



FERN BAMBORA FORT, SERIES BY MARRIOTT **UDAIPUR**

Business Case Study



CHALLENGES

Exceptional asset, underperforming business

- 400-year-old heritage fort with strong experiential potential, but lacking a compelling guest narrative.

Operational instability

- Multiple engineering failures, including heat pump, low water pressure, RO systems and deferred maintenance.
- Housekeeping standards and public areas did not reflect a premium heritage resort.

Weak commercial performance

- Revenue below potential despite a differentiated product.
- No wedding positioning despite ideal boutique wedding infrastructure.

Leadership gap

- Limited departmental ownership and total bench strength of 28 employees
- Employee accommodation and staff morale made hiring and retention difficult.

APPROACH/STRATEGIC INTERVENTIONS

1 Heritage Brand
Positioning

2 Experience &
Product
Enhancement

3 Leadership &
Culture
Building

4 Marriott
Integration &
Premium
Guest
Strategy

5 Banquets &
Revenue
Expansion

6 Engineering &
Infrastructure
Optimisation

HERITAGE BRAND **POSITIONING**

- Produced a cinematic brand film to position Bambora as a living 400-year-old fort rather than simply another resort.
- Named infrastructural elements, courtyards and heritage spaces to create memorable guest touchpoints.
- Built the property's identity around history, architecture and royal Rajasthan experiences.

EXPERIENCE & PRODUCT **ENHANCEMENT**

- Improved landscaping, façade, breakfast experience and authentic regional cuisine.
- Continued Rajasthani Baithaks for dinner with live folk music to create a signature evening experience.
- Launched the Fort Host programme to deliver personalised service from pre-arrival through post check-out.

LEADERSHIP & **CULTURE BUILDING**

- Built a strong HOD team capable of independently operating the property.
- Retained and developed high-performing legacy associates while hiring experienced leaders from within the ProMiller ecosystem.
- Upgraded employee accommodation to improve recruitment and long-term retention.
- Embedded a culture of ownership by training teams to deliver personalised, experience-led hospitality at every guest touchpoint.

MARRIOTT INTEGRATION & PREMIUM GUEST STRATEGY

- Successfully leveraged the property's rebranding to Series by Marriott, significantly improving global visibility, distribution and premium demand.
- Built operational standards around Marriott expectations, elevating service delivery and guest experience across touchpoints.
- Created personalized experiences for Ambassador Elite, Titanium Elite and Platinum Elite members through the Fort Host programme and curated guest journeys.
- Achieved and maintained 4.5 ★ rating on the Marriott Bonvoy platform, strengthening the property's reputation within Marriott's global ecosystem.

COMMERCIAL GROWTH & **REVENUE EXPANSION**

- Developed Bambora as a boutique destination wedding venue.
- 0 weddings → 8 weddings + 2 retreats within one year.
- Added new revenue streams, including the now operational bar and outsourced spa.
- Revenue management strategies increased booking pace from <5 bookings/day to 15+ bookings/day, enabling the hotel to exceed annual revenue targets.

ENGINEERING & INFRASTRUCTURE **OPTIMIZATION**

- Restored the heat pump system, ensuring consistent hot water across all guest rooms.
- Installed MGF filtration, upgraded the RO plant and optimized water pressure.
- Reduced guest complaints by improving the reliability of core engineering systems.
- Extended sanctioned electrical load, eliminating nearly ₹3.5 lakh in annual overdraw penalties.

OUTCOMES

Revenue Growth

- Revenue increased by 55%, making FY 2025–26 the strongest financial year in the property's history.
- Exceeded annual budget for the first time ever by delivering ₹2.70 cr against a budget of ₹2.57 cr.

Banquets & Weddings Established

- FY24–25: 0 weddings and a net banquet revenue of ₹0.79 lakh
- FY25–26: 8 weddings + 2 retreats and a net banquet revenue of ₹56.98 lakh
- Strong pipeline established with a target of 12 weddings for next year

Guest Experience Elevated

- Google rating improved from 4.5 to 4.6 with a significant increase in the quantity.
- Achieved a rating of 4.5 on Marriott Bonvoy, reflecting consistent delivery to premium Marriott guests.
- Successfully leveraged Marriott's global distribution and loyalty ecosystem to improve visibility, demand quality and guest confidence.

Revenue Diversification

- F&B revenue grew from ₹57.19 lakh to ₹103.55 lakh.
- New revenue streams added through the spa, bar and boutique events.

KEY INSIGHTS

- A heritage asset becomes a premium brand only when every guest touchpoint tells the same story.
- People and culture drive consistency; consistency drives reputation; reputation drives revenue.
- Strategic partnerships like Marriott create opportunity—operational excellence converts it into performance.
- Long-term profitability and sustainable growth are built by improving the internal systems before maximizing the price.

