

ÄMÄN

- MARKET ENTRY STRATEGY -

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AGENDA

01 [Project Overview](#)

02 [Our Concept](#)

03 [The "Why?"](#)

04 [Company Overview](#)

05 [Business Model](#)

06 [Best Practices](#)

07 [Key Success Factors](#)

08 [SWOT Analysis](#)

09 [Pestle Analysis](#)

10 [Chosen Location](#)

11 [How to get there?](#)

12 [STP Analysis](#)

13 [Competitors](#)

14 [Marketing Mix](#)

15 [Value Proposition](#)

PROJECT OVERVIEW

For LXMT 776: Travel & Hospitality, we were tasked with either expanding an existing hospitality brand into a new geographic market or transforming a fashion brand into a hospitality concept. We chose the first approach and developed a strategic market entry plan for Aman Resorts.



OUR CONCEPT

This project seeks to establish Aman's first South American property in Chilean Patagonia near Torres del Paine National Park through a comprehensive market entry strategy that strengthens Aman's presence in the South American market while upholding its core values of privacy, exclusivity, and harmony with nature.



WHY SHOULD AMAN HOSPITALITY EXPAND TO NEW LOCATIONS?



STRONG LEADERSHIP BACKING

Chairman and CEO Vladislav Doronin has publicly expressed his ambition to expand Aman Hospitality into new locations, reflecting the brand's clear commitment to global growth.

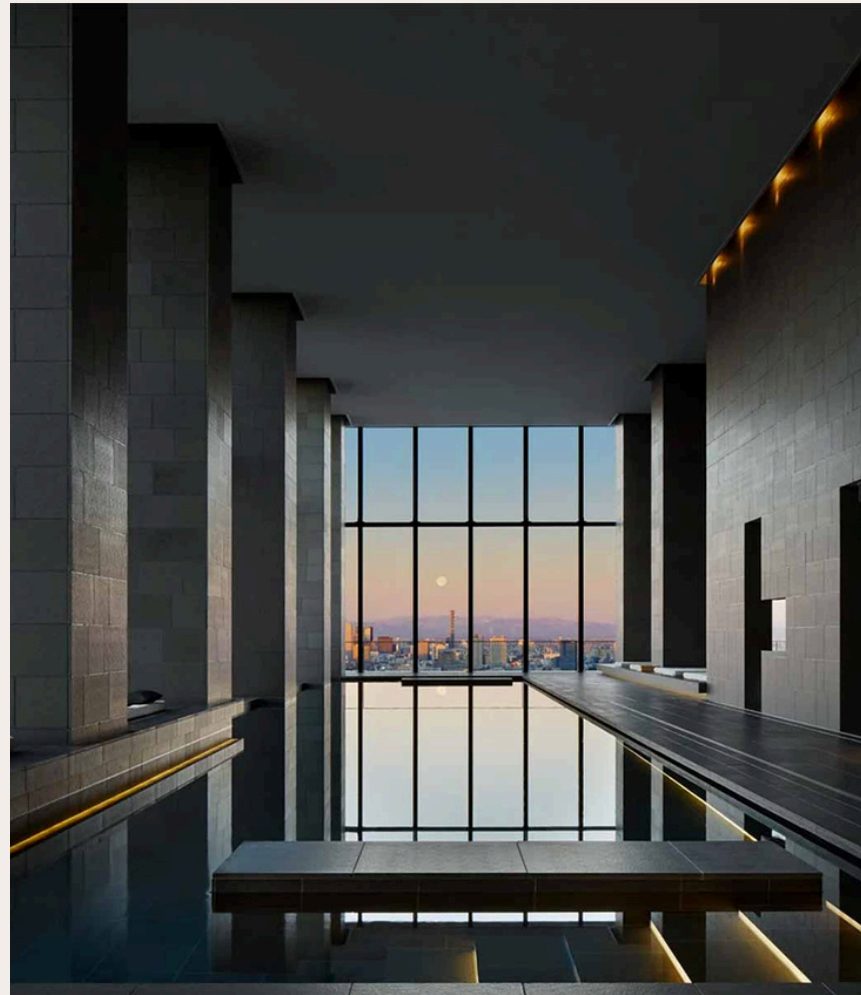
PROVEN BRAND CREDIBILITY

Multiple Michelin Stars, Michelin Keys, and leading global travel awards reinforce Aman's market recognition, credibility, and trusted position within the ultra-luxury hospitality sector.

GROWTH OPPORTUNITY

Expansion enables access to new markets, revenue streams, and long-term market share in the global travel and wellness economy.

COMPANY OVERVIEW



ULTRA-LUXURY
HOSPITALITY BRAND



FOUNDED IN 1988
BY ADRIAN ZECHA



IN 2014, IT WAS TAKEN OVER
BY VLADISLAV DORONIN

BUSINESS APPROACH



HOTELS AND RESORTS



RESIDENTIAL PROPERTIES

HOTELS AND RESORTS

34

**CURRENT HOTELS &
RESORTS IN OPERATION**









(Source: Aman.com)

21+

**NO. OF PROPERTIES IN
DEVELOPMENT**

(Source: Vladislavdoronin.com)

BUSINESS MODEL

<p>Key Partners </p> <ul style="list-style-type: none"> • Property developers and Owners using an 'asset-light' model • Strategic investors. • Architects who create site-specific designs • Local Service Providers and Artisans to ensure cultural authenticity • Luxury travel agencies and other hospitality partners 	<p>Key Activities </p> <ul style="list-style-type: none"> • Property management with exceptional service standards • Personalized and bespoke guest service delivery • Managing guest data by sharing detailed preference profiles across properties • Ensuring consistent quality control globally 	<p>Value Proposition </p> <ul style="list-style-type: none"> • Exclusivity and privacy with fewer than 40 rooms per property and secluded layouts • Cultural immersion through deep integration with the local culture and heritage • Architectural excellence • Integration of wellness through various programs and services • Bespoke experiences that are tailored to the guest's preferences • Minimalist luxury that is understated rather than flashy 	<p>Customer Relationships </p> <ul style="list-style-type: none"> • High-touch personalization and bespoke services that are tailored based on guest data • Direct communication of exclusive offers, updates, and personalized promotions • A sense of community and loyalty fostered through the 'Amanjunkie' subculture • Post-stay engagement through continued relationship building between visits 	<p>Customer Segments </p> <ul style="list-style-type: none"> • Ultra High Net-Worth Individuals seeking exclusivity, privacy, and transformative experiences • Celebrities and public figures who are 'in the know' • Business executives and entrepreneurs seeking sanctuary in urban environments • Wellness-focused travelers who are attracted to holistic wellness programs • Cultural enthusiasts looking for authentic and immersive local experiences
<p>Cost Structures </p> <ul style="list-style-type: none"> • Personnel and exceptional service delivery • Property operations in premium and remote locations • Real estate and development costs • Guest experience and variable operations • Marketing, technology, and brand management 		<p>Revenue Streams </p> <ul style="list-style-type: none"> • Hospitality operations through room bookings, food & beverage operations, and wellness services • Branded residential Aman properties that are located within or adjacent to Aman resorts • Bespoke experiences and Aman at Sea • Recurring revenue through the Aman club and management fees • Revenue generated through brand extensions like Aman Essentials, Aman Interiors and the new Janu brand 		
		<p>Channels </p> <ul style="list-style-type: none"> • Direct bookings through the company website • Strategic luxury travel agency partnerships • Word-of-mouth and referrals • The members-only Aman club which has a 92% renewal rate 		

BEST PRACTICES



SITE SELECTION EXCELLENCE

- Prioritizes extraordinary, often remote locations
- Chooses sites with strong spiritual, cultural, or natural resonance

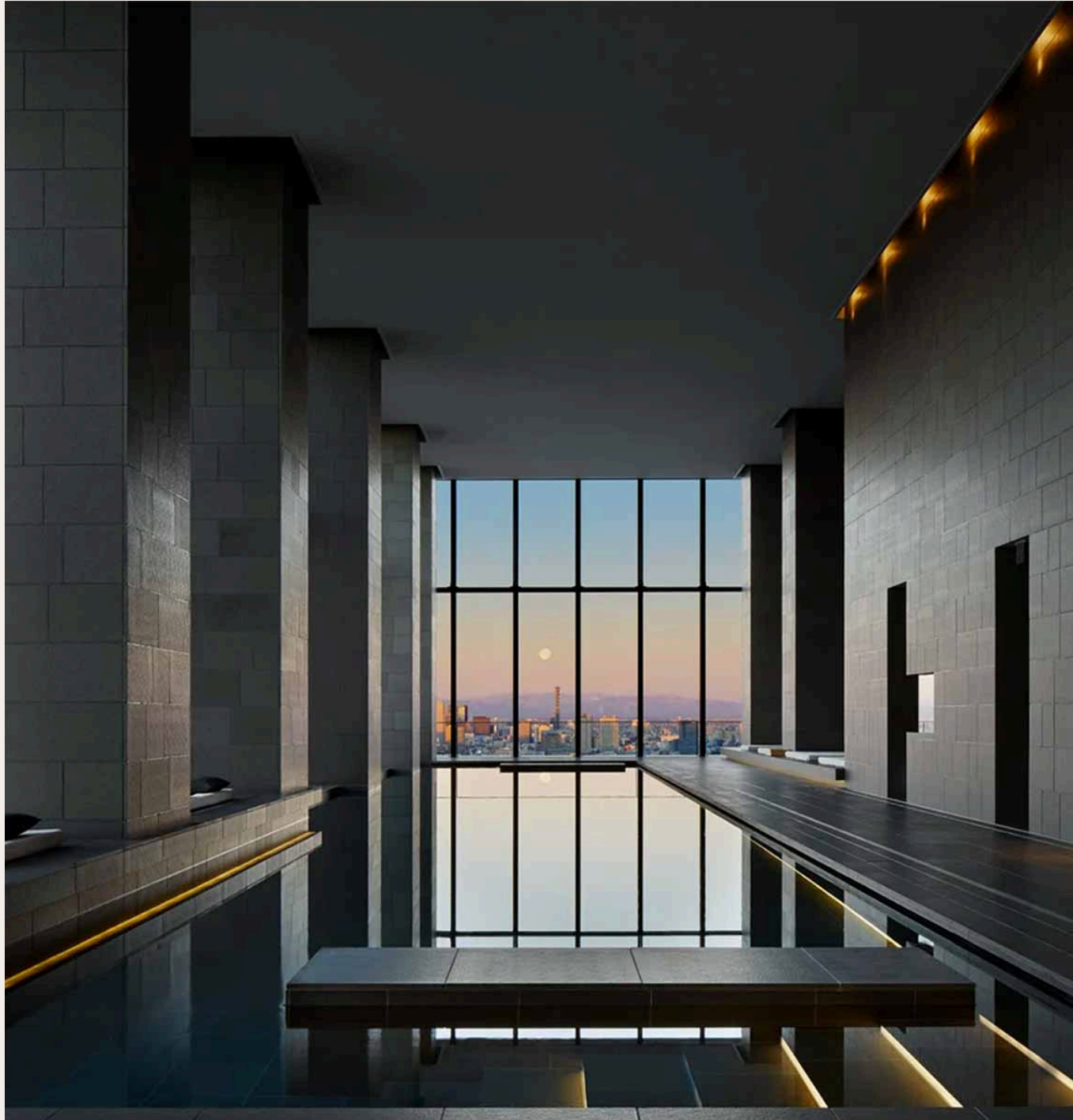
ARCHITECTURE OF DISAPPEARANCE

- Design that integrates seamlessly with nature
- Built to honor landscape, culture, and space
- Built with a sense of intentionality

SERVICE AS A CULTURAL ETHOS

- Rooted in omotenashi
- Service is curated, personalized, and intuitive.

KEY SUCCESS FACTORS



PHILOSOPHY OF RESTRAINT

- Simplicity over ostentation and tranquility over excess
- Natural beauty over architectural dominance

THE “YES” CULTURE

- A mindset where the default answer for any reasonable request is “yes.”
- Anticipatory care over mere responsiveness.

PRIORITIZING AUTHENTICITY

- Respectfully curated local experiences
- Authentic cultural immersion
- Provides a transformative guest experience



PRIVACY AS THE ULTIMATE LUXURY

- Offers seclusion and personal space
- Driven by remote locations and low-density layouts
- Reinforces exclusivity
- Protected with a strict internal culture

HUMAN-CENTERED LUXURY

- The atmosphere feels personal, not corporate
- Designed around human comfort

SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Unparalleled brand equity and customer loyalty • Exceptional service standards and personalization • Unique property portfolio and global strategic locations • Dual revenue model along with financial strength • Strong market position in the growing ultra-luxury segment 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Brand dilution concerns from rapid expansion • Operational complexity and high cost structure • Turbulent ownership history and governance
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Growing wellness tourism market • Middle East and emerging market expansion • Technology integration and innovation in personalization 	<p>THREATS</p> <ul style="list-style-type: none"> • Economic and geopolitical uncertainty • Overtourism and destination challenges • Risk of natural disasters in vulnerable terrain

POTENTIAL EXPANSION AREAS



NEW ZEALAND



AUSTRALIA



CHILE



NEW ZEALAND

- **Population:** 5.32 million
- **GDP:** \$260 billion USD (2024)
- **GDP per capita:** \$49,200 USD (2024)
- **Tourism demand:** 3.45 million overseas visitor arrivals (Oct 2025)
- **Inflation:** 3% (Sept 2025)
- **Unemployment:** 5.3% (Sept 2025)

PESTLE ANALYSIS

POLITICAL

- Highly stable parliamentary democracy with strong institutions and low corruption
- Clear national tourism strategy with strong regulation and environmental oversight
- Policy environment is predictable but conservative toward new development in sensitive areas

ECONOMIC

- High-income economy with strong tourism contribution to GDP
- Small population and visitor base relative to peers limits absolute growth potential
- High construction, labor, and operating costs reduce economic flexibility for large-scale projects

SOCIAL

- Tourism strongly tied to sustainability, conservation, and community impact
- High public sensitivity to overtourism and environmental degradation
- Ongoing labor shortages in hospitality increase operational complexity

PESTLE ANALYSIS

TECHNOLOGICAL

- Advanced digital infrastructure and strong connectivity
- Remote natural areas still face access and infrastructure limitations

LEGAL

- Strong rule of law and investor protections
- Lengthy environmental and land-use approval processes, especially near protected areas

ENVIRONMENTAL

- Exceptional natural assets, but strict conservation controls
- High exposure to natural hazards (earthquakes, storms) adds risk and cost



A U S T R A L I A

- **Population:** 27 million
- **GDP:** \$1.75 trillion USD (2025)
- **GDP per capita:** \$65,900 USD (2025)
- **Tourism demand:** 8,402,400 international visitor arrivals (2024–25 financial year)
- **Inflation:** 3.4% (2025)
- **Unemployment:** 4.3% (Oct 2025)

PESTLE ANALYSIS

POLITICAL

- Stable federal system with strong institutions
- Increasing focus on Indigenous participation and land stewardship in development
- Foreign investment and land-use approvals can be complex depending on region

ECONOMIC

- Large, diversified, high-income economy
- Strong inbound and domestic tourism demand
- Very high wages, construction costs, and insurance premiums impact feasibility

SOCIAL

- Mature tourism market with well-developed infrastructure
- Strong domestic travel culture supports year-round demand
- Labor availability and housing shortages affect tourism regions

PESTLE ANALYSIS

TECHNOLOGICAL

- Advanced digital and transport infrastructure
- Strong air connectivity domestically and internationally

LEGAL

- Transparent legal system with robust labor and environmental regulations
- Compliance requirements are extensive and can slow project timelines

ENVIRONMENTAL

- Significant climate exposure (bushfires, floods, extreme heat)
- Environmental risk increasingly affects insurance, operations, and seasonality



CHILE

- **Population:** 20.09 million
- **GDP:** \$330.21 billion USD (2025)
- **GDP per capita:** \$16,815 USD (2025)
- **Tourism demand:** Inbound arrivals: 5.5M in 2025 (+10%), projected 4.4M at 4% CAGR
- **Inflation:** 4.7% (2025)
- **Unemployment:** 8.7% (2025)

PESTLE ANALYSIS

POLITICAL

- Democratic system with functioning institutions and improving policy clarity
- Recent political developments emphasize security, economic stability, and investment confidence
- Considered one of the more predictable governance environments in Latin America

ECONOMIC

- Open, trade-oriented economy with strong global integration
- Tourism rebounded strongly, reaching record international arrivals in 2024
- More competitive labor and construction costs compared to Australia and New Zealand

SOCIAL

- Tourism demand is driven primarily by nature, landscapes, and cultural experiences
- Visitor base includes a strong mix of regional travelers and long-haul international tourists
- High cultural acceptance of tourism as a driver of national development

PESTLE ANALYSIS

TECHNOLOGICAL

- Good national connectivity with expanding digital infrastructure
- Remote regions require targeted infrastructure solutions but are improving

LEGAL

- Clear legal framework for foreign investment and property ownership
- Environmental permitting is rigorous but navigable with proper site selection
- Labor regulations evolving gradually, not abruptly

ENVIRONMENTAL

- Exceptional geographic diversity (Patagonia, Atacama, wine regions, coastline)
- Strong environmental protections enhance long-term destination value
- Sustainability is increasingly central to tourism policy and planning

WHY CHILE?

#4

IN THE AMERICAS TRAVEL
AND TOURISM INDEX

(Source: Statista)

7.9 x

LEISURE TOURISM SPEND
FROM 2020 TO 2025

(Source: Euromonitor)

9.2 x

SPEND ON LODGING
FROM 2020 TO 2025

(Source: Euromonitor)

Chile reached record international arrivals in 2025, signaling strong post-pandemic recovery

CHOSEN: **PATAGONIA, CHILE**



PREFERRED LOT



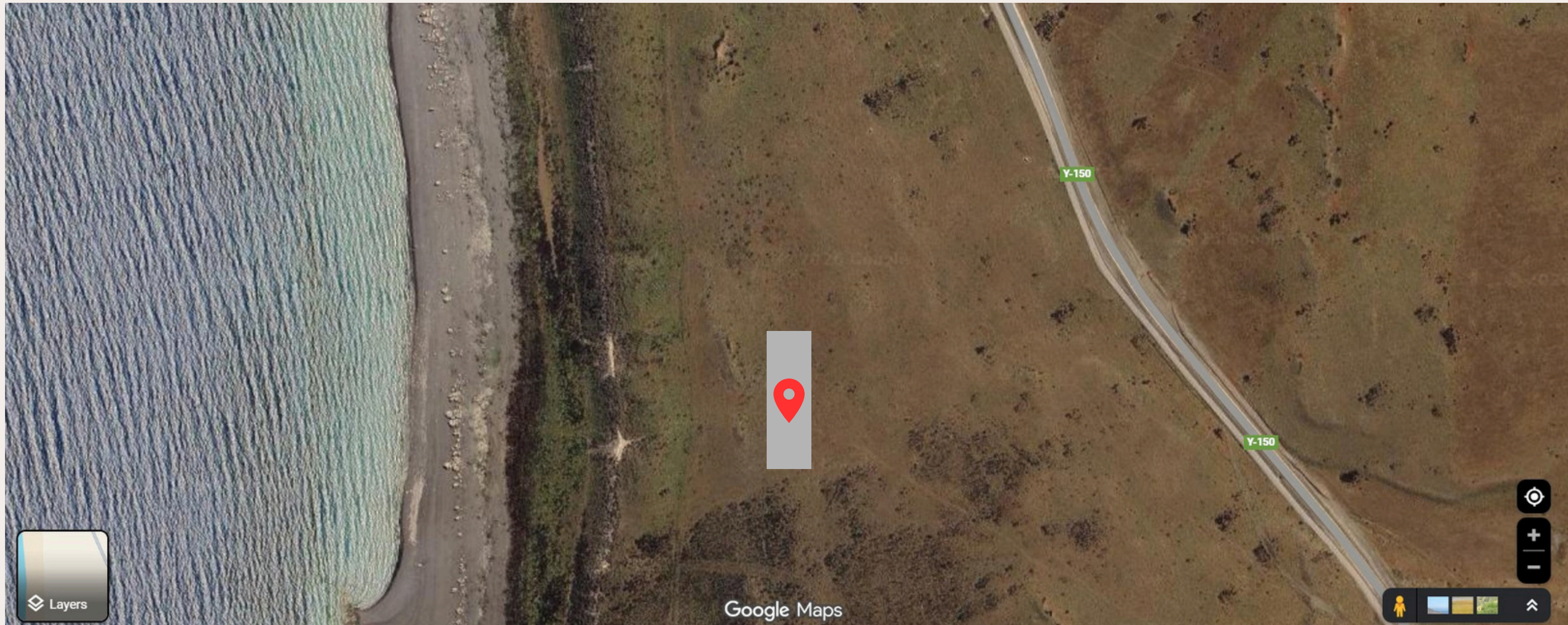
LOCATED ON THE SOUTH-EAST BANK OF LAKE SARMIENTO NEAR THE TORRES DEL PAINE NATIONAL PARK.

PREFERRED LOT



LOCATED ON THE SOUTH-EAST BANK OF LAKE SARMIENTO NEAR THE TORRES DEL PAINE NATIONAL PARK.

PREFERRED LOT



LOCATED ON THE SOUTH-EAST BANK OF LAKE SARMIENTO NEAR THE TORRES DEL PAINE NATIONAL PARK.

THE VIEW: LAKE SARIMENTO



HOW TO GET THERE?



FLY TO
PUERTO NATALES AIRPORT



DRIVE TO
AMANAIKE

STP ANALYSIS

SEGMENTATION

DEMOGRAPHICS

- Age: 35–65,
- Genders: All
- Income: Ultra-high-net-worth individuals (UHNWIs)
- Education: Master’s degree or equivalent elite expertise
- Profession: C-suite executives, finance leaders, creatives, tech innovators

PSYCHOGRAPHICS

- Values wellness, privacy and space
- Status through exclusivity
- Seek digital disconnection
- Prioritizes exclusive, private, and curated experiences

BEHAVIORAL TRAITS

- Frequent Travelers: 2–3 vacations a year
- Loyalty potential
- Price inelastic

BENEFITS SOUGHT

- High-quality and personalized service
- Mental and physical rejuvenation
- Emotional restoration and escape
- Privacy and peace of mind
- Remote, untouched locations

SEGMENTATION

50%

Respondents said they would travel to Chile because they like to be in nature

(Source: Statista)

56%

Respondents stated they were planning trips to nature or the countryside

(Source: McKinsey & Co.)

41%

Of consumers who travel to Chile have a high household income.

(Source: Statista)

TARGETING

**PRIMARY AUDIENCE**

Ultra-high-net-worth individuals seeking total escape from overstimulation. They prefer remote and uncharted destinations that offer a raw, natural sanctuary.

SECONDARY AUDIENCE

Large corporations and founder-led teams looking for private spaces for executive rejuvenation, leadership off-sites, and team bonding (MICE).

POSITIONING



SERVICE POSITIONING

Aman leads in anticipatory hospitality, rooted in Omotenashi, delivering intuitive, “mind-reading” service where every need is seamlessly met.

PRODUCT POSITIONING

In Patagonia’s vast wilderness, Aman presents itself as a discreet sanctuary that blends into nature while integrating local culture and spiritual experiences.

SYMBOLIC POSITIONING

An Aman Patagonia stay represents transformation and refined consciousness, reinforcing the guest’s identity as a sophisticated, mindful, and globally discerning traveler.

COMPETITORS



AWASI PATAGONIA

An ultra-exclusive lodge offering private villas, each with a dedicated guide and 4x4 vehicle for fully customized excursions.

EXPLORA TORRES DEL PAINE

A luxury all-inclusive lodge known for its extensive excursion program and iconic views of the Paine Massif.

TIERRA PATAGONIA

Offers a refined spa experience and has been recognized among the world's best hotels for design and service.

MARKETING MIX: OBJECTIVES



**REWARD LOYALTY & SPARK
ORGANIC WOM**



**BUILD GLOBAL BRAND
AWARENESS**

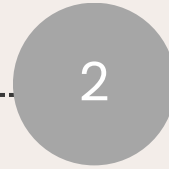


**DRIVE EARLY, HIGH-
QUALITY DEMAND, AND
OCCUPANCY**

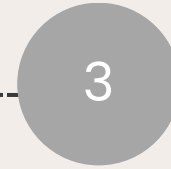
4P'S OF MARKETING



PRODUCT



PLACE



PRICE



PROMOTION

OUR PRODUCT: **AMANAIKE AND ITS SERVICES**



LOCATION

Situated on the southeast bank of Lake Sarmiento, near Torres del Paine National Park in Patagonia, Chile.

DESIGN

Ultra-luxury retreat seamlessly blending into the Patagonian landscape using natural materials like stone, wood, and glass.

ACCOMODATION

Low-density layout with 40 rooms offering panoramic views of Lake Sarmiento. The low-density layout preserves exclusivity.



DINING

Emphasis on local Chilean ingredients, native herbs, and fjord-sourced seafood. Focus on local Chilean cuisine.

WELLNESS

Aman spa featuring signature global therapies and elemental treatments inspired by Patagonian wind, water, stone, and earth.

EXPERIENCES

Personalized itineraries combining adventure, nature immersion, and relaxation; collaboration with local communities for authenticity.



RETAIL

Curated selection of Aman Essentials, Aman Spa items, Aman apparel, accessories, and locally sourced artisan products.

POSITIONING

Exclusive ultra-luxury destination for high-net-worth guests seeking privacy, tranquility, and curated nature experiences.

DIFFERENTIATION

Leverages Aman's brand reputation and signature service and design to deliver an exclusive experience.

AMANAIKE: PHOTO GALLERY







4P'S OF MARKETING



PLACE / PLACEMENT



**AMAN'S DIRECT
CHANNELS**

(Aman.com)



**ULTRA-LUXE TRAVEL
DESIGNERS**

(Live Luxe Travels)



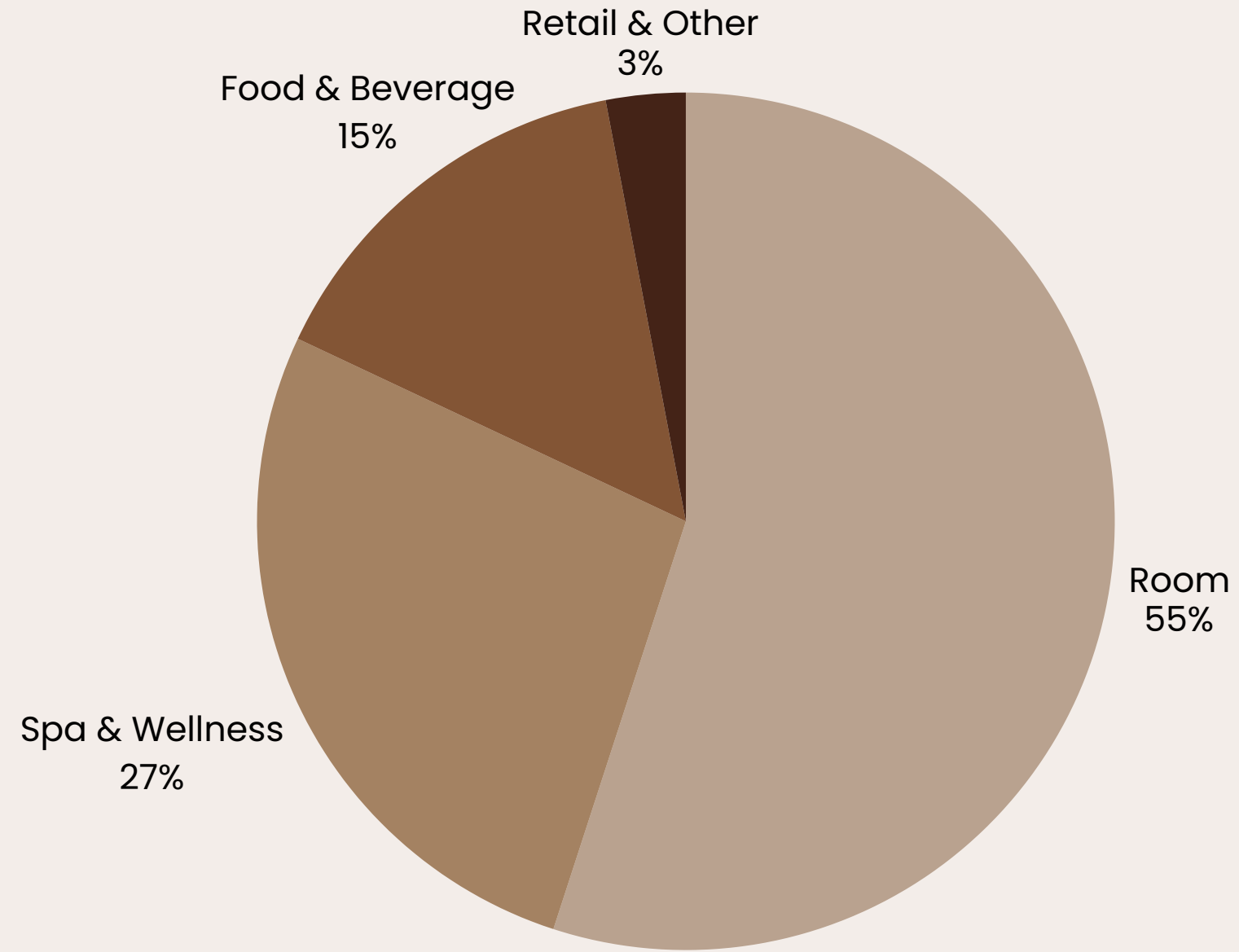
**AMERICAN EXPRESS X
AMAN PARTNERSHIP**

(Amextravel.com)

4P'S OF MARKETING



REVENUE BREAKDOWN



ROOM PRICING

PEAK SEASON

SHOULDER SEASON

LOW SEASON



(Nov to Feb)

(Mar to Apr & Sept to Oct)

(May to Aug)

Average of **\$4500** per room per day

Average of **\$4000** per room per day

Average of **\$3500** per room per day

Best weather for trekking and wildlife; high demand allows resorts to charge premium rates.

Milder weather and fewer crowds attract travelers seeking peace; moderate occupancy with slightly reduced rates.

Cold temperatures and limited outdoor activities lower tourist inflow; resorts offer discounts/packages to maintain bookings.

OCCUPANCY RATE

	Avg Occupancy Rate
Year 1: 2027	50%
Year 2: 2028	60%
Year 3: 2029	70%

COST OF DEVELOPMENT

	% of Revenue	Cost	Depreciation
Land	10.8%	\$ 8.3 M	
Building & Site	61.9%	\$ 48 M	\$1,199,649/ year
Soft Costs	12.7%	\$ 9.8 M	
FF&E	10%	\$ 7.7 M	\$774,016/ year
Preowning & Working Capital	1.9%	\$ 1.5 M	
Developer Fee	2.7%	\$ 2.1 M	
OS&E	1.5%	\$ 1.2 M	

Cost of Development: **\$78.6M**

Cost Per Key: **\$1.97M**

Amanaike is expected to reach profitability around Year 5 as occupancy and revenue stabilize following the initial ramp-up period. Losses in the first 3–4 years are driven by lower early occupancy, high fixed operating costs, and pre-opening investments. As demand strengthens, operating leverage improves and EBITDA turns positive. These initial losses are strategic, supporting long-term brand equity and reinforcing Aman’s positioning as a remote, nature-led sanctuary.

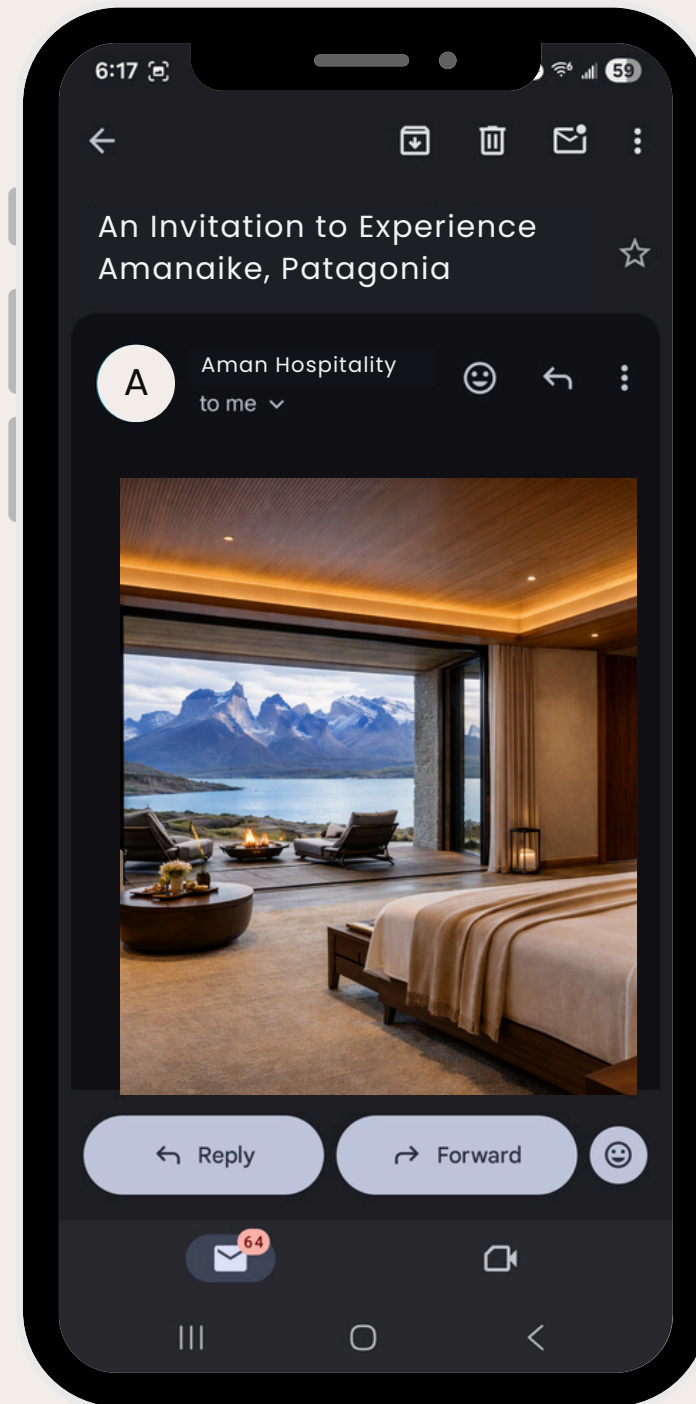
	Year 1	Year 2	Year 3
Revenue	\$ 53.8 M	\$ 64.7 M	\$ 75 M
Gross Profit	\$ 32.4 M	\$ 38.9 M	\$ 45.2 M
Operating Income	- \$ 6.1 M	- \$ 3.5 M	- \$ 1.5 M
Net Income	- \$ 4.5 M	- \$ 2.5 M	- \$ 1.1 M

4P'S OF MARKETING



PROMOTION - EMAILS

Includes a subtle call-to-action

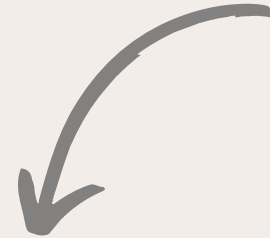


LOYALTY PRE-SELL

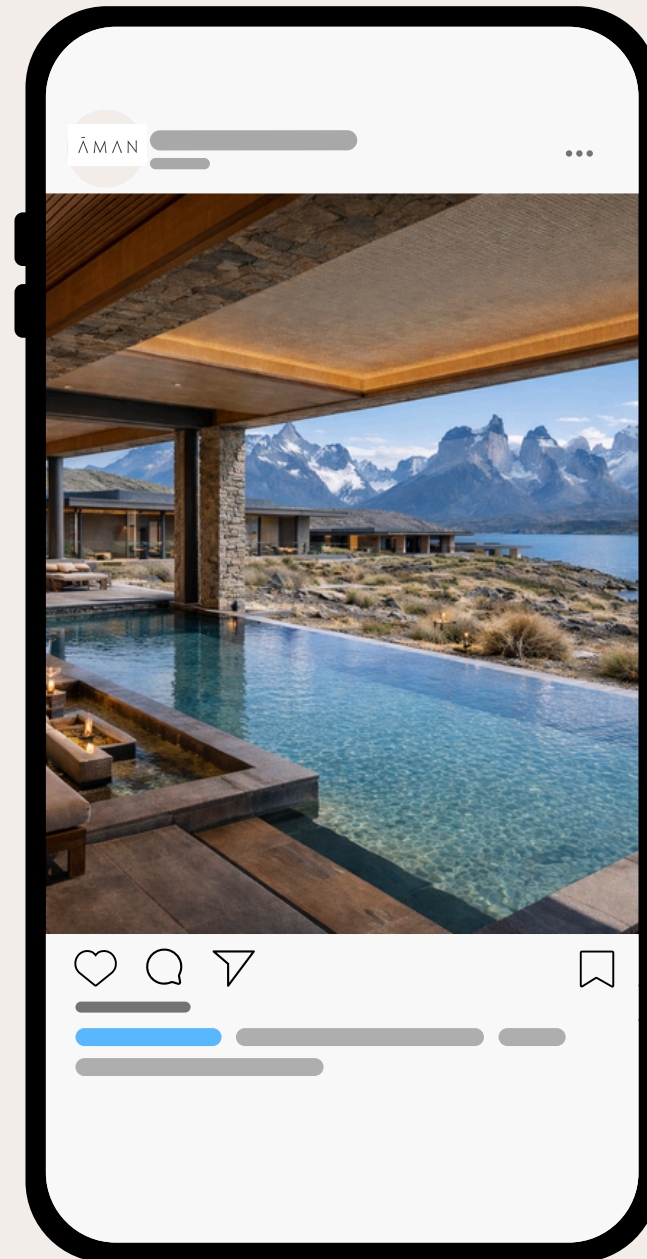
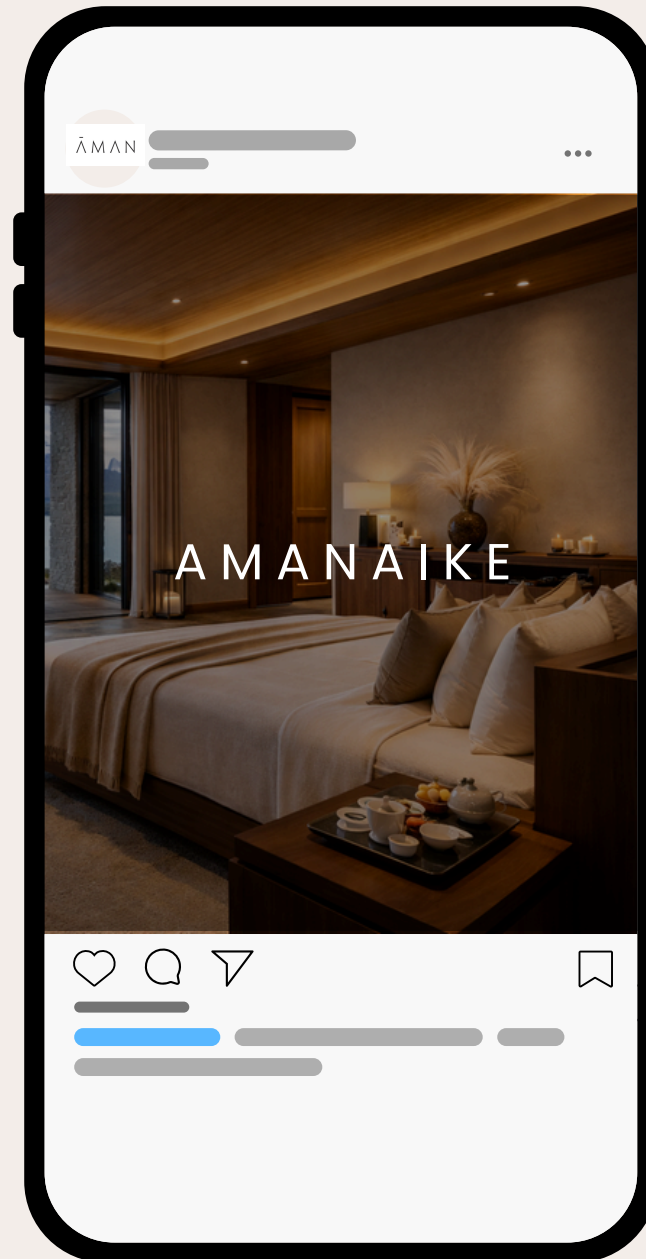
- Early booking access for loyal customers
- Priority inventory windows
- Personalized outreach tied to guest travel behavior

PROMOTION - SOCIAL MEDIA

Visually strong content,
showcasing the beauty of the
location



No aggressive call-to-actions like
"book now."



- Instagram for general awareness & organic growth (No influencer-led campaigns)
- YouTube for visual storytelling & location launch

PROMOTION - PRINT



PUBLICATIONS

- Condé Nast Traveler
- Travel & Leisure
- Elite Traveler

CREATIVE

- Minimal copy
- Focus on Aman's philosophy & the idea of sanctuary and digital detox

PROMOTION - RADIO



PODCASTS

- Luxury Travel Insider hosted by Sarah Groen
- Behind the Money hosted by Financial Times
- The Luxury Travel Edit hosted by John O’Ceallaigh

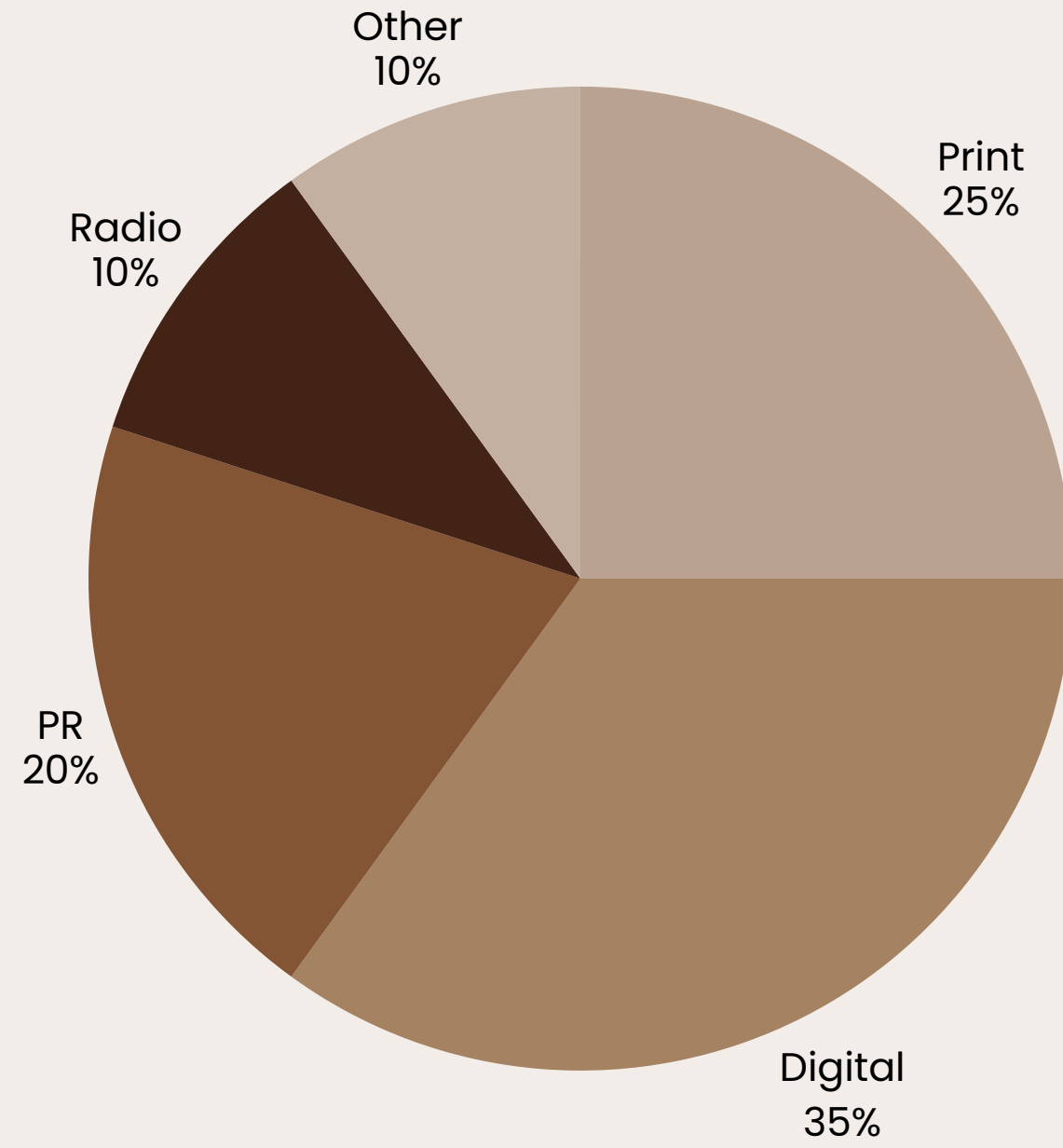
- Targeting high-income listeners and those who listen to wellness, focus, and travel playlists

PROMOTION - KPI'S



- Pre-sell booking conversion rate
- Website traffic to Aman Patagonia landing pages
- Social media likes, comments, and shares
- Number of earned media placements
- Ad completion rates on Spotify and Pandora
- Impressions within UHNW audiences

PROMOTION - BUDGET BREAKDOWN



VALUE PROPOSITION



ACCESS TO UNTOUCHED WILDERNESS



RESTORATIVE LUXURY ROOTED IN NATURE



MEANINGFUL CULTURAL CONNECTION



AMANAIKE

Patagonia, Chile