

SAMPLE REPORT · FICTIONAL PROPERTY AND FIGURES

Casa Ceiba Retreat

Uvita, Costa Rica · 12 rooms, sleeps 28 · Asking price US\$950,000

PREPARED FOR Daniel & Sofia Reyes	PREPARED BY Shila Kandiah	REVIEW TYPE On-Site Review	DATE August 2026
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OVERALL OPERATIONS SCORE

2.9 / 5

A strong guest experience, with operations that depend on the owner.

SUMMARY

Guests love this property. The business behind it relies on the seller and on one retreat leader. Both are manageable with a planned handover, and the venue has clear room to grow with stronger operations.

Verified revenue, 2025

\$356,000

True cost to operate

\$23,500 / month

Upside within 2 years

+\$37–55k / year

Operations Health Score

1 = needs urgent attention · 5 = strong

Revenue & bookings	3	Steady demand; 2025 revenue \$56k lower than the listing states.
Demand & channels	1	58% of group revenue comes from one retreat leader.
Pricing & margins	4	Rates in line with nearby venues; food margin is thin.
Guest experience	5	4.7 average across 212 reviews; inquiries answered within a day.
Team & owner dependence	1	The owner handles all sales; no written procedures.
Systems & tools	2	Bookings in a spreadsheet; key accounts in the owner's name.
Operations & suppliers	4	Reliable local suppliers; laundry and transport outsourced.
Compliance & risk	3	Tourism registration current; liability insurance lapsed.

Business at a glance

Nights booked 222 61% of the year	Average group 16 guests of 28 beds	Average rate ~\$100 per guest night	Next 12 months ~35% of nights booked	True profit ~\$74k a year · 21% margin	Lead time 5 months groups book ahead
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Records check

Key numbers from the listing materials, compared with bank deposits, booking platform exports and the booking calendar.

MEASURE	LISTING	RECORDS	DIFFERENCE
Revenue, 2025	\$412,000	\$356,000	-14%
Occupancy	72%	61%	-11 pts
Retreat leaders who return	"Most"	38%	Lower
Average review score	4.8	4.7	In line

Differences like these are common in small venues, where some income runs through personal accounts. Share this table with your accountant to confirm.

Risks to address before closing

HIGH	Revenue depends on one retreat leader 58% of 2025 group revenue came from one leader; nothing confirmed beyond 2026. Suggested next step: a signed 2027 booking before closing, or reflect the risk in the price.
HIGH	The owner is the whole sales team Every inquiry, quote and leader relationship runs through the owner, who leaves at closing. Suggested next step: a paid 60-day seller handover in the purchase agreement.
MEDIUM	Accounts and deposits in the owner's name Payment, booking and social accounts are personal; \$18,400 in 2027 deposits is held. Suggested next step: a transfer schedule for accounts and deposits as a closing condition.
MEDIUM	Liability insurance has lapsed The policy expired in June 2026 and has not been renewed. Suggested next step: flag for your lawyer; confirm coverage from the day of closing.

True cost to operate

Monthly, in USD, under new ownership

Staff (9 people, incl. social security and 13th month)	\$10,000
Manager to cover the owner's role	\$2,500
Food & beverage	\$6,200
Utilities & internet	\$1,600
Maintenance & repairs	\$1,300
Commissions & marketing	\$1,900
Total	\$23,500

The listing shows \$21,000 a month because the owner's own work is unpaid.

Upside plan

Estimated added revenue per year in USD, reached within 2 years

Lift occupancy from 61% to 66% with a retreat leader pipeline	+\$25-35k
Fill gaps between groups with midweek wellness stays	+\$8-12k
Move 30% of platform bookings to direct, saving commission	+\$4-8k

Total potential +\$37-55k a year

Your first 90 days

Full week-by-week roadmap on pages 4-5 →

DAYS 1-30 · PROTECT

Capture the owner's know-how during the handover. Confirm every booked retreat leader. Steady the team and transfer accounts and deposits.

DAYS 31-60 · BUILD

One operating system for bookings, finances and client relationships. Guest communication, written procedures and a sales coordinator role.

DAYS 61-90 · GROW

Reach 20 new retreat leaders for 2027. Reconnect past guests. Launch midweek stays and set a 12-month plan.

BOTTOM LINE

A well-loved guest experience with a business that needs a planned handover. Use the records check and the four risks in your discussions with the seller, budget \$23,500 a month to operate, and plan the first 90 days before the 2027 season. With stronger operations, the venue can add an estimated \$37-55k a year within 2 years.

ABOUT THIS REPORT

Independent and confidential, prepared under NDA. It covers how the business operates and does not replace legal, financial, appraisal or structural advice. Estimates are based on records shared and comparable venues.

Shila Kandiah
Retreat Operations Director
hello@retreatblueprintco.com
retreatblueprintco.com

Your 90-day roadmap

Every action links back to a finding in this report. It starts before closing, while the seller is still motivated to help.

Before closing
2–4 weeks out

Protect
Days 1–30

Build
Days 31–60

Grow
Days 61–90

Before closing

2–4 weeks before signing

ACTION	WHY	WHO
Write a handover into the purchase terms: seller available for 4 calls over 60 days	Owner is the whole sales team	Buyer, lawyer
Record 2–3 walkthroughs with the seller: quoting, booking, changeovers, suppliers	Know-how lives with the owner	Shila, seller
Collect the full contact list: retreat leaders, suppliers, staff and service providers	Relationships hold the bookings	Seller
Agree in the purchase terms how and when the payment, booking and social accounts, plus \$18,400 in guest deposits, move to you	All held in the seller's name	Buyer, lawyer
Ask the key retreat leader to confirm 2027 dates in writing	58% of group revenue	Seller, buyer
Confirm liability insurance is active from the day of closing	Policy lapsed in June	Buyer

Checkpoint at closing: handover terms signed · walkthroughs recorded · insurance in place

Days 1–30 · Protect

Keep every booking, guest and team member

WEEK	ACTION	WHY	WHO
1	Run operations from the recorded processes; check-in call with the seller at week's end	Smooth first week	Shila, team
1	Call every booked retreat leader to introduce the new owner and confirm dates	Protects booked revenue	Shila, buyer
1–2	Move payment, booking platform and social accounts; complete the deposit transfer	Accounts in the owner's name	Buyer, Shila
2	One-on-ones with all 9 staff: confirm roles and pay, and note concerns to address for team morale	Steadies the team, builds trust	Buyer, Shila
3–4	Set up a 13-week cash flow forecast and a monthly budget	True cost: \$23,500 a month	Shila

Checkpoint, day 30: every booking kept · all accounts transferred · no staff lost

Days 31–60 · Build

A business that runs without the old owner

WEEK	ACTION	WHY	WHO
5–6	Set up one operating system for bookings, finances and client relationships	Bookings live in a spreadsheet	Shila
5–6	Quote templates and an inquiry process, with replies within 24 hours	Sales relied on the owner	Shila, team
6–7	Retreat leader packet: contract, rooming list, dietary forms and transfers	Only 38% of leaders return	Shila
7–8	Write core procedures (changeover, kitchen, housekeeping) and map every guest touchpoint, inquiry to follow-up	No written procedures	Shila, team
7–8	Hire or train a sales coordinator to own inquiries and leader relationships	Owner was the whole sales team	Buyer, Shila

Checkpoint, day 60: operating system live · procedures in use · inquiry replies under 24 hours

Days 61–90 · Grow

Test the system, set the strategy, fill the calendar

WEEK	ACTION	WHY	WHO
9–10	Test the new operating system with live bookings; gather team feedback and fix gaps	Make sure it works day to day	Shila, team
9	Set the sales and marketing strategy: ideal retreat leaders, channels, packages and content plan	Growth needs a clear plan	Buyer, Shila
10–12	Reach out to 20 new retreat leaders for 2027 dates	58% of revenue from one leader	Shila
10	Send a "new chapter" email to past guests and retreat leaders	212 happy reviewers to reconnect	Shila
11	Launch midweek wellness stays and make direct booking easy	Upside: +\$12–20k a year	Shila, team
12	Hand over all systems and processes; train the manager and team as needed	The team runs it day to day	Shila, team
13	Review the 90 days, agree a 12-month plan and dashboard, and choose the support that fits next	Ongoing, as-needed or full handoff	Buyer, Shila

Checkpoint, day 90: system tested · team trained · strategy set · 5+ new leader inquiries

The numbers to watch · 12-month targets

Occupancy 61% → 66%	Top leader's share 58% → <40%	Inquiry reply time Under 24 hours	Returning leaders 38% → 50%
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Support through the first 90 days: actions marked "Shila" are covered in The First 90 Days plan. Half your review fee is credited if you start within 30 days of closing.