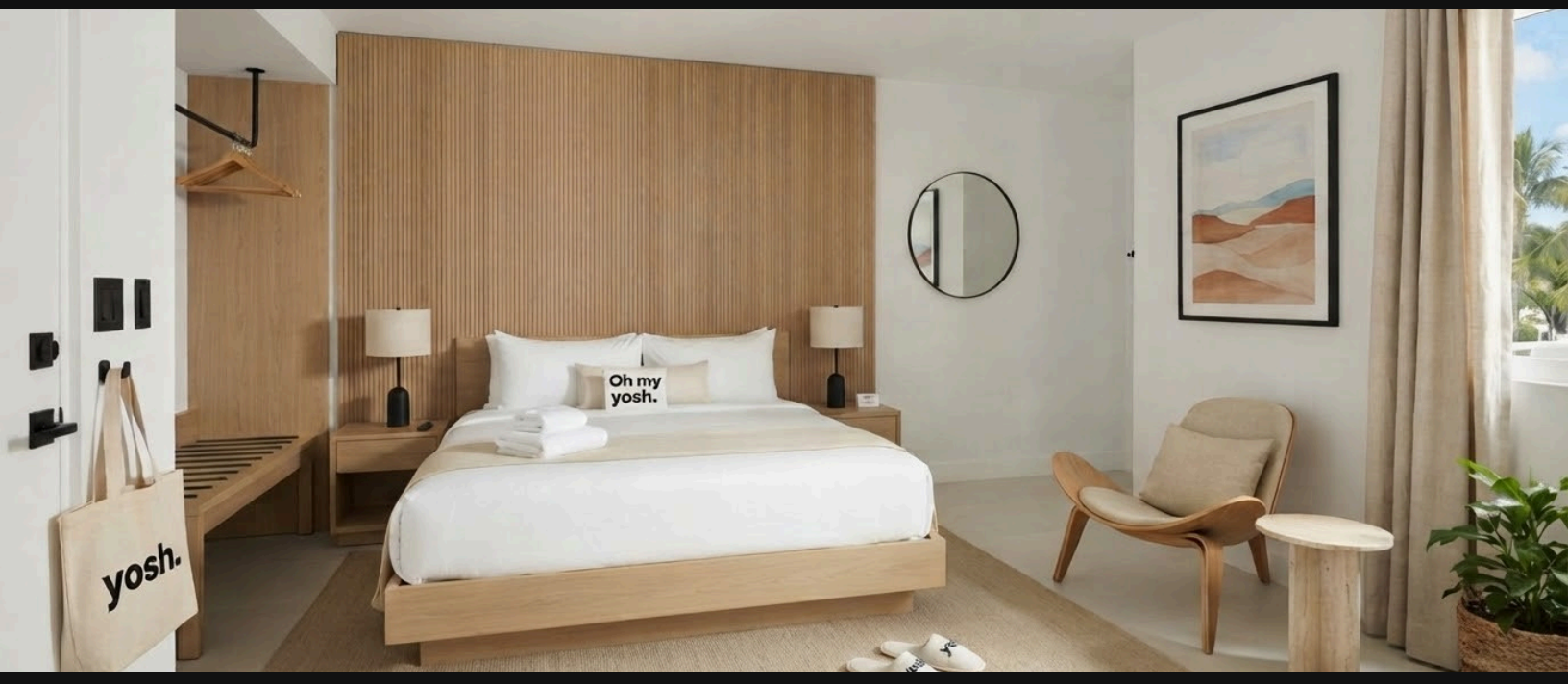
yosh.

A YOSH WHITE PAPER · FOR HOTEL AND BUILDING OWNERS

# 7 leaks costing your property money every month.

Where small hotels and rental buildings in South Florida lose income, how to fix each leak, and a 10-point score for your own property.




By Yoann Andreu, co-founder of yosh

yoshstay.com

THE PROBLEM

# Small properties are losing ground. Quietly.

Most owners do not lose money in one big way. They lose it in seven small leaks, every month, and none of them shows up as a line on a statement.

Three things changed for small hotels and rental buildings in South Florida. Booking sites now bring most of the guests and keep a large share of every booking. Chains win on brand and on pricing tools. And guests choose with their eyes, on a phone, in a few seconds.

The good news: every leak in this paper can be fixed in weeks, without a renovation and without selling your property. Read the seven leaks, score yourself on page 6, and see on page 7 what the fix can be worth. The dollar figures use one example: a 20-room hotel at 55% occupancy and $130 a night.

**15–25%**

of a booking is what booking sites often keep from an independent property.[1]

**92%**

of travelers say cleanliness is the most important factor when they choose where to stay.[2]

**+11%**

is the price a hotel can add for one more point of review score, at the same occupancy.[3]

| | |
|---|---|
| **1** | **The same price every night** |
| **2** | **Tired rooms and old photos** |
| **3** | **Too much from booking sites** |
| **4** | **Cleaning that is "almost" right** |
| **5** | **Slow answers** |
| **6** | **No reason to remember you** |
| **7** | **No comparison with competitors** |
| **+** | **For buildings: nobody on site** |

**How to use this paper.** For each leak you get three things: what happens, how to spot it in your own property, and the fix. Mark the ones you recognize. Most owners find three or four.

# Where the money goes first.

## 1 The same price every night

A flat rate is wrong almost every day. On an event weekend you sell out too early and too cheap. On a slow Tuesday you stay empty because you are too expensive.

HOW TO SPOT IT

Your rate changed fewer than four times last month. You sell out weeks ahead on big weekends.

THE FIX

Change prices every day, based on demand, local events and what the places around you charge.

> **What it is worth:** $10 more on the average rate is about **$40,000 a year** on the example hotel.

## 2 Tired rooms and old photos

Guests compare ten listings side by side. A dated room or a dark photo pushes you down the list, and the only way back up is a discount.

HOW TO SPOT IT

Your photos are more than two years old. Reviews say "dated", "tired" or "needs an update".

THE FIX

One simple room standard, the same in every room, then professional photos. Not a renovation.

> **What it is worth:** 5 more points of occupancy is about **$47,000 a year**. In one study, professional photos alone lifted demand about 7%.[4]

## 3 Too much from booking sites

Booking sites fill rooms, but each guest costs a commission, cancels more often and belongs to the site, not to you. The more you depend on them, the less you keep.

HOW TO SPOT IT

More than half of your bookings come from booking sites. Guests cannot book on your own website in under a minute.

THE FIX

A real brand guests remember, and a direct booking site, so the second stay comes straight to you.

> **What it is worth:** moving 1 booking in 10 from a booking site to direct saves about **$7,800 a year** in commissions, at 15%.

# Small misses, big cost.

## 4 Cleaning that is "almost" right

One hair in the shower costs a five-star review. A lower score means a lower rank on every booking site, and a lower rank means lower prices. Cleaning is not a cost line. It is a revenue line.

HOW TO SPOT IT

Your cleanliness score is under 9. The same complaint appears in more than one review.

THE FIX

A short checklist for every room and a photo check after every clean, signed by the person who did it.

> **What it is worth:** one more point of review score supports an 11% higher price.[3] On the example hotel that is about **$58,000 a year**.

## 5 Slow answers

Guests ask a question before they book: parking, late arrival, a crib. If the answer comes three hours later, they have already booked somewhere else.

HOW TO SPOT IT

Messages wait more than 15 minutes. Nobody answers after 9 pm or on Sunday.

THE FIX

Ready answers for the ten usual questions, sent in minutes, day and night, with a person behind them.

> **What it is worth:** one more two-night booking a week is about **$13,500 a year**.




A standard guests can see: the same linen, a signed room check, the same welcome. Concept images.

# What you cannot see costs the most.

## 6 No reason to remember you

If a guest cannot remember your name, they cannot book you directly next time, and they cannot tell a friend. They go back to the booking site and you pay the commission again.

HOW TO SPOT IT

Few guests come back. Reviews talk about the location, never about the place.

THE FIX

One clear look, one short name, and one small thing guests talk about and take home.

> **What it is worth:** 50 returning guests a year, 3 nights each, booked direct, is about **$19,500** with no commission.

## 7 No comparison with competitors

Most owners know their own numbers but not the numbers of the place down the street. Without that, a good month and a bad month look the same.

HOW TO SPOT IT

You do not know your occupancy and average rate against five places near you.

THE FIX

Track occupancy, rate and revenue per room against five local competitors, every month.

> **What it is worth:** each point of occupancy you find is about **$9,500 a year**. You cannot fix what you do not measure.

FOR SMALL RENTAL BUILDINGS

**One more leak: nobody on site.** A building of 6 to 20 units with one owner has the same seven leaks, plus this one. Check-in, cleaning between stays and guest problems at night all fall on the owner. The fix is the same as for a hotel, with smart locks, a trained cleaning crew and one team answering guests around the clock.

YOUR TURN

# Score your property.

Give yourself one point for each "yes". Be honest: nobody else will see it.

| | | |
|---|---|---|
| **1** | My prices change at least every week. | ☐ |
| **2** | My rooms were refreshed in the last 5 years. | ☐ |
| **3** | My photos were shot by a professional in the last 2 years. | ☐ |
| **4** | Less than half of my bookings come from booking sites. | ☐ |
| **5** | My cleanliness score is 9 or higher. | ☐ |
| **6** | We answer guest messages in under 15 minutes. | ☐ |
| **7** | Guests can book directly on my website in under a minute. | ☐ |
| **8** | My property has a look guests remember. | ☐ |
| **9** | I know my revenue per room against 5 local competitors. | ☐ |
| **10** | My occupancy beats my neighbors. | ☐ |

### 8 to 10

You are doing well. Keep measuring.

### 5 to 7

You are leaking money every month.

### 0 to 4

There is a big gain waiting.

WHO WROTE THIS


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WHAT FIXING THE LEAKS IS WORTH

# An example, in numbers.

A 20-room hotel in South Florida, before and after, from the yosh model:

| TODAY | AFTER THE FIX |
|---|---|
| Owner keeps **$521,950** | yosh fee $136,656<br>Owner keeps **$622,544** |

| | TODAY | AFTER THE FIX |
|---|---|---|
| Occupancy | 55% | 65% |
| Average rate | $130 | $160 |
| Room revenue per year | $521,950 | $759,200 |
| yosh fee (18% of room revenue) | — | $136,656 |
| **Owner keeps** | **$521,950** | **$622,544** |

**The owner gains about $100,000 a year, after the fee.** Revenue must rise about 22% to cover an 18% fee, which is why yosh only works with properties that have room to grow.

Example only, not a promise. Your numbers depend on your property, your street and your season.

## How yosh fixes every leak

You keep your property and your team. We bring the name, the room standard and the tech.

### 18% of room revenue

No fixed monthly fee.

### Free exit after 6 months

If you don't beat your local competitors.

### Room upgrade, paid once

Refresh from $3,300 a room, Signature from $9,300.

### Founding properties

Our first three pay 15% for the first year.

## A fresh eye on your property.

The free audit: we walk in like a guest, look at your design, your operations, your listings and your prices, and send you an honest report.

**Book my free audit**

**Sources.** 1. Published commission ranges for Booking.com and Expedia, independent properties (Preno, OTA commission guide). 2. Tripadvisor traveler survey, reported by Hospitality Net, June 2020. 3. C. Anderson, "The Impact of Social Media on Lodging Performance", Cornell Center for Hospitality Research, 2012 (one point on a 5-point scale: 11.2%). 4. S. Zhang, D. Lee, P. V. Singh, K. Srinivasan, Carnegie Mellon University, study of Airbnb listing photos. Dollar figures marked "what it is worth" are simple arithmetic on the example hotel, not forecasts.



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