

## Purchase/Management Transition and Re-Branding of Hotel and F&B

### The Campbell House Curio Collection by Hilton Lexington, KY

250 Rooms

26k SF Meeting Space

Affiliation - Independent



### OPPORTUNITY

Purchased by Rockbridge Capital in October 2013 hiring HP Management. Transform former Crowne Plaza to an upper-upscale Boutique Hotel, to better compete with nearby full service national brands. Comprehensive \$11 Million renovation that included public space, guest rooms, event space and the restaurant.

### ACTION

Decrease overhead, better position rate and increase guest satisfaction. Install an experienced lifestyle management team. Implement strong cost controls, right-size the labor force, and enhance guest experience throughout the renovation period. Consolidate and reduce food and beverage purchases, implement housekeeping productivity reports, and introduce preventative maintenance systems, sales automation, and HP food buy procurement programs.

### RESULTS

- Successfully reduced costs by over \$2 Million from 2012 to 2015
- Realized 40% average rate growth post renovation
- Post Renovation 49% RevPar Index Increase vs. full service upscale hotels

<b>Transition 10-2013</b>	<b>T12 2014</b>	<b>T12 2017</b>	<b>Change</b>
ADR	79.87	121.85	52.56%
<b>Total Revenue</b>	\$3,967,268	\$8,158,922	105.66%
<b>Gross Operating Profit</b>	-\$68,208	\$2,361,514	
GOP %	-1.72%	24.67%	
<b>Earnings Before Interest, Taxes &amp; Depreciation</b>	-\$310,437	\$1,872,339	
<b>Rev Par Index</b>	87.53	110.48	26.22%