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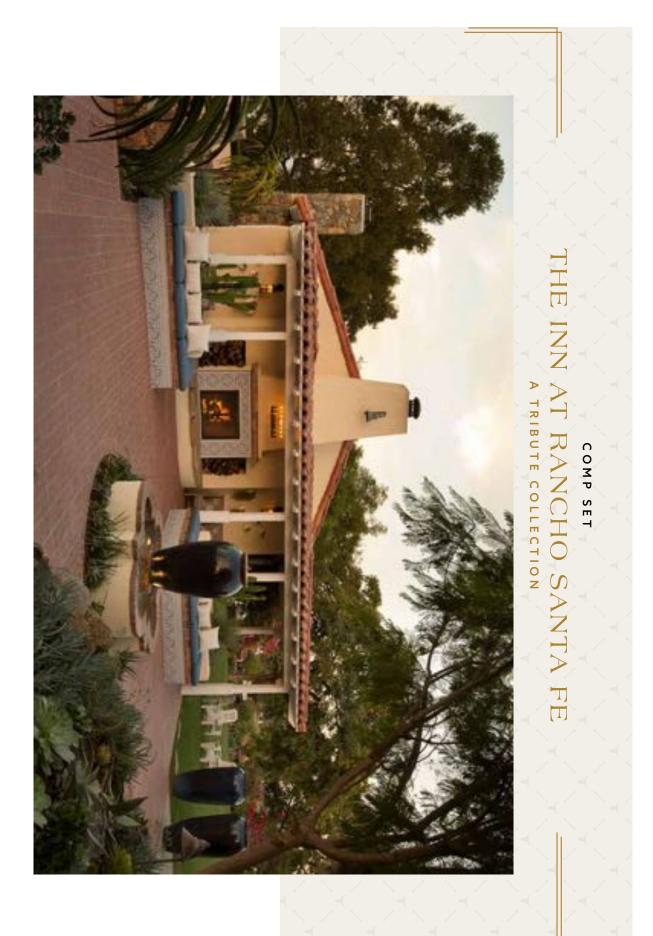
Competition Set

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Style Guide





THE INN AT RANCHO SANTA FE



TRIBUTE PORTFOLIO

BRAND: Marriott - Tribune Portfolio

HOTEL TYPE: Resort

ROOM COUNT: 80

F&B OUTLETS: Morada - 3 meals + happy hour Huntsman Whiskey Bar - small plates, tastings, happenings

POOL/SPA EXPERIENCE: Heated saltwater pool and jacuzzi; full-service spa

FITNESS: Fitness room, golf, tennis court, croquet, yoga classes

LOCATION:

Located on 21 acres of land, short walk from historic Rancho Santa Fe town



STRENGTHS: Wellness and spa amenities, very calming and quiet Rooms have pulled through the branding Marriott branded as a Tribute great for meetings Expansive and flexible lawn spaces outdoor meeting Small boutique, quaint, traditional setting, although Located in the center of town, ideal location and proximity to shops and restaurants and event locations the product may be older it fits with the overall branding well - including the equestrian THE INN AT RANCHO SANTA A TRIBUTE COLLECTION COMP SET WEAKNESSES: Charming but a little worn out Location may be difficult for meetings, it's a bit out of the way Small pool, but due to the small amount of guest rooms Fitness center was a decent size but it was just off Spread out including tennis club across the street Small number of rooms, feels like the rooms this could be appropriate if there was a meeting to space ratio is a bit off the meeting lawn, could be awkward to use T T

THE INN AT RANCHO SANTA FE

BRAND POSITIONING

Rustic, timelessly elegant property set on 21 landscaped acres, features spacious country-style rooms.

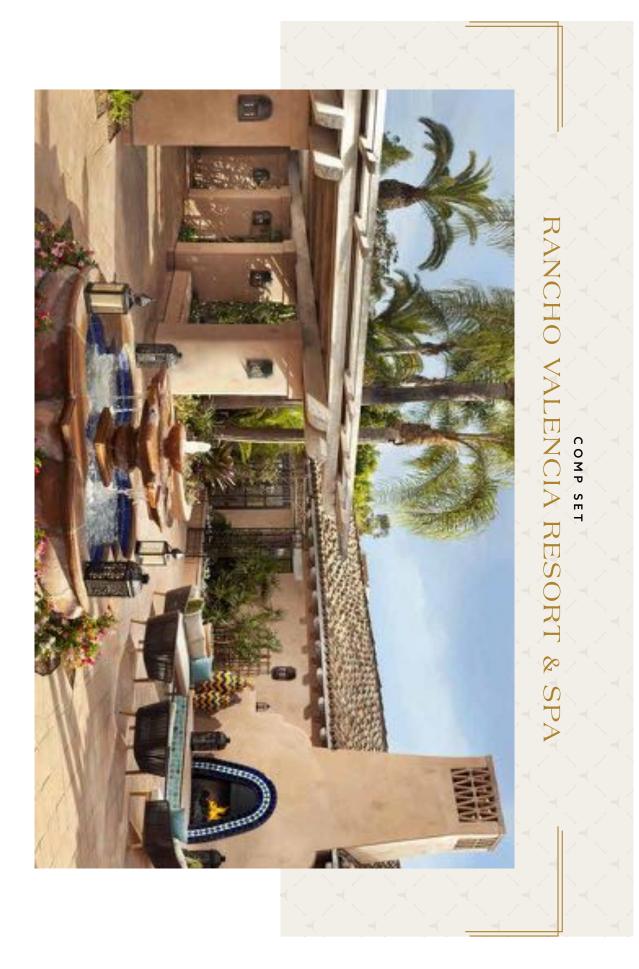
OUR ANALYSIS

Pull through of branding of horse/equestrian and hunting theme is evident throughout, very quiet and calm ambiance with country theme.



TRIBUTE PORTFOLIO





RANCHO VALENCIA resort & spa RANCHO VALENCIA RESORT & SPA HOTEL TYPE: Resort BRAND: Independent Wine Cave - private dining room holding over 250 bottles, and barrels of wine Pony Room - casual dining lunch and dinner + bar Veladora - full service offering 3 meals **ROOM COUNT: 53 POOL/SPA EXPERIENCE:** F&B OUTLETS: COMP SET

Pool with reservable cabanas; full-service spa

FITNESS:

Fitness center, tennis, golf, yoga, Pilates and exercise classes

LOCATION:

Six miles from the Del Mar Racetrack and 10 miles from Torrey Pines State Natural Reserve



STRENGTHS:

- Gorgeous grounds, secluded upscale room product
- Friendly staff and incredible service
- Appeal to luxury clientele
- Great wedding and meeting spaces
- On-site activation with bocce ball, fire pits, restaurants and tennis – clay courts clear differentiator, mountain bikes
- Amazing sense of arrival, very friendly staff

WEAKNESSES:

- Extremely exclusive, high price point not attainable to all
- No brand affiliation
- Location is very remote and within residential area
- Very large and spread out foot print



BRAND POSITIONING

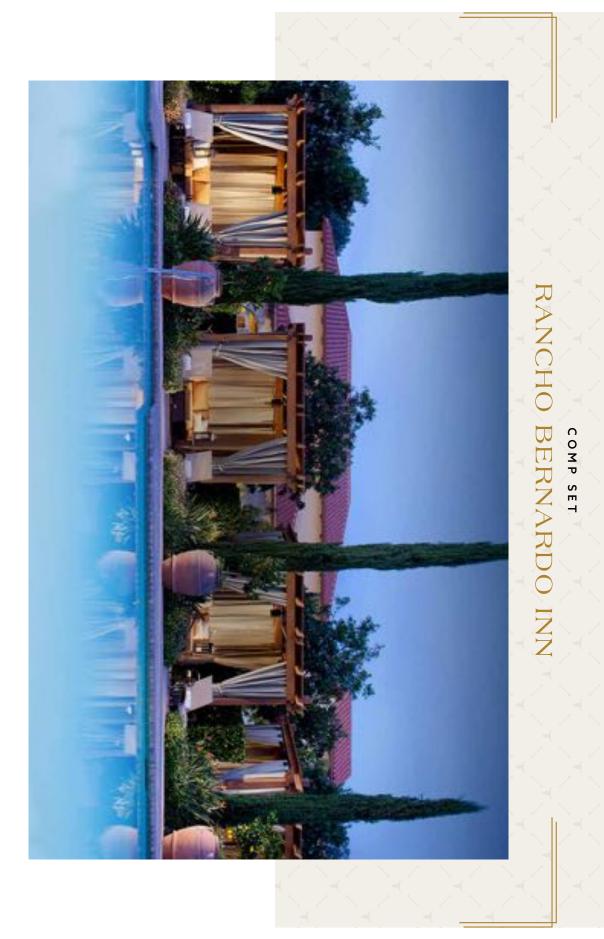
Lavish resort set on 45 acres of gardens and olive groves featuring a "timeless Mediterranean ambiance and refreshing residential experience."

OUR ANALYSIS

Excellent pull through of luxury and lavish setting, and yet warm and approachable to those that can afford the experience. Brand pull through is executed well.









LOCATION:

Quiet suburb with walking trails, located minutes from San Diego's top travel destinations



COMP SET RANCHO BERNARDO INN

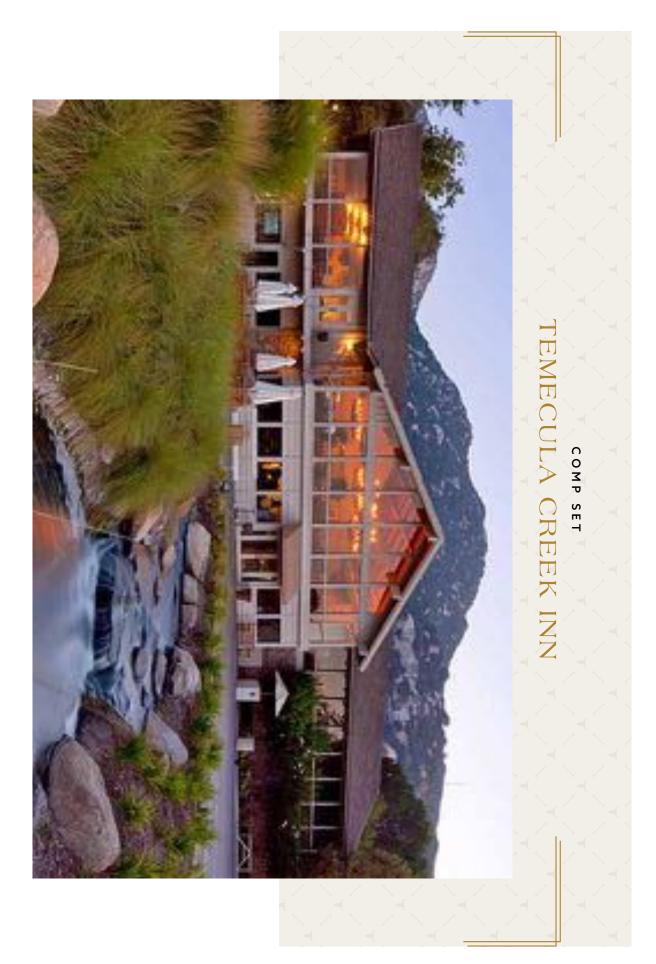
STRENGTHS:

- Golf course on-site
- Nice grounds, full and felt lush, allowed for some privacy
- Meeting and wedding venues and locations were large
- Large spa activation, seems known in the market for a good spa
- Two pool experiences, definite resort-like feel with separate kid's pool

WEAKNESSES:

- Hotel and room product very dated
- Branding feels old and tired, feels like it is trying to be 'fairytale' but doesn't really deliver
- Exterior corridor, feels like a motel. Interior smells a bit musty and old
- Felt like all guests were there for golf
- No brand affiliation
- Sense of arrival was lacking, needing to drive through residential area, street view monument sign was lacking of branding or presence
- Spread out over lots of acres









BRAND: Independent

HOTEL TYPE: Hotel

ROOM COUNT: 127

F&B OUTLETS: Cork | Fire Kitchen - 3 meals, farm-to-table CFK Grille & Tap/The Bar - small plates and drinks

POOL/SPA EXPERIENCE:

Outdoor heated pool, jacuzzi

FITNESS:

Fitness center; 27-hole golf course

LOCATION:

three miles from Pechanga Resort and Casino A 2.5-mile drive from Old Town Temecula, near multiple wineries,



TEMECULA CREEK INN

STRENGTHS:

- Nice location about 3 miles from Old Town Temecula
- Expansive wedding and meeting space built especially for weddings, meeting space has lots of natural light.
- Golf course on-site
- Lush landscape and a feeling of a park throughout
- Decent restaurant overlooking the golf course

WEAKNESSES:

- Old tired room product, feels dark and dingy
- One small pool for the full resort
- Lobby and arrival feels like a motel with littlie impact
- Can see the freeway from the event lawn and from some of the resort



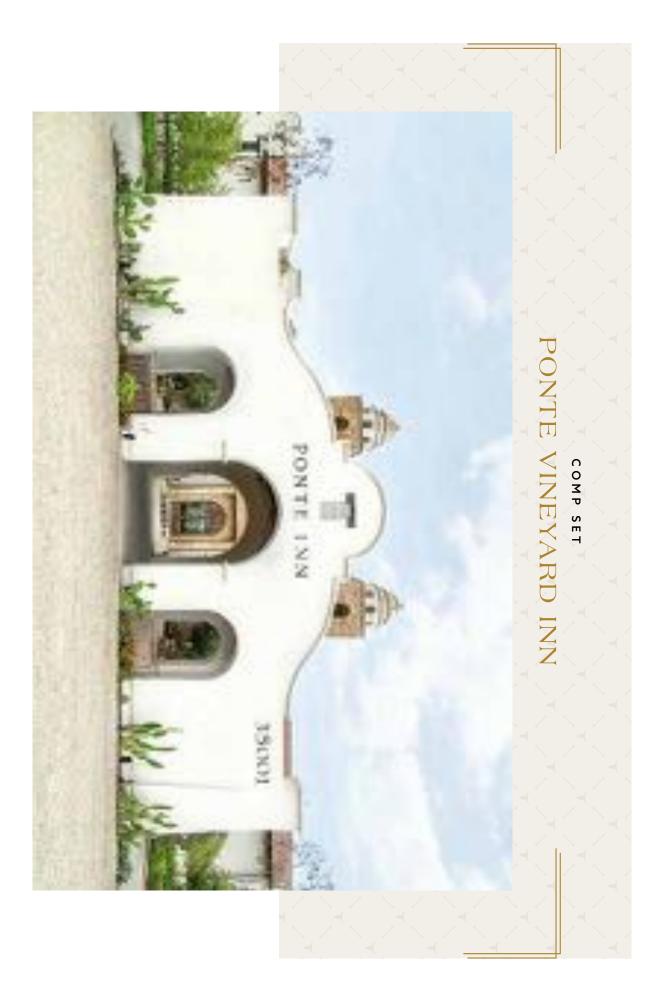
BRAND POSITIONING

Nestled in the rolling hills of wine country and home of a 27-hole championship golf course, this hotel offers relaxed rooms with neutral tones featuring golf course and wood views.

OUR ANALYSIS

No discernible brand identity or voice. Woodsy views and golf club look and feel is what pulls through in this hotel's branding.









BRAND: Independent

HOTEL TYPE: Boutique

ROOM COUNT: 90

F&B OUTLETS:

Bouquet Restaurant - Breakfast/brunch + dinner The Cellar Lounge - Lunch to late night, happy hour, live music The Restaurant at Ponte - Lunch daily, brunch to dinner Fri - Sun Poolside Bar & Café - Open Fri - Sun, noon to evening only

POOL/SPA EXPERIENCE: Pool & hot tub with F&B offerings

FITNESS: Fitness center with treadmills, elliptical, recumbent bikes, free weights

LOCATION:

Located on 300 acres of vineyards, surrounded by gardens, 20-minute walk from 3 different wineries and 9 miles from Temecula

STRENGTHS: Well designed and decorated public spaces and courtyards Nice brand pull through in building design and public space Nice lobby arrival, automatic opening doors Activated restaurant and winery space, and welcoming staff lots of appeal to social catering and weddings lively and busy even on a Tuesday afternoon PONTE VINEYARD INN COMP SET WEAKNESSES: No brand affiliation but not near Old Town tell the difference between both if you aren't aware Average rooms, basic layout and décor feels a little contrived

Very nice resort pool setting overlooking the vineyards

- Proximity to South Coast Winery is a bit confusing, hard to
- Outside of the city center, not far from shops and businesses
- Hotel did not have a strong vibe or energy
- Exterior corridors, motel-like feel in some areas
- No valet, just self-park



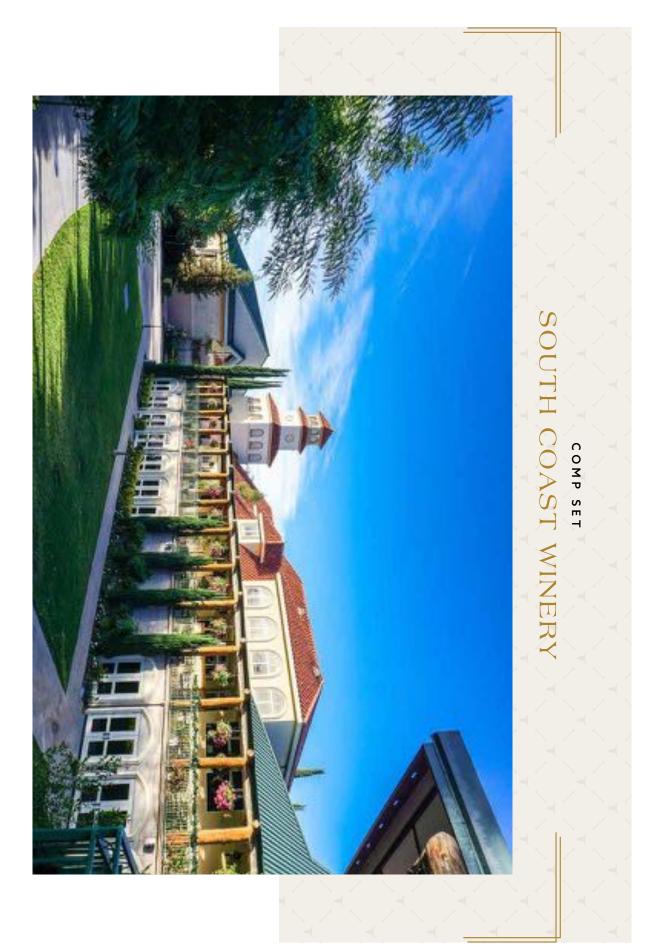
BRAND POSITIONING

Elegant Spanish-style boutique hotel with a nod to California missions' architecture, posh amenities, and a relaxing ambiance. Perfect for lovers of wine and breathtaking vineyard views.

OUR ANALYSIS

Heavy Spanish Mission theme. Relaxing but no vibe. Hotel lacks energy, but winery was lively. Branding is too on the nose.









F&B OUTLETS:

The Vineyard Rose Restaurant - Open for tree meals, weekend brunch, daily happy hour

POOL/SPA EXPERIENCE:

Outdoor heated pool with reservable cabanas + F&B offerings, GrapeSeed Spa offering full menu of services, yoga classes

FITNESS: Fitness center

LOCATION:

Situated on 38 acres of vineyards, 6.3 miles from the Temecula Valley Highway, surrounded by other wineries



STRENGTHS: Large tasting room Large restaurant and bar Casita-style rooms allow for lots of privacy, Expansive meeting and event space, although they are still located close to each other including a large event lawn SOUTH COAST WINERY COMP SET WEAKNESSES: No sense of arrival, no one greeted our arrival No brand affiliation Room product is very tired and dated Location next to the freeway and can be seen from parts Branding feels like early 90s and basic design and tasting room Exterior corridors, hotel feels disconnect from the winery of the winery