



Holiday Homes and Serviced Apartments Operations Course: Licensing, Channels and Unit P&L

19 – 23 October 2026

London - Central London four-star



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Introduction:

Holiday homes and serviced apartments operations course held over 1 week for teams that run furnished short-stay units, holiday-home portfolios and residential stock moving to short-term rental, ending with a Unit Launch and Operating Plan for a case portfolio. Operators lose margin through unlicensed units, neighbour complaints, platform commission creep, flat nightly rates, slow turnovers and owner statements that do not reconcile to bookings. Nominees already manage listings, cleaners or owner relationships and build a per-unit P&L model from case booking data. CoreConcept Training Center delivers this holiday homes and serviced apartments operations course.

Course Objectives:

- Prepare a unit permit file, house rules and building consent record that keep each short-term rental unit lawful to trade
- Configure listings, a channel manager and platform commission mix across vacation-rental platforms, online travel agencies and direct booking
- Set nightly rates, minimum stays and length-of-stay discounts with a dynamic pricing calendar driven by events, lead time and day of week
- Run keyless self check-in, guest messaging templates, turnover cleaning schedules and linen par stock for a scattered unit portfolio
- Structure owner management agreements under commission, fixed fee or master lease models and issue reconciled monthly owner statements
- Build a per-unit P&L and a Unit Launch and Operating Plan that decide which units to onboard, reprice or release

Target Audience:

- Managers responsible for daily operation of serviced apartment buildings and their guest-facing teams
 - Managers responsible for holiday-home management companies that run units on behalf of private owners
 - Managers responsible for converting owned residential stock from annual leases to short-stay letting
 - Managers responsible for listings, bookings, platform accounts and nightly pricing across several channels
 - Managers responsible for cleaning crews, linen contractors and maintenance callouts across dispersed units
 - Managers responsible for owner relations, management fees and monthly owner reporting
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Course Outline:

Day 1: Short-Stay Unit Models and Portfolio Baseline

- Holiday Home, Serviced Apartment and Aparthotel Operating Model Comparison
- Owner, Operator and Platform Roles in Short-Term Letting
- Unit Conversion Readiness Check for Former Annual Lease Stock
- Furnishing Inventory and Amenity Standard Sheet per Unit
- Portfolio Baseline Register of Units, Nights Sold and Complaints

Day 2: Unit Licensing, House Rules and Distribution Architecture

- Unit Permit File Contents, Renewal Calendar and Inspection Evidence
- Building Consent, Owners Association Rules and Neighbour Complaint Log
- House Rules, Guest Registration and Occupancy Limit Policy
- Channel Manager and PMS Connection to Platforms and Direct Site
- Platform Commission, Payout Timing and Cancellation Policy Comparison

Day 3: Listings, Nightly Pricing and Guest Journey Operations

- Listing Content, Photo Sequence and Review Response Routine
- Dynamic Pricing Calendar Using Events, Lead Time and Weekdays
- Minimum Stay, Gap Night and Length-of-Stay Discount Rules
- Keyless Smart Lock Codes and Self Check-In Instruction Pack
- Guest Messaging Templates From Booking Confirmation to Checkout Review

Day 4: Turnovers, Damage, Owner Agreements and Unit Economics

- Turnover Cleaning Schedule, Photo Checklist and Linen Par Stock
- Maintenance Callout Triage and Preventive Visit Rota for Scattered Units
- Security Deposit, Damage Claim Evidence and Platform Resolution Steps
- Commission, Fixed Fee and Master Lease Management Agreement Models
- Per-Unit P&L Using Revenue per Available Night and Stay Cost

Day 5: Modelling Build for the Unit Launch and Operating Plan

- Case Portfolio Permit Gap and Neighbour Risk Review
 - Case Channel Mix and Ninety-Day Pricing Calendar Build
 - Case Turnover Capacity Model for Peak Checkout Days
 - Case Owner Statement Reconciliation and Fee Model Selection
 - Unit Launch and Operating Plan Completion With P&L
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Skills You Will Gain:

- Unit Permit File Management
- Channel Manager Configuration
- Nightly Rate Calendar Setting
- Self Check-In Design
- Turnover Capacity Planning
- Damage Claim Handling
- Owner Statement Reconciliation
- Per-Unit Profit Modelling

Why Attend This Course:

- Deliver a Unit Launch and Operating Plan with a per-unit P&L to the operations director and owner relations lead for sign-off
- Decide which units to onboard, reprice, move to another fee model or release back to annual letting, using unit-level margins
- Avoid trading unlicensed units, unresolved neighbour complaints, double bookings across channels and unrecoverable guest damage
- Coach cleaners, listing coordinators and guest messaging staff with the turnover checklist, pricing calendar and message templates

Conclusion:

Back at work, the participant presents the Unit Launch and Operating Plan to the operations director, the owner relations lead and the finance team. They use it to confirm which units are permitted and ready to trade, which channels and fee models each unit carries and where turnover capacity must grow before peak periods. After the first full month of trading under the plan, the unit should review nights sold, platform commission paid, turnover times, damage claims recovered and each owner statement against the per-unit P&L.

Frequently Asked Questions FAQ:

What should participants know before the holiday homes and serviced apartments operations course?

Participants should already manage listings, cleaning teams or owner relationships for furnished units. No particular software is required; a laptop with a spreadsheet application is used to build the pricing calendar, turnover capacity model and per-unit P&L during the course.

How does holiday homes and serviced apartments operations differ from hotel operations or long-lease property management?

It deals with scattered or building-based furnished units sold night by night through platforms, run without a front desk and reported unit by unit to private owners. Hotel courses cover departments inside one property, while long-lease property management covers tenancies, rent collection and service charges.

Why does unit licensing matter in holiday homes and serviced apartments operations?

Unlicensed or non-compliant units can be removed from platforms, fined or blocked by building owners, wiping out bookings already taken. A permit file, renewal calendar, house rules and neighbour complaint log keep every unit trading and protect the owner relationship.

What do participants take back from the holiday homes and serviced apartments operations course?

Participants take back a Unit Launch and Operating Plan for a case portfolio, with a permit gap review, channel mix, pricing calendar, turnover capacity model, owner fee model choice and a per-unit P&L they can adapt to their own units.
