



# CRAFT HOUSE

Creative Solutions for Inspiring Destinations





# 1 ABOUT

No line of business requires competence in as many skill sets as the hospitality industry. Depending on the property and context, one project team may need the best thinking on brand strategy and ways to translate that strategy into physical form and service experiences, while another may need us to provide expert advice on the latest in revenue management strategies, how to design within the confines of a landmark building, or the best maker of walk-in coolers in which to age Kobe beef.

Amongst all these skills, the single skill that is the most important, as any experienced hospitality executive knows, is the ability to build and direct teams in the first place. Having someone who can identify and prioritize client needs, nominate the individuals or agencies with the skills most likely to deliver, and guide the complexities and multiple work-streams of the realization process lies at the heart of success.

This is our role at Craft House.

Collectively, our core team has over 160 years of hospitality experience and 90 years of consulting experience under our belts. We have deep connections in the hospitality community and related categories across the world, at every stage of the hospitality product and service lifecycle. We know the specialists who are otherwise unattainable, those who prefer dynamic project work to full-time work, and we know their strengths and weaknesses. Once we get a chance to know you, we will know which experts will fit best with YOUR team culture. And if we don't know exactly the right person for your project, we almost certainly know someone who will. These custom-built project teams are assembled with your unique challenge at our hearts and with a realistic assessment of budgets, timing and desired outcomes.

No formulas, no standard deliverables, no me-too ideas, no limitations of the fixed staff agency model. For your inspiring destination, you need creative solutions. And creative solutions require project teams that have been purpose-built with you in mind.

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# 2 DEVELOPMENT STRATEGIES



## MARKET ASSESSMENT & PROJECT FEASIBILITY

Success in one market isn't indicative of success in another. We evaluate markets and gain insights on the competitive landscape, opportunities, threats, success and risk factors to highlight business opportunities. Once we've determined that there's an attractive business opportunity, we conduct numerous stress tests and sensitivity analyses, allowing us to provide sound recommendations for the project's concept, positioning, scale, branding, facilities program and design strategy. These exercises are critical to the success of new projects, those that are renovating, rebranding, repositioning, or planning for expansion into new markets.

## BRAND STRATEGY & BRAND ARCHITECTURE

Craft House strongly believes that a hospitality brand is as important as its personnel or infrastructure. A brand is the way you externalize your assets and sets the tone for an expected guest experience. For this reason, it's vital that all hospitality projects constantly examine how they manage their brands and do as much as they can to use them consistently and coherently. Brand strategies we develop using brand architecture and alignment processes act as the foundation for companies as they evolve into the future.

## CONCEPT DEVELOPMENT & REFINEMENT

While the brand promise sets the tone for an expected guest experience, additional concept development is essential to ensuring each customer touchpoint is curated to be on brand, operationally sound, and financially feasible. We understand that based on location, market and positioning, some concepts are more appropriate and practical than others. Our expertise enables us to develop concepts, facility programs and services nuanced for unique target audiences. Concept development includes destination, hospitality, culinary, wellness, recreation, residential.

## PROGRAMMING & DESIGN REVIEWS

Beyond brand strategy and concept refinement, Craft House works closely with clients and the numerous design agencies needed to bring a project to life. Our collaborative processes allow designers to work their magic while taking all success factors into account as they relate to brand, experience, operations and financial sustainability. In addition, we can provide recommendations on architects, interior designers, restaurant/kitchen design, landscape architects, wellness design, product design, graphic design, stylists, art and music curation, and more who further bring a brand to life.

## PRIVATE CLUB & MEMBERSHIP STRATEGIES

Private membership clubs attract the most discerning guests and require the highest level of care and curation in the development stages. Craft House has worked with numerous private membership clubs around the world to ensure they exist with a purpose, before we develop a blueprint for how they will identify, develop, attract and retain members as they evolve through their opening stages, into stabilization, and possibly into global expansion.





## 3 ASSET MANAGEMENT SERVICES

### FINANCIAL ADVISORY

Whether a client is evaluating the potential return on an investment, determining if they should move forward with a new venture, is looking to raise capital, or sell a brand, the Craft House team provides investment advisory on capital structures, debt and equity fundraising, bank and private financing, exit valuations and more.

### MANAGEMENT CONTRACT NEGOTIATION

Every management agreement is unique and can include months or years of negotiations to finalize. Our role is to ensure owner interests are met with every term in a contract negotiation. From term length to decision making, accounting to exit strategy.

### ASSET MANAGEMENT

Developing a great product is the foundation for ongoing success, but consistent evaluation ensures a product and service offer is relevant, competitive and performing financially. We help asset manage projects on behalf of ownership for projects that are both owner-operated or operated by a third-party management company.

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# 4 OPERATING STRATEGIES



## THE CUSTOMER JOURNEY

Service differentiation is paramount to hospitality success and is becoming more prevalent in a customer's decision making process and their loyalty choices. While brand strategies are the foundation for an internal framework, a thorough customer journey with brand touchpoints helps externalize that brand into an actual customer experience. Craft House works with clients to map out a customer journey to visualize where and how guests interact with a brand from the first point of contact until well after they've departed. The customer journey then provides the framework for required resources and operating procedures.

## OPERATING STRATEGIES

Delivering seamless service is a challenge for any hospitality product and we thoroughly believe believe that no two products can be operated the same way. To maximize operational success, a project must align its brand values with the unique qualities of its site, environment and design, before developing the operating procedures used to carry out the brand promise. Carefully developed operating procedures and guidelines promote high quality and operational efficiency while minimizing variation across brand experiences. The operating strategies and procedures are then used as a framework for training and development.

## TASK FORCE

Despite how established a team may be, it's sometimes helpful to have assistance on the ground to help with various operational challenges. Craft House assembles teams of operational experts for clients that require short term operational assistance. Our team may be tasked with ensuring there's a seamless transition if ownership or brand are changing. In other instances, we may work closely with the client to launch a new product within an existing location, or in a new market. We may also work with clients to onboard new management teams and build brand culture.

## THIRD PARTY AUDITS

Third party audits are useful tools to ensure standards of quality are maintained beyond a project's launch. They're also used to identify areas for improvement, establish opportunities for training, or assess opportunities for repositioning, rebranding, expansion or more. By analyzing operations, assessing procedures, processes, human capital, and financial performance, Craft House makes recommendations for clients that turn strategic opportunities into effective action plans.





# 5 HR STRATEGIES

## THE EMPLOYEE JOURNEY

From developing an internal HR brand to staging all aspects of the recruitment, employee communications, training and development, Craft House helps clients develop and build strategic and long-term relationships with their employees.

## TRAINING & DEVELOPMENT

With proper training and development, businesses empower managers and employees to make decisions in the business' best interests. We develop customized programs that are stimulating, easy to digest, efficient, and most importantly, effective, including a range of branding, managerial, finance, HR, operations, strategy and continued education courses. Our global experience also allows us to manage and train for the unique cultural nuances of global hospitality.

## EXECUTIVE SEARCH

Essential to our success is our ability to understand a client's unique business needs and curate a team of experts required to design the strategies that will achieve business goals. Beyond our advisory work, we help select clients source the individuals who have the right personalities, qualifications, motivations and availability to get the job done. We then work closely with hired candidates throughout their onboarding to ensure they have all the knowledge and tools required to perform successfully.

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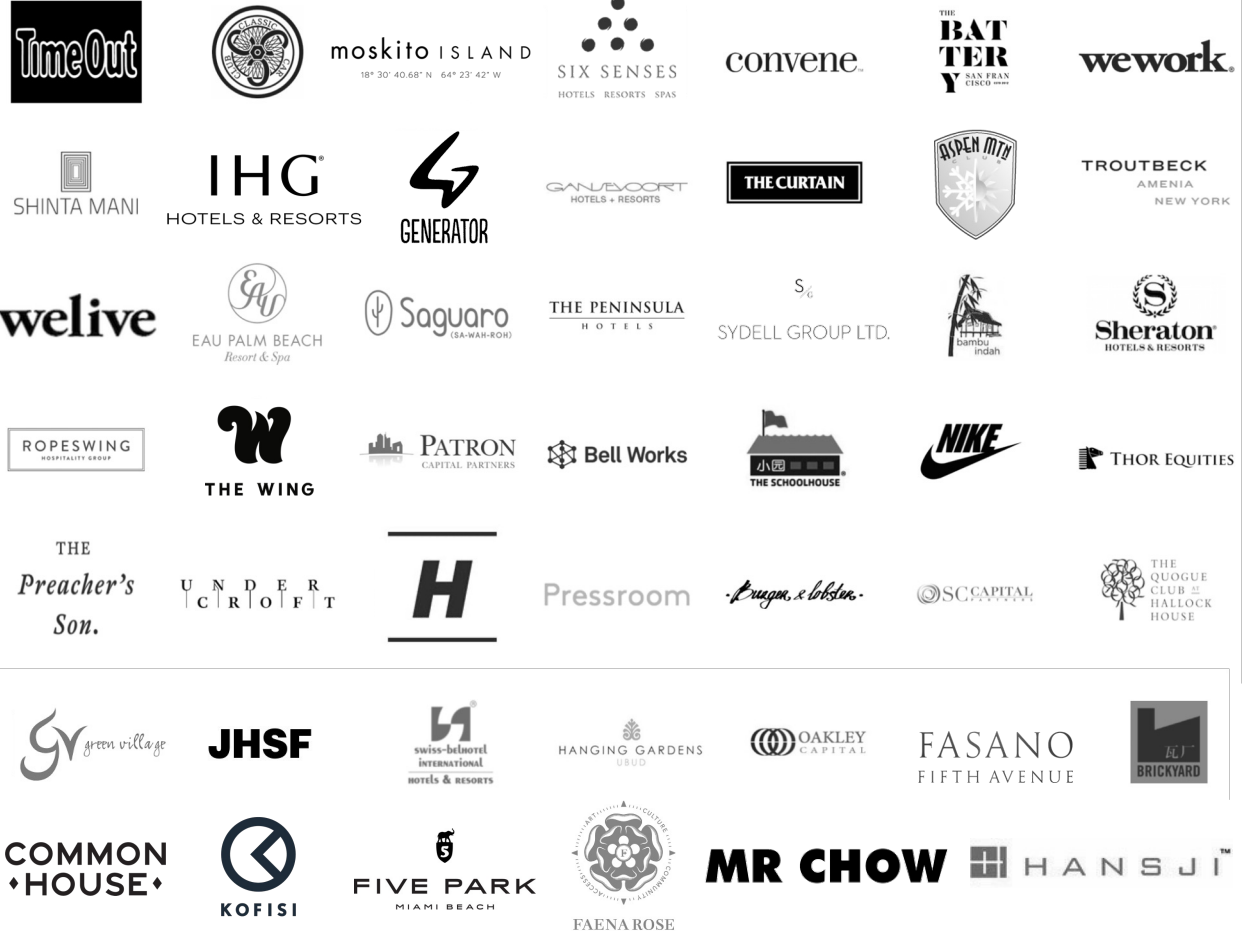
## RECENT CLIENTS

Since 2011, Craft House has worked on over 100 projects in markets worldwide include global and domestic brands, independent hotels, private clubs, restaurants and hospitality ventures, investment companies, family offices, non-profits, tastemakers, disrupters, and much, much more.

In the past 10 years, over 90% of our clients are introduced by industry and client referrals and 44% of clients are repeat clients.

It gives us great pride to have offered each unique client guidance to meet their individual business needs through various stages of their life cycle.

This, is Craft House.



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# OUR TEAM

165 years of experience across 5 continents and over 40 countries with private clubs, hotels, destinations and more.

## **YVETTE JONG** (she/her)

### **Founder & Principal based in New York**

Yvette was born and raised in NYC and graduated from Cornell's School of Hotel Management. For the past 23 years, Yvette has been drawn to the changing landscape of the hospitality industry and innovations that keep it compelling and relevant. After working across the industry in 4 continents in interior design, operations and HR at Soho House New York and High Road House London, and hotel development with Horwath HTL in Hong Kong, she founded Craft House in 2011 to provide clients with a vertically integrated solution to ensure projects operate and perform as well as they look on the cover of a magazine. Yvette is a LEED® Green Associate, author of the HOTELsMag blog, 'The good, the bad and the funky,' community activist, advocate for equity, and amazing mom.

## **PETER MACK** (he/him)

### **Brand Strategy based in Asia & San Francisco**

Peter has over 35 years of brand strategy experience across the globe and numerous industry sectors. He is responsible for strategy for Elephant LLC and Craft House Consulting, and is a senior contractor to Landor Associates in Asia. He works with a diverse set of clients including Tesla Motors, Chow Sang Sang Jewelry, Thai Union Group, Jin Jiang International Hotels, Greenland Development and CP Group among many others. Prior to starting Elephant, Peter was Executive VP at Enterprise IG for 6 years working with Caterpillar Inc., Brown-Forman, FujiFilm USA, Nestlé Foods, and AMD. Before that he was with Landor Associates managing strategic brand projects for Deere & Company, Hewlett-Packard, Lincoln-Mercury, Cathay Pacific, Singapore Telecom, Caltex, Singha Beer and Pepsi Foods, among many others. Peter holds a BA degree in Political Science and Oriental Languages with honors from the University of California, Berkeley.

## **JONAS OGREN** (he/him)

### **Principal based in Monaco**

Jonas is originally from Sweden but spent his teenage years in Ethiopia. After graduating from Cornell's School of Hotel Administration, his 30-year career took him from hotel operations in Beijing to the Northern Mariana Islands in the Pacific where he served as Managing Director of the Marianas Visitor's Authority on Saipan. He then moved to Singapore to join Horwath HTL on hotel development and valuation projects across the Asia Pacific before spearheading STR Global's hospitality benchmarking services in Asia Pacific. Other experience includes HR, F&B and sales and marketing. Jonas has been in Monaco since 2015, owns and operates a serviced office, is the president of SKAL Monaco, is involved in a number of other industry organizations, charities and educational initiatives, and is a father of two.

## **MARK SOMEN** (he/him)

### **Strategy based in Los Angeles**

Mark's hospitality career began in Kenya at the age of sixteen when he led safaris in his native country for Abercrombie and Kent. He has since held leadership positions at the Connaught Hotel in London, The Pierre Hotel, Four Seasons New York, China Grill Management, the Hudson Hotel in New York, the Tribe Hotel in Nairobi and Soho House New York, where he worked with Yvette. Mark later became the Director of Operations for Soho House North America responsible for the development and openings of Soho Beach House in Miami, Soho House West Hollywood, the Soho House satellite clubs in Los Angeles, and Cecconi's restaurant in West Hollywood. He was most recently the CEO for The Conduit in London. Mark is the Chair of the Board for FilmAid International and sits on the Board of the Maasai Wilderness Conservation Trust and A Plastic Planet, is a proud Kenyan, focused on the intersection of hospitality and impact, and proud father of three.



# CONTACT

To explore how our consulting services can provide your hospitality venture with creative solutions, contact us at:

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