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Rose Hanna (B)

Recommendation

Product category

Product category

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Recommendation

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# Introduction & Background

## Agenda

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- Alice Allen - Alternatives and CLTV
- Jonathan Brooks - Background and Recommendation
- Troy Sanders - Environmental and SWOT Analysis
- Dylan Perkins - Introduction and Problem Statement



## Background

- Established in Dallas, Texas, 1978
- Operates 80+ owned food and beverage outlets across 10 states
- The Curves in NYC



- 2001, leading strategy shift by new CEO
- John Smith, CEO
- Focus on Strategic, VP of Sales and Marketing
- How Far Could the Strategy Go?



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# Agenda

## TheCasesolutions.com

- Allie Allen - Alternatives and CLTV
- Jonathan Brooks - Background and Recommendation
- Troy Sanders - Environmental and SWOT Analysis
- Dylan Parkins - Introduction and Problem Statement



# Background

- Established in Dallas, Texas, 1979
- Created by the Caroline Rose Hunt Trust Estate
- **Goal:** *Distinct, Iconic, Luxury Hotels & Resorts*
  - *The Mansion* on Turtle Creek
  - *The Carlyle* in NYC
- 2004, Branding Strategy Shift by New CEO
  - John Scott, CEO
  - Robert Boulogne, VP of Sales and Marketing
- How Far Could the Strategy Go?



# *External*

- Each property marketed under it's own iconic brand
- High degree of loyalty among guests
- 40% return visits considered top of class
- "Value" based on guest experience

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# *Operational*

- Competitors bridge two different sub-segments
  - Corporate Branded (Four Seasons, Ritz-Carlton)
  - Individual Branded (Rosewood, Auberge Resorts)
- Fastest growing collections individually branded
- Operationally competitive with individually branded
  - Outperforms corporate branded
- Very little brand awareness, no value in the brand

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# *Internal*

- Each property individually managed
- New executive team charged with boosting growth
- Philosophical split among the Board of Directors
- Highest RevPAR performance in the luxury industry
- Only company in luxury with RevPAR growth
- 11% reduction in available rooms
- 4 additional properties online in the next 36 months

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# *Strengths*

- Strong operational performance
- Strong individual brand equity
- Highest return visit percentage
- Balanced collection growth strategy

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