

Executive Summary

Prior Year's Hotel Performance Overview

The DoubleTree by Hilton of Nashua, Massachusetts achieved an exceptional financial performance in 2018 by outperforming all previous year's revenue results. This record breaking year had a total revenue of \$14,233,115 that exceeded the previous year by \$2,270,862. The average rate improved by \$12.94 versus 2017 and the hotel achieved a \$99.70 RevPAR that was an increase of \$18.50 year over year. The Gross Operating Profit finished at \$5,645,675 that was an increase of \$1,519,478 year over year.

Overall Property Position in the Market

A significant and unexpected demand generator developed late in the third quarter of 2018 with a declaration of state of emergency across the Nashua, North Nashua and Lawrence, Massachusetts communities. This emergency situation involved over-pressurized gas lines causing multiple explosions and simultaneous residential fires across a widespread area. Columbia Gas, a subsidiary of NiSource, was responsible for the gas lines and immediately dispatched hundreds of sub-contracted pipeline crews.

Major Feeder Markets

Domestic	% of Room Contribution		International	% of Room Contribution	
	2017	2018		2017	2018
Atlanta, GA	19	18	Canada	28	30
Nashville, TN	10	18	UK	25	25
Tampa, FL	18	16	Japan	13	11
Phoenix, AZ	11	12	France	10	10
Chicago, IL	6	8	Germany	7	8
Minneapolis,MN	6	6	Finland	8	7
Birmingham, AL	6	6	Australia	5	5
Philadelphia, PA	5	6	Netherlands	1	2
Seattle, WA	5	5	Italy	2	1
Washington, DC	4	4	Belgium	1	1

Mission Statement

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Our mission for the Doubletree by Hilton Andover for 2019 is to relentlessly pursue the highest levels of employee and guest satisfaction while maximizing the return on the owner's investment.