

Reunion Resort, Ginn Clubs & Resorts (Celebration, Florida)

Objective

JNJ was engaged by The Ginn Companies to help structure and program the club membership programs for Reunion, a 2300 acre 4300 unit integrated destination resort adjacent to Celebration.

With two golf courses strategically “front loaded” before sales were launched, Reunion needed a tailored club membership program and operating plan that accommodated four key objectives:

1. Preserve the “private club” experience to support real estate sales from buyers looking for lifestyle, recreation, and personal use.
2. Feature a strong rental program for investors and vacation home buyers, in addition to membership advantages and lifestyle benefits.
3. Help shape land use strategies and test economic options for alternative master plan scenarios.
4. Create a service delivery system for housekeeping, food service, and other hotel services in a horizontal residential environment, where residences in two resort cores might lead participation in the rental program.

Scope

- JNJ worked closely with key Ginn executives as an extension of their internal team working closely with planners and financial staff..
- Tailored financial model integrating all major dynamics of sales and development evolving and growing over a 10+ year horizon.
- Impacts of alternative planning schemes, possible timeshare elements, and alternative sales assumptions were tested to measure financial and operational impacts on club membership and hospitality operations.
- Operational requirements for delivery of reservations, housekeeping, maintenance and other hotel services in a “horizontal” resort for both members and guests were quantified and provided for in the business model.
- Full scope business plans embracing marketing strategies, sales targets and complete economic forecasts were prepared for presentation to Lubert Adler as the capital partner at Reunion.

Results

- Reunion was launched with exceptional success, with very favorable market response to the resort rentals and club membership program.
- Membership structures turned out to be a very powerful sales tool, blending the best features of private clubs for residential values, as well as an innovative resort rental program featuring residential style lodging with all amenities. Resonating with buyers as common sense.
- A new business model was created for large scale “horizontal resorts”, evolving from the earlier successes at Hammock Beach.
- Under a subsequent engagement, JNJ was engaged to prepare a full scope business plan for the launch of **Ginn Clubs and Resorts**, as a captive owner/operator of amenity assets emerging from their portfolio of communities under development, starting with Hammock Beach and Reunion.
- This business plan was examined for critique by hospitality experts at Price Waterhouse - Coopers on behalf of Lubert-Adler as investors, and led to funding and launch of Ginn Clubs and Resorts.

