C² Limited Design Associates

TRANSACTION CASE STUDY

C² LIMITED DESIGN ASSOCIATES

A sell-side advisory engagement in planning and interior design

ACQUIRED BY

CHAMBERS

ADVISED BY STONEMILL PARTNERS · STONEMILLPARTNERS.COM

DEAL SNAPSHOT

SECTOR
Planning and interior design

CLIENT
C2 Limited Design Associates (CT)

ACQUIRER
Chambers (Baltimore, MD)

CLIENT FOCUS
Luxury hospitality and private clubs

TRANSACTION
Acquired; now a Studio of Chambers

STONEMILL ROLE
Sell-side advisor to C2 Limited

THE SITUATION

Founded in 1988 and based in Norwalk, Connecticut, C2 Limited Design Associates is an award-winning design practice focused on luxury hospitality, resort, and private club environments.

Led by founding partners and co-creative directors Craig J. Smith and Christina H. Romann, the firm provides strategic planning, master planning, interior design, lighting, bespoke furnishings, and art curation.

KEY CONSIDERATIONS

KEEP THE BRAND AND TEAM INTACT

The founders wanted C2 Limited to remain who it is: its name, brand, team, and client relationships carry forward.

ADD RESOURCES AND REACH

The right partner had to bolster planning and design resources and give clients enhanced project support and broader reach.

HOW WE APPROACHED IT

A

POSITIONING

Positioned C2 Limited as an established, award-winning studio with deep private club and hospitality relationships.

Framed the founders' creative leadership and client relationships as assets to protect.

B

BUYER STRATEGY

Targeted acquirers where a design-led studio adds capability, with a focus on the private club sector.

Prioritized partners prepared to preserve the C2 Limited brand and team.

C

PROCESS

Sell-side advisory from positioning and confidential outreach through buyer selection, diligence, and closing.

Supported a transition that keeps C2 Limited leadership guiding its design vision.

HOW STONEMILL ADVISED

01 **POSITIONING**

Defined C2 Limited's story and partner criteria.

02 **CONFIDENTIAL OUTREACH**

Targeted outreach to aligned acquirers.

03 **BUYER SELECTION**

Chambers selected for private club focus and brand fit.

04 **DILIGENCE + CLOSING**

Support through diligence, closing, and transition.

WHY THE COMBINATION FIT

SHARED PRIVATE CLUB FOCUS

Chambers, founded in 1899, specializes in private clubs. C2 Limited adds luxury hospitality, resort, and club design.

COMPLEMENTARY SERVICES

Chambers' planning, architecture, interior design, and procurement pair with C2's lighting, furnishings, and art curation.

NATIONAL REACH, SAME BRAND

C2 Limited becomes a Studio of Chambers, backed by Chambers' national footprint and five offices.

1988	1899	100%	5
C2 LIMITED FOUNDED	CHAMBERS FOUNDED	C2 STAFF REMAIN IN PLACE	CHAMBERS OFFICES

With Stonemill's sell-side advisory, C2 Limited Design Associates was acquired by Chambers. C2 Limited becomes a Studio of Chambers and keeps its name, brand, team, and client relationships.

"This partnership allows us to elevate our capabilities while keeping the heart of our brand intact."

CHRISTINA H. ROMANN, FOUNDING PARTNER, C2 LIMITED

"We have long admired C2 Limited's immense creativity, talent, and deep client relationships."

RICK SNELLINGER, CEO AND MANAGING PARTNER, CHAMBERS

Takeaway: the right acquirer can add resources and reach while keeping a founder-built design brand intact.

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LET'S TALK



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