PROMILLER GROUP

UMMED JODHPUR

Case Study

CHALLENGES

Market Structure & Revenue Dependency

- Located in a wedding-driven market, Jodhpur demands 35–40 weddings per year for hotel profitability; Ummed started with zero weddings under its roof.
- FIT/GIT demand is limited due to the city's positioning and the size of its hotel inventory.

Reputation & Vendor Relations

- Previous leadership had left strained relationships with local wedding vendors (caterers, decorators, planners, Maharaj).
- Vendors actively avoided the property due to unpaid dues, mismanagement, and broken trust.
- Guests and vendors perceived the hotel as "inactive' or unreliable, despite having the largest lawns in Rajasthan (an unmatched asset).

Sales & Distribution Weakness

- No strong sales representation in feeder markets (Ahmedabad, Mumbai, Delhi).
- OTAs and dynamic pricing strategies were underutilized, reducing FIT capture.

STRATEGIC **INTERVENTIONS**

1 Brand Reset and Reputation Rebuilding

2 Wedding Business Recovery

3 Sales and Distribution Strengthening

4 Product and Experience Enhancement

5 Operational Optimization

6 Owner Alignment and Governance

BRAND RESET AND **REPUTATION REBUILDING**

- **Vendor Reconciliation:** Personally met wedding caterers, planners, and Maharaj chefs; apologized for past mismanagement; guaranteed fair treatment and smooth execution as we advance.

- **Public Perception Campaign:** Organized a cleaning drive at Mehrangarh Fort, covered by Rajasthan Patrika and local press, signalling a change in management and intent to contribute positively to the community.

- **Trust Restoration:** Positioned the brand as “new leadership, same name,” to assure stakeholders that the old issues were closed.

WEDDING BUSINESS **RECOVERY**

- From zero weddings, secured 9 weddings in Year 1, proving capability.
- Grew to 18 weddings in Year 2, creating momentum and positive market buzz.
- Focused on flawless execution to ensure every wedding acted as live marketing for the next.

SALES AND DISTRIBUTION **STRENGTHENING**

- Established a team of Regional Sales Officers (RSO) in Ahmedabad, Mumbai and Delhi, to cover feeder markets effectively.
- Introduced dynamic pricing and OTA optimization to improve FIT visibility and conversion.
- Actively tapped into corporate segments for MICE/offsites, creating a new stream of predictable revenue.

PRODUCT AND
EXPERIENCE ENHANCEMENT

- Converted under-utilized outdoor seating into Charbagh, an alfresco grill restaurant centred around tandoor/charcoal cuisine.

- Expanded banqueting offerings, leveraging the property’s largest lawns in Rajasthan.

OPERATIONAL **OPTIMIZATION**

- Conducted mystery audits to benchmark gaps, then replaced staff unable to meet basic hospitality standards.
- Built a leaner, delivery-focused team by removing “talkers” and hiring genuine hoteliers.
- Instituted process checks to curb pilferage and inefficiencies, even though leakage was not the primary issue.

OWNER ALIGNMENT AND **GOVERNANCE**

- Owners provided absolute autonomy with no interference, enabling bold corrective steps.
- The management team reciprocated with direct involvement (even wearing the hotel T-shirt during public drives), setting a tone of accountability and ownership.

OUTCOMES

Business Recovery:

Weddings: 0
→ 9 in Year 1
→ 18 in Year 2

The hotel turned profitable within the first year and achieved sustained revenue growth thereafter. Weddings re-established as the anchor business model.

Reputation Rebuild:

Negative
→ Positive

Community initiatives and vendor outreach restored trust, shifting brand perception from a “failed property with empty lawns’ to a credible wedding and events destination.

KEY INSIGHTS

- **Anchor Business Model First:** Identify and secure the non-negotiable revenue driver (e.g., weddings in Jodhpur) before pursuing secondary streams.
- **Reputation > Discounts:** In B2B-heavy segments like weddings, repairing relationships and trust is more valuable than aggressive pricing.
- **Sales Infrastructure:** Regional sales offices in feeder markets are a strategic necessity, not a support function.
- **Cultural Cleansing:** Sometimes, staff replacement is the only viable path to reset organisational behaviour.
- **Symbolic Acts Matter:** Public-facing goodwill initiatives (like cleaning drives) generate outsized reputation gains in smaller markets.

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THANK YOU