

ULI Fall Meeting 2015

Resorts Reimagined: From Urban to Destination

Eron Ashley, Principal | Hart Howerton



October 8, 2015



ACCESSORY TRENDS WILL CHANGE AT LEAST 30 TIMES BEFORE A HOTEL REACHES ITS B.E.P.

APPAREL TRENDS WILL CHANGE AT LEAST 10 TIMES BEFORE A HOTEL REACHES ITS B.E.P.

PHONE TRENDS WILL CHANGE AT LEAST 2 TIMES BEFORE A HOTEL REACHES ITS B.E.P.

AUTOMOBILE TRENDS WILL CHANGE AT LEAST 1 TIME BEFORE A HOTEL REACHES ITS B.E.P.

MAJOR TECHNOLOGY WILL CHANGE AT LEAST ONCE BEFORE A HOTEL REACHES ITS B.E.P.

IT TAKES A HOTEL AT LEAST 3 TO 5 YEARS TO REACH ITS FINANCIAL BREAK EVEN POINT (BEP).

Trending Cycles (credit: Related Co.)



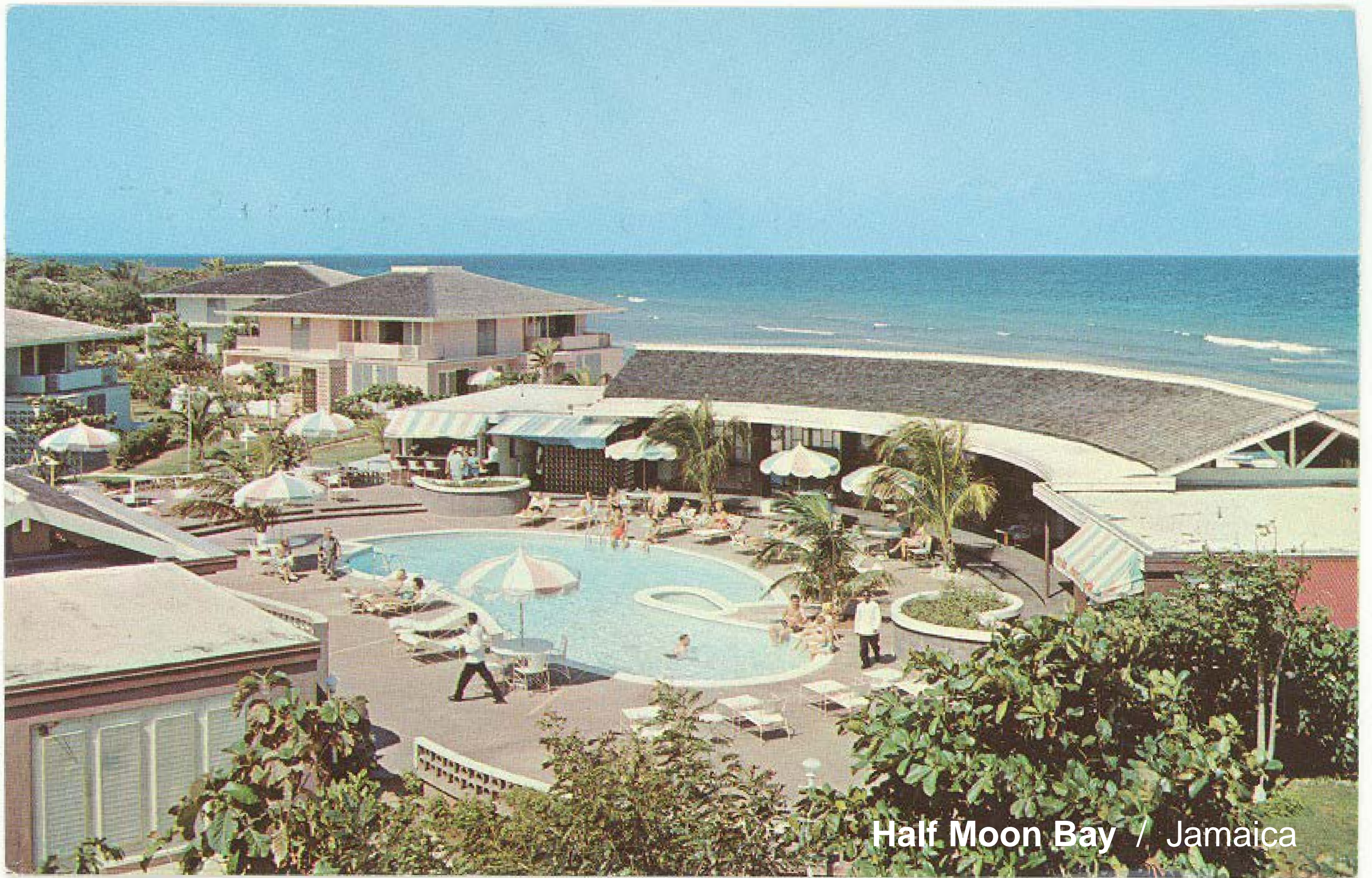
Yellowstone Club / Big Sky, Montana



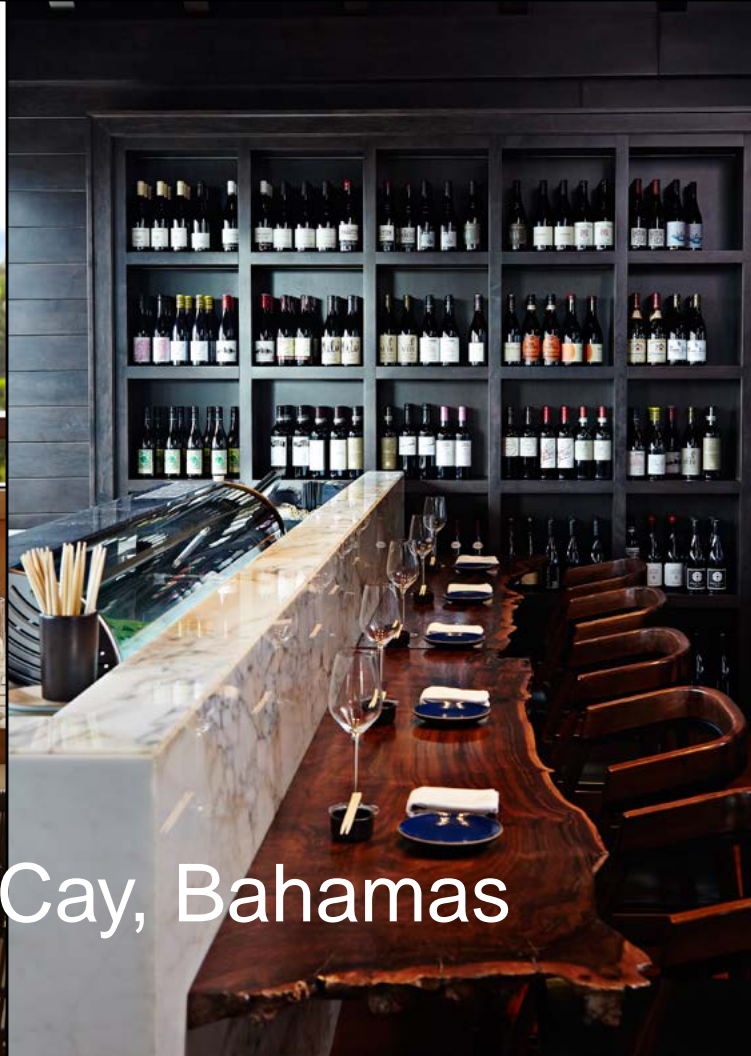
Summit Powder Mountain / Eden, Utah



Summit Powder Mountain / Eden, Utah



Half Moon Bay / Jamaica



The Island House / Lyford Cay, Bahamas



Soho House / Chicago



Soho Farmhouse / Oxfordshire, England



Podere Il Casale / near Pienza, Tuscany



Il Villini / Roma

- **‘Address’ & Potential**
- **‘Psychographics’...**
not demographics
(the ‘who’ not the ‘how old’)
- **A complete ‘food story’**
is a minimum requirement
- **Sell an ‘experience’...**
every night, every room...
- **‘Local’ has real value**
- **Authentic connections**
to the **‘who’** and **‘what’**
of a place...and **to ‘one**
another’

Thank You