

Operational Oversight Case Study

Subject: Seasonal Oceanfront Resort, greater Portland, ME region

Introduction

A venerable seaside resort was purchased by local investors, who reduced its footprint and holdings, which decreased guest & event capacity and employee housing. The property has been reinvented as a popular seasonal lodging and dining destination from May through October, creating and capitalizing on local's interest in dining, shoulder season events and high season repeat clientele.

Process

The property had to be repositioned when its size was reduced. The integrity of the property and its former level of service had to be maintained while the ways to achieve financial success had to be rethought with less guest rooms, a shorter operating season and decreased event capacity.

- The events business was rebuilt to focus on buyout weddings in May, June, September & October and executive retreats during the whole operating season.
- The food & beverage outlets transitioned from fine-dining only offered to guests of the Inn, to being open to the public and offering casual fare and outdoor dining, which grew the local appeal and drove business for the entirety of the season.
- Relationships with vendors were reestablished to increase cost savings on goods.
- Capital improvements have been managed with an annual set aside to protect the envelope of the building, anticipate equipment replacement and maintain the aesthetic integrity of the operation. This has included guest room and bathroom renovations that allowed for increased rates.
- A year-round management team was built up to keep consistency for guests and returning employees, allowing for high levels of execution for the entirety of the operating season.
- Labor cost was understood and maintained to protect bottom line goals as well as operational success and guest satisfaction.

Results

From 2007 to 2022, room revenue increased 75%. F&B revenue increased 45%. Groups, functions, and wedding revenue increased 173%.

Services

Operational Oversight, Property Management, Events Consulting, Financial Management



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