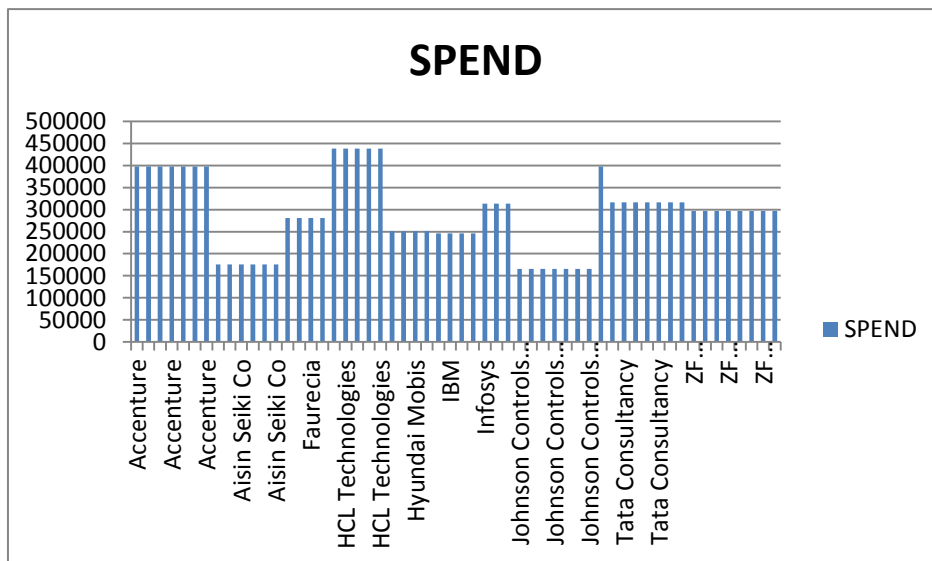


LIST OF SUPPLIERS

| S.NO | SUP_NAME | BU | CAT | SPEND |
|------|-----------------------|-----|----------------|--------|
| 1 | Accenture | AIS | Market Data | 397598 |
| 2 | Accenture | CN | Travel | 397598 |
| 3 | Accenture | HR | Market Data | 397598 |
| 4 | Accenture | HR | Travel | 397598 |
| 5 | Accenture | IND | Market Data | 397598 |
| 6 | Accenture | ISA | Market Data | 397598 |
| 7 | Accenture | NA | Market Data | 397598 |
| 8 | Aisin Seiki Co | AIS | Travel | 175730 |
| 9 | Aisin Seiki Co | CN | Googd and Se | 175730 |
| 10 | Aisin Seiki Co | HR | Travel | 175730 |
| 11 | Aisin Seiki Co | IND | Travel | 175730 |
| 12 | Aisin Seiki Co | ISA | Travel | 175730 |
| 13 | Aisin Seiki Co | NA | Googd and Se | 175730 |
| 14 | Faurecia | AIS | Googd and Se | 280579 |
| 15 | Faurecia | IND | Googd and Se | 280579 |
| 16 | Faurecia | ISA | Travel | 280579 |
| 17 | Faurecia | NA | Googd and Se | 280579 |
| 18 | HCL Technologies | AIS | Facilities Mar | 438321 |
| 19 | HCL Technologies | HR | Travel | 438321 |
| 20 | HCL Technologies | IND | Facilities Mar | 438321 |
| 21 | HCL Technologies | ISA | Market Data | 438321 |
| 22 | HCL Technologies | NA | Market Data | 438321 |
| 23 | Hyundai Mobis | AIS | Financial Serv | 250886 |
| 24 | Hyundai Mobis | IND | Financial Serv | 250886 |
| 25 | Hyundai Mobis | ISA | Travel | 250886 |
| 26 | Hyundai Mobis | NA | Googd and Se | 250886 |
| 27 | IBM | AIS | IT and Teleco | 246060 |
| 28 | IBM | IND | IT and Teleco | 246060 |
| 29 | IBM | ISA | Market Data | 246060 |
| 30 | IBM | NA | Market Data | 246060 |
| 31 | Infosys | AIS | Bussiness Ser | 313617 |
| 32 | Infosys | IND | Bussiness Ser | 313617 |
| 33 | Infosys | ISA | Market Data | 313617 |
| 34 | Johnson Controls Inc. | AIS | BPO | 165323 |
| 35 | Johnson Controls Inc. | CN | Googd and Se | 165323 |
| 36 | Johnson Controls Inc. | CN | Other | 165323 |
| 37 | Johnson Controls Inc. | HR | Other | 165323 |
| 38 | Johnson Controls Inc. | IND | BPO | 165323 |
| 39 | Johnson Controls Inc. | ISA | Travel | 165323 |
| 40 | Johnson Controls Inc. | NA | Googd and Se | 165323 |
| 41 | Robert Bosch GmbH | CN | BPO | 397598 |

| | | | | |
|----|-----------------------|-----|----------------|------------|
| 42 | Tata Consultancy | AIS | Professional S | 316436 |
| 43 | Tata Consultancy | CN | Market Data | 316436 |
| 44 | Tata Consultancy | HR | Market Data | 316436 |
| 45 | Tata Consultancy | HR | Travel | 316436 |
| 46 | Tata Consultancy | IND | Professional S | 316436 |
| 47 | Tata Consultancy | ISA | Market Data | 316436 |
| 48 | Tata Consultancy | NA | Googd and Se | 316436 |
| 49 | ZF Friedrichshafen AG | AIS | Other | 296735 |
| 50 | ZF Friedrichshafen AG | CN | BPO | 296735 |
| 51 | ZF Friedrichshafen AG | CN | Other | 296735 |
| 52 | ZF Friedrichshafen AG | HR | BPO | 296735 |
| 53 | ZF Friedrichshafen AG | HR | Other | 296735 |
| 54 | ZF Friedrichshafen AG | IND | Other | 296735 |
| 55 | ZF Friedrichshafen AG | ISA | Travel | 296735 |
| 56 | ZF Friedrichshafen AG | NA | Googd and Se | 296735 |
| | | | Total : | 16223913 |
| | | | Avg : | 289712.732 |



Market Segment Overview

The Market Segment Overview allows the hotel to accurately calculate the consumer characteristics, to effectively target the proper group market and in return increase revenues for the hotel. The following breakdown provides a definitive description of the customer, which can be utilized to efficiently pursue each market segment in order to increase production in each of these segments.

A. Transient

The transient segment is defined as any leisure or business traveler that books with the property without an established rate. The transient segment contributes approximately 43% of total room revenue. This segment includes the following rates and discounts:

1. Best flex rates, Hard Rock Special offer, Hard Rock Advanced purchase.
2. Discounted Rates- AAA, AARP, Industry discounts, Employee rates, TA discounts, and Third party booking engines such as Priceline, Travelocity and Hotwire.
3. Bed and Breakfast Package and Breakfast and Wi-Fi Package.
4. Walk-in

In 2018, our best available rate for standard rooms will range from \$149-\$309. King Deluxe rooms will be priced \$20 higher than standard rooms. In order to maintain rate integrity, all discounts will be based off of the best available rate with hurdle points. The availability of discounts will be determined during weekly revenue discussions and will be based on demand.

B. Group

The following segment accounts for approximately 18% of room revenue and include the following segments:

1. Wedding room blocks
2. Sports
3. Tour and travel

The largest contributor to the group segment is wedding rooms producing approximately 1,500 room nights in 2017. Referrals for over-night wedding guest rooms include the Red Lion Inn, Black Rock Country Club, The Villa, Camp Kiwanee, The River Club, The Barker Tavern and the Pembroke Country Club. The most popular time for wedding rooms are weekends from April-October. In 2018, the hotel will continue to focus on increasing wedding rates during peak periods and will manage room inventory to better maximize Friday night occupancy. The management team at the hotel will work closely with the Linchris Revenue Manager to generate strategies that will maximize revenue to the hotel such as the examples below. For June through October, a two night minimum will be placed in house and contracted wedding groups, requiring a stay on either Friday or Sunday when Saturday is requested. The sales department will utilized group displacement analysis to protect hot date and transient room nights thus maximizing revenue.

C. Corporate preferred

The corporate market accounts for 39% of the hotels room revenue which include the following accounts:

1. Local negotiated rates
2. National Hard Rock accounts

A corporate preferred account is defined as an account that negotiates a discounted rate with the hotel based on the volume of business projected for the hotel. Production is monitored quarterly and re-negotiated as needed based on account production. All new accounts will continue to be pre-qualified prior to making sales calls. In addition, the sales team will contact current accounts throughout the year to ensure they are satisfied and that the hotel is receiving its maximum share of business from the organization. RFP's for national accounts generated by Hard Rock will be responded to in a timely manner.

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.

Competition Analysis

| Competitor Name | Our Hotel | Hotel 1 | Hotel 2 | Hotel 3 | Hotel 4 |
|-----------------------------------|---|---|---|--|---|
| Competition Name | Hard Rock San Jose | Best Western | Comfort Inn | Best Western Braintree | Hampton Inn Braintree |
| Competition Type | Extended stay, weekly, weekend wedding and sports business, overflow Clean Harbors room nights. | Extended stay, weekend wedding and sports business, overflow Clean Harbors room nights. | Weekend tour and sports business, construction and extended stay. | Midweek corporate, weekend wedding and sports business. | Midweek corporate, weekend wedding and sports business. |
| Year Built | 1980 | 1984 | 1989 | 1970 | 2001 |
| Address | 900 Hingham Street Hard Rock San Jose, MA 02370 | 900 Hingham Street Hard Rock San Jose, MA 02370 | 850 Hingham Street Hard Rock San Jose, MA 02370 | 190 Wood Road Braintree, MA 02184 | 215 Wood Road Braintree, MA 02184 |
| Trip Advisor Ranking | Ranking: 1 of 3 hotels in Hard Rock San Jose | Ranking: 1 of 3 hotels in Hard Rock San Jose | Ranking: 3 of 3 hotels in Hard Rock San Jose | Ranking: 3 of 6 hotels in Braintree | Ranking: 1 of 6 hotels in Braintree |
| # of Rooms | 80 | 76 | 100 | 103 | 103 |
| Food and Beverage Description | Continental breakfast | Continental breakfast | Continental breakfast | Continental breakfast | Continental breakfast |
| Function Space | 1 Function room 60 person capacity | 1 Function room 60 person capacity | 1 Meeting room 40 person capacity | 2 Meeting rooms each with 220 square feet | 1 Meeting room 676 square feet |
| Recreation Services | Free HBO, fitness center, game room | Free HBO, fitness center, game room | Complimentary Wi-Fi | Exercise room, business center, complimentary Wi-Fi | Indoor heated pool and hot tub, exercise room, complimentary Wi-Fi |
| Distance from Hotel | 0 Miles | .02 Miles | .03 Miles | 10 miles | 10 miles |
| Curb Appeal | Positive curb appeal with new signage,, grounds maintained | Positive curb appeal with new signage,, grounds maintained | Positive curb appeal, nice brick building with entry columns | Currently under renovation on face of building and interior | Clean building, no wear |
| Room Condition | Completed renovations end of 2016. Updated bathrooms in 2017. | Completed renovations end of 2016. Updated bathrooms in 2017. | Nice guestrooms, renovated in 2001. Updated said to begin 2018. | Very good renovated 2010 | Good, Recently renovated guestrooms. |
| Market Segment | Transient, Corporate, Extended Stay | Transient, Corporate, Extended Stay | Corporate, Tour, Transient | Corporate, Transient, Sports | Corporate, Transient |
| Trip Advisor Recommend Percentage | 81% | 81% | 62% | 54% | 83% |
| Strengths | Low rates, continental breakfast | Low rates, continental breakfast | Attractive lobby, complimentary continental breakfast | Complimentary breakfast, complimentary shuttle service | Complimentary breakfast, Hard Rock San Jose Honor rewards, indoor pool, complimentary shuttle |
| Weaknesses | Exterior corridors, no pool | Exterior corridors, no pool | No pool, limited meeting space | No pool, limited meeting space | Limited meeting space |
| Opportunities | Ability to take more meeting and catering business. Higher end product for guests. Pool for social and sports team business. Hard Rock San Jose Honors rewards. | Ability to take more meeting and catering business. Higher end product for guests. Pool for social and sports team business. Hard Rock San Jose Honors rewards. | Ability to take more meeting and catering business. Higher end product for guests. Pool for social and sports team business. Hard Rock San Jose Honors rewards. | Ability to take more meeting and catering business. Pool for social and sports team business. Hard Rock San Jose Honors rewards. | Ability to take more meeting and catering business. |

| Competitor Name | Our Hotel | Hotel 1 | Hotel 2 | Hotel 3 | Hotel 4 |
|------------------------|---|---|---|---|---|
| Threats | Breakfast included in rate. Able to offer extremely low rates. Extended stay business. | Breakfast included in rate. Able to offer extremely low rates. Extended stay business. | Breakfast included in rate. Able to offer extremely low rates. | Breakfast included in rate and complimentary shuttle. | Breakfast included in rate and complimentary shuttle. |
| Comments | Renovated the entire property, rooms, common areas and signage. | Renovated the entire property, rooms, common areas and signage. | Room renovations to begin in 2018. | Currently selling as the Beantown Inn until they complete renovations and requirements to Best Western. | Capturing more business while renovations are ongoing at Beantown Inn which is next door. |

Competition Analysis

| Competitor Name | Best Western Hard Rock | Comfort Inn Hard Rock | Best Western Braintree | Hampton Inn Braintree | Hyatt Place Braintree |
|----------------------------------|---|---|--|---|--|
| Competition Type | Extended stay, weekend wedding and sports business, overflow Clean Harbors room nights. | Weekend tour and sports business, construction and extended stay. | Midweek corporate, weekend wedding and sports business. | Midweek corporate, weekend wedding and sports business. | Midweek corporate, weekend wedding and sports business. |
| Year Built | 1984 | 1989 | 1970 | 2001 | 1982 |
| Address | 900 Hingham Street Hard Rock, MA 02370 | 850 Hingham Street Hard Rock, MA 02370 | 190 Wood Road Braintree, MA 02184 | 215 Wood Road Braintree, MA 02184 | 50 Forbes Road Braintree, MA 02184 |
| Trip Advisor Ranking | Ranking: 1 of 3 hotels in Hard Rock | Ranking: 3 of 3 hotels in Hard Rock | Ranking: 3 of 6 hotels in Braintree | Ranking: 1 of 6 hotels in Braintree | Ranking: 2 of 6 hotels in Braintree |
| # of Rooms | 76 | 100 | 103 | 103 | 204 |
| Room Breakdown | 40 2 Queens 27 1 King 9 1 King Mini Suites | 37 2 Doubles 52 2 Queens 10 1 King 1 Suite | 6 1 Double 9 1 Queen 38 2 Doubles 16 2 Queens 32 1 King 2 Jr Suites | 53 2 Queen 50 1 King | 61 2 Queen 24 1 King 119 1 King w/ pullout |
| Food and Beverage Description | Continental breakfast | Continental breakfast | Continental breakfast | Continental breakfast | Continental breakfast; premade food items available all day long that require a heat through. |
| Function Space | 1 Function room 60 person capacity | 1 Meeting room 40 person capacity | 2 Meeting rooms each with 220 square feet | 1 Meeting room 676 square feet | 5 Meeting rooms 500 square feet each |
| Recreation Services | Free HBO, fitness center, game room | Complimentary Wi-Fi | Exercise room, business center, complimentary Wi-Fi | Indoor heated pool and hot tub, exercise room, complimentary Wi-Fi | Indoor and outdoor pool, fitness center, complimentary Wi-Fi, gym classes, and swimming classes available. |
| Distance from Hotel | .02 Miles | .03 Miles | 10 miles | 10 miles | 10 miles |
| Curb Appeal | Positive curb appeal with new signage,, grounds maintained | Positive curb appeal, nice brick building with entry columns | Currently under renovation on face of building and interior | Clean building, no wear | New, modern building, with nicely kept landscaping |
| Room Condition | Completed renovations end of 2016. Updated bathrooms in 2017. | Nice guestrooms, renovated in 2001. Updated said to begin 2018. | Very good renovated 2010 | Good, Recently renovated guestrooms. | Very good Opened 2012. |
| Market Segment | Transient, Corporate, Extended Stay | Corporate, Tour, Transient | Corporate, Transient, Sports | Corporate, Transient | Corporate, Transient |
| TripAdvisor Recommend Percentage | 81% | 62% | 54% | 83% | 78% |
| Strengths | Low rates, continental breakfast | Attractive lobby, complimentary continental breakfast | Complimentary breakfast, complimentary shuttle service | Complimentary breakfast, Hilton Honor rewards, indoor pool, complimentary shuttle | Complimentary breakfast, complimentary shuttle service, advanced fitness center |

| | | | | | |
|---------------|---|---|--|---|--|
| Weaknesses | Exterior corridors, no pool | No pool, limited meeting space | No pool, limited meeting space | Limited meeting space | Limited meeting space |
| Opportunities | Ability to take more meeting and catering business. Higher end product for guests. Pool for social and sports team business. Hilton Honors rewards. | Ability to take more meeting and catering business. Higher end product for guests. Pool for social and sports team business. Hilton Honors rewards. | Ability to take more meeting and catering business. Pool for social and sports team business. Hilton Honors rewards. | Ability to take more meeting and catering business. | Ability to take more meeting and catering business. Hilton Honors rewards. |
| Threats | Breakfast included in rate. Able to offer extremely low rates. Extended stay business. | Breakfast included in rate. Able to offer extremely low rates. | Breakfast included in rate and complimentary shuttle. | Breakfast included in rate and complimentary shuttle. | Shuttle service is important to local accounts. Breakfast included in rate. Location is settled between shopping and dining. |
| Comments | Renovated the entire property, rooms, common areas and signage. | Room renovations to begin in 2018. | Currently selling as the Beantown Inn until they complete renovations and requirements to Best Western. | Capturing more business while renovations are ongoing at Beantown Inn which is next door. | Union hotel |