

Profit Improvement Brief

Included documents

This brief combines: - PROFIT_LEVERS.md - PROPERTY_RED_ZONE.md - WEEKLY_PROFIT_DASHBOARD_SPEC.md

PROFIT_LEVERS

A practical view of the highest-likelihood profit levers based on the current Titan / Eagle Suites corpus.

Core view

The clearest near-term path to more profit does not appear to be broad top-of-funnel demand generation.

It more likely comes from: - reducing concentrated vacancy - improving pricing discipline - reducing room downtime - tightening collections - separating high occupancy from true profitability

1. Concentrated vacancy reduction

Portfolio occupancy can look fine while a few assets quietly drag results.

Recent extracted snapshot showed the largest open-room concentrations at: - NLRG - JS - LRH - BT - LRU

Priority action: - identify bottom 3 properties by open rooms and occupancy %
- assign root cause to each open room - require weekly recovery plans

2. Property-level pricing discipline

Rate sheets and monthly goals suggest room- and property-level pricing flexibility already exists.

Priority action: - increase rates selectively on near-full properties - re-evaluate underperforming property pricing where rooms are sitting open - review room-type pricing consistency

3. Downtime reduction

A room not rent-ready is revenue leakage.

Priority action: - classify open rooms by cause: market / cleaning / maintenance / collections / admin / renovation - track offline days - escalate rooms down >7 and >14 days

4. Collections discipline

This looks like a weekly cash business, so weak collections likely damage profit fast.

Priority action: - compare occupied rooms vs paying rooms - track expected vs actual collections weekly - rank managers/properties by collections leakage

5. Manager performance tied to real economics

Occupancy alone is not enough.

Priority action: - score managers on occupancy, collections, downtime, expense discipline, and make-ready speed - align incentives with clean profit, not just headline fullness

6. Asset-level ranking

Properties should be classified as: - stars - stable cash cows - fixable underperformers - structurally weak assets - reposition / sell candidates

Most likely first wins

1. fix the biggest vacancy clusters
2. raise rates where occupancy is already very strong
3. remove artificial vacancy caused by operations drag
4. tighten collections reporting
5. force property-by-property profitability review

PROPERTY__RED__ZONE

A first-pass red-zone view of likely underperforming or attention-worthy properties from the currently extracted occupancy snapshot.

Purpose

This is not a final property scorecard. It is a working operating brief showing which properties deserve disproportionate attention.

Highest-attention properties from extracted occupancy snapshot

1. NLRG

- Total rooms: 206
- Occupied: 168

- Open: 38
- Occupancy: ~81.6%

Why it matters: - largest open-room count in the extracted snapshot - large property size means underperformance has outsized portfolio impact

What to investigate first: - true market demand vs operations blockage - current pricing vs comp set / internal comp properties - manager quality and collections discipline - offline rooms by cause - renovation / maintenance drag

2. JS

- Total rooms: 116
- Occupied: 107
- Open: 9
- Occupancy: ~92.2%

Why it matters: - moderate underperformance at meaningful size - enough open rooms to matter, but probably fixable

3. LRH

- Total rooms: 74
- Occupied: 65
- Open: 9
- Occupancy: ~87.8%

Why it matters: - notable softness versus the stronger portfolio properties - small enough that operational issues may be highly addressable

4. BT

- Total rooms: 117
- Occupied: 109
- Open: 8
- Occupancy: ~93.2%

Why it matters: - decent occupancy, but enough open rooms to matter because of property size - should be checked for pricing and room-readiness slippage

5. LRU

- Total rooms: 99
- Occupied: 93
- Open: 6
- Occupancy: ~93.9%

Why it matters: - not a crisis, but enough vacancy to merit targeted review

Near-full / stronger properties

These may be better candidates for pricing tests than occupancy rescue: - BM
- JC - CS - LRB - LRC

Red-zone operating questions

For each red-zone property, answer weekly: 1. How many rooms are open? 2. How many are truly market-vacant vs operationally offline? 3. What is current collected revenue vs expected revenue? 4. Are rates too high, too low, or mistiered? 5. Is the manager helping or hurting performance? 6. What can be fixed in 7 days? 7. What requires capex, repositioning, or a structural decision?

Recommendation

The biggest red-zone priority is **NLRG**. If only one property gets immediate executive attention, it should likely be that one first.

WEEKLY__PROFIT__DASHBOARD__SPEC

A simple spec for the weekly dashboard most likely to improve profit in the current Titan / Eagle Suites operating model.

Goal

Create a weekly operating dashboard that helps management see: - where profit is leaking - which properties need intervention - where pricing can move up - where occupancy, collections, or downtime are the true issue

Dashboard grain

- one row per property
- one weekly snapshot
- one rolling 4-week trend section

Core fields by property

Inventory / occupancy

- total rooms
- occupied rooms / in-house
- open rooms
- occupancy %
- change vs prior week
- change vs trailing 4-week average

Open-room diagnosis

- market-vacant rooms
- rooms awaiting cleaning
- rooms awaiting maintenance
- rooms blocked for admin / collections / legal reasons
- rooms offline >7 days
- rooms offline >14 days

Revenue / collections

- cash deposits
- card deposits
- total weekly collections
- expected weekly collections
- collections gap
- average realized weekly rate
- target weekly rate
- variance to target

Cost / control

- approved expenses this week
- unapproved or exception expenses
- maintenance spend
- capex / unusual spend flags
- expense vs budget status

Operations quality

- manager score / status
- inspection issues open
- maintenance tickets open
- make-ready cycle time
- turnover count

Required rollups

Portfolio summary

- total rooms
- occupied rooms
- open rooms
- occupancy %
- total collections
- collections gap
- top 3 gainers
- top 3 losers

Red-zone summary

Properties should auto-flag red if: - occupancy below threshold - collections gap above threshold - open rooms above threshold - too many rooms offline >7 days - expense spike without explanation

Useful classifications

Each property should be tagged each week as one of: - full and underpriced - full and optimized - stable but leaky - operations problem - demand problem - maintenance problem - collections problem - structural problem / needs executive review

Best first data sources from current corpus

- weekly deposits workbooks
- hotel P&L workbooks
- room inventory / rate sheets
- debt summary
- room status / make-ready data if a better live source is found

Best first KPI views

1. Occupancy % by property
2. Open rooms by property
3. Open rooms by cause
4. Collections vs expected by property
5. Average realized weekly rate vs target
6. Top 5 profit leaks this week

Weekly management rhythm

- Monday: deposits / occupancy / open room snapshot
- Tuesday: root-cause review on red-zone properties
- Wednesday: pricing / collections actions
- Thursday: maintenance and make-ready review
- Friday: executive summary with top actions, unresolved blockers, and next-week priorities

Decision rules

- near-full properties with strong collections should get price testing
- weak properties with high offline-room counts should get operational intervention before more marketing
- properties with weak occupancy but strong room readiness likely have a pricing or demand issue

- properties with good occupancy but poor collections need collections discipline, not more traffic

Output format recommendation

Weekly dashboard package should include: - one markdown brief - one property table - one occupancy chart - one red-zone action list

The point is not just to report performance. The point is to force profitable action every week.