

AN OPERATING BENCHMARK

The Abuja Operating Standard 2026

What separates the top-performing hospitality assets
from the rest

EDITION | Boutique hotels and aparthotels

An operating benchmark for owners, with a six-engine self-assessment

This document is a benchmark, not a proposal.

It sets out what a complete hospitality operation looks like across six areas, what failure looks like in each, and what that failure costs. It contains no pricing and no service offer. On page 12 there is a scoring sheet. It takes about ten minutes to complete and it is designed to be scored honestly rather than generously.

Every figure quoted is sourced and dated. Where market data is contested, we say so rather than choose the number that suits us.

If the score you arrive at is lower than you expected, that is the document working.

The market in three numbers

68%

Lagos and Abuja hotels achieved occupancy of approximately 68 percent last year. Roughly one room night in three goes unsold.¹

Rate, not volume.

Revenue per room is rising despite a slight decline in occupancy, driven by higher pricing. Growth in this market is now a pricing story.¹

11.2%

Cornell research found that a hotel improving its review score by one point on a five-point scale can raise price by 11.2 percent and hold the same occupancy. A one percent improvement in online reputation score leads to up to a 1.42 percent increase in RevPAR.⁴

A one percent improvement in reputation score		Effect
Average daily rate		up to +0.89%
Occupancy		up to +0.54%
RevPAR		up to +1.42%

If growth is coming from rate, then rate is the asset to defend. Rate is defended by reputation, and reputation is produced by operations, not by refurbishment.

¹ W Hospitality Group, reported by CNBC Africa, February 2026. Lagos and Abuja hotel occupancy of approximately 68 percent in the prior year, Nigerian occupancy expected to hold near 70 percent, and revenue per room rising despite a slight occupancy decline.

⁴ Anderson, C. Cornell University Center for Hospitality Research, "The Impact of Social Media on Lodging Performance": A one-point increase on a five-point review scale supports an 11.2 percent price increase at the same occupancy or market share. A one percent increase in online reputation score leads to up to a 0.89 percent increase in average daily rate, 0.54 percent in occupancy, and 1.42 percent in RevPAR.

Two comparable buildings, on the same street, finished to a similar standard, will report materially different revenue.

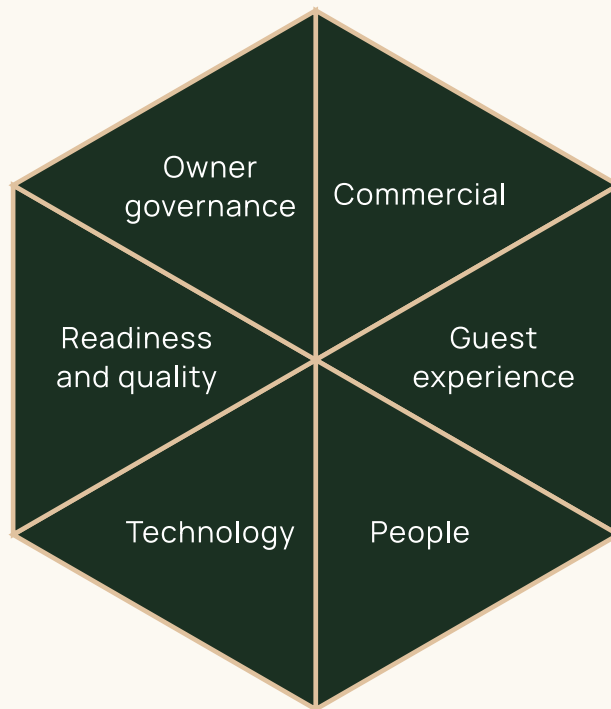
The explanation is rarely the asset. It is rarely location, and it is rarely the furniture. It is what happens between a guest checking out and the next guest arriving, who signs the room off, what the owner is told afterwards, and whether any of it survives the departure of one good member of staff.

That is an operating system, and most properties in this market do not have one. They have a set of habits held together by individuals.

Habits are invisible while they work and expensive when they stop.

This document tests for that. Six areas, scored.

A complete hospitality operation runs on six engines.



Commercial. Is the asset earning what it should.

Guest experience. Does every guest receive the same standard.

People. Can the operation perform without the owner in it.

Technology. Is there one source of truth.

Readiness and quality. Is guest readiness proven before arrival, or assumed.

Owner governance. Can the owner step back and still know everything.

Most operators are strong in two, adequate in two, and blind in two.

The blind two are not random. They are almost always readiness and owner governance, because neither produces a visible failure until a guest writes it down in public.

Commercial engine

Is the asset earning what it should



WHAT EXCELLENT LOOKS LIKE

Rates are reviewed against live demand, not set once and left. Every unit has its own revenue line. The channel mix is deliberate, and the direct channel is real rather than aspirational. Every night sold is recorded and every discount is authorised.

THREE FAILURE SIGNALS YOU CAN CHECK TODAY

- 01 Your rate on a Tuesday in a slow month is the same as your rate on a Friday in a busy one.
- 02 You can state portfolio revenue but not revenue per unit.
- 03 More than eighty percent of bookings arrive through OTAs, and you pay commission on guests who already knew your name.

WHAT IT COSTS

OTA commission on repeat guests is the most expensive money in this business, because you pay it again for a guest you have already won. Static pricing gives away the entire premium of peak demand and fills nothing in the trough.

EXHIBIT · DIRECT BOOKING CAPABILITY



₦720,000 a month. ₦8,640,000 a year. Same rooms, same rate, same guests.

Illustrative arithmetic on ₦10,000,000 of monthly accommodation revenue at a blended platform commission of 16 percent. Not a measured result. Substitute your own revenue and the shape does not change.

TWO DEMONSTRATION BUILDS

Serene Court

A serviced apartment residence. Three apartment types each with their own page, a nightly, weekly and monthly rate ladder, a corporate section for organisations posting staff to Abuja, and an enquiry route that opens WhatsApp with the apartment, dates and guest count already written into the message.

serene-court-demo.vercel.app



SCAN

LUX Abuja

A thirty-one key hotel. Four room tiers, packages priced below the equivalent nights booked separately, two dining rooms taking non-resident bookings, and an events section with room capacities by seating layout.

lux-abuja.vercel.app



SCAN

Demonstration builds. Neither property is a Corinth client and neither is a live hotel. They are reference builds showing what a direct channel looks like when it is built properly.

Corinth builds and hosts the direct channel, including the booking interface, so that repeat and corporate demand stops arriving through a commission gate. [See the template gallery](#)

Guest experience engine

Does every guest receive the same standard



WHAT EXCELLENT LOOKS LIKE

The journey from enquiry to post-stay is defined and identical every time. Response times are measured, not felt. Complaints are categorised, and categories drive operational change. Reviews are actively collected rather than hoped for.

THREE FAILURE SIGNALS

- 01 Nobody can tell you your average first response time.
- 02 The same complaint appears in three separate reviews across six months.
- 03 A premium property with fewer than twenty reviews.

WHAT IT COSTS

Review score is a pricing instrument. Cornell research found that a one-point improvement on a five-point scale supports an 11.2 percent price increase at the same occupancy, and a one percent improvement in reputation score drives up to 1.42 percent more RevPAR.⁴ Thin review volume is worse than a mediocre score, because a guest comparing two listings will choose the one that has been proven by other people.

EXHIBIT · MEASURED, NOT FELT

98%

response rate

0.0%

cancellation rate

79 reviews

at an average of 4.82

Asquare, the UK short-let operation founded by Corinth's founder. Airbnb assessment period ending 31 December 2025.⁵

These are platform-reported figures, not our own. That distinction is the point of this page.

⁴ Anderson, C. Cornell University Center for Hospitality Research, "The Impact of Social Media on Lodging Performance": A one-point increase on a five-point review scale supports an 11.2 percent price increase at the same occupancy or market share. A one percent increase in online reputation score leads to up to a 0.89 percent increase in average daily rate, 0.54 percent in occupancy, and 1.42 percent in RevPAR.

⁵ Airbnb host and performance records for Asquare, the UK short-let operation founded by Corinth's founder, assessment period 1 January to 31 December 2025, together with Booking.com property pages for the same portfolio. Figures are platform-reported. Screenshots available on request. These figures relate to the UK operation and not to Corinth's Nigerian portfolio.

People engine

Can the operation perform without the owner in it



WHAT EXCELLENT LOOKS LIKE

Roles are defined and certified. Training is documented and assessed rather than verbal. Cover arrangements exist before they are needed. Nobody works a premium property before someone has watched them work.

THREE FAILURE SIGNALS

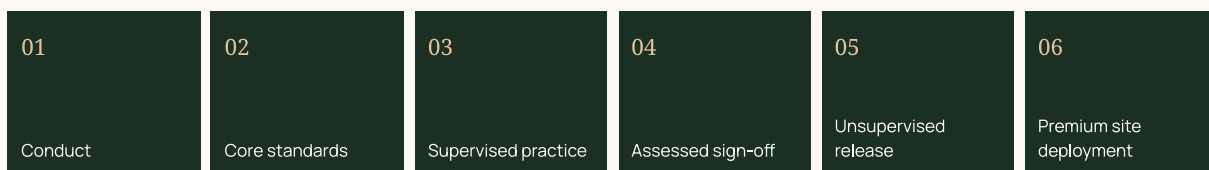
- 01 Training happens by watching someone else.
- 02 Absence is covered by whoever is free.
- 03 Your best property is your best property because of one person.

WHAT IT COSTS

In our UK operation, an experienced and trusted housekeeper covered his own absence rather than report it. It produced the first guest complaint the portfolio had received. The failure was not the person. It was that nothing in the system required the absence to surface.

Good people fail without systems. Systems survive the individual.

EXHIBIT · THE PROPERTY SPECIALIST CERTIFICATION PATHWAY



Six certification gates from conduct through to premium site deployment, each one a control on what a team member is permitted to do unsupervised. Corinth does not call frontline staff cleaners, because a cleaner cleans and a Property Specialist protects the guest experience and the asset.

Technology engine

Is there one source of truth



WHAT EXCELLENT LOOKS LIKE

One system holds reservations and room status. Tasks are issued and evidenced in the same place they are completed. Reporting is produced, not assembled. Access is controlled and logged.

THREE FAILURE SIGNALS

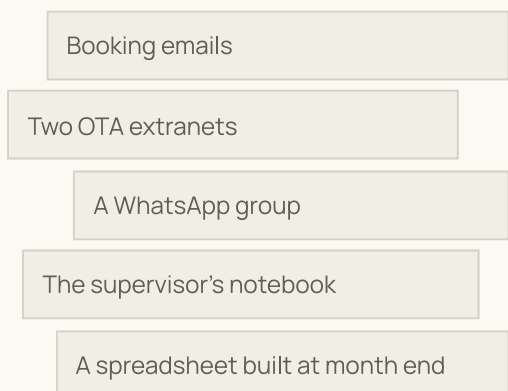
- 01 Room status lives in a personal WhatsApp chat.
- 02 The monthly report takes two days to prepare.
- 03 Two people can give you two different answers about whether a unit is available tonight.

WHAT IT COSTS

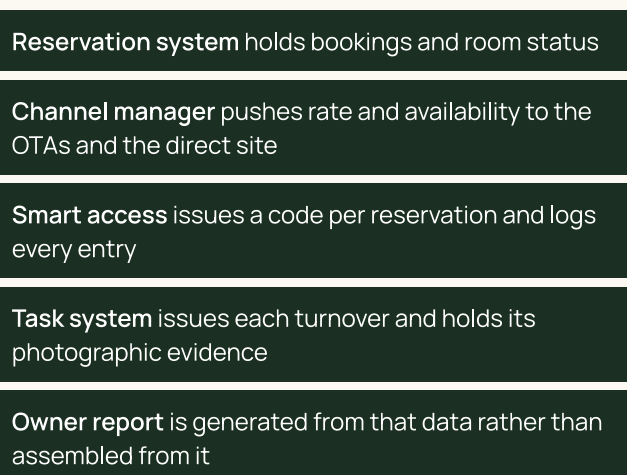
Manual reporting is not just slow. It means every number you receive has passed through someone with an interest in how it looks.

EXHIBIT · LIVE DEPLOYMENT

WHERE IT USUALLY LIVES



ONE SPINE



Every number the owner receives on the left has passed through a person. On the right, none of them have.

Corinth supplies smart access and technology support to The Executive, an eighteen-unit premium aparthotel in Guzape, Abuja.

Readiness and quality engine

Is guest readiness proven before arrival, or assumed



WHAT EXCELLENT LOOKS LIKE

Room-specific checklists, not general ones. Photo evidence mandatory before sign-off. A named individual releases each unit, and only certain individuals hold that authority. Rework is counted and coded so that repeat defects become visible.

THREE FAILURE SIGNALS

- 01 A room is guest-ready because someone said so.
- 02 You cannot state your rework rate.
- 03 Two properties in the same portfolio are cleaned to two different standards.

WHAT IT COSTS

This is the engine that fails silently. Nothing goes wrong on the day, and then a guest writes down what he found, in public, permanently, and the cost lands on the previous page as rate you can no longer charge.

EXHIBIT · THE ROOM READINESS SCORECARD

Inspection category	Weight	
First impression	10	90 to 100 Guest-ready Released for arrival
Bedroom readiness	15	80 to 89 Minor correction Corrected, then physically verified by the supervisor before release
Bathroom readiness	20	70 to 79 Rework required Not released. Reworked, reinspected and rescored
Kitchen or kitchenette readiness	15	Below 70 Failed room Escalated to Operations Lead. Room on hold
Linen and towels	10	
Consumables and amenities	10	
Maintenance and functionality checks	10	
Photo evidence and reporting	5	
Final presentation and supervisor sign-off	5	
Total	100	

Critical failure overrides the score. An active water leak, a broken lock, no water, a dirty toilet, missing photo evidence or supervisor rejection places the room on hold whatever it scored. A high score cannot outvote a critical failure.

A Property Cleaning Specialist (PCS) may use the checklist during turnover. Only a Hospitality Supervisor or approved inspector can score the room and release it. The person who cleaned the unit does not sign it off.

Eleven photographs are required before any inspection is complete, taken at the correct property on the day of inspection.

The Corinth Room Readiness Scorecard, in live use. Clean is the baseline. Guest-ready is the standard.

94.4% of stays rated five stars for cleanliness. Booking.com cleanliness scores of **9.1** and **9.3**.

Asquare, the UK short-let operation founded by Corinth's founder. Airbnb assessment period ending 31 December 2025.⁵

⁵ Airbnb host and performance records for Asquare, the UK short-let operation founded by Corinth's founder, assessment period 1 January to 31 December 2025, together with Booking.com property pages for the same portfolio. Figures are platform-reported. Screenshots available on request. These figures relate to the UK operation and not to Corinth's Nigerian portfolio.

Owner governance engine

Can the owner step back and still know everything



WHAT EXCELLENT LOOKS LIKE

A monthly pack arrives without being requested, on a fixed date. Performance is visible by property and by unit. Spend above a threshold requires approval before it happens. Every open issue has an owner and an age. The owner is asked for decisions, not for patience.

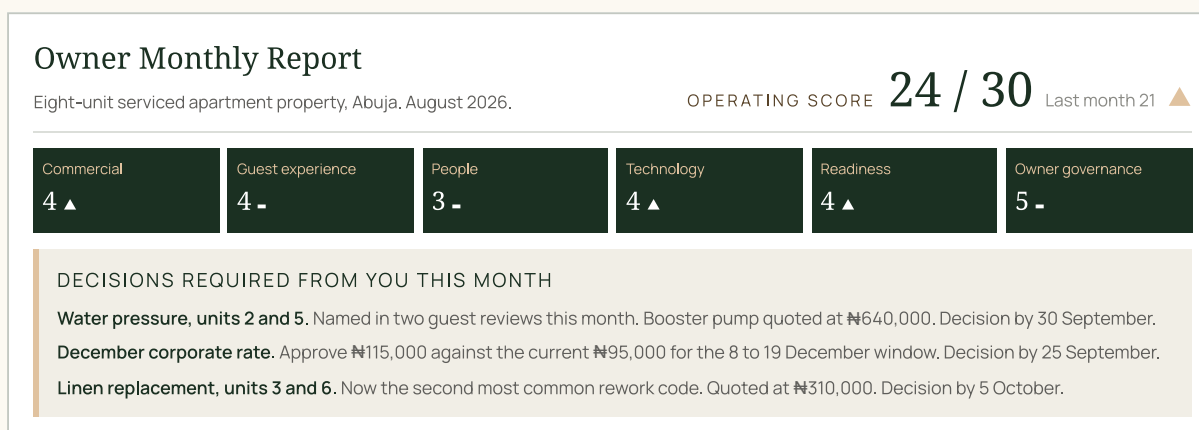
THREE FAILURE SIGNALS

- 01 You find out about a problem because a guest mentioned it.
- 02 You ask for the numbers rather than receive them.
- 03 Nobody can tell you how long the oldest unresolved maintenance issue has been open.

WHAT IT COSTS

Outsourcing operations without governance is not delegation. It is exposure. Most owners solve this by staying involved, which means they have bought a job rather than an asset.

EXHIBIT · THE CORINTH OWNER MONTHLY REPORT



Six engines, one score, and the decisions required from the owner this month with cost implications and dates. Specimen. Structure as issued, figures illustrative, management fee redacted.

The self-assessment



Score each engine from 1 to 5. Score what you can evidence today, not what you intend to put in place.

- 1 Not in place.
- 2 Exists informally. Depends on individuals.
- 3 Documented, but not consistently followed.
- 4 Consistently followed. Not independently verified.
- 5 Documented, followed, evidenced, and inspectable by someone outside the operation.

The difference between 4 and 5 is evidence. If you could not prove it to a stranger this afternoon, it is a 4.

ENGINE	SCORE
Commercial	_____ / 5
Guest experience	_____ / 5
People	_____ / 5
Technology	_____ / 5
Readiness and quality	_____ / 5
Owner governance	_____ / 5
Total	_____ / 30

If any single engine scored 1, note it separately. A low engine matters more than a good total.

What your score means

24 to 30 SYSTEMATISED

The operation would survive the loss of any single person. Your risk is not failure, it is drift, because nobody is checking the checkers. The question worth asking is when an independent party last verified what your own team reports.

16 to 23 CAPABLE BUT PERSONALITY-DEPENDENT

This is where most well-run properties in this market sit. Standards are real, but they live in people rather than in a system, and they move when those people move. The exposure is invisible until the day it is not.

Below 16 HABITS, NOT OPERATIONS

Performance is a function of attention. When attention moves elsewhere, revenue and standards follow it down, usually in that order.

THE FLOOR RULE

Any engine at 1 overrides the band. A property scoring 22 with a 1 in readiness is not a strong operation with one weakness. It is a strong operation with a live risk that will eventually be written down in public by a guest.

Most owners who complete this honestly score lower than they expected. The gap between the score you assumed and the score you can evidence is the actual subject of this document.

If you want to know where you actually stand

Thirty minutes, one property, no presentation.

We go through your six scores, challenge the ones that look generous, and you leave with two things in writing: the two engines costing you the most, and what would have to change for each to move one level.

This is the first year the standard has been published, so properties scored now form the opening cohort. From 2027 the edition carries the distribution of scores across the market, and yours will already be in it.

There is nothing to buy on that call and no proposal attached to this document.

BOOK THE CALL

Choose a thirty minute slot

calendar.zoho.com/scheduling/page



SCAN TO BOOK

[Open the booking page](#)

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WEBSITE

Direct booking builds

serene-court-demo.vercel.app

lux-abuja.vercel.app

CORINTH GROUP

Corinth Group is a hospitality operating company working with serviced apartment portfolios, aparthotels and boutique hotels in Abuja and Lagos.

The company was founded out of Asquare, a UK short-let operation run by Corinth's founder. That operation held Airbnb Superhost status, and its platform-reported performance for the assessment period ending 31 December 2025 was as follows.⁵

94.4%

of stays rated five stars for cleanliness

98%

response rate

0.0%

cancellation rate

4.82

average rating across 79 guest reviews

Booking.com recorded cleanliness scores of 9.1 and 9.3 on the same portfolio.

Frontline staff are trained as Property Specialists against a six-gate certification pathway. The management team holds Cornell University hospitality management certification.

Current work includes smart access and technology support for The Executive, an eighteen-unit premium aparthotel in Guzape, and the operating build for an eight-flat short-let portfolio in Katampe Extension.

This document exists because we kept finding the same two gaps in properties that looked well run from the outside.

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