

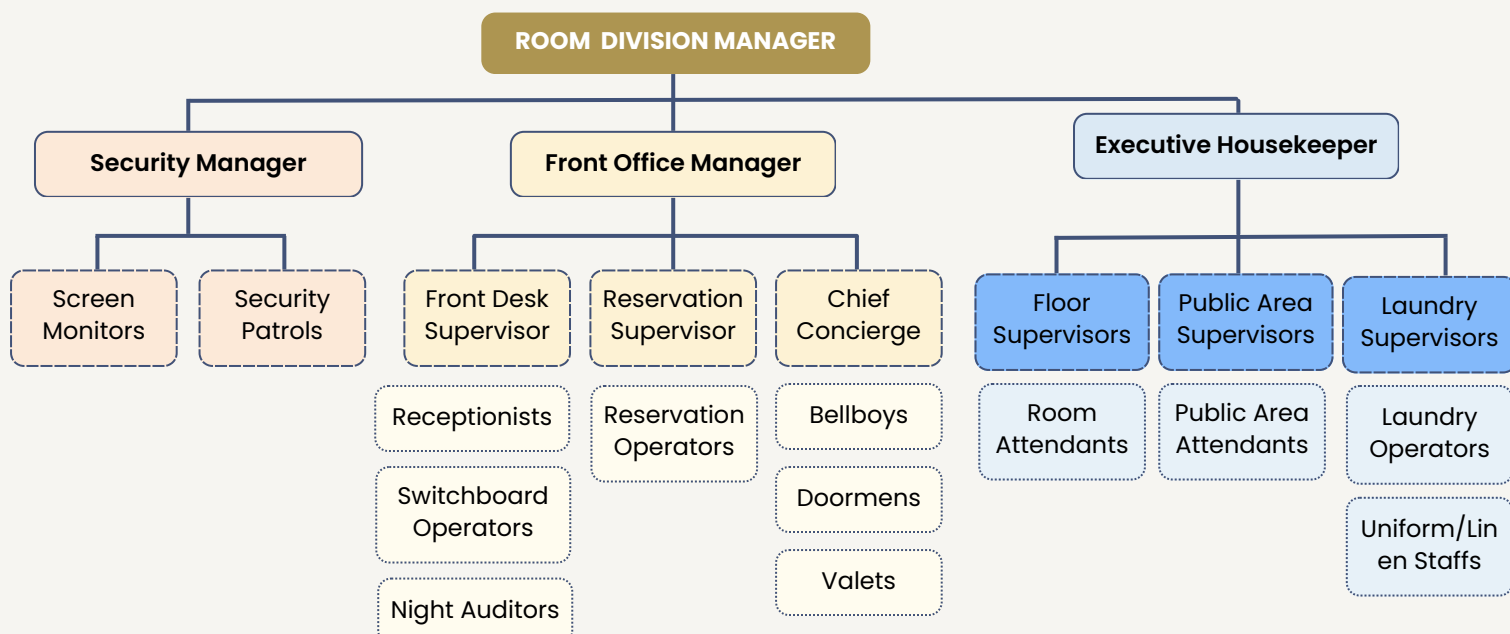


Figure 2.2: The Grandeur Da Nang's Room Division Department Structure & Main functions

Role		Description	Skills Required
Rooms Division Manager		Oversee, monitor, manage and report on the functioning of the Front Office, Security and Housekeeping teams.	<ul style="list-style-type: none"><li>• Leadership</li><li>• Outstanding in guest relations and interpersonal skills</li><li>• Proficiency in English, multilingual is a plus.</li><li>• Organizational and planning skills Budget management skill.</li></ul>
Front Office Manager		Coordinates the activities of the front desk to run smoothly and effectively.	<ul style="list-style-type: none"><li>• Strong interpersonal and guest relations skills.</li><li>• Proficiency in English, multilingual is a plus.</li><li>• Customer-centric mindset.</li><li>• Ability to work in flexible hours.</li><li>• Computer Literacy (Word, Excel)</li><li>• Experienced with OPERA system is a plus.</li></ul>
Front Office Supervisor	Receptionists	Process guest reservation inquiries and upselling room through recommending upgrades or additional services Welcome guests warmly upon arrival and processing check-in. Perform the luggage handling procedure. Assist guests with any personalized need (arrangements for dining, entertainment, transportation etc.) Manage incoming and outgoing calls and routing phone calls if needed. Handle end-of-day accounting reconciling daily transactions and balancing the day account.	
	Switchboard Operator		
	Night Auditors		
Reservation Supervisor	Reservation Operators		
Chief Concierge	Bellboys		
	Doormen		
	Valets		
Security Manager	Surveillance Monitors		Control the surveillance and monitoring equipment. Coordinate other security patrols on the security oversight.
	Security Patrols		
Housekeeping Executive		Manage and establish the hygiene procedure for the room attendant, public areas attendant, and laundry attendant, uniform/linen staff teams.	<ul style="list-style-type: none"><li>• Time Management</li><li>• Attention to detail</li><li>• Familiarity with cleaning detergents and laundering equipment.</li></ul>
Floor Supervisor	Room Attendants	Maintain the cleanliness of rooms and hotel's public areas. Ensure guest comfort by catering to personal needs like extra towels or bedding. Perform the washing treatment on hotel linens and guests clothing. Sort, wrap and keep track of the staff's uniform inventory record.	
Public Area Supervisors	Public Area Attendants		
Laundry supervisors	Laundry Operators		
	Uniform/Linen Staffs		



# 03. REVENUE MANAGEMENT

## 3a. Hotel Metrics

### i. Room Occupancy Rate

Hotel industry faces a problem of selling a fixed perishable product within a limited time horizon. As the revenue-generating capabilities will be reset immediately by the end of the day, the rooms – hotel's core product must be sold as many as possible to maximize the income (El-Nemr et al. 2017). Thus, it is extremely crucial to set the price appropriately to minimize the risk of loss. Commonly, the hotel revenue manager chooses the Hubbart formula (also known as the Bottom-up pricing method) to estimate the ADR.

INVESTMENT COST BREAKDOWN		
Design	VND	300,000,000
Construction cost/sqm	VND	15,000,000
Total hotel area	sqm	15,000
Total construction cost	VND	225,000,000,000
Real estate expense	VND	70,000,000,000
Furniture	VND	1,000,000,000,000
Other necessary system	VND	1,000,000,000
TOTAL INITIAL INVESTMENT	VND	1,296,300,000,000
	\$	54,100,000

Firstly, the initial investment is around \$54.1 million that comprises design and construction costs for 5-star hotel (N&N Home n.d.), luxurious furniture costs (Thiet Ke Thi Cong n.d.), real estate property costs in Da Nang (Bat Dong San n.d.). The Grandeur plans the payback periods of 20 years leading to the return on investment is around 5% per annum.

Figure 3.1: Investment cost breakdown

Secondly, the hotel expects to earn a profit of 30% beside the fixed amount paying for investment, then paying the corporate income tax of 20% imposed by the Vietnamese governments (PWC 2023), which generates the expected net income before tax is \$4,395,625 annually.

Thirdly, room revenue of \$8,418,239 is calculated by adding all the expenditures to the desired net income (EBT) and deducting income from other sources subsequently.

Lastly, The Grandeur has totally 220 rooms with average occupancy rate in Vietnam is 50% (Anh Ky 2023). Accordingly, **ADR** is projected to reach \$210 meaning the daily average revenue should be **\$210 per room sold** to ensure the income meets requirements.

<b>Initial Investment</b>	<b>\$ 54,100,000</b>
Payback period (years)	20
ROI/year	\$ 2,705,000
Expected profit (30% of ROI)	\$ 811,500
<b>Expected Net Income after Tax (EAT)</b>	<b>\$ 3,516,500</b>
Tax (CIT)	20%
<b>Expected Net Income Before Tax (EBT)</b>	<b>\$ 4,395,625</b>
<b>Non-Operating Expenses</b>	<b>\$ 1,352,500</b>
Depreciation (2.5% of investment)	\$ 1,352,500
<b>Undistributed Operating Expenses</b>	<b>\$ 3,870,104</b>
Maintenance (USD 8,000/room/year)	\$ 1,760,000
Marketing	\$ 100,000
Utilities	\$ 191,604
Human Resource	\$ 1,798,500
Other	\$ 20,000
<b>Operated Department Income (excluded rooms)</b>	<b>\$ 1,200,000</b>
F&B	\$ 1,000,000
Spa and Wellness	\$ 200,000
<b>Annual Expected Hotel Revenue</b>	<b>\$ 9,618,229</b>
<b>Annual Expected Room Revenue</b>	<b>\$ 8,418,229</b>
Daily Expected Room Revenue	\$ 23,064
Occupancy rate	50%
Total room availability	220
Number of room sold	110
<b>ADR</b>	<b>\$ 210</b>

Figure 3.2: ADR analysis for The Grandeur Da Nang



## ii. Room Occupancy Rate

The Grandeur's monthly occupancy rates are estimated based on the seasonality and travel habit of tourists visiting Da Nang. The standard rate will be fixed at 50% similar to other tourism destinations around Vietnam. The high and low seasons will be determined by taking into account number of visitors and Da Nang's weather.

### Number of tourists:

- For inbound tourists, we treat Korean tourists as the base because they account for the majority of total tourists in 2023. There is five months observing high volume of visits, including February and August–December.
- For domestic tourists, January and April–August are the months having high travel frequency. Those months fall into Vietnamese holidays (Thu Ha 2023).

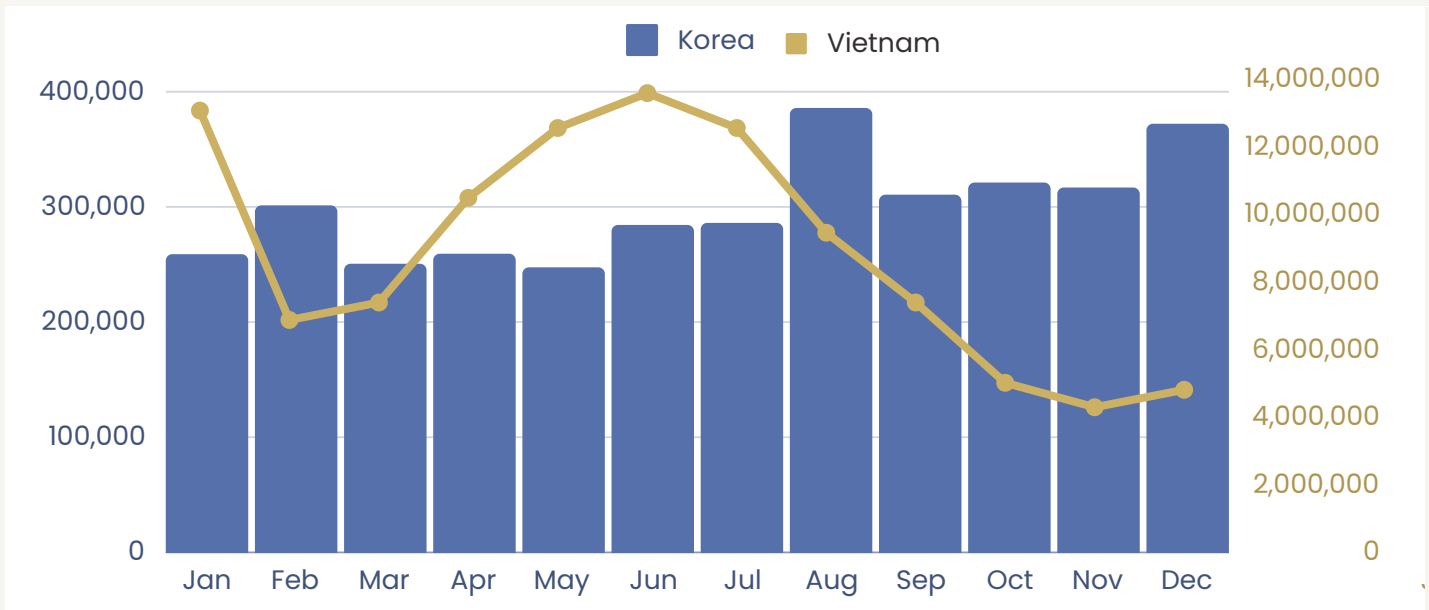


Figure 3.3: Number of inbound and domestic tourists in 2023  
(Adapted from: Vietnam National Administration of Tourism Statistics 2023)

**The weather:** Da Nang has two seasons: dry and rainy seasons, lasting from January–August and September–December respectively (Figure 14).

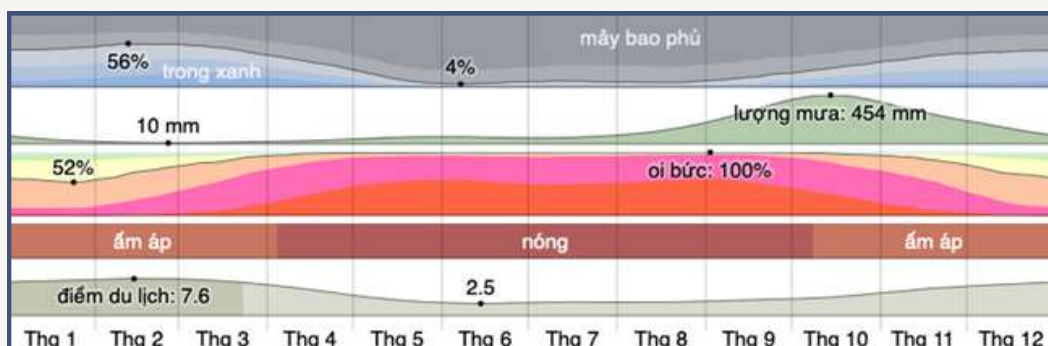


Figure 3.4: Rainfall map of Da Nang (Reproduced from: Weather Spark 2023)

**Occupancy rate forecast:** By merging the 2 factors above, we adjust the data and expect the occupancy rate based on the hotel's perspective (Figure 3.5).

OCCUPANCY RATE FORECAST												
ROP Breakdown	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
From Inbound tourists	5%	30%	5%	5%	5%	20%	20%	40%	30%	40%	30%	40%
From Domestic tourists	40%	20%	20%	30%	40%	40%	40%	30%	20%	5%	5%	5%
Total adjusted ROP (-5% for rainy season)	45%	50%	25%	35%	45%	60%	60%	70%	45%	40%	30%	40%
<b>Expected ROP (Rounded)</b>	<b>50%</b>	<b>50%</b>	<b>30%</b>	<b>30%</b>	<b>50%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>	<b>50%</b>	<b>30%</b>	<b>30%</b>	<b>50%</b>
Total room available	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600
Total expected room sold	3,300	3,300	1,980	1,980	3,300	4,620	4,620	4,620	3,300	1,980	1,980	3,300

Figure 3.5: Occupancy rate forecast for The Grandeur Da Nang

The high seasons occur during summer holidays from June to August as during these months, Da Nang, a tropical monsoon region, is in dry season. The weather is beautiful and comfortable fostering tourism (Vinpearl 2023).

Nevertheless, the 4 low seasons consist of March, April, October and November. The number of inbound and domestic tourists balance one another when domestic tourists decline – Vietnamese students start to come back to school (CRBE 2022). Additionally, these are the wet seasons, although the number of inbound tourists increases, they may not choose Da Nang as destination.

### iii. Room rates

The room rates are calculated based on Square footage formula, generating daily required revenue per square meter occupied of \$5.05 for high seasons and \$4.61 for normal and low seasons (Figure 3.6).

Period	High seasons	Normal seasons	Low seasons
Total Hotel Room Area	10,000	10,000	10,000
Occupancy rate	70%	50%	30%
Sqm will be occupied (per day)	7,000	5,000	3,000
Daily revenue required	\$35,364	\$23,064	\$13,838
<b>Daily required revenue per sqm occupied</b>	<b>\$5.05</b>	<b>\$4.61</b>	<b>\$4.61</b>

Figure 3.6: Square meter formula's outcome



The Grandeur has five main room types, the standard price of each room type will be multiplication of Room Size and Daily Required Revenue per square footage occupied (Figure 3.7).

Room Type	Number of rooms	Room size (sqm)	Standard room price (Normal and Low seasons)	Standard room price (High seasons)
Superior	100	35	\$161	\$177
Deluxe	70	42	\$194	\$212
Premier	30	55	\$254	\$278
Family	15	80	\$369	\$404
Excutive Suites	4	130	\$600	\$657
Presidential Suites	1	190	\$876	\$960

Figure 3.7: Standard room rates required for The Grandeur Da Nang

However, arising from the common sense that people will be more attracted by the scene, The Grandeur will charge 10% higher fare for the rooms with ocean similar to other 5 star hotels in Da Nang (Booking.com n.d.; Figure 3.8).

While the hospitality industry in Vietnam is more and more competitive, a mass appearance of luxury 5-star hotels established by giant international hotel groups. In Da Nang, the most expensive price for a standard room is approximately \$340 and for suite room is around \$2,500 per night (Booking.com n.d.). Those are 1.5 times higher than The Grandeur's room rates, which is a competitive edge for our hotel to capture the guests in this market. All the room prices provided in the Figure 3.8 are the standard daily room rates (rack rates) in each season that the hotel has to earn to meet the requirement of income. Notwithstanding, the hotel can some appropriate promotion or adjustment strategy if needed to enhance the guest's incentive to make reservation.

Room Type	View	Number of rooms	Room size (sqm)	Normal Season Price (USD)	High Season Price (USD)
Superior Twin Room	City	30	35	\$161	\$177
Superior Twin Room	Ocean	20	35	\$178	\$195
Superior Double Room	City	30	35	\$161	\$177
Superior Double Room	Ocean	20	35	\$178	\$195
Deluxe Twin Room	City	15	42	\$194	\$212
Deluxe Twin Room	Ocean	20	42	\$213	\$233
Deluxe Double Room	City	15	42	\$194	\$212
Deluxe Double Room	Ocean	20	42	\$213	\$233
Premier Twin Room	City	5	55	\$254	\$278
Premier Twin Room	Ocean	10	55	\$279	\$306
Premier Double Room	City	5	55	\$254	\$278
Premier Double Room	Ocean	10	55	\$279	\$306
Family	City	5	80	\$369	\$404
Family	Ocean	10	80	\$406	\$445
Excutive Suites	Ocean	4	130	\$660	\$722
Presidential Suites	Ocean	1	190	\$964	\$1,056

Figure 3.8: The dynamic room rates required for The Grandeur Da Nang

### The Grandeur's price policy:

The dynamic room rates are computed as Figure 3.8 that has two levels of price, which normal price will be applicable for both normal and low seasons since the gain in high seasons has already recovered the loss in other time periods. Notably, high season price will be applied for all official national and international holidays, even if it falls into those low season months in the forecasting part. Furthermore, all room rates are included breakfast but excluded VAT, other details will be described in Figure 3.9 below.

ROOM RATES APPLIED FOR ALL ROOM TYPES	
INCLUSIVE	EXCLUSIVE
Service charge	VAT
Welcome drink	Mini bar
Breakfast buffet	Laundry service
Airport transportation	Spa and massage
Fitness center	Restaurant
Swimming pool	Bar
Unpacking service	Extra person

Figure 3.9: The inclusive and exclusive services of room rates

#### iv. Revenue Per Available Room (RevPAR)

The RevPAR is considered as a key performance indicator and plays a crucial role in measuring the overall success of the hotel (Guilliot n.d.).

Room Type (Peak season)	Superior Twin Room	Superior Twin Room	Superior Double Room	Superior Double Room	Deluxe Twin Room	Deluxe Twin Room	Deluxe Double Room	Deluxe Double Room	Premier Twin Room	Premier Twin Room	Premier Double Room	Premier Double Room	Family Room	Family Room	Excutive Suites	Presidential Suites
	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	Ocean	Ocean
Price	\$177	\$195	\$177	\$195	\$212	\$233	\$212	\$233	\$278	\$306	\$278	\$306	\$404	\$445	\$722	\$1,056
No. of Room Available	30	20	30	20	15	20	15	20	5	5	10	10	5	10	4	1
Occupancy rate	70%															
No. of Room Occupied	21	14	21	14	11	14	11	14	4	4	7	7	4	7	3	1
Daily Revenue	\$3,713	\$2,723	\$3,713	\$2,723	\$2,334	\$3,268	\$2,334	\$3,268	\$1,111	\$1,223	\$1,945	\$2,140	\$1,617	\$3,112	\$2,167	\$1,056
RevPAR	\$175															

Figure 3.10: RevPAR during Peak seasons



Room Type (Normal season)	Superior Twin Room	Superior Twin Room	Superior Double Room	Superior Double Room	Deluxe Twin Room	Deluxe Twin Room	Deluxe Double Room	Deluxe Double Room	Premier Twin Room	Premier Twin Room	Premier Double Room	Premier Double Room	Family Room	Family Room	Excutive Suites	Presidential Suites
	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	Ocean	Ocean
Price	\$161	\$178	\$161	\$178	\$194	\$213	\$194	\$213	\$254	\$279	\$254	\$279	\$369	\$406	\$660	\$964
No. of Room Available	30	20	30	20	15	20	15	20	5	5	10	10	5	10	4	1
Occupancy rate	50%															
No. of Room Occupied	15	10	15	10	8	10	8	10	3	3	5	5	3	5	2	1
Daily Revenue	\$2,422	\$1,776	\$2,422	\$1,776	\$1,550	\$2,131	\$1,550	\$2,131	\$761	\$837	\$1,269	\$1,395	\$1,107	\$2,030	\$1,319	\$964
RevPAR	\$116															

Figure 3.11: RevPAR during Normal seasons

Room Type (Low season)	Superior Twin Room	Superior Twin Room	Superior Double Room	Superior Double Room	Deluxe Twin Room	Deluxe Twin Room	Deluxe Double Room	Deluxe Double Room	Premier Twin Room	Premier Twin Room	Premier Double Room	Premier Double Room	Family Room	Family Room	Excutive Suites	Presidential Suites
	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	City	Ocean	Ocean	Ocean
Price	\$161	\$178	\$161	\$178	\$194	\$213	\$194	\$213	\$254	\$279	\$254	\$279	\$369	\$406	\$660	\$964
No. of Room Available	30	20	30	20	15	20	15	20	5	5	10	10	5	10	4	1
Occupancy rate	30%															
No. of Room Occupied	9	6	9	6	5	6	5	6	2	2	3	3	2	3	1	0
Daily Revenue	\$1,453	\$1,066	\$1,453	\$1,066	\$969	\$1,279	\$969	\$1,279	\$507	\$558	\$761	\$837	\$738	\$1,218	\$660	\$0
RevPAR	\$67															

Figure 3.12: RevPAR during Low seasons

Supposing that occupancy rate will be applicable for every room type, so the RevPAR throughout the peak, normal and low seasons are \$175, \$116 and \$67 respectively (Figure 3.10 - 3.12). Nonetheless, the hotel’s revenue is directly impacted occupancy rate which will be primarily influenced by supply and demand of accommodations in operated geographical area (Chattopadhyay and Mitra 2018). Thus, the implication of RevPAR can reflect the operational performance, yet it does not incorporate the financial concerns into the result.

## 3b. Hotel Budgeting

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Fixed costs</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>	<b>\$267,708</b>
Depreciation (2.5% of investment)	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708	\$112,708
Maintenance (\$8,000/room/year)	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667	\$146,667
Marketing	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333	\$8,333
<b>Variable costs</b>	<b>\$167,509</b>	<b>\$182,496</b>	<b>\$165,912</b>	<b>\$165,912</b>	<b>\$167,509</b>	<b>\$184,093</b>	<b>\$184,093</b>	<b>\$184,093</b>	<b>\$167,509</b>	<b>\$165,912</b>	<b>\$165,912</b>	<b>\$182,496</b>
Utilities	\$15,967	\$15,967	\$14,370	\$14,370	\$15,967	\$17,564	\$17,564	\$17,564	\$15,967	\$14,370	\$14,370	\$15,967
Human Resource	\$149,875	\$164,863	\$149,875	\$149,875	\$149,875	\$164,863	\$164,863	\$164,863	\$149,875	\$149,875	\$149,875	\$164,863
Other expenses	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667
<b>Total costs</b>	<b>\$ 435,217</b>	<b>\$ 450,205</b>	<b>\$ 433,620</b>	<b>\$ 433,620</b>	<b>\$ 435,217</b>	<b>\$ 451,801</b>	<b>\$ 451,801</b>	<b>\$ 451,801</b>	<b>\$ 435,217</b>	<b>\$ 433,620</b>	<b>\$ 433,620</b>	<b>\$ 450,205</b>
<b>Zero-based budgeting</b>	<b>\$5,295,945</b>											
<b>Flexible budgeting (5% on required budget)</b>	<b>\$264,797</b>											
<b>Total budget needed</b>	<b>\$5,560,742</b>											

Figure 3.13: Budgeting estimation for The Grandeur Da Nang

As a new hotel, zero-based budgeting method is the best selection for The Grandeur (Alamry et al. 2020). The required components in calculation include fixed and variable costs, which are derived from the hotel industry and competitors in the same geographic area that The Grandeur is located.

- **Fixed costs:**

- Depreciation of hotel property accounting for 2.5% of initial investment (The Hotel Conversation 2021).

- Maintenance costs with average \$8,000 per room every year (Faster Capital n.d.)
- Marketing fees paying for yearly contract valuing \$100,000 (Ryzhkov 2023).

- **Variable costs:**

- Utility total consumption is proposed to fluctuate 10% more in peak seasons and less in low seasons. The costs have two elements:
  - Electricity expenses are equal to VND3,500/kwh multiplying with 71kwh/m2 and varied slightly in peak times (EVN 2023; Dat and Quang 2018).
  - Water expenses are VND29,000/m3 multiplying with average 150,000 cube meter consumption per year (Vietnam Government 2023; Toyosada et al. 2016).
- Labor costs are varied as in peak season the hotel may need to hire some part-time employees to support the tasks, which is assumed as 10% more than normal.
- Other supplementary resources are also existed and estimated to be \$20,000 per year.

Consequently, The Grandeur's total budget is worth \$5,560,742 comprising required budget to cover all costs (\$5,295,945) and flexible budget accounting for 5% of required budget that is prepared for emergency (\$264,797).

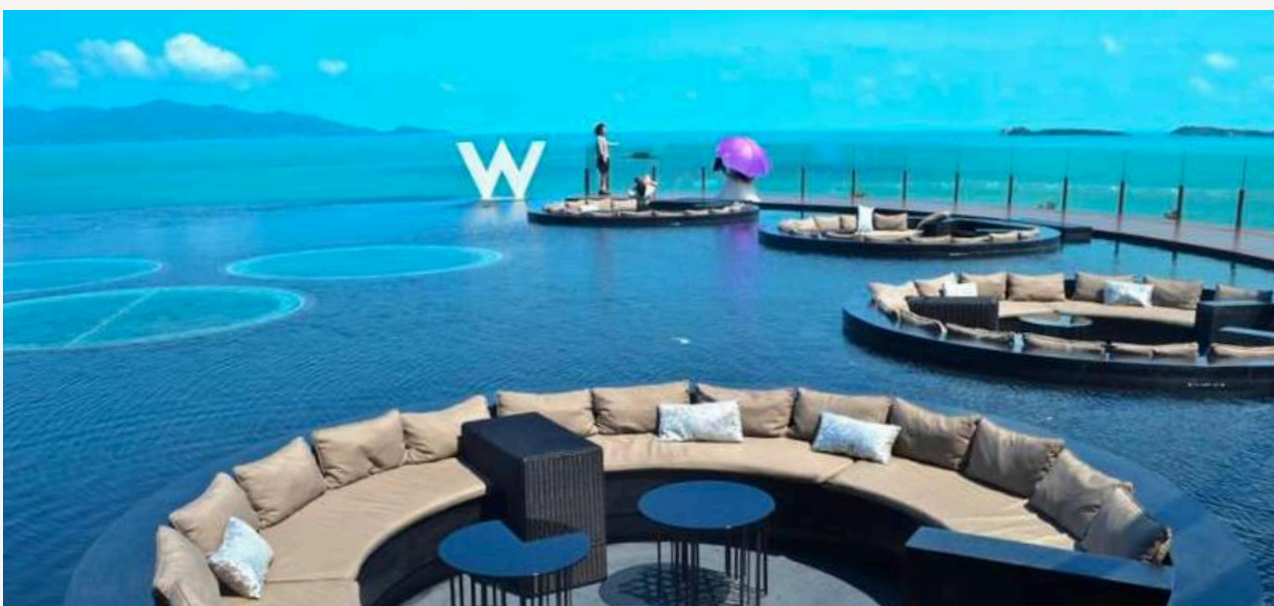


Figure 3.14: Inspirations for the hotel's pool (Source: jodiesjourneys 2012)



# 04. GUEST SERVICE CYCLE

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## 4a. Pre-arrival Stage

At this stage, to facilitate guest's information search and room reservation process, The Grandeur Da Nang will establish presences through online website, mobile application, and OTA platforms. Notably, The Grandeur also offers five languages: Vietnamese, English, Korean, Japanese and Chinese for multicultural accessibility.

### **Website and Mobile Application for direct booking**



Figure 4.1: Web Interfaces design for The Grandeur Da Nang

Owing to the growth of Internet as a form of distribution of goods and services information, hoteliers adopts the online website to support their brand name in two ways: direct marketing tool and direct point-of-sales platform (Salem and Kalek 2016).

Meanwhile, the convenience of mobiles apps has made it become an integral part of travel-planning purpose, and 25 percent of smartphones users book their trip through their phones (Mo et al. 2013). Hence, The Grandeur Da Nang will leverage both the website and the mobile application to communicate their hotel amenities, answering guest enquiries and collecting guest information. Furthermore, a live chat feature for effortless contacting with the hotel, and virtual technology for room tour exploration, will also be available for enhancing guest experience during their online visit. Finally, both the hotel websites and mobile applications will have the feature for guest to book their room online.



Figure 4.2: Mobile Interfaces design

The mobile app will also include the check-in feature which will be discussed further in the Arrival stage. Once the guests has made their reservations on The Grandeur Da Nang, there will be a finalization form for the guest to fill in extra information so the hotel can tailor their services accordingly.

### OTA: Booking.com, Traveloka, Agoda, and TripAdvisor:

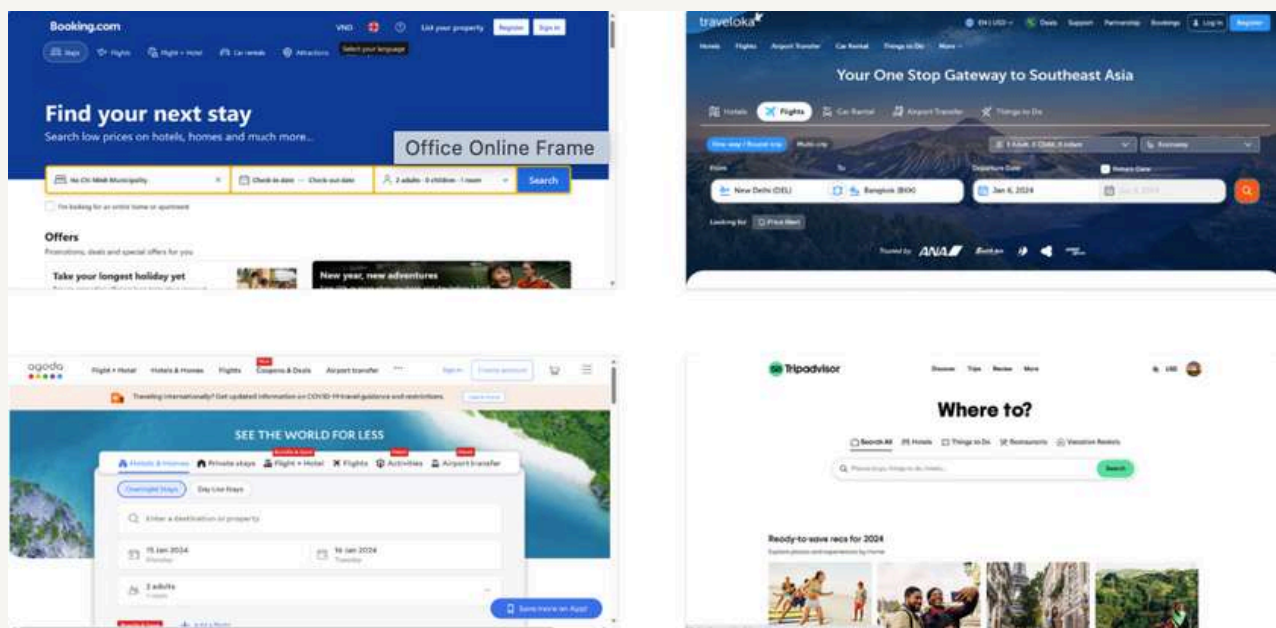


Figure 4.3: Online Agencies (Source: Booking.com 2024; Traveloka 2024; TripAdvisor 2024)

Toh et al.'s study (2019) revealed that through 30% of 248 surveyed travelers use OTAs for reservation when booking online. These OTAs provide various assessment criteria for different hotel options such as overall satisfaction, value (cost-benefit), location, sleep quality, cleanliness and service (Limberger et al. 2014). Consumer purchase decisions are greatly influenced by other traveler's shared experience and how the hotels positioned on these OTAs platform (Garcia et al. 2021; Archi and Benbba).

For this reason, The Grandeur Da Nang need to be available in OTAs such as Booking.com, Traveloka, Agoda, and TripAdvisor, which are the most popular OTAs in Viet Nam (Statista 2023), as second marketing channel for greater visibility when searching by customers and also enhance the branding image of the hotel.

## 4b. Arrival Stage

This is the stage when the guests make their first physical contact with the hotel, and the hoteliers must be attentively in welcoming guests, handling luggage, and proceed room check-in.

### **Self-Service Kiosk (SSK)**



Figure 4.4: Example of self check-in kiosk, Front office staff's uniform



It is studied that the lengthy waiting for room check-in is a common aspect that lead to guest dissatisfaction with the hotel service at this stage (Vasadze et al. 2018; Sann and Lai 2020). Therefore, to facilitate the check-in process, The Grandeur Da Nang will feature the digital check-in using the Self-Service Kiosk (SSK), with the system design can be referred to the image above:

- 1.The guest will receive a unique **QR code** through their mobile app/email ahead of their arrival, to use to check-in at the SSK.
- 2.Once the QR code is valid, an **OTP passcode** will be sent via the mobile.
- 3.Guests enter the OTP code into the SSK system to continue for further personal information **registration** and verification.
- 4.Once the check-in process is completed, room information will be displayed on the SSK screen and the **room key card** will be dispensed out of the SSK.



Figure 4.5: Self check-in process' key steps illustrations

## 4c. Occupancy

### **i. Room classification:**

There are 5 room types: **Superior, Deluxe, Premier, Family and Suites**, and 2 view types - beach, or city. Each type of room will be designed with basic offerings of a 5-star standard. It encompasses a room control system, working desk, entertainment system, welcome kit, mini bar and snack selection, electronic safe lockbox, in-room virtual assistant, wifi connectivity, and breakfast availability.

## old wine in a new bottle



Figure 4.5: The Grandeur's amenities kit

Besides, The Grandeur also provides accessibility to breathtaking unblocked beaches and a business lounge for all room rates. Furthermore, when upgrading to **Deluxe**, guests can also have an ensuite bathroom and a small balcony area.

Additionally, with **Premier** and **Suites**, guests will receive extra luxurious and exclusive offers. Besides the beach sightings, they can enjoy their stays with a larger balcony area and private spa suites accessibility. They also receive high-thread-count sheets (quality linen) and pillow options for a better experience. Moreover, shower gel selections are also available, allowing them to pick based on their preferences, creating a sense of customization through this choice.

Regarding **Presidential Suites**, The Grandeur perceives that with far higher expenses, these high-class guests will require higher quality, personal services, and a luxurious sense of feeling. Therefore, the hotel offers them personal butler service with dedicated 24-hour, a gourmet kitchen, and fine dining experience with a private chef available 24/7.

They also have panoramic view to enjoy the beachfronts while experiencing bespoke interior design and high-end furniture. These extra and unique offers aim to bring more memorable experiences for The Grandeur's Presidential Suites guests.

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## **SUPERIOR**

**Type of bed:** Twin/Double

**Capacity:** 1-2 pax

"A comfortable and compact room with complete amenities, ideal for business travelers or couples."



Figure 4.6: Superior Room



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## DELUXE

**Type of bed:** Twin/Double

**Capacity:** 1-2 pax

"Slightly larger than Superior room, highlight additional comfort and amenities, suitable for business travelers and couples."



Figure 4.7: Deluxe Room's bed and sink counter

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## PREMIER

**Type of bed:** 1 King bed

**Capacity:** 1-2 pax

"Tailored for business travelers, accentuate with extravagant interior details and services."

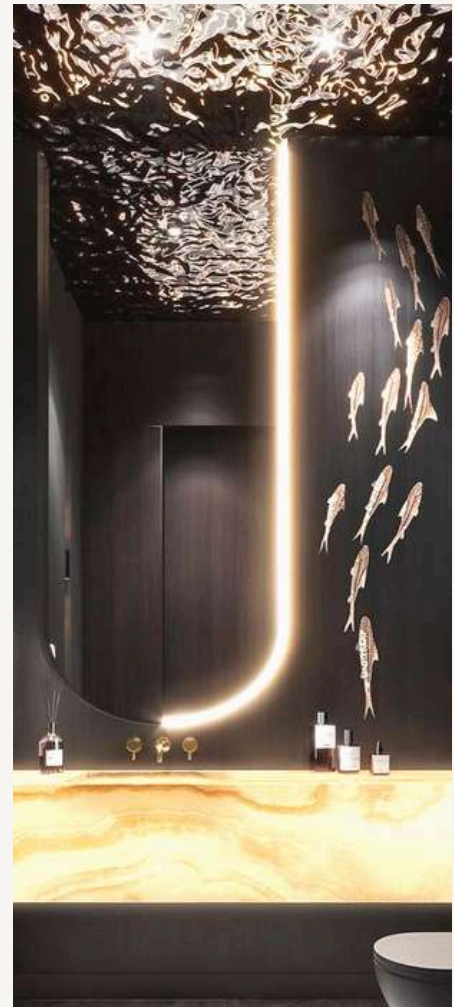


Figure 4.8: Premier Room's bedroom and sink counter

## FAMILY

### Type of bed:

1 King bed/2 queen beds  
(+ 1 optional extra bed)

### Capacity:

Up to 5 pax with extra bed.  
"Tailored for business  
travelers, family, groups."



Figure 4.9: Family Rooms' with 2 queen beds



## SUITES: EXECUTIVE

**Type of bed:** 1 King bed/2 queen beds (+ 1 optional extra bed)

**Capacity:** Up to 5 pax with extra bed

“Crafted for ultimate comfort, our spacious Family Room boasts luxurious bedding, modern amenities, and sophisticated decor, providing a tranquil haven for families desiring a top-tier stay”.



Figure 4.10: Executive Suite

## SUITES: PRESIDENTIAL

**Type of bed:** 1 King bed/2 queen beds (+ 1 optional extra bed)

**Capacity:** Up to 5 pax with extra bed

“Presidential suites is not just a room, but a complete bespoke experience, tailored to highest living standards of luxury, exclusivity, comfort and personal service.”



Figure 4.11: Presidential Suites





Figure 4.12: Presidential Suites

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## ii. Hotel Amenities

### **RESTAURANT & BAR (GROUND FLOOR & BEACHSIDE AREA)**

Coastal Breeze Restaurant and Bar

Open: 7 AM - midnight

Offers to guests with diverse delicious seafood and international delights. Breakfast, lunch, dine-out options offerings, for both domestics and international guests based on their preferences and habits.

Besides, from 5PM till midnight, Coastal Brezze Bar also serves custom cocktails and wine bars, extremely suitable for dating and special occasions.



Figure 4.13: Restaurants' inspiration



### **Seashore Eats & Beats**

Open: 5 PM – midnight

This vibrant restaurant setting along the beachside, catering to guests with diverse menu favorites, encompassing with grilled seafood to tropical cocktails. Besides, at weekend or special occasion, the rhythmic beats of live music greatly contributed as a ideal place for guests to enjoy lunch or dinner.



Figure 4.14: Restaurant illustration

### **Sunset Rooftop Bar**

Open: 5:30 PM – midnight

Located: 15th floor, with outdoor swimming pool

Offering to guests with the outstanding breathtaking sunset

A menu included craft cocktails and wine, suitable for evening gatherings and memorable celebrations of a group or a family.



Figure 4.15: Bar illustration

### **INFINITY SWIMMING POOL (15TH FLOOR)**

Open: 6AM – 9PM

Poolside Butler Service: attendants are always available to cater to every guest's needs, provide towels, sunscreen, bug repellent.

Bar and dining service



Figure 4.16: Rooftop infinity pool illustration

### **FITNESS CENTER (2ND FLOOR)**

Open: 6AM – 11PM

Spacious work-out area for various exercise activities (cardio, yoga, Zumba, etc)

Clean and luxurious locker room

Hydration and healthy snack station

Sportswear and accessories station

High-tech equipment, free entrance, Personal Trainer available.



Figure 4.17: Fitness center illustration





Figure 4.18: The gym equipments

### **OCEANFRONT SPA AND MASSAGE: (FLOOR)**

Spacious and tranquil treatment room

Signature treatment (local ingredients and traditional meh)

Wellness and holistic programs (focus on wellness including yoga, meditation, mindfulness sessions)

Private spa suites



Figure 4.19: The Grandeur's spa illustration





Figure 4.20: Sauna/Hot steam room

### BEACHSIDE CABANAS AND CINEMA

The Grandeur Da Nang enhances its guests' stay with private beach cabanas, complete with lounges and refreshments. The hotel organizes various events like beach cinema, bonfire nights, and live music to foster a warm community atmosphere, ensuring an exclusive and memorable experience beyond just accommodation.



Figure 4.21: The Grandeur's beach services

## 4d. Departure

The hotel highly understands that customer satisfaction is one of the highest priorities for a hotel's awareness. Therefore, at The Grandeur Da Nang, the check-out process is designed to leave a lasting positive impression if guests are satisfied with their earlier experiences. This process is quick and efficient, with the hotel being responsive to any inquiries. Staff assists with luggage and offers storage for late departures.



Figure 4.22: The Grandeur's lobby illustration

Bills are prepared in advance for accuracy and speed, and a mobile check-out option is available for convenience.

The hotel proactively supports guests during late check-outs. Staff reminds guests of the impending check-out time through phone or mobile app and offers flexible check-out options, especially for loyal or regular guests. All guests are provided clear communication about late check-out policies upon room allocation.



The hotel's waiting area is designed for comfort during the check-out process, equipped with amenities such as a TV, Wi-Fi, and complimentary snacks and beverages, ensuring guests have a pleasant experience while waiting. Transportation to the airport is arranged by limousine, and feedback is collected at the front desk.

Guests receive a thank-you email with future stay incentives such as promotions and coupons and a personalized farewell gift, including a Polaroid photo and local artwork. Besides, staff behaviors are also crucial; hence, they will be trained to emphasize personalized farewells (appreciate the guest's name for their stay) to ensure a memorable departure.



Figure 4.23: The Grandeur's lobby illustration



Figure 4.23: The Grandeur's polaroid gifts illustration



# 05. FEASIBILITY & COMPETITIVE EDGE

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## a. Tourism trend

Statista (2023) highlighted that Da Nang's average spending by international tourists remained concentrated in the Accommodation sector, particularly favoring the "Hotel" type. Additionally, in the first 9 months of 2023, Da Nang welcomed approximately 7 million domestic visitors and more than 3.2 million international travellers (Phong 2023), indicative of high potential for accommodation consumption from both domestic and international tourists. Furthermore, Minh (2023) reported that domestic travelers utilise accommodation facilities in this city estimated up to 4.2 million individuals, increasing 1.7 times compared to the same period in 2022. These figures underscore Da Nang's position as a top and promising destination for continued tourism growth, particularly as an enticing investment opportunity in the Accommodation sector.



Figure 5.1. Da Nang city

## b. Strategic location

Surrounded by three world cultural heritage attractions was recognized by UNESCO: Hoi An, Hue, My Son, Hai Van Pass, Da Nang is considered the central location, which can highly make it more convenient for tourists while exploring those cultural heritages. Besides, Da Nang Beach holds several beach events such as Huda Beach Carnival 2023 (Da Nang News 2023), Da Nang Color Race 2023, Artistic Kite Flying (CADN 2023), etc.. . Those can catch more attention from guests when choosing hotels near beach areas and significantly persuade tourists to stay longer in this city, creating a huge potential for hotel consumptions.



Figure 5.2. Da Nang's famous bridge

## c. Unique experiences

Zwieglinskamay (2023) reported that high-class segmentation significantly prefers hyper-personalized, curated, and private experiences. Hence, The Grandeur strategically delivers unique services to its target audiences, aiming to offer the best and most personalized experiences. Specifically, guests can customize their stay by choosing high-quality international brand **Diptyque** shower gel (Figure 4.5), and upgrading to the Premier room type allows them to pick their preferred pillow types, partly enhancing customers' fulfillment positively. Ultimately, during the departure stage, guests will be shot a complimentary **Polaroid** picture to keep, serving as a lasting reminder of their whole experience at The Grandeur. This tactic aims to ensure that guests retain a positive memory of the hotel long after their stay experiences. Those unique experiences significantly bring to guests personalized experiences and The Grandeur's brand recall effectively.

#### d. Mobile application

Law et al (2014) stated that those past recent years, the tourism and hospitality industries have presented strong influences on information and communication technologies (ICTs) developments. Integrating technique advancement, especially through the mobile application, can bring several benefits, including convenience, efficiency, and flexibility for hotels. This not only enhances customers' services but also reduces customers' service team pressure during rush hours. Therefore, the hotel embraces this technological leap at The Grandeur to make the guests' experiences seamless. Through the app, guests can seamlessly quick and hassle-free check-ins, check-outs, and priority reservations, and allocate other services. The app also features a digital membership card on its UX/UI interface, allowing guests to accumulate points through payments and convert them into membership card collection points. This app can deliver valuable experiences, making The Grandeur a preferred choice not just for accommodation but also for the exclusive privileges offered through the app, setting us apart in the competitive market.

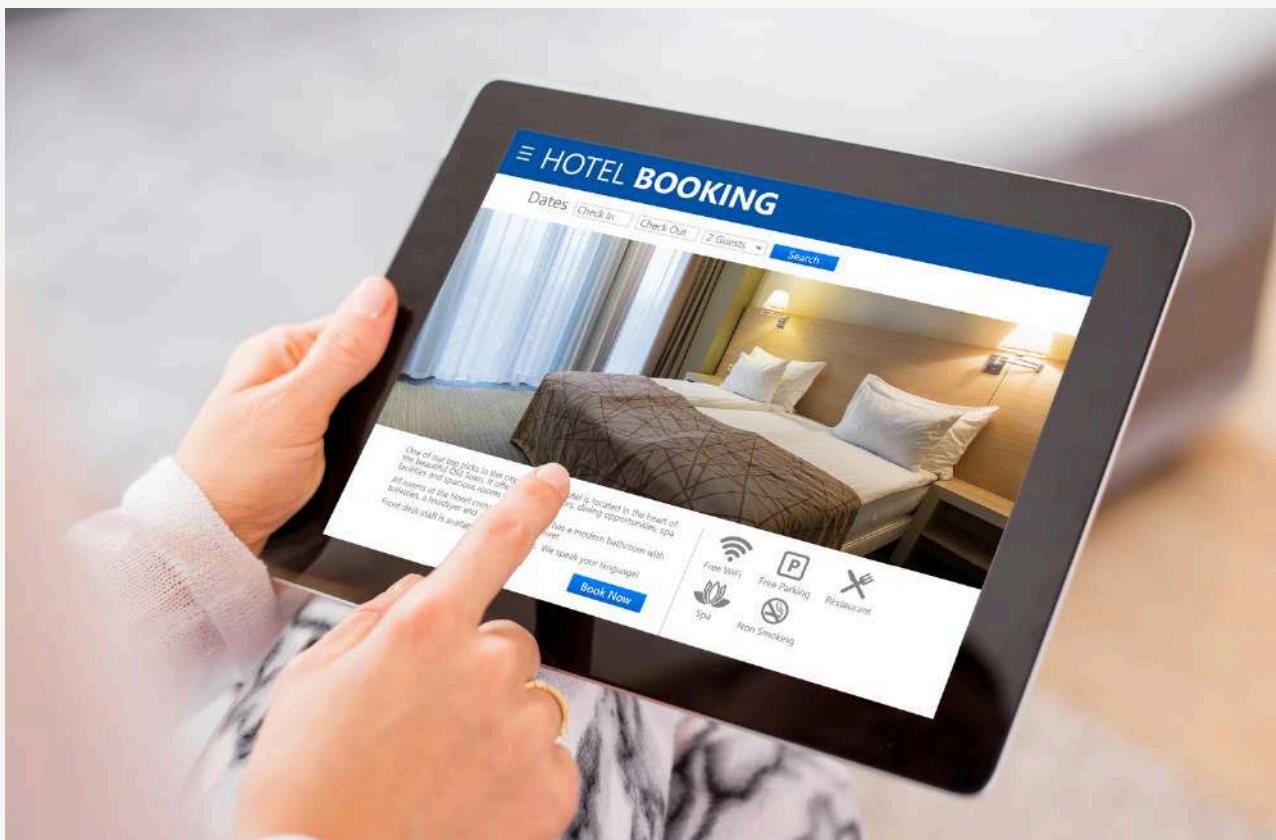


Figure 5.3. Mobile apps illustration



# 06.

## CHALLENGES & RECOMMENDATIONS

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### a. Data security

While ICTs bring significant benefits, several drawbacks can be demonstrated, encompassing data security and cybersecurity vulnerabilities (Efthymiopoulos 2018; Linkov et al 2018). Rajeev (2023) reported that the hospitality sector is an ideal target for cyber criminals (identity theft, credit card fraud, etc) due to the numerous databases and devices that contain Payment Card Information (PCI) and Personally Identifiable Information (PII). Therefore, The Grandeur from thence may face this risk, especially when the hotel mainly relies on websites, mobile applications, and OTAs for booking, making guest's and internal 's information susceptible to illegal extraction. Thus, it is surely crucial for the hotel to ensure the safety of data to maintain the hotel's credibility and customer.



Figure 6.1. Data security illustration



While the IT team proactively combats viruses and ransomware, complete prevention of these unpredictable attacks is challenging (Kyle 2023). Therefore, the hotel requires a robust framework to minimize the impact of cyber attacks. The Grandeur will enhance its database security using the NIST Cybersecurity framework. This offers robust solutions to safeguard the hotel's Property Management System (PMS) and its integrations with third-party systems, such as digital room key and payment systems. The NIST Framework, popular in various sectors including hospitality, is adaptable for hotels of any size and level of cybersecurity sophistication.

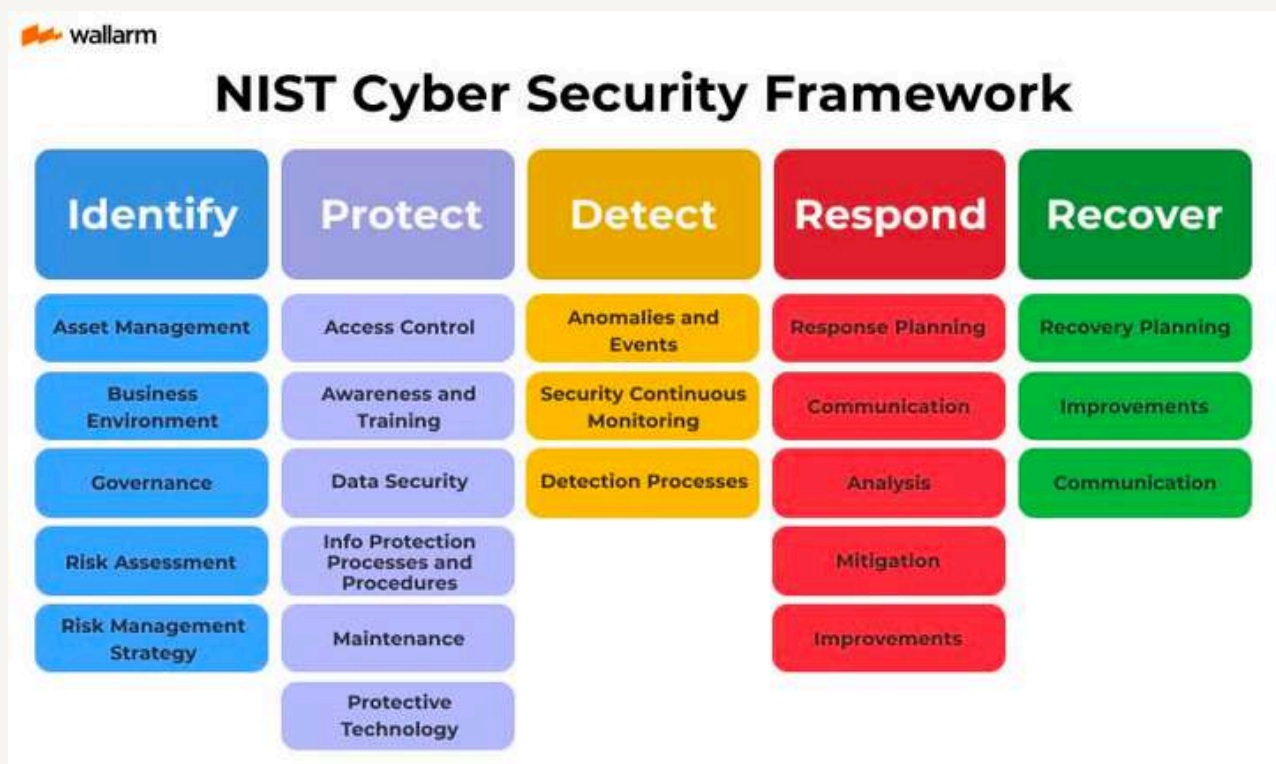


Figure 6.2. NIST Cybersecurity framework

This technique is structured which enable the hotel to quickly check network connection points, and then continuously strengthen and protect the overall access volume, partly helping detect potential vulnerabilities (NIST n.d). The Grandeur not only uses NIST Cybersecurity framework but also implements other established frameworks like ISO 27001/27002 (Luke 2021) and PCI DSS (Nick n.d) to bolster its Property Management System (PMS). They are crucial in safeguarding against cyber threats and unauthorized access, ensuring the integrity of the hotel's internal systems and maintaining guest trust (Okorodudu and Okorodudu 2017; Vasiu and Vasiu 2018).

## b. Human Resource

According to Đorđević-Boljanović (2009), Human Resources Management (HRM) plays a crucial role in hiring, and training people to achieve positive outcomes for a company. Because The Grandeur aims to 5-star standard, HRM is considered strictly and professionally managed for luxurious and high-quality performance. However, in line with the current Vietnam market trend, there have been staff resignations due to the harsh challenging nature of the work (Vietnam Insider 2023), presenting a significant recruitment challenge for the hotel. Besides, given the determined role of staff behavior in shaping the hotel's image maintaining positive employee relationships becomes paramount. Negative treatment from organizations can impact employee satisfaction and loyalty negatively (Kusluvan 2003). Hence, The Grandeur must focus on recruitment processes and nurturing employee relationships for sustained development in the hospitality sector.

For a new brand hotel entering the market, the implementation of comprehensive training programs for The Grandeur's employees is highly advisable. These programs play crucial roles in equipping the staff with essential skills for more effective operational procedures, ultimately fostering positive guest experiences and satisfaction (Tracey et al. 2015). This significantly contributes to building a positive brand image.



Figure 6.3. ISO Implementation to improve customers services

Specifically, The Grandeur will train its staff for a multicultural work environment, enabling them to provide exceptional service to guests of various backgrounds and communication styles. The hotel will implement ISO 9001 (Quality Management), ISO 10002 (Customer Satisfaction and Complaints Handling), and ISO 14001 (Environmental Management System) standards to ensure top-tier customer service and environmental responsibility.



ISO 9001, a set of standards for quality management, will be employed by The Grandeur hotel to ensure consistent delivery of high-quality products and services. This standard helps in meeting customer expectations and regulatory requirements, while focusing on staff training for optimal performance (ASQ n.d)

The Grandeur hotel will implement ISO 10002, focusing on customer satisfaction and complaints handling. This standard guides staff training in planning, design, operation, maintenance, and improvement, with a particular emphasis on effectively addressing customer feedback and complaints (ISQ 2014).

The Grandeur hotel will adopt ISO 14001 standards to showcase its commitment to environmental sustainability (ISO 2021). This will involve integrating an effective Environmental Management System (EMS) to minimize its ecological impact, responding to the growing customer concern for environmental issues.



The Grandeur focuses on improving its staff's skills in intercultural communication, recognizing that various customers have distinct communication preferences (PECB 2016). The staff is trained to swiftly adapt to each customer's language style for effective conversations. This commitment involves regular online training and periodic assessments to ensure these skills are continuously honed.

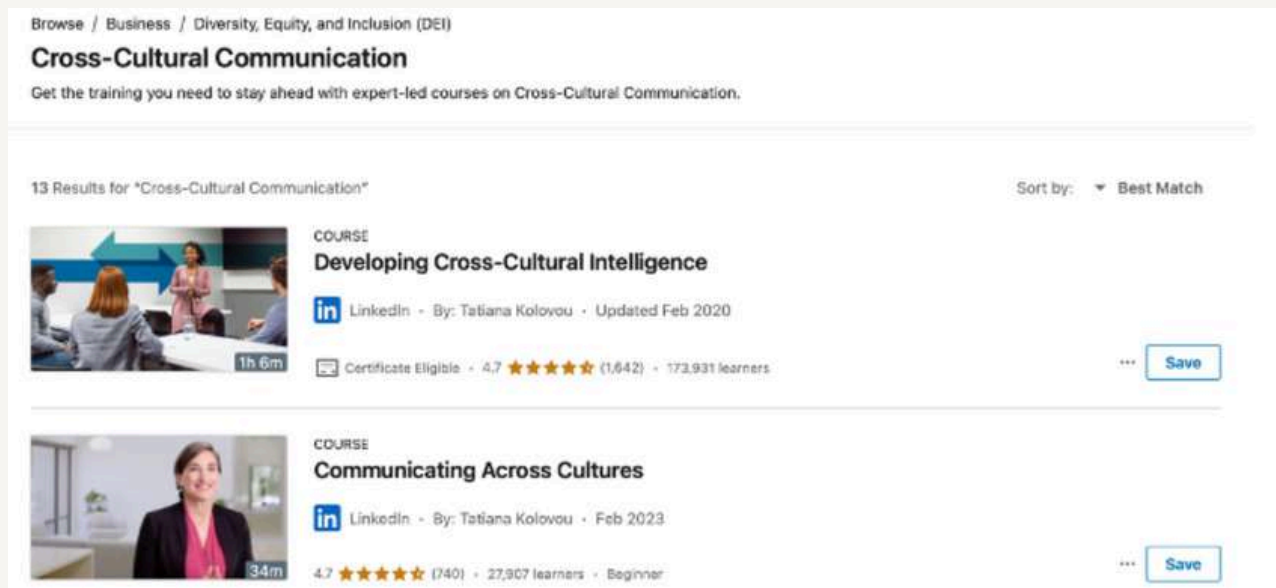


Figure 6.5. LinkedIn as good references for training classes

Besides, The Grandeur will ensure fair compensation to align employees' interests with the hotel's, fostering loyalty and working performance. Recognizing the importance of employee recognition for self-esteem and growth (Psychology n.d), the hotel will introduce flexible work schedules, team-building, and labor insurance to improve staff satisfaction, which will eventually enhance customer service and the overall guest experience.

### c. Marketing strategy approaches

Other hotels have the advantage of well-established awareness due to being opened sooner (Boinett et al. 2022). As awareness is a crucial metric for all businesses, especially new ones (Amazon Ads 2023), The Grandeur Da Nang must employ effective marketing tactics to raise mass awareness and build strong branding.

Some tactics to consider include

- **Sponsorship:** One of the most prestige and biggest events in Da Nang is the annual Danang International Marathon 2024 with more than 36,000 local and global participants. Sponsoring the run could quickly increase the hotel's visibility and credibility, online and offline (Da Nang International Marathon n.d.)
- **Social account:** To be more serviceable and make contacting easier for the target market – Korean and Vietnam millennials, The Grandeur should invest in a Kakaotalk and Zalo account. These are the leading messenger apps in the respective country, with more than 91% usage (Bashir 2023; Statista 2023c).
- **Endorsement:** Inviting influencers to stay for free in exchange of them promoting the hotel can create effective awareness (Boinett et al. 2022). For example, Thai Cong – a symbol of the elite and luxurious-seeking society in Vietnam with more than 13 million YouTube views monthly on average (SocialBlade 2024).



Figure 6.6. A video of Thai Cong reviewing a resort in Vietnam

# 07. CONCLUSION

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The Grandeur Da Nang is where travelers can feel at ease and rejuvenated, with 220 lavish rooms and suites, an upscale pool, spa, restaurants... niceties, as well as exclusive services elevated with cutting-edge technology. The thoughtfully curated comforts and world-class experiences that 5-star customers seek are not far away but nested right here at My Khe Beach, Da Nang City, in a 15-story embodiment of life's greatness. Furthermore, with a reasonable pricing strategy, distinctive competitive edge, and one-of-a-kind theme, The Grandeur sets itself apart from competitors and is looking forward to being the leading boutique hotel in Vietnam.



THE GRANDEUR  
DA NANG

# THANK YOU.

Please contact us for inquiries at [Info@thegrandeur.com](mailto:Info@thegrandeur.com)



# 08. APPENDICES

High/Low season Room Rates						
Month	ROP	ADR (Rack rate/Low season rate)	No. of room sold	Total expected Revenue per day	Rev High/Low season(missing/extra)	Total expected Revenue per day
January	50.00%	210	110	23,064	0	23,064
February	50.00%	210	110	23,064	0	35,364
March	30.00%	210	66	13,838	-9,225	13,838
April	30.00%	210	66	13,838	-9,225	13,838
May	50.00%	210	110	23,064	0	23,064
June	70.00%	210	154	32,289	9,225	35,364
July	70.00%	210	154	32,289	9,225	35,364
August	70.00%	210	154	32,289	9,225	35,364
September	50.00%	210	110	23,064	0	23,064
October	30.00%	210	66	13,838	-9,225	13,838
November	30.00%	210	66	13,838	-9,225	13,838
December	50.00%	210	110	23,064	0	35,364
Guest room:	Annual room revenue needed:			8,418,229	Average Revenue per day:	25,114
220	Daily revenue to meet goal:			23,064	Days of Low season:	120
Expected ROP:	Daily Rev missing in Low season (per year):			-1,107,055	Days of High season:	90
50%	Daily Rev earning extra in High season (per year):			0		
	Daily Rev earning/missing (per year) if apply the normal ADR:			-1,107,055		
	Daily Rev needed (per year) to meet goal in High season:			1,107,055		
	Extra Rev/day in High Season period:			12,301		
	Rev/day in High Season period:			35,364		

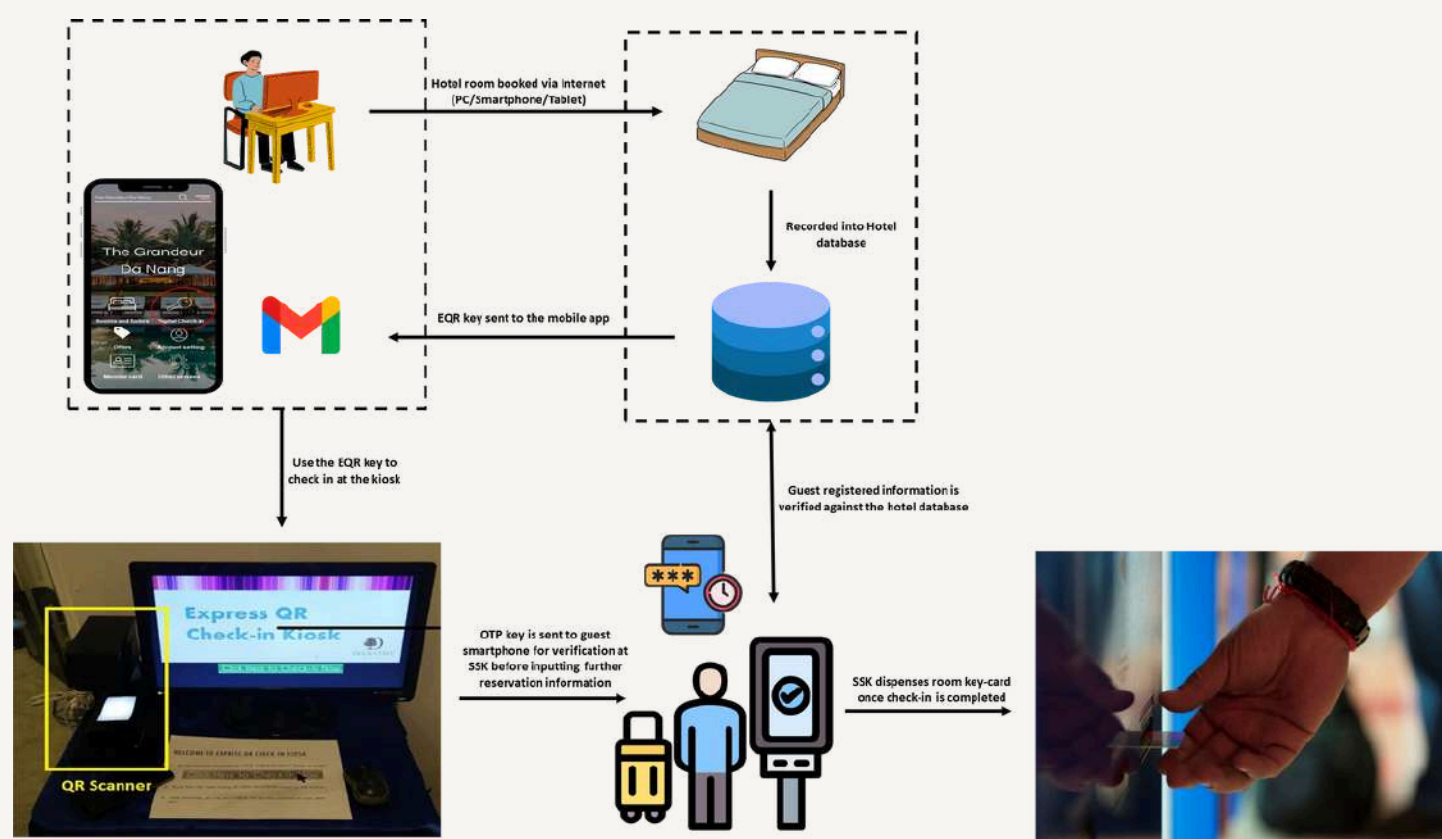
## Appendix 1: Low / High season revenue balance

Required housekeeping staffs	
Projected occupancy	70%
Total number of rooms	220
Total occupied rooms	154
Cleaning time/room (hour)	0.5
Total cleaning time (hour)	77
Workshop/employee (hour)	8
<b>Personel required</b>	<b>10</b>

## Appendix 2: Number of Housekeeping needed for Human Resources

Room Type	View	Number of rooms	Room size (m2)	Normal Season Price (USD)	High Season Price (USD)	Normal Season Price (VND)	High Season Price (VND)
Superior Twin Room	City view	30	35	\$161	\$177	\$3,874,692	\$4,243,710
Superior Twin Room	Ocean view	20	35	\$178	\$195	\$4,262,161	\$4,668,081
Superior Double Room	City view	30	35	\$161	\$177	\$3,874,692	\$4,243,710
Superior Double Room	Ocean view	20	35	\$178	\$195	\$4,262,161	\$4,668,081
Deluxe Twin Room	City view	15	42	\$194	\$212	\$4,649,630	\$5,092,452
Deluxe Twin Room	Ocean view	20	42	\$213	\$233	\$5,114,593	\$5,601,697
Deluxe Double Room	City view	15	42	\$194	\$212	\$4,649,630	\$5,092,452
Deluxe Double Room	Ocean view	20	42	\$213	\$233	\$5,114,593	\$5,601,697
Premier Twin Room	City view	5	55	\$254	\$278	\$6,088,801	\$6,668,687
Premier Twin Room	Ocean view	10	55	\$279	\$306	\$6,697,682	\$7,335,556
Premier Double Room	City view	5	55	\$254	\$278	\$6,088,801	\$6,668,687
Premier Double Room	Ocean view	10	55	\$279	\$306	\$6,697,682	\$7,335,556
Family	City view	5	80	\$369	\$404	\$8,856,438	\$9,699,909
Family	Ocean view	10	80	\$406	\$445	\$9,742,082	\$10,669,900
Excutive Suites	Ocean view	4	130	\$660	\$722	\$15,830,884	\$17,338,587
Presidential Suites	Ocean view	1	190	\$964	\$1,056	\$23,137,445	\$25,341,011

Appendix 3: Dynamic room rate in VND



Appendix 4: Self-Service Check-In System Demonstration.



# 08. REFERENCES

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