

Bottom line

The property is well run on guest experience and systems. The biggest near-term gains are in labor scheduling and weekend rate, together worth an estimated one to two points of GOP margin within 90 days if the plan below is followed.

Scorecard

Area	Status	What we found
Revenue and market share	Watch	RevPAR index 94 for the trailing 3 months; weekend rate trails the comp set while weekday share is healthy.
Labor and payroll	Act now	Labor at 29.8% of revenue against a 28% budget. Housekeeping hours run above standard on low-occupancy weekdays.
Guest experience	On track	Review score up two months running. Response time to online reviews is under 48 hours.
Brand standards readiness	Watch	Next brand inspection in about four months. Three lobby and fitness-room items would likely be cited today.
Maintenance and capital	Watch	Preventive maintenance logs are incomplete. Two guestroom PTAC units are past expected life.
Sales and distribution	Watch	No dedicated seller. Local corporate accounts are not being called on; OTA share is rising.
Systems and tech stack	On track	PMS, revenue tool and payroll system are adequate. One overlapping software subscription can be cancelled.
People and hiring	Act now	Front desk position open 31 days. No structured interview guide in use.

Baseline and 90-day targets

Measure	Baseline	90-day target	Note
Occupancy	71.4%	73.0%	Trailing 3 months
ADR	\$118	\$122	Close the weekend gap to the comp set
RevPAR index (RGI)	94	100	Fair share of market revenue
Labor, % of revenue	29.8%	28.0%	Budget level
Housekeeping CPOR	\$31.40	\$28.50	Cost per occupied room

Measure	Baseline	90-day target	Note
GOP margin	38.2%	40.0%	Gross operating profit
Review score	8.4 / 10	8.6 / 10	Weighted across sites
Open positions	1	0	Front desk

First 90 days: five priorities

Priority	Owner	When	Moves
1. Reset housekeeping scheduling to forecast occupancy	GM, executive housekeeper	Week 2	About 1.5 points of labor cost
2. Fill the front desk role using a structured interview guide	GM	Week 3	Coverage and overtime
3. Test Friday and Saturday rate increases against the comp set	GM, revenue	Weeks 2 to 6	Weekend ADR
4. Fix the three likely brand-inspection items	GM, maintenance	Month 2	Inspection score
5. Start a preventive maintenance log and price PTAC replacements	Maintenance	Month 2	Capital planning

Your operating cadence

Weekly Operations call with the GM, Tuesdays	Monthly Revenue and P&L review; owner report by the 10th	Quarterly Three days on site; brand-standards walk	Always on Property dashboard and portal history
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Sample deliverable with illustrative numbers for a fictional property. Actual findings, targets and cadence are set with each owner during onboarding. Big Tex advises and oversees; the owner and the property team keep operational control.