Work Proposal

VP of Business Operations

Executive roadmap for the first 180 days: two 90-day blocks with a defined monthly focus.

Block 1

Days 0–90

Build the foundation and execute: baseline, intervention and operating model.

Block 2

Days 91–180

Scale and consolidate: optimization, scaling and institutionalization.

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Linex Travel / Loyalty · September 1, 2026

How I read the mandate

Business Operations is not an administrative layer: it is the system that turns commercial strategy into sustainable results.

Mission, as I interpret it

Govern the block end to end, with executive accountability for the economics, operations and customer experience of the lines, ensuring clear priorities, timely decisions and effective handoffs with the other areas.

Scope of work

- Travel
- Rewards
- Hosting Services
- Marketplace*

** subject to the final scope confirmed for the role.*

Handoffs: Growth & Expansion, Enterprise Transformation, Financial Operations, Legal & Administrative and Regional LATAM.

Financial performance

Are we generating the expected economic result sustainably? P&L, margin, costs, pricing, fees, GMV, take rate.

Operational health

Is the operation stable, efficient and predictable? SLA, availability, capacity, quality, incidents, rework.

Customer value

Does the customer receive value, stay and trust us? NPS/CSAT, adoption, renewal, repurchase, critical accounts.

Executive fit for the role

Architecture was the cross-functional vantage point over the business; the full track record is broader.

Thesis: *a cross-functional executive profile able to turn context, data and relationships into measurable operational execution.*

Customers and business

Accounts, needs, commercial promise and value expectations known first-hand.

Technology and platform

Challenges, dependencies, debt, automation and capacity: fast reading of systemic causes.

Analytics and forecasting

Metrics, scenarios and projections to manage revenue, costs, margin and capacity.

Marketing and business development

Value proposition, acquisition, conversion and commercial scaling.

Product and experience

Journeys, adoption and friction points connected to operational delivery.

Executive communication

Translation across customers, lines, technology and leadership to decide faster.

Differentiator: the time an external hire would spend understanding customers, technology, culture and context is invested here directly in execution.

The execution system

A minimal mechanism that sustains daily operations while driving measurable improvements.

North stars
Three permanent conversations

OKRs
Performance improvements, not tasks

KPIs
Baseline, target and source

Owners
One owner per metric

Cadence
Weekly, monthly, quarterly

Decisions
Actions and recovery plans

Impact
Efficiency, customer and margin

KPIs sustain, OKRs transform

Daily operations are managed with KPIs; OKRs concentrate the few improvements that must change the block's performance.

Metrics in layers

The executive committee sees few indicators; the lines manage the diagnostic detail. Every critical metric has an owner, formula, source and threshold.

Management by exception

Conversations focus on deviations, blockers and decisions. Fewer meetings to report, more conversations to decide.

The 180-day map

Two 90-day blocks, six months each with its own focus and a verifiable deliverable at close.

Block 1 · Days 0–90 · Build and execute			Block 2 · Days 91–180 · Scale and consolidate		
Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Baseline	**Intervention**	**Operating model**	**Optimization**	**Scaling**	**Institutionalization**
Understand the real state: P&L, KPIs, owners, customers and risks.	Prioritize critical gaps and activate corrective plans with owners.	Formalize OKRs, dashboard, cadences and thresholds.	Automate by ROI, reduce rework, refine capacity and costs.	Replicate practices across lines and integrate new businesses.	Close the OKR cycle, measure impact and plan the next semester.
Single executive view of the block	**Portfolio of measurable interventions**	**Operating model up and running**	**Efficiencies in execution**	**Standardized metrics and practices**	**Strategic plan 2.0 for the block**

Day 30 Single executive view

Day 90 Operating model running

Day 180 Impact measured and plan 2.0

Block 1 · Days 0–90: build and execute

Enter with order: first measure, then intervene, then formalize the way of operating.

Month 1 · Days 0–30

Baseline

Understand the real state of the block before promising results.

- Build P&L and unit economics per line
- Consolidate current KPIs, sources and owners
- Map critical customers, commitments and risks
- Classify recurring problems and deviations

Deliverable: Single executive view and priority map

Month 2 · Days 31–60

Intervention

Move from diagnosis to action on what matters most.

- Prioritize margin, SLA, capacity and customer gaps
- Define corrective plans with owner and date
- Tackle recurring escalations with clear criteria
- Identify candidate efficiencies and automations

Deliverable: Portfolio of interventions with measurable impact

Month 3 · Days 61–90

Operating model

Formalize a simple, repeatable way of operating.

- Set OKRs for the block and per line
- Publish the executive dashboard and thresholds
- Install cadences and the escalation matrix
- Activate the decision log and management by exception

Deliverable: Operating model running by day 90

Block 2 · Days 91–180: scale and consolidate

Turn the first block's learnings into permanent business capability.

Month 4 · Days 91–120

Optimization

Capture efficiencies with data and owners already in place.

- Execute automations prioritized by ROI
- Reduce rework and hidden operating costs
- Refine the capacity and cost model per line
- Adjust SLAs and consolidate recovery plans

Deliverable: Efficiency pipeline in execution

Month 5 · Days 121–150

Scaling

Extend what works to the whole block and to what is new.

- Replicate practices and rituals across lines
- Integrate new companies or businesses into the model
- Standardize metrics without losing particularities
- Strengthen leaders' autonomy and accountability

Deliverable: Standardized practices and metrics

Month 6 · Days 151–180

Institutionalization

Close the cycle with measured impact and a forward view.

- Close the OKR cycle and document learnings
- Measure impact on finance, operations and customer
- Prepare next semester's budget and capacity
- Design the Business Operations strategic plan 2.0

Deliverable: Impact measured and next-cycle plan

Initial OKRs for the block

Starting hypothesis: calibrated with the month-1 baseline, approved targets and the final scope.

Objective 1

Improve financial performance

Key results

- P&L and unit economics per line with a validated baseline
- Revenue, margin, cost and pricing levers identified per line
- 100% of critical financial deviations with owner and plan
- Efficiency opportunities prioritized with impact and date

Objective 2

Increase operational health

Key results

- Critical SLA, continuity and productivity KPIs defined and published
- Critical incidents with owner, root cause and mitigation
- Recurring escalations reduced with clear decision criteria
- Backlog of automations and simplifications prioritized

Objective 3

Raise customer value

Key results

- Critical accounts, frictions and value commitments identified
- Experience, adoption and renewal metrics defined per line
- Active executive follow-up for 100% of critical cases
- Commercial promise, product and operations connected and coherent

Rule: every key result carries a metric, baseline, target, owner, date and data source. No figures are committed without a baseline.

Operating governance: cadences and artifacts

A minimal, useful cadence with mandatory outputs at every ritual.

Weekly · Operations Review

Line leaders. Blockers, incidents, commitments and priorities.

Output: Updated action tracker

Monthly · Business Review

With sponsor and executive leadership. P&L, KPIs, critical customers and deviations.

Output: Executive scorecard and decisions

Quarterly · OKR Review

Executive team and leaders. KR close-out, impact and reprioritization.

Output: Adjusted OKRs and approved priorities

Minimum artifacts

- **Executive scorecard** Three north stars and few KPIs
- **Metric dictionary** Formula, owner, source and threshold
- **Decision log** Decisions, trade-offs and owners
- **Risk & escalation log** Risks, blockers and criteria
- **Action tracker** Commitments, dates and status
- **RCA / postmortems** Root cause and prevention
- **Voice of Customer** Critical accounts, frictions and value

Metrics in layers: few on top, detail below

The executive committee discusses few indicators; the detail lives where diagnosis happens.

North stars

Financial performance · operational health · customer value

Executive KPIs

Revenue vs. target · margin · critical SLA · NPS/CSAT · escalations

Line metrics

Conversion · fees and redemptions · GMV and take rate · availability · cost per environment

Diagnostic metrics

Backlogs · lead time · incidents · productivity · rework

Every critical metric has an owner, formula, source, threshold and frequency. Every material deviation has a recovery plan with a date and next decision.

Applied learning: my commitment during the transition

Selective learning I take on as part of the challenge: every course produces a management artifact for Linex.

1 Month 1 · Executive finance

Finance for Non-Finance (Rice) · HBS Financial Accounting

Artifact: P&L and unit economics model per line

2 Month 2 · Operations

Introduction to Operations Management (Wharton)

Artifact: Critical process map and capacity model

3 Month 3 · OKRs and analytics

OKR Certification (What Matters) · Operations Analytics (Wharton)

Artifact: OKR canvas and executive scorecard

4 Month 4 · Customer and service

Human-Centered Service Design (IDEO U)

Artifact: Critical customer journey and Voice of Customer

5 Month 5 · Growth and retention

Growth Foundations / Retention (Reforge)

Artifact: Retention metrics tree per line

6 Month 6 · Leadership

Managing Social and Human Capital (Wharton)

Artifact: Leadership operating model and cadences

Pace: 3 to 5 hours a week, never competing with execution. In parallel, completion of the MSc in Engineering (EAFIT) and an executive MBA planned upon finishing it.

Start-up risks and how they are managed

Risks inherent to executing the plan, with mitigation designed in from the start.

Missing initial baseline

No figures are committed without evidence: month 1 is devoted to baseline, owners, data sources and KPI quality.

Breadth of scope

Three north stars order the conversation; gaps are prioritized with data and a small portfolio of interventions.

Data quality and dispersion

A metric dictionary with formula, source and owner per metric; discrepancies are resolved with Financial Operations and the lines.

Integration of new businesses

The operating model is designed to be replicable: standard metrics with room for each line's or company's particularities.

Closing

A plan ready to start once the decision is made

Understanding of the mandate

Economics, operations, customer and execution, read as one system.

Concrete 90 + 90 plan

Six months with focus, actions and a verifiable deliverable per month.

Applied learning

Personal development commitment with artifacts useful to Linex.

Contribution from day 1

Company context is invested directly into execution.

Next step: agree on final scope, reporting, day-90 expectations and success criteria for the first semester.

Andrés Mauricio Ayala Cardona

VP Software Architecture | Internal candidate, VP Business Operations