



JIBE HOSPITALITY · WHITE PAPER · EXECUTIVE BRIEF

Turning Around an Underperforming Branded Resort

*How disciplined asset management unlocks the
value trapped in a great building.*

“We can’t predict the wind, but we can manage the sail.”

For owners and developers of luxury condo-hotels

THE ARGUMENT

A management problem in a real-estate costume

Most underperforming luxury resorts do not have a real-estate problem. They have a management problem wearing a real-estate costume.

The building is often excellent — the location irreplaceable, the rooms generous, the amenities rare. What erodes is everything that sits on top of the asset: leadership, identity, accountability, condition, and the commercial engine. An owner who installs disciplined asset management — one party accountable for the operator's performance and for protecting asset value — recovers far more value, far faster, than one who keeps funding a drifting operation and hoping the next renovation fixes it. The renovation matters; sequence, identity, and accountability matter more.

WHY GREAT ASSETS DECLINE

Two loops, braided

Decline is rarely a single event — it is the slow accretion of neglect and apathy, driven by two loops that feed each other. The first is **financial**: facing rate pressure, the operator buys occupancy with discounted, low-spend business, then trims the invisible costs — preventative maintenance, deep cleaning, the depth of the service team — to hold margin. The building looks busy and feels worse. The second is **cultural**, and quieter: neglect is contagious. An unrepaired leak or an unenforced standard teaches everyone that this is acceptable, and the people who care stop trying.

Left alone, the descent looks like bad luck or a soft market. It is neither — it is neglect and apathy, compounded over time.

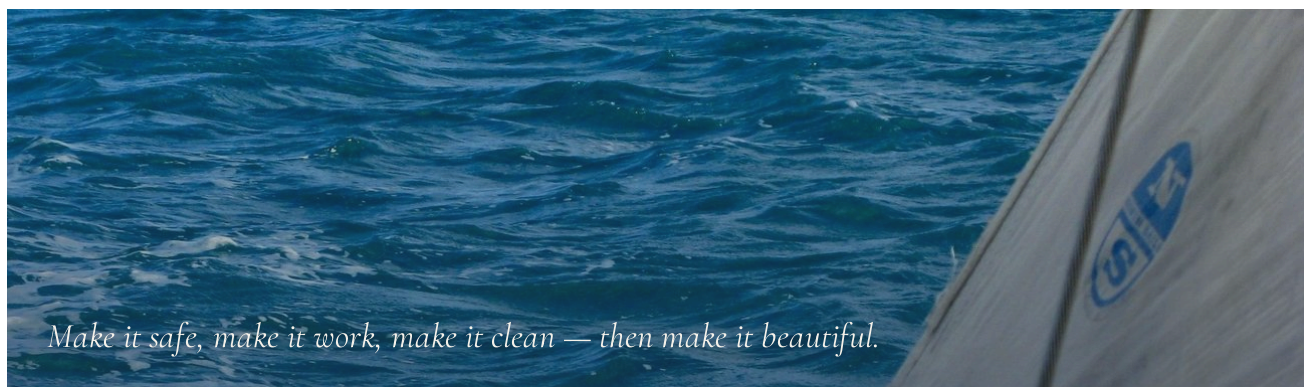
THE DIAGNOSIS

What actually holds these assets back

On the engagement behind this brief, five problems surfaced — the same five we see again and again.

- ◇ **A leadership vacuum.** No capable standard-setter at the top; cleanliness, preventative maintenance, and service all slip in the absence of one.
- ◇ **A neglected building.** Deferred maintenance had pushed major systems toward failure and let life-safety items lapse; condition and cleanliness were the largest detractors in guest reviews.

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- ◇ **No clear identity.** Priced as a five-star resort but run — and felt — as a four-star family one. Guests read the gap as poor value for money.
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- ◇ **A broken commercial engine.** A skeleton sales team and collapsed group business, with margin leaking to high-cost channels and prime meeting space sitting idle.
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- ◇ **Condo-hotel friction.** Third-party unit owners marketing and pricing independently under the resort's name — fracturing identity, product consistency, and pricing discipline.



THE TURNAROUND

An owner's sequence, not a wish list

The discipline is to do the right things in the right order, with one party — the asset manager — accountable for the whole.

01 Install leadership and accountability

The signal that someone is watching and that standards hold begins to reverse the apathy before it shows up in the numbers.

02 Stabilize the building

Life-safety and failing systems first, a real preventative-maintenance discipline, and a top-to-bottom deep clean — led on site by James Rodgers, brought in through Jibe for engineering and facilities.

03 Decide the identity — and enforce it

Four-star or five. Both can succeed; trying to be both cannot. The choice dictates capital, service, amenity mix, and rate.

04 Lead the capital plan with the highest-return move
Usually the beachfront F&B and arrival experience, not the guest rooms
— it resets perception fastest and pulls the repositioning behind it.

05 Rebuild the commercial engine
Restore a full sales-and-marketing function to recover the group share
that fell furthest and repair the margin leak.

06 Align the structure and the brand
Bring third-party units into a common standard and pricing approach,
and weigh whether a demand-suppressing affiliation still earns its place.

*You don't start with finishes. You make it safe, you make it
work, you make it clean — then you make it beautiful.*

JAMES RODGERS · ENGINEERING & FACILITIES, THROUGH JIBE
HOSPITALITY

WHAT CHANGED

The arc of a turnaround

The arc played out as the diagnosis predicted, and quickly. Leadership was rebuilt and the building stabilized; bad revenue was surrendered, service standards restored, and the sales function rebuilt. As the property was visibly cared for again, the people re-engaged before the market did. Within roughly a year it posted some of its strongest operating months on record, group demand rebounded hardest, operating margins expanded against both prior year and budget, and the repositioned beachfront food-and-beverage became its new focal point. *The figures are confidential; the shape of the recovery transfers.*

THE PROBLEM	THE MOVE	WHY IT PAYS
Leadership vacuum	Install leadership & oversight	Everything else depends on it
Neglected, unsafe condition	Stabilize systems & life-safety; deep clean	Removes risk; restores the basics guests judge first
No clear identity	Choose four- vs five-star; enforce it	Closes the value-perception gap
Tired product	Capital plan led by F&B and arrival	Resets perception fastest

THE PROBLEM	THE MOVE	WHY IT PAYS
Broken sales engine	Rebuild sales & marketing	Recovers group share; repairs the margin leak
Condo-hotel friction	Align units, pricing, and brand fit	Restores consistency and pricing control

Jibe Hospitality operates hotels and represents ownership's interest in them — diagnosing what holds an asset back, setting the direction, and holding the operation accountable to it. To discuss how it applies to a specific asset, reach us at hello@jibehospitality.com.

De-identified executive brief for discussion purposes. All identifying details and figures have been removed. Not an offer or a representation about any specific property.