

GRUPO

Álvarez-Díaz

FIRM PROFILE

From opportunity
to an informed
hospitality
decision.

Strategic advice for owners and
developers. Local intelligence for hotel
groups evaluating Puerto Rico.

SAN JUAN · PUERTO RICO · CARIBBEAN

2026



Direct senior judgment for decisions that shape the project

An independent hospitality strategy and development advisory led personally by Elena Álvarez-Díaz.

FOR OWNERS AND DEVELOPERS

We clarify the opportunity, test assumptions, and structure decisions before resources are committed or the project moves to its next stage.

FOR GROUPS ENTERING PUERTO RICO

We read the market, qualify assets and potential partners, coordinate discreet outreach, and provide local follow-through for credible opportunities.

DIRECT ACCOUNTABILITY

Elena leads every mandate. Depending on the question, the firm coordinates legal, tax, financial, technical, design, brand, operational, and market specialists without diluting accountability for the strategic reading.

THE SCOPE OF OUR ROLE

We advise on strategy, opportunities, relationships, and decision readiness. We do not operate properties, manage capital, or replace regulated professionals or formal feasibility studies.

Two recurring decisions. One accountable senior advisor.

The work begins with a concrete question and an engagement defined around the client's decision.

01 For owners and developers

We clarify the opportunity, test assumptions, and structure decisions before resources are committed or the project moves to its next stage.

02 For groups entering Puerto Rico

We read the market, qualify assets and potential partners, coordinate discreet outreach, and provide local follow-through for credible opportunities.

THE FIRST ENGAGEMENT

The proposal defines the question, scope, information required, deliverables, and timetable. The result may be a strategic diagnostic, an opportunity brief, or an owner-side decision roadmap.

We also advise family enterprises, investors, resorts, restaurants, clubs, wellness concepts, and institutional platforms.

We enter where a decision needs structure

Five advisory lines available through a defined scope, a project, ongoing advice, or local strategic representation.

01 Strategic diagnosis & decision architecture

For projects with too many moving parts—or no shared definition of the problem. We surface critical assumptions, unresolved dependencies, decision rights, and the sequence required before capital or reputation is placed at risk.

02 Market entry, opportunity origination & local representation

For hotel groups and investors evaluating Puerto Rico or the Caribbean. We qualify assets and partners, conduct discreet outreach, and provide local follow-through.

03 Hospitality development advisory

Owner-side guidance from early concept through key development choices: product definition, positioning, brand and operator fit, programming, stakeholder coordination, portfolio logic, and readiness for the next stage.

04 Restaurants, food & beverage

Restaurant and F&B concepts built around a clear reason to exist. We connect audience, culinary point of view, service model, experience, operating logic, opening strategy, and the role F&B must play within the larger asset.

05 Growth, experience & institutional platforms

We structure positioning, partnerships, memberships, service standards, talent, governance, and phased growth initiatives.

CLARIDAD™: from scattered information to a decision sequence

The method organizes evidence, conversations, and decision points. Its scope follows the client's circumstances.

01 Frame the mandate

Define the decision to be made, who owns it, what is at stake, and what a useful answer must resolve.

02 Diagnose with CLARIDAD™

Separate facts from assumptions; expose gaps, dependencies, tensions, and risks; and identify the questions capable of changing direction.

03 Structure the choices

Bring concept, market, economics, operation, experience, and stakeholder interests into one decision framework.

04 Activate the right relationships

Identify the people, partners, operators, specialists, and conversations needed to test or advance the opportunity.

05 Accompany the decision

Translate the analysis into priorities, decision gates, meeting preparation, responsible next moves, and follow-through.

The work leads to priorities and next steps the client can evaluate; legal, technical, financial, and formal feasibility validation remain with the appropriate professionals.

Institutional hospitality excellence platform

Institutional strategy · Workforce · Service culture

THE DECISION

How can a concern about service talent become an institutional platform that can be evaluated?

THE CHALLENGE

A hospitality and real estate group preparing to open a five-star hotel wanted to address a concern larger than any one property: how to strengthen service talent and raise hospitality standards in Puerto Rico.

OUR INTERVENTION

We transformed that concern into the concept for an integrated institutional platform connecting human development, professional preparation, industry participation, employability, service standards, and potential public support.

THE WORK

A 126-page institutional proposal structured the pilot, academic and operating models, potential alliances, governance, implementation phases, indicators, funding alternatives, and validation criteria.

VALUE CREATED

A broad aspiration became a researched and sequenced institutional opportunity—designed not simply as a school, but as a platform linking education, industry, and service excellence.

DELIVERED

A comprehensive institutional blueprint with a pilot structure, implementation phases, governance alternatives, funding paths, and criteria for validation.

“For hospitality advisory and strategic relationship-building in Puerto Rico, Elena is the right person. Her ability to structure ideas and vision—and bring the right players to the table—is exceptional.”

ANTONIO D’ELIA-SMITH · CAPITALIA / MISLA HOSPITALITY

Strategic reading of a growing hotel portfolio

Portfolio logic · Positioning · Owner advisory

THE DECISION

What strategic logic should connect the assets of a growing hotel portfolio?

THE CHALLENGE

A local investment and development group was expanding rapidly in hospitality and preparing another opening, without yet having an integrated reading of how product, operation, positioning, and portfolio should reinforce one another.

OUR INTERVENTION

Using public information and ownership context, we identified strengths, structural gaps, and decisions that could become expensive or difficult to reverse as the portfolio matured.

THE WORK

The executive review examined the risk of developing assets in isolation, the need for a clearer hospitality logic, and the opportunity to shape a coherent and scalable portfolio.

VALUE CREATED

The conversation moved beyond the next opening toward the future architecture of the portfolio and the choices required to preserve value as it grows.

DELIVERED

A concise executive strategic review establishing a clearer portfolio logic, priority gaps, and a basis for subsequent ownership decisions.

CLARIDAD™ diagnostic for a hospitality and wellness concept

Decision architecture · Risk · Readiness

THE DECISION

What must be verified before approaching investors or committing more resources?

THE CHALLENGE

An innovative concept combined hospitality, wellness, and multiple potential revenue streams, but its vision had advanced faster than the evidence needed to support decisions about land, permits, product, operation, capital, and compliance.

OUR INTERVENTION

We applied CLARIDAD™ to separate facts from assumptions, expose contradictions, prioritize critical risks, and establish what had to be proven before approaching investors or committing further resources.

THE WORK

The diagnostic examined product definition, site control and capacity, regulatory and operating risk, economic coherence, governance, resilience, safety, and investor readiness, then organized 90-day decision gates.

VALUE CREATED

A complex vision became a sequence of verifiable decisions, making it possible to distinguish priorities from distractions and define a responsible path to proceed, redesign, hold, or stop.

DELIVERED

A commissioned ten-day diagnostic with prioritized risks, unresolved evidence, and 90-day decision gates. The client and differentiating concept details remain confidential.

Opportunity intelligence for Puerto Rico market entry

Market entry · Asset sourcing · Local intelligence

THE DECISION

Which hotel assets merit deeper evaluation against the client's investment thesis?

THE CHALLENGE

A U.S. investment platform with international capital and asset exposure was evaluating entry into Puerto Rico hospitality through properties matching a specific acquisition profile.

OUR INTERVENTION

We translated the investment criteria into a focused local search, identifying and filtering hotel assets that could credibly fit the stated thesis.

THE WORK

The review combined market knowledge, preliminary asset assessment, and ownership context to distinguish credible opportunities from alternatives that did not justify further attention.

VALUE CREATED

The client received a grounded view of opportunities beyond the openly marketed universe and a clearer basis for deciding which assets merited deeper evaluation.

DELIVERED

A preliminary opportunity-intelligence brief identifying and filtering hotel assets against the stated acquisition profile, with ownership context and a basis for deeper evaluation.

Experience inside the business, applied to the client's decision

Elena Álvarez-Díaz personally leads mandates and maintains the strategic client relationship.



ELENA ÁLVAREZ-DÍAZ

Principal

Elena brings more than three decades of experience in luxury hotels, resorts, restaurants, membership, openings, public relations, and business development across Puerto Rico and South Florida. She personally leads the strategic reading and client relationship on every mandate.

ELENA'S SELECTED EXPERIENCE

Delano Miami Beach

Restaurant and hospitality leadership during the Ian Schrager era.

Bahía Beach Resort & Golf Club

Director of Membership; member experience, F&B, and partnerships.

NASDAQ-100 Open · Tennis · Key Biscayne, Florida

Food & Beverage Director and VIP Director.

HUE · House of Design / Creative Thinking

Business development, hospitality concepts, and strategic relationships.

Johnson & Wales · Brasserie Le Coze

Culinary education and professional experience at Brasserie Le Coze.

Openings and repositioning

Personal experience in hotels and restaurants across Puerto Rico and South Florida.

Begin with the decision you need to make

Share the asset, opportunity, or challenge and its current stage. An initial conversation lets us determine whether there is an appropriate mandate.

ELENA ÁLVAREZ-DÍAZ · PRINCIPAL

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NOTICES / SUMMARY

SCOPE

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