

**Case Study:**  
**Courtyard by Marriott Houston-Pearland**

# Aperture Outperforms Marriott Management

Aperture Hotels replaced Marriott International as Third-Party Manager of the Courtyard Houston-Pearland in June 2019. Aperture Hotels outperformed the management of the industry's preeminent global lodging leader, gaining in both profit margin & market share vs. market competitors.



## OPPORTUNITY

The 110-key Select-Service property is located within a 30-min drive from Downtown Houston; the 5th most populous MSA in the country and 6th highest GDP in the US. It is situated in the "Energy Capital of The World"; with over 3,700 energy sector companies in the Houston MSA. New ownership identified opportunity to drive market share and improve profit margins through management realignment with Aperture Hotels.



## STRATEGY

Aperture Hotels used its expertise in organizational transformation and change management to improve guest return metrics by increasing guest service and QA scores, while targeting new accounts and implementing revenue optimization strategies to shift market share. New management right-sized the labor model to improve labor productivity and implemented expense controls to improve flow-through.



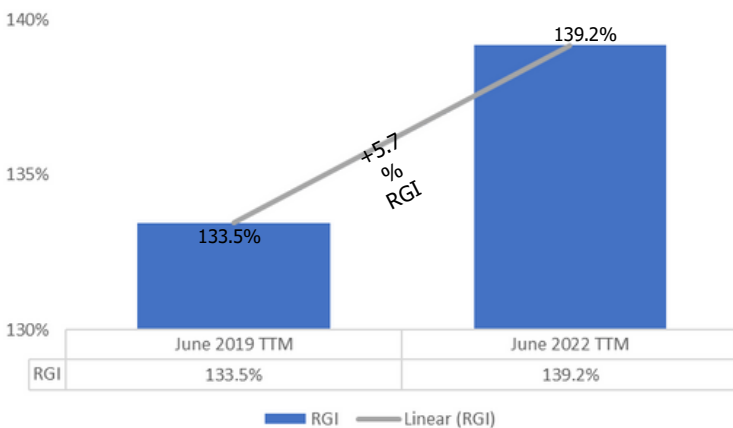
## RESULT

In spite of pandemic-era business disruption, Aperture Hotels achieved a +6% increase in RevPAR Index, +9.6% increase in GOP% margin, and +36% increase in GOP\$ from 2019 to 2022

### Property Details:

Keys: 110  
 Transition Date: June 2019  
 Type: Select-Service  
 Location: Suburban  
 Previous Management: Marriott International

### Increased Market Share



### Profit Margin Improvement (in 000's)

