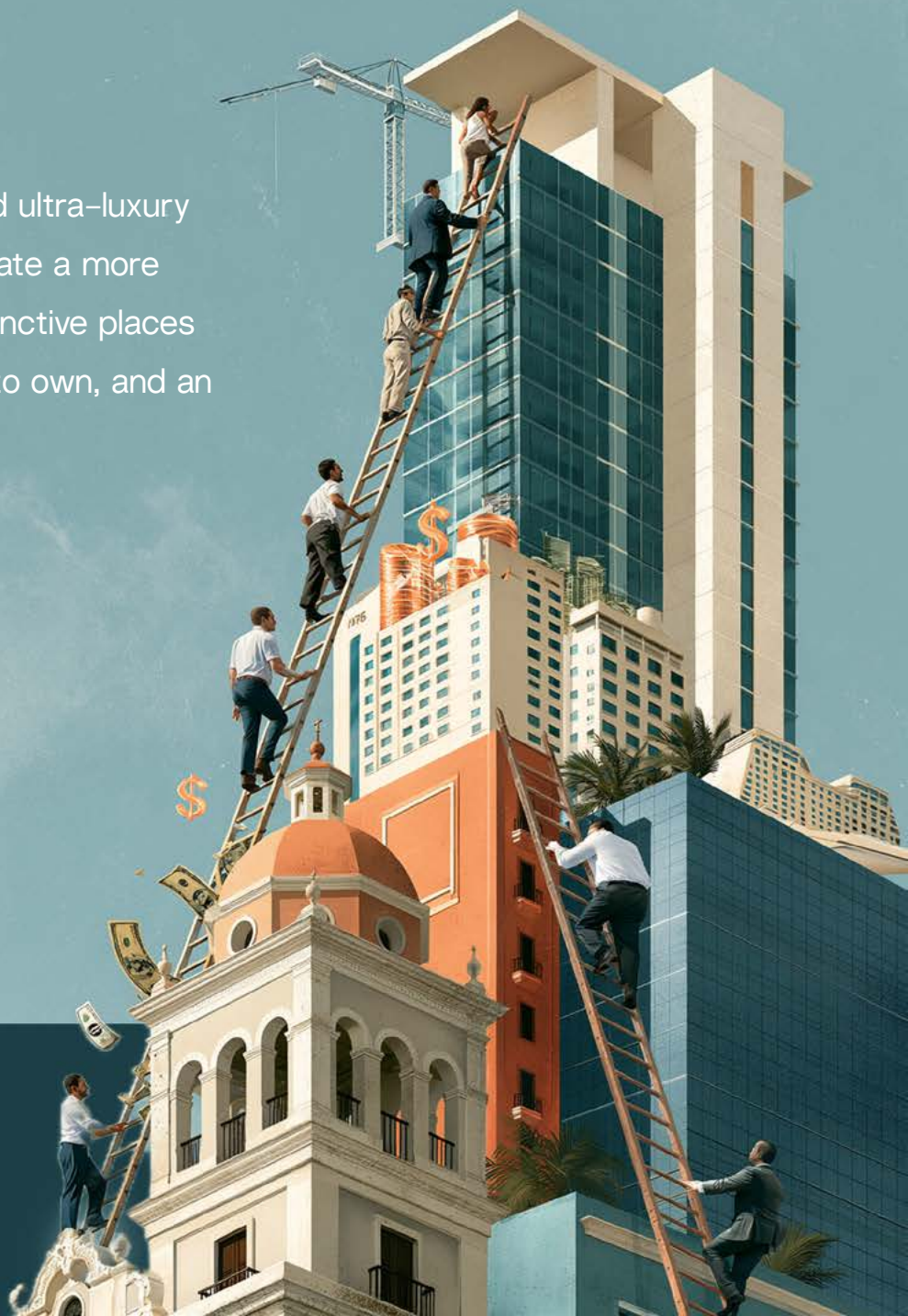
Puerto Rico Hospitality Market Analysis

$350–$750/NIGHT OPPORTUNITY

Between conventional lodging and ultra-luxury resorts lies an opportunity to create a more coherent hospitality product: distinctive places to stay, residences people want to own, and an operation built to support both.



FULL STRATEGIC REPORT
NOVEMBER 2026

orbis
DESIGN GROUP

From market insight to development strategy

A strategic report for developers and private capital, combining market evidence with Orbis's approach to hospitality residences.

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Market figures identify their source and period. Strategic recommendations express Orbis's assessment. The consolidated research note brings together the remaining work.

A residence to own. Hospitality that works.

Orbis sees a clear development opportunity in Puerto Rico: hospitality residences that bring together strong design, professional management, defined personal use and a meaningful connection to place.

Five findings that shape the opportunity

1. The lodging market provides a strong foundation. Island-wide lodging revenue and room-night demand increased through September 2026. The opportunity is to capture demand with a more distinctive product, supported by disciplined operations. [1]

2. Integration is the differentiator. Design, service and ownership are familiar individually. Their coordination creates a stronger proposition: a place that works as a guest experience and as a managed personal retreat.

3. Buyers have different reasons to engage. Lifestyle investors, diaspora households, location-flexible professionals and buyers considering Puerto Rico residency bring distinct priorities. Institutional capital evaluates the opportunity at a different scale.

4. The concept can take several forms. An urban condo-hotel, a managed villa community or a boutique resort with residences can each deliver the experience through a different physical and commercial structure.

5. Location determines the strategy. Condado/Miramar offers an urban starting point; Dorado a privacy-led proposition; Vieques a strong setting for architecture and wellness.

The developer implication

Define the guest, purchaser, operating model and architectural concept together. The greatest opportunity to align them is before schematic design is locked, when changes are less disruptive and the project's identity is still being formed.

A growing lodging market. A more selective opportunity.

Puerto Rico's lodging performance gives developers a substantial market to work with. Growth in room nights and revenue, alongside softer airport arrivals, makes product quality and market selection especially important.

INDICATOR	REPORTED RESULT | JAN–SEP 2026
Lodging demand	6.4 million nights; +4.5% year over year
Lodging revenue	More than $1.64 billion; +6.2% year over year
SJU passenger arrivals	5.08 million; –3.1% year over year
September lodging demand	Approximately 440,000 nights; –3.3% year over year
Year-to-date average nightly rates	Hotels: $306; short-term rentals: $202

Source [1]: Discover Puerto Rico, published October 29, 2026; STR and AirDNA lodging estimates, Aerostar airport arrivals. Accessed November 4, 2026.

What this means for developers

The market is active, but growth is uneven. A compelling project needs a clear guest proposition, the right location and a service model that can sustain its rates through different seasons. The proposed $350–$750 territory sits above the island-wide averages. It calls for a specific value proposition: more useful space, architectural character, privacy, a distinctive experience or a combination that guests can recognize and choose.

Two audiences, two commercial decisions

Guests choose the stay. Purchasers choose the asset, its use rights and its obligations. The product must satisfy both decisions: a desirable experience for visitors and a clear ownership proposition for buyers.

San Juan: scale, competition and rate pressure

The rental market provides substantial lodging capacity. Its scale makes differentiation commercially important: a new hospitality residence enters an established field of alternatives, rather than an empty market.

August 2026 snapshot retained from the original research [3]

INDICATOR	ORIGINAL RECORDED FIGURE	PERIOD
Active listings	9,634; +22.1% YoY	August 2026
Average daily rate	$187	Trailing 12 months to August
Occupancy	61%	Trailing 12 months to August
Revenue per available night	$115; -8% YoY	Aug 2025–Aug 2026

Historical figures above are transcribed from the original Orbis research. The underlying dated dashboard export was not supplied; the live page now serves a different reporting period.

A later public-page observation [3]

The retrieved AirDNA page identifies September 2026 coverage, updated October 27: 9,139 active listings (+19.7% YoY), $187 ADR (-10.9%), 61% available-night occupancy (+8.2%), $114 RevPAR (+1.5%) and $38,500 average annual listing revenue (+41.8%). These later figures are a separate snapshot, not an August revision.

The development implication

A large supply base and pressure on achieved nightly rates strengthen the case for a clear guest proposition and disciplined revenue management. The later positive RevPAR movement also shows why one observation should not be treated as a permanent decline.

ADR measures revenue per occupied night; RevPAR reflects rate and occupancy together. AirDNA's available-night occupancy is different from calendar-year occupancy used in the report's illustrative scenarios.

Travelers are choosing experience with intention.

Simon-Kucher: Global Travel Trends 2026 [4]

The study covers more than 10,000 travelers across 10 markets. Nearly 60% of Gen Z and Millennials took at least two trips of five nights or more in 2025; two-thirds intended to increase travel budgets for 2026. Over 55% cited influencer content as destination inspiration. Older travelers, however, spent about 30% more per trip on average.

Wellness attracts higher-income demand: 44% of high-income travelers took a wellness trip in 2025 and 58% planned one for 2026, compared with 21% and 26% of lower-income travelers. Its crowding chart shows 68% somewhat or strongly agreeing they would avoid an overcrowded destination, seven points above 2024.

American Express: Global Travel Trends 2026 [5]

Four themes connect travel to personal meaning: milestone celebrations, hands-on local activities, memorable stories and regional food. Among global respondents, 66% planned a trip to celebrate someone else's milestone, and 82% planned buffer days around the celebration.

Among Millennials and Gen Z surveyed, 79% were likely to seek destination-specific workshops, 83% prioritized distinctive authentic experiences over popular attractions, and 89% wanted time for local snacks. Across global respondents, 87% wanted room for unexpected discoveries and 76% believed skills gained on a trip outlast material souvenirs.

The American Express survey was conducted by Morning Consult, December 30, 2025–January 14, 2026, among 8,102 adults in seven countries who met income and travel-frequency criteria. Both studies describe international survey audiences, not Puerto Rico unit purchasers.

What this means for the product

Build places that support shared occasions, local discovery and daily rituals. Flexible family space, partnerships with makers and food businesses, and a focused wellness offer give the architectural concept practical expression. These are Orbis's product implications from the research.

The Designed Middle

The opportunity is to give a familiar price territory a more intentional product: residential comfort, hospitality reliability and a clear point of view.

Existing hotels and rentals already serve many of these needs. Orbis's assessment is that their integration deserves greater attention, particularly where a purchaser can own a residence while participating in a coordinated hospitality operation.

FIVE PRODUCT COMMITMENTS	HOW THEY BECOME TANGIBLE
Professional management	Consistent service, maintenance, booking and owner reporting
Defined personal use	Clear calendars, booking rights and rental commitments
Design-led positioning	Architecture, interiors and amenities built around one concept
Transparent ownership structure	Understandable title, governance, fees and reserves
Local character	Real relationships with landscape, culture, makers and food

A central rate territory, with room for different formats

$350–$750 per night is the report's central positioning territory. Compact urban residences, larger family villas and premium locations will occupy different points around it. Higher-priced villas may extend beyond the band; the product should remain coherent even when its rate changes.

Rates must be tied to unit size, capacity, season and service. Advertised booking prices describe market positioning; achieved ADR describes actual room revenue per occupied night. They serve different purposes.

The missing piece is coordination.

This product crosses disciplines that are often handled separately. Its value emerges when architecture, ownership, operations and brand reinforce one another from the beginning.

WORKSTREAM	DECISION TO RESOLVE EARLY	LEAD SPECIALIST
Ownership and personal use	What buyers own, when they can use it and what they commit to rent	Puerto Rico legal counsel
Classification and approvals	Permitted use, lodging category and building requirements	PRTC, local architect and permitting team
Hospitality management	Service standards, staffing, distribution and owner reporting	Hospitality operator
Capital and financing	Development economics, purchaser financing and operating exposure	Developer, lender and financial advisor
Infrastructure and resilience	Power, water, maintenance and storm readiness	Engineers and insurance advisor
Community relationships	Local employment, partnerships and neighborhood fit	Developer and local partners
Design and brand	A single guest proposition expressed through space and communication	Architecture, interiors and brand team

Build one brief across the team

Owner-use rules influence room availability. Amenities affect staffing. Unit layouts influence housekeeping and guest capacity. These relationships belong in the first development brief, so the project is designed around a workable business model.

Different motivations. A coherent ownership proposition.

Orbis identifies five priority audiences for market development. Four relate to individual purchasers; the fifth brings institutional capital and a different transaction scale.

AUDIENCE	PRIMARY MOTIVATION	LEAD THE CONVERSATION WITH
Lifestyle investors	A personal retreat supported by professional rental management	Experience, convenience, then ownership economics
Diaspora purchasers	A dependable family base and a lasting connection to Puerto Rico	Belonging, family use and management
Location-flexible professionals	A seasonal residence that supports work and leisure	Connectivity, useful space and flexibility
Buyers considering Puerto Rico residency	A property aligned with broader lifestyle and relocation plans	Product suitability and practical use
Institutional capital	A differentiated hospitality asset or repeatable development model	Sponsor, operator, underwriting and governance

The diaspora deserves a specific conversation

A residence can represent family continuity as well as personal use. Multigenerational layouts, shared dining, useful storage and dependable management make that proposition tangible.
Communication should connect cultural meaning with the practical realities of ownership.

Separate capital from unit sales

Family offices, investment groups and operators may pursue whole assets, development partnerships or multiple units. Their requirements call for a dedicated capital presentation, alongside the individual-purchaser sales strategy.

Incentives bring context. The product must stand on its own.

Puerto Rico's incentives form part of the relocation and investment landscape Developers should understand that context while keeping the residence's design, use and operating proposition clear.

The Puerto Rico Incentives Code [8]

Act 60-2019 consolidates incentive programs, including resident-investor, export-service and visitor-economy provisions. These are distinct pathways with specific eligibility and decree requirements. A tourism project's incentives and an individual buyer's tax position are separate matters.

The official consolidated text revised July 16, 2026 incorporates Act 38-2026 and distinguishes resident-investor applications made by December 31, 2026 from applications beginning January 1, 2027. Sections 2022.01-2022.02 include a 4% preferential rate for specified covered income under the later application framework, subject to the statute and decree.

The federal oversight picture [9]

GAO's December 2025 review identifies approximately 2,200 resident-investor incentive recipients in its 2021 complete-data population. Almost 4,000 taxpayers received export-service incentives from 2012 through 2024. The report found lower average federal taxable income and taxes after relocation, but said the incentives' overall economic effects were difficult to isolate.

GAO identified IRS data-sharing and compliance-review weaknesses and made three recommendations addressing current recipient data, referrals and voluntary compliance. This is a reason for accurate buyer communication and qualified advice, rather than a blanket conclusion about individual eligibility.

The developer implication

Lead with product quality and practical ownership. Keep relocation messaging separate from occasional personal use. A condo-hotel purchase does not automatically establish residency, qualify for a decree or satisfy a principal-residence requirement.

Sources [8]-[9]; statutory discussion is contextual, not an eligibility determination. The official text and application date matter.

One idea. Three development expressions.

The managed hospitality residence can be adapted to an urban setting, a villa community or a boutique resort. Choose the format around the site, guest experience and operating model.

FORMAT	PRODUCT DIRECTION	DEVELOPMENT PRIORITY
Urban aparthotel / condo-hotel	Studios, one-bedroom residences and flexible family units	Efficient planning, acoustics, arrival, storage and service access
Managed villa community	Private residences supported by coordinated hospitality services	Privacy, outdoor space, shared amenities and manageable service distances
Boutique resort with residences	A hospitality core connected to a limited residential component	A distinctive destination experience and clear allocation of costs and rights

The structure must deliver the promise

An aparthotel is a lodging format; a condo-hotel introduces individual ownership within an applicable legal and operating structure. A managed villa community can follow another arrangement. Similar guest experiences can therefore involve different title, rental and personal-use provisions.

PRTC describes condo-hotels as hotel-compliant properties under an applicable ownership regime, with at least 15 rooms or apartments dedicated year-round to tourist lodging through an integrated rental program. The project team should establish how the actual inventory and operating arrangement fit the classification. [2]

Design from operational reality

Set the unit mix and amenity package with the operator. A smaller project benefits from a focused service offer that can be delivered consistently; a larger one may support broader amenities and staffing.

A clear point of view makes a place recognizable.

Puerto Rico already offers useful examples of hospitality with architectural character, heritage or a focused wellness identity. They demonstrate different ways to give guests a reason to choose a property beyond its address.

DESIGN REFERENCE	MARKET	STRATEGIC LESSON
O:LV Fifty Five	Condado	A distinctive urban identity can organize the guest proposition.
Palacio Provincial	Old San Juan	Historic context and contemporary hospitality can reinforce one another.
El Convento	Old San Juan	Heritage can be central to the experience and its communication.
Finca Victoria	Vieques	Wellness can shape the setting, rituals and positioning.
Hix Island House	Vieques	Climate-responsive architecture can become a defining feature.

What developers can carry forward

A strong concept informs the spaces, the imagery and the experience. The commercial task is to translate that coherence into reasons guests choose the property, return to it and recommend it.

For hospitality residences, add a second layer: an ownership proposition that is as clear as the guest proposition. Explain management, use rights, fees and maintenance with the same discipline used to communicate the design.

Design supports pricing power; operations sustain value

A differentiated experience can strengthen preference and support rate positioning. Profitability also depends on development cost, realized occupancy, staffing, distribution and maintenance. Design should be evaluated across that complete equation.

Put the references beside the numbers.

The original review's published rate ranges show the variety already available across design-led properties. They are advertised-price observations, rather than achieved ADR.

PROPERTY	ORIGINAL RESEARCH RATE/NIGHT	POSITIONING
O:LV Fifty Five	$350–$735	Urban boutique, Condado
Palacio Provincial	$270–$520+	Historic setting, contemporary hospitality
El Convento	$300+	Heritage hospitality, Old San Juan
Finca Victoria	$225–$395+	Ayurvedic wellness, Vieques
Hix Island House	Seasonal; see below	Open-air architectural lodging

Historical ranges: original Orbis research, 2025–2026; exact stay dates, unit types and tax/fee conditions were not retained. Source group [10].

A directly published seasonal example: Hix [10e]

The official rate table spans $170–$350 for April 27–December 17, $230–$450 for January 4–April 26, and $240–$515 for December 18–January 3 across its listed loft categories. Prices are for double occupancy, excluding a 10% service charge and 9% room tax. Minimum stays are two nights, or three over the holiday period. No rate-table year is stated.

Guest-review observations retrieved November 4, 2026:

PROPERTY	PLATFORM	DISPLAYED SCORE / REVIEW COUNT
O:LV Fifty Five	Priceline	8.4/10 | 391 reviews [11a]
Palacio Provincial	Expedia	9.2/10 | 881 reviews [11b]
El Convento	Expedia	9.4/10 | 1,004 reviews [11c]
Hix Island House	Hotels.com / Hoteles	9.6/10 | 326 reviews [11d]

Scores retain each platform's scale and are retrieved page observations, which can lag live totals. They do not establish a design premium or a matched comparison with conventional hotels.

What rate and occupancy mean in annual revenue

A useful first step is to understand the scale of room revenue. At an assumed $525 achieved nightly rate and 65% calendar-year occupancy, a unit generates approximately $124,556 in annual gross room revenue.

ASSUMED NIGHTLY RATE	60% OCCUPANCY	65% OCCUPANCY
$375	$82,125	$88,969
$525	$114,975	$124,556
$725	$158,775	$172,006
$900	$197,100	$213,525

Illustrative arithmetic: assumed achieved nightly rate x 365 x occupancy, rounded to the nearest dollar. These are gross room revenues before costs, not forecasts or owner returns. The $900 scenario represents a premium format beyond the central rate territory.

Personal use belongs in the model

With 30 nights reserved for owner use, 335 nights remain before maintenance closures. At 65% occupancy of those available nights and a $525 rate, gross room revenue is approximately $114,319. Peak-season owner use also changes the rate mix.

Follow the revenue through to owner income

The operating model must account for management, distribution, housekeeping, payroll, utilities, maintenance, insurance, association costs and reserves. Financing and taxes require separate treatment. The expense allocation must be explicit so costs are not counted twice.

At 65% calendar-year occupancy, an additional $50 in achieved nightly rate adds about $11,863 in annual gross room revenue. Five additional occupancy points at $525 add about $9,581. These sensitivities make product positioning and operating discipline commercially relevant.

Choose the market that fits the proposition.

Orbis recommends evaluating Condado/Miramar, Dorado and Vieques as three distinct starting points. Each favors a different product and development approach.

MARKET	STRATEGIC ROLE	EXECUTION PRIORITIES
Condado / Miramar	Urban proof of concept: residential convenience with a strong hospitality identity	Walkability, site basis, parking, acoustics and efficient operations
Dorado	Privacy-led villa community with dependable service	Land cost, amenity access, existing rental programs and service expectations
Vieques	Architecture and wellness destination rooted in place	Access, staffing, infrastructure, resilience and local partnerships
Old San Juan	Heritage-led adaptive reuse	Building condition, historic approvals and service capacity
South Coast	Destination-led hospitality with room for a focused concept	Demand generation, access and patient capital

Our recommended starting point

For an urban hospitality-residence concept, begin with Condado/Miramar. For a privacy-led villa proposition, prioritize Dorado. For a distinctive architecture-and-wellness concept, examine Vieques. This approach links market selection to the product rather than imposing one sequence on every project.

Early alignment creates an advantage

A defined concept helps the team evaluate sites, operators and investment choices consistently.
Its advantage comes from coherence and execution; competitive timing should follow documented pipelines and the project's own readiness.

Esencia puts the southwest on the capital map.

Mandarin Oriental's announced resort and residences at Esencia add a concrete development signal to the southwest discussion. The project combines hotel operations, private residences, architecture and wellness at a substantial scale. [7]

What the January 22, 2025 announcement describes

COMPONENT	ANNOUNCED PROGRAM
Location	Boquerón Bay, Cabo Rojo; southwest Puerto Rico
Developer	Reuben Brothers and Three Rules Capital
Hospitality	106 rooms and suites
Residential	83 residential villas and approximately 200 private residences
Design	Studio MK27; Esencia master plan by Álvarez Díaz & Villalón with EDSA
Amenities	Dining, beach club, spa, fitness, golf, children's club and adventure activities

The original announcement described an expected 2028 opening. This is an announced target, not a confirmed delivery date. Source [7]; the developer's current project page also carries the 2028 target.

Why it belongs in this report

The announcement demonstrates developer and operator commitment to an integrated hospitality-and-residential proposition. It also confirms that such integration already exists in the luxury development pipeline. The Designed Middle should be positioned around its scale, character and accessibility within the market, rather than as the invention of residential hospitality.

Boquerón belongs to the southwest. Its relevance to another South Coast site is a regional strategic signal, not evidence that the same room rates, demand or absorption apply there.

The concept must survive every decision.

DECISION	DESIGN-LED APPROACH	COMMERCIAL CONNECTION
Concept	A specific reason to choose the property	Sharper positioning and a clearer guest promise
Unit planning	Storage, laundry, acoustics, work areas and family flexibility	Residential usefulness and guest satisfaction
Arrival and amenities	A focused set of spaces built around guest routines	A more memorable experience with manageable service requirements
Local character	Real collaborations with makers, artists, food and landscape	Distinctiveness that belongs to the location
Resilience	Power, water and storm readiness integrated into the architecture	Reliability, maintenance planning and confidence
Brand and sales	One consistent story across design, imagery and communication	A proposition buyers and guests can understand

Five questions to resolve early

Why does the property exist beyond its location?
Which guest and purchaser come first?
What makes its experience compelling beside nearby alternatives?
How does the architecture support the operating model?
How will the brand and sales materials express the same promise?

Measure the complete result

Track achieved rates, occupancy, operating performance and guest feedback alongside qualified inquiries, conversion and sales absorption. Together they show whether the product works as hospitality and as real estate.

Define the project. Make its value visible.

Orbis Design Group helps developers establish a clear point of view and carry it through architecture and design strategy, brand, visualization and launch communication.

Begin with the proposition

We connect the intended buyer, guest experience and project identity. That foundation informs the design direction and gives the team a consistent basis for decisions.

Translate strategy into space and story

Architecture and design strategy: concept, spatial priorities and design direction.
Brand and identity: positioning, naming, narrative and visual identity.
Visualization: renderings, film and immersive experiences that make the proposal understandable.
Launch materials: brochures, sales presentations and coordinated project communication.

Coordinate with the specialists

We work alongside the developer, hospitality operator, local architect, legal counsel and financial advisors so the design and sales story reflect the actual product. Independent feasibility, underwriting, legal structuring and approvals remain with the relevant specialists.

Engage before schematic design is locked

This is when the project's identity, planning and operating requirements can be aligned most effectively. Start with the site, audience and development ambition; build one coherent brief around them.

Book a private meeting

www.orbisdesign.group/scheduler

Dorado and the diaspora purchaser.

A / Dorado: privacy with a managed experience

Dorado is a strong setting for a residential hospitality proposition built around privacy, family use and dependable service. The product should offer a clear identity of its own, with an amenity package appropriate to its scale.

Product direction: managed villas with private outdoor space, generous shared living areas and a focused set of shared services.
Design priorities: privacy between residences, shaded outdoor rooms, practical storage and efficient service access.
Positioning: a personal retreat supported by hospitality management.
Execution priorities: secure amenity access, align service expectations and establish a land basis that supports the product.

B / Diaspora: make belonging practical

For households with Puerto Rican family ties, a residence can be a place to gather, return and create continuity. Professional management adds a practical benefit: visits can focus on family rather than property administration.

Product direction: multigenerational layouts, shared dining and outdoor space.
Communication: lead with belonging and family use, then explain management and ownership costs.
Outreach: relevant professional, cultural and family networks, with thoughtful bilingual communication.

A broad rental market. A specific positioning task.

HomeToGo's Dorado inventory and pricing context supports a more precise reading of the opportunity: the market already includes apartments, houses and villas at different scales and price points. [6]

Original research snapshot

METRIC	RECORDED IN ORIGINAL ORBIS REVIEW
Available rentals	Approximately 434
Apartment advertised nightly average	$392
House advertised nightly average	$1,216

Historical HomeToGo observations carried forward from the original research. Their exact capture date and stay parameters were not retained. They are advertised market-page figures, not achieved ADR.

Public-page observation retrieved November 4, 2026 [6]

The retrieved page displays 427 rentals, with prices starting at $80 per night. Its FAQs give advertised averages of $1,590 for villas and $1,313 for house rentals. It also lists 177 pet-friendly homes and 300 rentals with pools. These are platform inventory and pricing summaries, rather than a census or an operating-performance series.

What this means for Dorado

The opportunity is to offer a coordinated experience within this varied supply: privacy, architectural identity, reliable management and clear owner use. Larger houses cannot be compared directly with compact apartments or hotel rooms; guest capacity, space, amenities and service explain part of the price difference.

For a managed villa concept, establish which homes compete for the same group size and stay pattern. Shared services and amenities should add recognizable value while remaining affordable to operate at the project's scale.

Design as a commercial strategy

Design has commercial value when it makes the product more useful, distinctive and consistent. The opportunity begins with decisions about the experience, long before finishes and marketing imagery.

Make the proposition specific

An urban residence for extended stays needs different planning from a short-stay wellness retreat. A clear guest brief helps determine space, storage, acoustics, amenities and service. Specificity makes the design easier to explain and the operation easier to organize.

Build coherence across every touchpoint

Architecture, interiors, photography, booking information and on-site service should express the same proposition. Consistency helps guests understand what they are choosing and gives the operator a clear standard to deliver.

Design for the owner as well as the guest

A hospitality residence must remain desirable during personal stays and practical during rental operation. Owner storage, durable materials, maintenance access and housekeeping efficiency belong in the design brief.

Evaluate the complete commercial effect

Review achievable rates alongside development cost, furnishing replacement, maintenance and staffing. The aim is a product that earns preference and operates well throughout its lifecycle. A higher advertised price alone does not establish a better margin.

The earliest decisions carry the idea

Concept, planning and operating requirements establish the foundation. Brand and visualization then make that value visible to prospective purchasers and guests.

Condado and Vieques: two expressions of the idea.

D / Condado–Miramar: residential convenience, urban character

An urban hospitality residence can combine access to the city with the comfort and usefulness of a home. The project's identity should be specific enough to stand out while its operation remains efficient.

Product direction: well-planned studios, one-bedroom residences and flexible family units.
Design priorities: acoustics, storage, useful kitchens, work areas, arrival and service access.
Experience: a clear neighborhood connection supported by walkable dining, culture and daily conveniences.
Commercial focus: a unit mix and service level aligned with the actual site and guest profile.

E / Vieques: architecture, wellness and resilience

Vieques offers a compelling setting for hospitality shaped by climate, landscape and a focused wellness experience. Reliability should be part of the design proposition, with resilient systems supporting a calm guest experience.

Product direction: a small villa or lodge community organized around a distinctive stay.
Design priorities: shade, passive comfort, dependable power and water, and maintainable materials.
Experience: local partnerships, thoughtful wellness programming and a strong connection to place.
Commercial focus: services that can be delivered consistently within the island's access and staffing conditions.

Turn the insight into a coordinated brief.

The next step is to connect the opportunity to a specific site and team. Develop the guest proposition, ownership offer and operating model together, then carry them through the architecture and launch.

STAGE	CONCRETE OUTPUT	PURPOSE
1 / Define the proposition	Primary guest, purchaser and reasons to choose the project	Focus the product and communication
2 / Select the market and site	Consistent comparison of demand, competition, cost and capacity	Choose a location that supports the idea
3 / Align ownership and operations	Use rights, management structure, service level and expense allocation	Make the offer clear and deliverable
4 / Build the concept	Unit mix, planning, amenities, resilience and design direction	Translate the strategy into a workable place
5 / Establish the economics	Development budget, operating assumptions and downside scenarios	Support disciplined investment decisions
6 / Prepare the launch	Brand, visualization, sales materials and inquiry process	Communicate one consistent proposition

A strong launch begins before marketing

The most persuasive story is built into the product. When the concept, architecture and operation reinforce one another, the launch can explain a real advantage rather than create one after the fact.

Market, traveler and development sources

Access date for linked public sources: November 4, 2026. Historical observations retain their original period and are distinguished from retrieved page observations.

[1] Discover Puerto Rico | Record Lodging Performance & Winter Outlook
Published October 29, 2026. STR/AirDNA lodging estimates and Aerostar arrivals; island-wide market indicators.
Open source

[2] Puerto Rico Tourism Company | Lodging Categories and their Definitions
Publication date not stated. Official lodging categories and condo-hotel description.
Open source

[3] AirDNA | San Juan short-term rental market data
August 2026 values from original Orbis research; retrieved page showed September coverage, updated October 27. Dynamic page versions can differ. Historical dashboard export not supplied.
Open source

[4] Simon-Kucher | Five global travel trends for 2026
Published December 5, 2025. Global Travel Trends 2026, 10,000+ respondents across 10 markets. Includes the linked overcrowding chart.
Open source

[5] American Express Travel | 2026 Global Travel Trends Report
Publication date not stated on retrieved page. Morning Consult fieldwork December 30, 2025–January 14, 2026; 8,102 adults across seven countries.
Open source

[6] HomeToGo | Dorado vacation rentals
Dynamic inventory and advertised-price summaries. Original observations and retrieved page figures are shown separately.
Open source

[7] Mandarin Oriental | Esencia, Boquerón Bay announcement
Published January 22, 2025. Announced program and original target opening. Developer context: esenciapuertorico.com/community/mandarin-oriental.
Open source

Legal context and property references

[8] Puerto Rico Incentives Code | Act 60-2019, as amended
Official OGP consolidated Spanish text, revised July 16, 2026. Resident-investor provisions: sections 2022.01-2022.02; visitor-economy provisions are distinct.
Open source

[9] U.S. GAO | GAO-26-107225
Published December 8, 2025; released December 12, 2025. IRS oversight, resident-investor and export-service incentives.
Open source

[10] Property websites and historical price observations

Original Orbis research records supplied the historical ranges; individual capture dates and booking conditions were not retained. Official websites checked for product context:

10a. O:LV Fifty Five | 26 suites; urban boutique.
10b. Palacio Provincial | historic Old San Juan setting.
10c. El Convento | official property reference; historical rate from original review.
10d. Finca Victoria | Ayurvedic retreat, kitchens, yoga and communal spaces.
10e. Hix Island House: official rates and amenities | seasonal table; rate year not stated.

[11] Named review-platform observations

11a. Priceline: O:LV Fifty Five
11b. Expedia: Palacio Provincial
11c. Expedia: El Convento
11d. Hotels.com / Hoteles: Hix Island House
Scores and review counts reflect retrieved pages, not necessarily a synchronized live snapshot.

Methodology

Published indicators provide context; Orbis interprets their implications for product strategy. Historical rates are asking-price records; achieved ADR and owner income are different measures. Revenue scenarios are arithmetic illustrations. No controlled design-premium estimate or total-market exclusivity claim is made.

One research agenda for the next development step

The report establishes a strategic direction: combine a distinctive stay, useful residential design and a clear ownership-and-management proposition. The next step is to apply that direction to a specific site and operating team.

Consolidated further-research note

Before advancing a project, complete the local competitor and pipeline audit, including ownership availability, rental programs and personal-use rights. Interview active brokers, prospective purchasers and operators to establish purchase budgets, use patterns, preferred locations and acceptable program terms.

Reconcile the original August AirDNA and HomeToGo observations with retained dated exports. Archive property-rate observations with exact stay dates, room categories, occupancy, cancellation conditions and tax/fee treatment. Recheck platform scores on a common observation date. A quantified design premium requires a matched comparison group and operating evidence.

For the chosen market, confirm seasonality, site economics, service costs, access, staffing, utilities and resilience requirements. Verify amenity agreements and the current status of announced developments. Commission the appropriate market-feasibility, legal, permitting, tax and financial work, including owner-use scenarios and downside sensitivities.

Keep the proposition coherent

Use that work to refine the concept, rather than postpone defining it. The strongest projects align architecture, brand, ownership and operations around an experience people can understand, choose and return to.

This report is for strategic discussion, not financial, legal, tax or investment advice. Global travel surveys describe guest preferences, not Puerto Rico purchase demand. Project eligibility and performance depend on the actual structure and site.

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Book a private meeting.

What could this opportunity look like for your project?

If you are evaluating a site, shaping a hospitality concept or preparing a residential development for market, let's discuss how the ideas in this report apply to your project.

We bring architecture and design strategy, brand, visualization and launch communication into one coherent approach, helping developers define the product and communicate its value.

Share your location, project stage and development goals.
We'll begin with a focused conversation about the path forward.

REQUEST A PRIVATE MEETING

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