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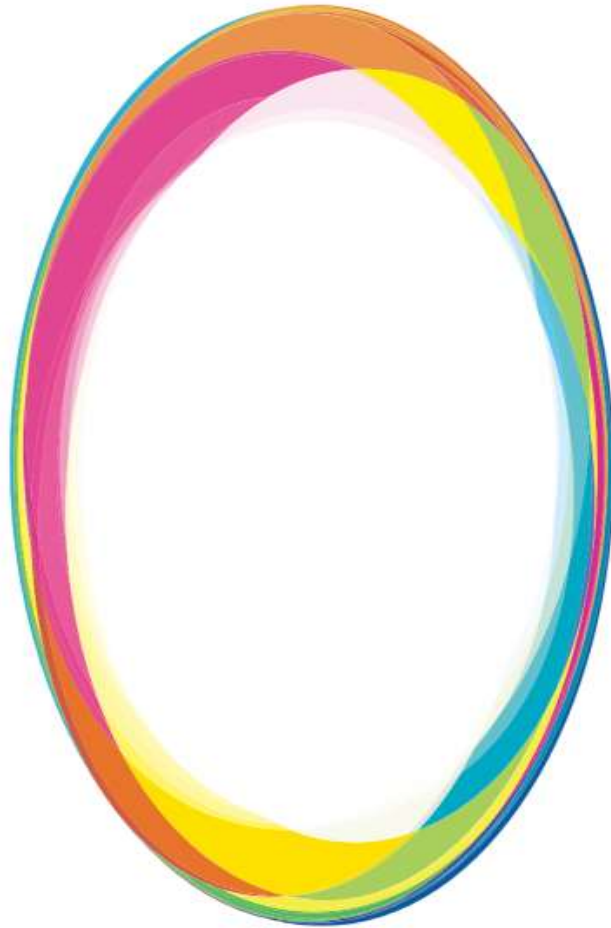
### Competitive Set

<b>Primary Column</b>	<b>Holiday Inn Savannah Historic</b>	<b>DoubleTree Savannah Historic</b>	<b>Hyatt Savannah Riverfront</b>	<b>Marriott Savannah Riverfront</b>	<b>Hotel Indigo Savannah</b>
Total Guestrooms	127	150	351	346	252
Meeting Space	2,235 Sq. Ft.	3,310 Sq. Ft.	33,000 Sq. Ft.	24,556 Sq. Ft.	5,909 Sq. Ft.
Year Opened	2007	2002	1981	1992	2016
Last Renovation	2015	2015	2017	2018	2016
Strengths	Walking distance to all major attractions, Building strong community relationships	Experienced and established sales team, Walking distance to attractions, spacious guestrooms	Riverfront views, recently renovated, large experienced sales team, consistent 4.8/5 Ratings online	Riverfront views, recently renovated, large experienced sales team, self-parking lot.	Bay Street Address, boutique-style renovations
Weaknesses	Near low-income residential area	No alternative to park large vehicles	Customer service lacks intimate client/staff relationships	Customer service lacks intimate client/staff relationships. Hotel located at far edge of town, 10 minute walk into Savannah Downtown	Management staff turnover, IHG Corporate no longer manages hotel.
Opportunities	Share-shift based on customer service and value-adds	Brand caters to business travelers and opportunity to capture Hilton loyal clientele	Self-contained conventions and events	Self-contained conventions and events	New Management company is Schulte Hospitality
Threats	New hotel supply opening 2 blocks away	New hotel supply opening 2 blocks away	New hotel supply: JW Marriott and Alida build blocks away	New hotel supply: JW Marriott, Alida, Perry Lane all new hotel supply under Marriott Umbrella	New hotel supply opening. IHG Corporate no longer has as much incentive to send Key Account business
Planned Renovation	N/A	N/A	N/A	N/A	N/A
Share Shift Idea	Value Adds, Bonus IHG Points, Local and Unique Packages	Value Adds, Bonus IHG Points, Local and Unique Packages	Value Adds, Bonus IHG Points, Local and Unique Packages	Location, Value Adds, Bonus IHG Points, Local and Unique Packages	Offering better incentive for IHG loyal clients. Form relationships with Key Account Managers at IHG Corporate.

<b>Embassy Suites Savannah</b>	<b>Desoto Savannah</b>
150	246
5,300 Sq. Ft.	20,000 Sq. Ft.
2013	1968
2013	2017
Complimentary made-to-order breakfast and evening reception. Dual property Hampton Inn & Suites.	Luxury, boutique renovation. In the heart of Downtown with great city views.
Next to Greyhound Bus station. Far away from River St. and City Market	Brand Loyalty, far from River St. and City Market
Capture LNR HHonors loyal clients.	Large experienced sales staff, self-contained conventions and events.
New hotel supply	New luxury hotel supply opening on River Street. Perry Lane is closest new supply competitor.
N/A	N/A
Location, Value Adds, Bonus IHG Points, Local and Unique Packages	Location, Value Adds, Bonus IHG Points, Local and Unique Packages

## Floors 2 - 5





Annual Report 2013  
Business and CSR Review



## Business Highlights

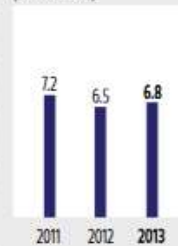
### Consolidated Financial Results for the Fiscal Year Ended March 31, 2013 (Fiscal Year 2012)

Sales and operating revenue	¥6,800.9 billion	(+4.7%)
Operating income	¥230.1 billion	(-)
Income before income taxes	¥245.7 billion	(-)
Net income attributable to Sony Corporation's stockholders	¥43.0 billion	(-)

Note: Percentage change from the previous fiscal year is shown in parentheses.

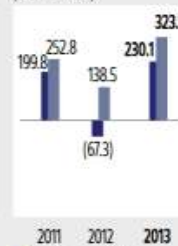
### Sales and operating revenue

(Yen in trillions)



### Operating income (loss)

(Yen in billions)

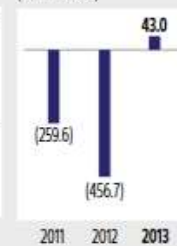


■ Operating income (loss)  
▨ Operating income (loss), as adjusted, which excludes equity in net income (loss) of affiliated companies and restructuring charges and impairments of long-lived assets\*

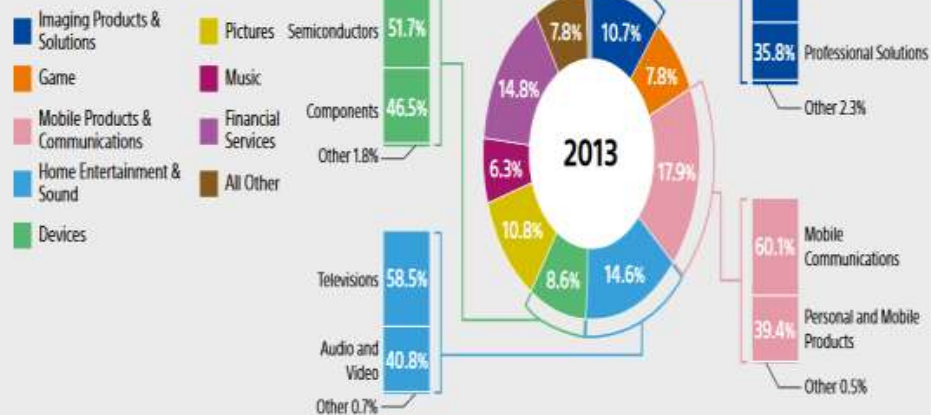
\* This is not a presentation in accordance with generally accepted accounting principles in the U.S.

### Net income (loss) attributable to Sony Corporation's stockholders

(Yen in billions)



### Proportion of Sales by Business







BIRTHPLACE	CLUB	EMAIL	POSITION	SALARY
Terrassa	Barcelona	Austin@abcConsulting.com	Midfielder	10000
Terrassa	Borussia Dortmund	Thomaslp@abcConsulting.com	Forward	8000
Terrassa	Barcelona	De Haan@abcConsulting.com	Midfielder	7000
Estella	IIN	Hunold@abcConsulting.com	Forward	12000
Metkovic	IN	De Haan@abcConsulting.com	Midfielder	15000
Metkovic	Croatia	Christian Eriksen@abcConsulting.com	Forward	14000
Estella, Lizarra	PSG	Kochhar@abcConsulting.com	Midfielder	9500
Estella	Bayern Munich	Alupet@abcConsulting.com	Defender/ midfielder	4500

BIRTHPLACE 2*****	CLUB	EMAIL	POSITION	SALARY
Terrassa	Barcelona	Austin@abcConsulting.com	Midfielder	10000
Terrassa	Borussia Dortmund	Thomaslp@abcConsulting.com	Forward	8000
Terrassa	Barcelona	De Haan@abcConsulting.com	Midfielder	7000
Estella	IIN	Hunold@abcConsulting.com	Forward	12000
Metkovic	IN	De Haan@abcConsulting.com	Midfielder	15000
Metkovic	Croatia	Christian Eriksen@abcConsulting.com	Forward	14000
Estella, Lizarra	PSG	Kochhar@abcConsulting.com	Midfielder	9500
Estella	Bayern Munich	Alupet@abcConsulting.com	Defender/ midfielder	4500

BIRTHPLACE 3*****	CLUB	EMAIL	POSITION	SALARY
Terrassa	Barcelona	Austin@a bcConsulti ng.com	Midfielder	10000
Terrassa	Borussia Dortmund	Thomaslp @abcCons ulting.com	Forward	8000
Terrassa	Barcelona	De Haan@ab cConsultin g.com	Midfielder	7000
Estella	IIN	Hunold@a bcConsulti ng.com	Forward	12000
Metkovic	IN	De Haan@ab cConsultin g.com	Midfielder	15000
Metkovic	Croatia	Christian Eriksen@a bcConsulti ng.com	Forward	14000
Estella, Lizarra	PSG	Kochhar@ abcConsul ting.com	Midfielder	9500
Estella	Bayern Munich	Alupet@a bcConsulti ng.com	Defender/ midfielder	4500

# 2018 BUSINESS PLAN

**Hotel HardRock**

**San Jose**

**CA**

**2019 Sales & Marketing Summary**



*Savannah Historic District*



Prepared By: *Lauren Heldreth | Director of Sales*  
*Alyssa Salaverria | Sales & Catering Manager*

**Revenue Maximization Strategy Summary:**

Increase LNR/KNR business by obtaining accounts through face to face market interaction and competitive property pricing. Also, to increase group business by marketing the property to third party group agencies booking corporate, and tour operators. With e-Commerce, we will create a successful online presence and optimize rates via all booking channels to maximize revenue. To compete more effectively within comp set for share, we will penetrate key SMERF markets by leveraging our relationship with tour operators, shipping receptives and special event destinations.

**Key Points:**

- Double Tour Series Business
- Continue to expand business transient
- Expand our E-commerce campaign
- Expand Group base business

**2019 Market Outlook:**

Looking towards 2019 the City of Savannah is projecting a 2.3% decline in RevPar with 1.6% decline coming from occupancy and .07% decline coming from ADR. This is being driven primarily by increased supply in the market as noted above.

The fundamentals remain attractive across the vast majority of markets. Industry growth will persist comfortably through 2018 and likely beyond. Markets will soften in 2020; plan for a slowdown but not a downturn. Increasing hotel construction will continue, with the next 2 years presenting challenges for Savannah. The long-term view remains positive.

**Positioning Statement:**

With the challenging market conditions projected for the Savannah MSA for 2019, The Holiday Inn Savannah will optimize business levels by promoting and selling the hotel as a modern, value-driven full-service hotel located in the attractive Savannah Historic District downtown corridor. Value-add packages will be marketed and sold directly to the tour wholesaler and corporate meetings market, and promoted through industry trade shows and direct sales. Increased business levels in the transient market will be achieved by optimizing contribution through the Intercontinental Hotels business travel channels, securing volume agreements with local corporate business travel decision makers, and by providing a cost-savings alternative to the premium upscale branded hotels in the downtown area. By doing so, the Holiday Inn Savannah Historic District will be positioned just below the premium upscale branded hotels in the downtown area as a value alternative, and above the select service hotels in the market as an affordable and viable full-service option.

Account	2018 # RN Market	Hotel # RN Forecast YE 2018	2019 # RN Market	Hotel # RN Forecast 2019	2018 Rate	2019 Targeted Rate	2019 Targeted Revenue
Bluegreen	10,000	1918	12,000	2500	109	110	\$250,000
United Airl	3000	2245	2300	2300	\$110	\$110	\$230,000
Top Deck	325	0	500	500	\$122	\$124	\$62,000
IHI E&C	700	260	1040	1040	\$130	\$130	\$135,200
Memorial I	200	198	300	300	\$99	\$105	\$31,500
American P	1600	0	2000	2000	\$99	\$99	\$20,000
165 <sup>th</sup> Air W	1500	1,000	1600	1000	NA	\$111	\$110,000
National Eg	0	0	225	225	NA	\$117	\$26,325
SCAD	2500	100	3000	600	\$129	\$129	\$77,400
D Troop 1/	0	0	299	299			\$44,551