### **Mission Statement**

Our mission for the Doubletree by Hard Rock for 2018 is to relentlessly pursue the highest levels of employee and guest satisfaction while maximizing the return on the owner's investment.

## **Testing Na**

Month	Food Rev	Room Rental Rev	A/V Rev	Beverage Rev	Total	STLY	STLY Variance
					0		\$0
January	\$86,412	\$12,050	\$9,495	\$9,556	\$117,513	\$40,915	\$76,598
February	\$32,507	\$10,700	\$1,290	\$1,596	\$46,093	\$34,361	\$11,732
March	\$63,507	\$14,400	\$7,755	\$3,052	\$88,714	\$105,547	-\$16,833
		\$37,150	\$18,540	\$14,204	\$252,320		\$71,497
April	\$69,238	\$13,175	\$9,745	\$5,255	\$97,413	\$87,626	\$9,787
May	\$77,198	\$12,850	\$5,631	\$4,478	\$100,157	\$105,605	-\$5,448
June	\$164,585	\$12,500	\$37,159	\$10,632	\$224,876	\$66,026	\$158,850
		\$38,525	\$52,535	\$20,365	\$422,446	\$259,257	\$163,189
July	\$48,721	\$9,500	\$6,135	\$2,807	\$67,163	\$13,467	\$53,696

Month	Food Rev	Room Rental Rev	A/V Rev	Beverage Rev	Total	STLY	STLY Variance
August	\$54,950	\$12,150	\$2,320	\$6,174	\$75,594	\$76,439	-\$845
September	\$109,328	\$13,608	\$3,795	\$6,162	\$132,893	\$71,056	\$61,837
	\$212,999	\$35,258	\$12,250	\$15,143	\$275,650	\$160,962	\$114,688
October	\$76,220	\$28,830	\$6,247	\$10,699	\$121,996	\$96,003	\$25,993
November	\$41,209	\$9,900	\$2,440	\$0	\$53,549	\$52,734	\$815
December	\$42,742	\$5,825			\$58,512	\$67,120	-\$8,608
	\$160,171	\$44,555	· ·		\$234,057	\$215,857	\$18,200
2019 Total	\$373,170	\$155,488	\$93,412	\$68,956	\$1,184,473	\$636,076	\$367,574

Month	Food Rev	Room Rental Rev	A/V Rev	Beverage Rev	Total	STLY	STLY Variance
January	86412	12050	9495	9556	117513	\$40,915	
February	32507	10700	1290	1596	46093	\$34,361	
March	63507	14400	7755	3052	88714	\$105,547	
April	69238	13175	9745	5255	97413	\$87,626	
May	77198	12850	5631	4478	100157	\$105,605	
June	164585	12500	37159	10632	224876	\$66,026	
July	48721	9500	6135	2807	67163	\$13,467	
August	54950	12150	2320	6174	75594	\$76,439	
September	109328	13608	3795	6162	132893	\$71,056	
October	76220	28830	6247	10699	121996	\$96,003	
November	41209	9900	2440	0	53549	\$52,734	
December	42742	5825	1400	8545	58512	\$67,120	
January	86412	12050	9495	9556	117513	\$40,915	
February	32507	10700	1290	1596	46093	\$34,361	
March	63507	14400	7755	3052	88714	\$105,547	
April	69238	13175	9745	5255	97413	\$87,626	
May	77198	12850	5631	4478	100157	\$105,605	
June	164585	12500	37159	10632	224876	\$66,026	
July	48721	9500	6135	2807	67163	\$13,467	
August	54950	12150	2320	6174	75594	\$76,439	
September	109328	13608	3795	6162	132893	\$71,056	
October	76220	28830	6247	10699	121996	\$96,003	
November	41209	9900	2440	0	53549	\$52,734	
December	42742	5825	1400	8545	58512	\$67,120	

# shua Catering Pace Report Demo

2019 Budget	CY Var to Budget	2018 Total	CY Var to 2018	Prospect	Tentative	Comments
	0		\$0			
\$80,000	\$37,513	\$35,504	\$82,009	\$5,390	\$0	
\$82,572	-\$36,479	\$34,111	\$11,982	\$0	\$0	
\$125,520	-\$36,806	\$82,076	\$6,638	\$1,313	\$0	NE Mastertrack (repeat) Hilton GWOS 3/11-3/15 & Linchris WOS 3/25-29
\$288,092	-\$35,772	\$151,691	\$100,629			
\$131,380	-\$33,967	\$112,681	-\$15,268	\$0	·	Includes \$20k for Easter food and \$1k for beverage
\$136,432	-\$36,275	\$122,321	-\$22,164	\$350	\$0	SNHU booking was in 2018. Hannaford \$15,000. AQS \$8,000 - both Hannaford and AQS used DMP
\$150,180	\$74,696	\$77,247	\$147,629	\$450	\$0	SNHU & FIRST
\$417,992	\$4,454	\$312,249	\$110,197	\$800	\$0	
\$71,382	-\$4,219	\$15,389	\$51,774	\$1,250	\$0	

2019 Budget	CY Var to Budget	2018 Total	CY Var to 2018	Prospect	Tentative	Comments
\$73,223	\$2,371	\$67,287	\$8,307	\$275	\$0	SNHU LY
\$96,460	\$36,433	\$76,161	\$56,732	\$0	\$0	SNHU & Hockey Boosters
\$241,065	\$34,585	\$158,837	\$116,813	\$1,525	\$0	
\$151,440	-\$29,444	\$108,112	\$13,884	\$0	\$0	Wire Belt, Women's Church - LY not yet booked but solicited
\$111,800	-\$58,251	\$55,277	-\$1,728	\$13,376	\$2,700	
\$167,397	-\$108,885	\$111,353	-\$52,841	\$6,607	\$13,489	Removed \$16,500 for NYE f&b event we are no longer hosting. Replacing with Comedy show/band/dinner event \$8k plus rooms. Bastes Imaging went to Courtyard - \$17K in F&B revenue, Pro AV working on - \$11K booked in Sep 2018 for Dec 2018. Amphenol working on - \$5K booked in Nov for December
\$430,637	-\$196,580	\$274,742	-\$40,685	\$19,983	\$16,189	
\$1,377,786	-\$193,313	\$897,519	\$286,954	\$22,308	\$16,189	

2019 Budget	CY Var to Budget	2018 Total	CY Var to 2018	Prospect	Tentative	Comments
-						
80000	37513	40915		5390	0	
82572	-36477	34361		0	0	
125520	-36804	105547		1313	0	
131380	-33966	87626		0	0	
136432	-36273	105975		350	0	
150180	74697	66026		450	0	
71382	-4217	13467		1250	0	
73223	2371	76439		275	0	
96460	36435	71056		0	0	
151440	-29442	96129		0	0	
111800	-58250	60097		13376	2700	
167397	-108884	106660		6607	13489	
80000	37513	40915		5390	0	
82572	-36477	34361		0	0	
125520	-36804	105547		1313	0	
131380	-33966	87626		0	0	
136432	-36273	105975		350	0	
150180	74697	66026		450	0	
71382	-4217	13467		1250	0	
73223	2371	76439		275	0	
96460	36435	71056		0	0	
151440	-29442	96129		0	0	
111800	-58250	60097		13376	2700	
167397	-108884	106660		6607	13489	

### **Strategies**

Spring promo to run mid-March through mid-June; promote February through June.

Quarterly wedding venue visit with promo

Spring Promo to run April through mid-July; promote in April/May Focus on relationships with outside wedding venues; created promotion for newly engaged for both onsite weddings and rooms only. Created Labelle Winery promotion for postwedding breakfast and suite upgrades for 2019 weddings.

Summer promo to run mid-June through mid-September; promote May through September Client event

Christmas in July promo/blitz with SMERF Group Sales manager to promote holiday parties and room blocks.

## **Strategies**

Soliciting past bookings and soliciting comp set market past bookings for short term July, Aug and Oct business. Sharing summer promo, triple points, DMP packages

Fall promo to run mid-September through mid-November; promote August through November

Heavy promotions. Competitive quoting.

Client visits with gifts

Strategies	

#### **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.