

Take your Inn to the Next Level

- Inn at Occidental of Sonoma Wine Country
- CABBI
- Bullard Partners

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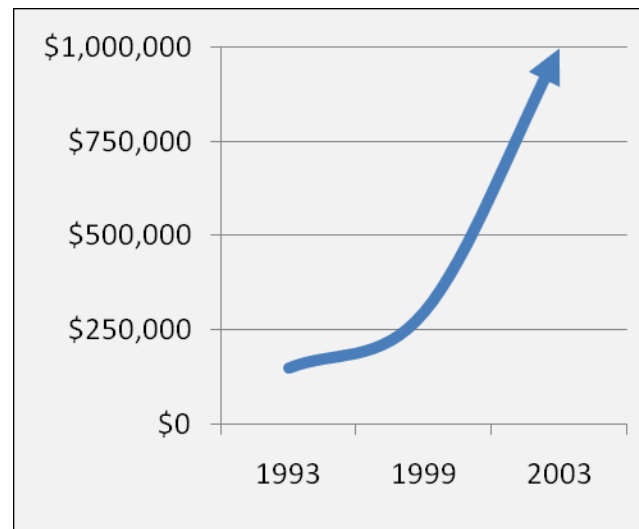
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Case Study – The Inn at Occidental

- **January 7th, 1993**
 - 8 rooms (1 fireplace)
 - \$95 - \$145/night
 - ~ 30% occupancy
 - \$150,000 annual revenue
- **January 1st, 1999**
 - 8 rooms (7 fireplaces, 3 spa tubs, 1 hot tub)
 - \$175 - \$295/night
 - 70% occupancy
 - \$500,000 annual revenue
- **June 30th, 2003**
 - 18 rooms (18 fireplaces, 13 spa tubs, 1 hot tub, 11 decks)
 - \$195 - \$320/night
 - 60% occupancy
 - \$1,000,000 annual revenue



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Case Study – The Inn at Occidental

- **1993**
 - Purchase for ~ \$1M
 - Rebrand inn with antique collections
 - Redecorate rooms with antique themes
 - Hire architectural photographer to shoot inn, inside and out
 - Implement aggressive marketing campaign, online and print travel guides
- **1994**
 - Add website, continue to add additional online directories
 - Join CABBI
- **1995**
 - Add sliding glass door to new patio with hot tub
 - Room rate increases from \$125 to \$290
 - Room becomes most popular and highest revenue generator
 - Join Select Registry (eventually grows to generate 10x cost)
 - Occupancy reaches 50%



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Case Study – The Inn at Occidental

Cut Glass Suite



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Case Study – The Inn at Occidental

- 1996
 - Use revenue from hot tub room to fund expansion of 2 more rooms
 - Expand room sizes, add two fireplaces and one spa tub (for two)
 - Room rates change from \$125 to \$175 and \$255 (with tub)
 - Construction started at 9am Monday and was completed by 3pm Friday
 - Occupancy is at 60%
 - Achieve AAA 4-diamond status
 - Achieve Mobil 4-star status
(only B&B north of San Francisco with both)

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Case Study – The Inn at Occidental



Ivory Room



Quilt Room



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Case Study – The Inn at Occidental

- 1997
 - Use revenue from 3 expanded rooms to fund expansion
 - Push 2nd floor wall out to 1st floor wall
 - Adds sitting rooms with spa tubs and fireplaces for two rooms
 - Completed in 3 weeks during slow season
 - Increases room rates from \$145 to \$290
 - Revenue reaches \$500,000
 - Occupancy peaks at 70%

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Case Study – The Inn at Occidental

Sandwich Glass & Marbles Suites



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Case Study – The Inn at Occidental

- **1998**

- Launch updated website utilizing newest technology
- Add “of Sonoma Wine Country” to name

- **1999**

- Add 8 new rooms in a separate building with fireplaces, spa tubs, and decks
- Move kitchen from main floor to basement, wine cellar now used for breakfast
- Move office to old kitchen area, connect old office with guestroom, add fireplace
- Construction done height of season (not by choice), did pre-fabricated building
- Begin accepting online reservations (www.webervations.com)
- Occupancy drops to 55% due to new rooms being added
- Revenue reaches \$800,000, increase room rates

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Case Study – The Inn at Occidental

Courtyard Rooms



Safari Room

Carnival Room... Cirque du Sonoma Room



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- **2000**
 - Purchase spec house being built on adjacent lot for \$300,000 (mortgage)
 - Convert to high-end suites/vacation rental that accepts pets/families
 - Expand online reservations to GDS (www.WorldRes.com)
 - Revenue peaks at \$1,000,000

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Case Study – The Inn at Occidental

- 2001
 - Add CIA-graduate chef to improve opinion on food (4/5 → 5/5)
 - Change to Aveda bath products for brand recognition
 - “Dot Bomb” and 9/11 – see 8% decrease in occupancy, slight drop in revenue
- 2002
 - Reevaluate branding (i.e. what makes us unique?)
 - Develop new marketing message using new brand



Case Study – The Inn at Occidental



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Case Study – The Inn at Occidental

THE INN AT Occidental



THE INN AT Occidental

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Case Study – The Inn at Occidental

- **2002**
 - Reevaluate branding (i.e. what makes us unique?)
 - Develop new marketing message using new brand
 - Reshoot all rooms with digital camera
 - Launch new website designed by actual guests (www.Rarebrick.com)
 - Revenue at \$950,000 with room rates between \$195 - \$320
 - Occupancy at 53%
- **2003**
 - Sell property for \$3.7M

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Case Study – Eden Vale Inn

- **2007-2008**

- Consult with aspiring innkeepers on home → inn renovation
- Determine inn name, décor based on defined brand
- Redesign based on desired market demographics and sought-after amenities
 - Fireplaces
 - Televisions w/ DVD players
 - Soaking tubs for two installed outside on private patios/decks
 - 3 ground-level rooms have laminate flooring – pet friendly
 - 4 rooms can become 2 bedroom suites – family friendly
 - King beds are 2 twin beds
- Created multiple renovation phases – open with 5 rooms, use operating revenue to fund future expansions

- **2009**

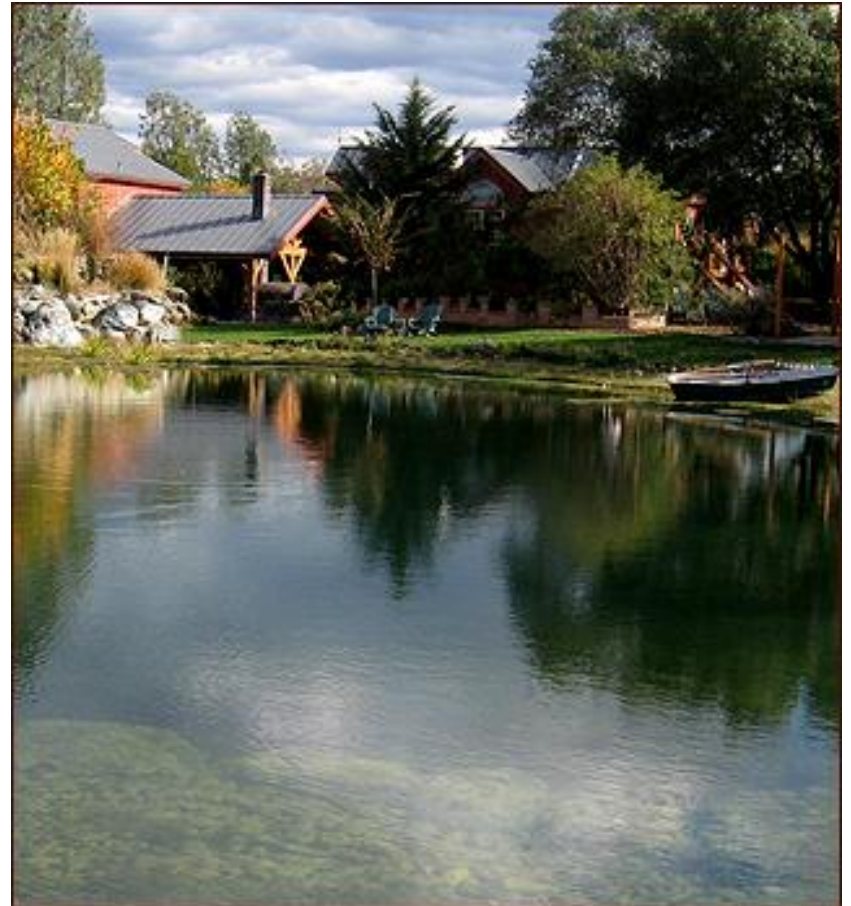
- Open in Spring 2009
- Occupancy growing quickly

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Case Study – Eden Vale Inn



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Case Study – Eden Vale Inn



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Takeaway

- **Determine your Brand**
 - Eclectic décor
 - Horse boarding
 - On the beach
- **Develop all Marketing Materials around Branding**
- **Add Amenities that Guests will pay extra for**
 - Hot tubs (+\$100/night)
 - Spa tubs for two (+ \$60-100/night)
 - Fireplaces (+ \$20-30/night)
 - Decks (+ \$20-\$30/night)
- **Incrementally Improve Rooms using Operating Revenue**
- **Ensure improvements provide flexibility for rooms**
 - Pet friendly
 - Adjoining rooms for families/friends travelling together
 - King beds comprised of two twin beds and a “bed-doubler”

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Who is Bullard Partners?

We offer consulting services for innkeepers...

- Design and Renovation of Bed & Breakfast Inns
- Strategic Planning (what makes you unique and how to sell it)
- Customized Marketing Plans
- Recommendations on Existing Website and Marketing Efforts
- Project Management for Website Design and Development
- Operational Enhancements
- Obtaining a 4-Diamond Rating from AAA
- Manage Online Advertising Campaigns (e.g. Google, Yahoo, Bing)

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