

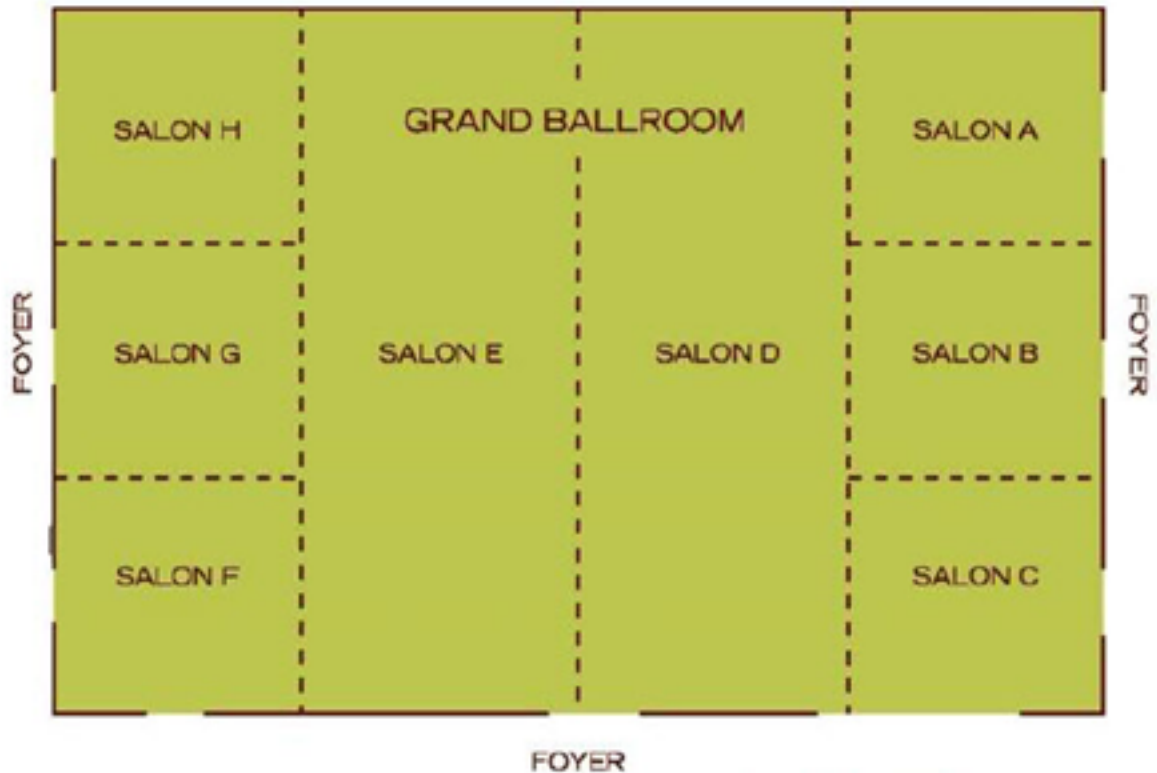


DoubleTree by Hilton
Boston-Andover

Business Plan

2020

Name of Room	Dimensions	Square Feet	Reception	Banquet	Theater	Classroom	Conference	U-Shape	Ceiling Height
Grand Ballroom (Salon A-H)	108' x 66'	7,128	800	560	800	480	-	-	14'
Salon ABCD or EFGH	54' x 66'	3,564	400	280	400	150	-	-	14'
Salon A, B, C, F, G, H (Each)	22' x 22'	484	40	30	40	18	20	15	14'
Salon D or E (Each)	66' x 32'	2,112	260	180	260	120	50	50	14'
Andover Room	20' x 18'	360	25	30	25	-	15	-	9'
Courtyard (Seasonal)	40' x 20'	800	100	60	-	-	-	-	-



*Hotel
Hard Rock*



TOP EXISTING ACCOUNTS

		2018					2019			
Account Name	Account Type	Total Annual Market Room Nights	Total Annual Market Revenue	No. Rooms (Act/FC)	Contract Room Rate	Property Total Revenue	No. Rooms Forecasted	Contract Room Rate	Property Total Revenue	Variance Year over Year
Philips	National	11,500	\$1,810,000	3750	\$104	\$390,000	3250	\$104	\$354,250	-\$35,750
Schneider	National	6200	\$595,200	4900	\$104	\$509,600	5200	\$104	\$566,800	\$57,200
Standard Finishing Systems	National	800	\$108,800	740	\$136	\$100,640	900	\$138	\$124,200	\$23,560
Raytheon	National	1500	\$177,800	1050	\$118	\$123,900	1300	\$121	\$157,300	\$33,400
Smith & Nephew	National	1300	\$132,600	480	\$149	\$71,520	520	\$149	\$77,480	\$5,960
Pfizer	National	950	\$115,900	900	\$121	\$108,900	1300	\$124	\$161,200	\$52,300
Casa	Local	750	\$101,250	700	\$135	\$94,500	800	\$137	\$109,600	\$15,100
Polycom	Local	600	\$76,200	500	\$136	\$68,000	600	\$138	\$81,600	\$13,600
General Electric	National	600	\$83,400	500	29% BAR	\$68,500	600	29% BAR	\$83,400	\$14,900
Nora	Local	550	\$74,250	500	\$132	\$66,000	600	\$138	\$82,800	\$16,800

Account Name	Comments & Action Steps	Competing Hotels
Philips	Philips Electronics has announced that they will relocate their North American Headquarters to Cambridge in 2020. Philips Transient business has decreased YOY by 21%. The hotel strategy in 2019 is to maintain their rate of \$104.00 to remain competitive. The hotel will increase group rates from \$20.00 to \$50.00 over the transient rate to increase ADR & revenues in the group Market.	Holiday Inn, Tewksbury - \$82.00, La Quinta, Andover - \$88.00, ES Sonesta, Andover - \$97.00, Spring Hill Suites, Andover \$95.00
Schneider Electric	Schneider Electric has increased YOY production by 19%. The hotel strategy is to maintain their rate of \$104.00 to remain competitive in 2019. The hotel will continue to increase group rates from \$20.00 to \$50.00 over the transient rate to increase ADR & revenues in the group market.	ES Sonesta, Andover - \$96.00 Spring Hill Suites, Andover - \$98.00 Homewood Suites, Andover, \$95.00
Standard Finishing Systems	Standard Finishing Systems remains a very loyal customer to us sending all of their BT & Group business to us exclusively. The hotel will increase their rate to \$138.00 in 2019	The hotel has 100% market share
Raytheon	The hotel re-entered the Raytheon Hotel Program in 2018. Production has doubled in 2018. Raytheon requires Government Per Diem Rates. Currently the rate is \$118.00 and the hotel will offer the per diem for 2019.	All hotels offer the per diem rate for Essex County- \$121.00
Smith & Nephew	We continue to be the backup hotel to the Marriott products -- ADR - \$90.00. Smith & Nephew required a 2 year agreement and the rate is \$149.00 for 2018 and 2019. The hotel will continue to offer group rates for their International training rooms from South America.	Marriott Courtyard, Andover - \$92.00 Spring Hill Suite, Andover - \$88.00
Pfizer	Production has Doubled in 2018. The new Research & Development & Lab will be completed by January, 2019. Travel is expected to increase as a result of this expansion on the Andover Campus. The rate offering for 2019 will be \$124.00.	Marriott Courtyard, Andover - \$119.00
Casa Systems	Casa Systems went public in 2018 resulting in a positive impact to the hotel. The production has doubled YOY and Casa continues to send all of their Sales Meetings to the hotel. In 2019, their rate will increase to \$137.00.	The hotel has 100% Market Share
Polycom	Polycom relocated their office to Federal St. positively impacting production to the hotel. Their production has doubled in 2018 and they expect a slight increase in 2019. The rate offering for 2019 will be \$138.00.	Spring Hill Suites - \$119.00
General Electric	General Electric accepted us into their program with a 20% off BAR in 2018. Their production has tripled YOY. The hotel expects the same offering in 2019.	