



JIBE HOSPITALITY · WHITE PAPER

# The Rate-Led Breakout

*How rate discipline, a group resurgence, and a forward-pace early-warning signal turn a behind-all-year resort into a market-beating recovery.*

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

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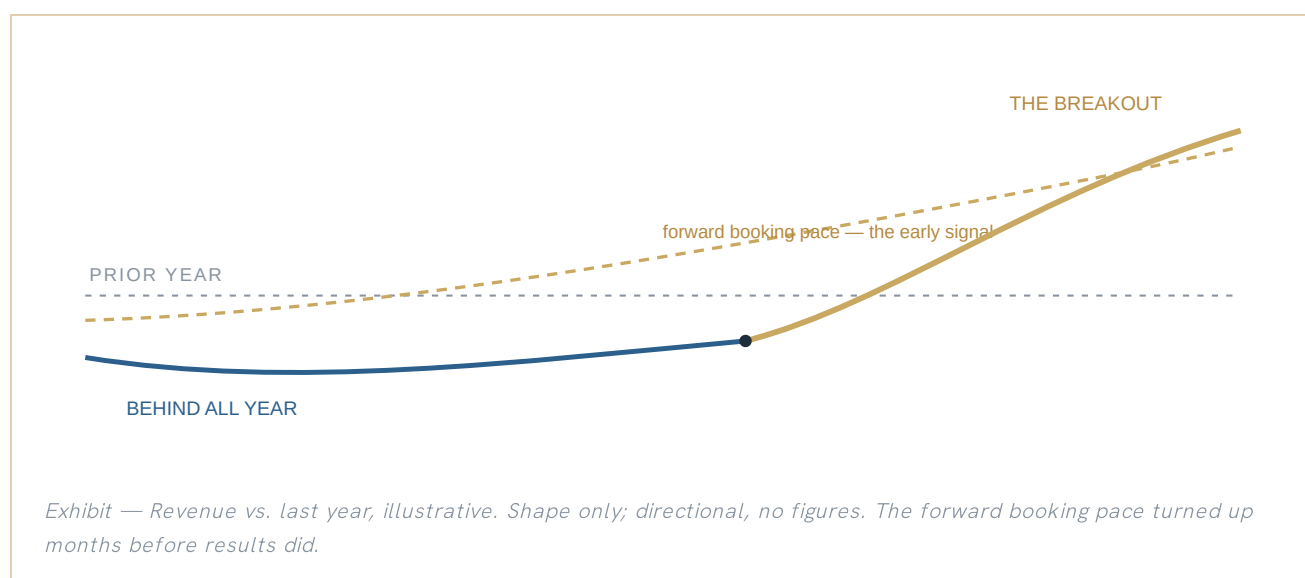
An oceanfront, branded resort · South Florida · Drawn from twelve months of daily revenue-management reporting

## THE HEADLINE

### Behind all year — then a clean break, on rate

For most of the year the resort ran behind the prior year. Then it broke through — and it did it on rate, not discounting.

Through the first three quarters, revenue on the books sat modestly below the prior year and never quite closed the gap. Then the picture changed: consecutive early-year months finished ahead on revenue, ADR, and RevPAR — with RevPAR up double digits and the property out-indexing its competitive set. The change was not luck. The forward booking pace had been signaling it for months.



## Double-digit

RevPAR growth in the breakout months, driven by ADR

## Multiplied

Group revenue — the single biggest swing in the recovery

## Out-indexed

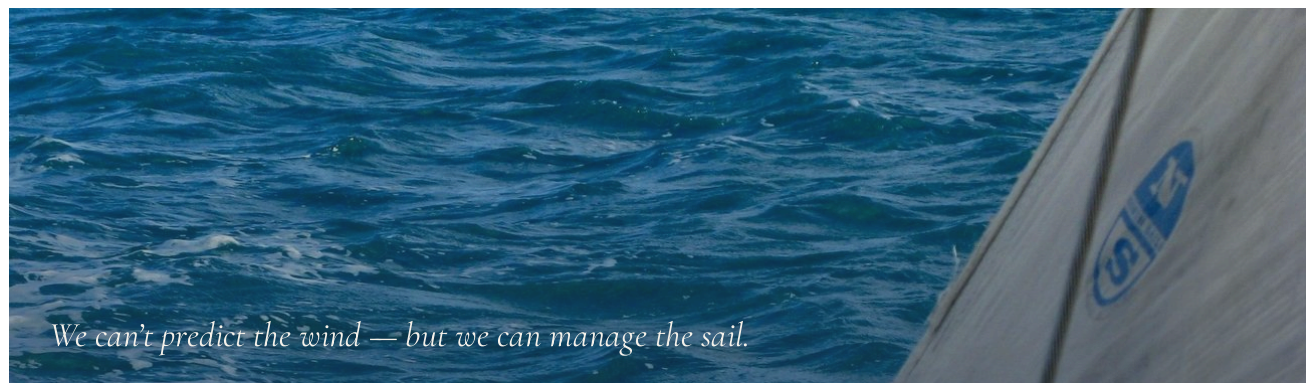
Beat a softening competitive set on RevPAR

## THE ARC

### Three phases

- ◇ **Behind all year.** Daily pickup reports tracked a steady recovery, but the property stayed in the red versus last year the entire time.
- ◇ **The tell.** While current-year results still trailed, the next year was filling fast — rooms on the books pacing well ahead of the prior year's same-time position. The breakout was visible in the pace data before it showed up in results.

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- ◇ **The breakout, realized.** Consecutive months closed ahead of last year on revenue, ADR, and RevPAR — while beating the competitive set.



#### HOW & WHY

### Five drivers, in order of impact

#### 01 Rate discipline over volume

RevPAR growth came from ADR, not occupancy. Holding rate through demand peaks — rather than buying occupancy with discounted, low-spend business — is why the gains reached the bottom line.

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#### 02 A group resurgence

The single biggest swing. Group filled the shoulder dates and lifted the entire rate structure, with banquet and catering attach compounding room revenue.

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#### 03 Disciplined capture of the demand calendar

Revenue management priced into every compression window — holiday weekends, marquee sporting and cultural events, and peak seasonal demand — instead of letting peak nights book flat.

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#### 04 Out-indexing a softening market

The property took share. New supply and a declining market pace worked against the wider set — which makes the index gains more meaningful, not less.

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## 05 Distribution, direct booking, and service

Strong placement across major channels, a booking-engine upsell, refreshed web experiences, and a visible service initiative reinforced both the rate premium and the review profile that justifies it.

*The forward booking pace called the breakout months before it showed up in the results. A pace signal you trust is the closest thing revenue management has to an early-warning system.*

### WHAT TO WATCH

## The honest read

Near-in pace can stay soft even as later periods pace well ahead — the soft spots need demand generation now, not at booking. The budget gap can persist at the top line even in a year running ahead of last year. And market headwinds are real: new competitive supply and a softening environment make the absolute numbers tougher, which is precisely why share-of-market gains matter more in a down market, not less.

### NEXT MOVES

## Where it goes from here

- ◇ Hold rate discipline, and aim need-period promotions squarely at the soft spots rather than discounting across the board.
- ◇ Protect the group base that carried the breakout, and convert strong forward pace into committed business while it holds.
- ◇ Keep pressing the comp-set index — a softening market is a share-capture opportunity — and keep trusting the forward-pace signal that proved itself early.

Jibe Hospitality operates hotels and represents ownership's interest in them — turning daily revenue-management discipline into recovered performance and protected asset value. To discuss what the same approach could do for your asset, reach us at [hello@jibehospitality.com](mailto:hello@jibehospitality.com).

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