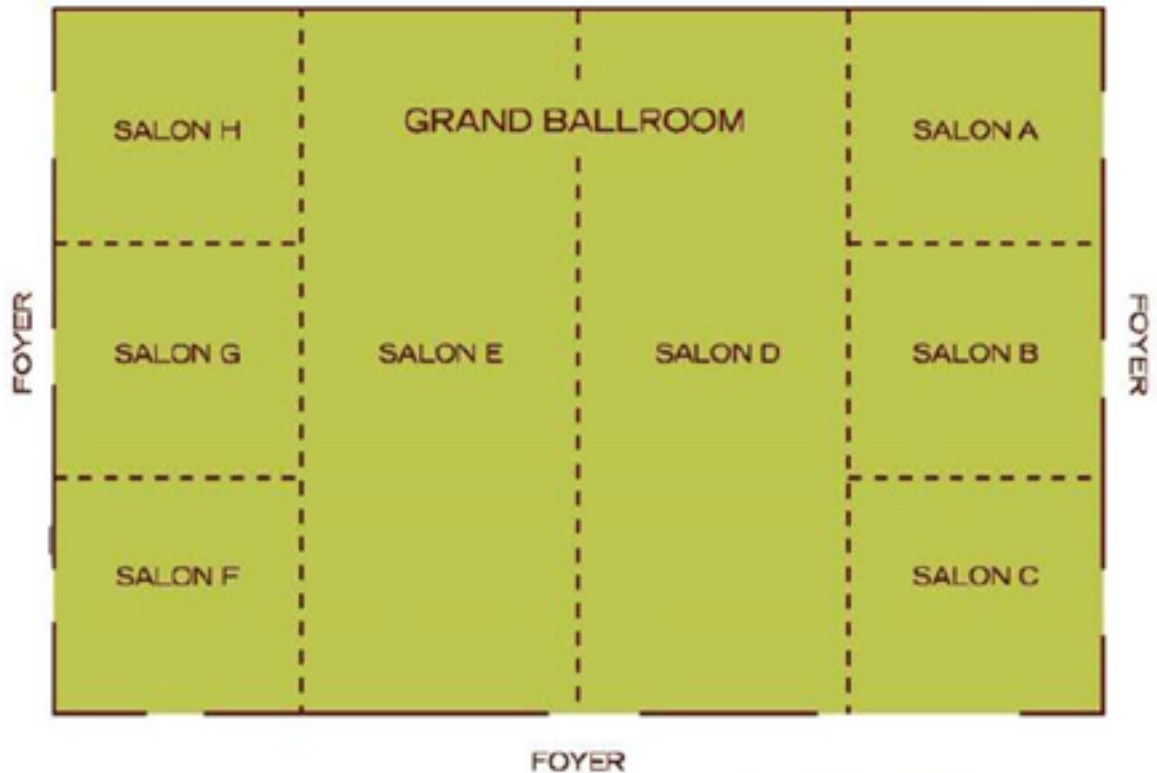


Name of Room	Dimensions	Square Feet	Reception	Banquet	Theater	Classroom	Conference	U-Shape	Ceiling Height
Grand Ballroom (Salon A-H)	108' x 66'	7,128	800	560	800	480	-	-	14'
Salon ABCD or EFGH	54' x 66'	3,564	400	280	400	150	-	-	14'
Salon A, B, C, F, G, H (Each)	22' x 22'	484	40	30	40	18	20	15	14'
Salon 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*



Property Analysis

Physical Attributes:

The Hard Rock is a 127-room full service property that was built in 1985 as a Holiday Inn and experienced various franchise changes over the years. Located 17 miles south of the Hard Rock Logan International Airport, the property has a total of 5 floors and sits ½ mile from Route 3, a major artery linking Hard Rock to Cape Cod.

Guestrooms:

The Doubletree by Hard Rock has 127 total guestrooms, 2 of which are whirlpool suites. All guest rooms feature brand new Serta Suite Dreams beds, 47 inch flat panel high definition televisions, ergonomic desk chairs, carpeting, lighting, and artwork. Microwaves and refrigerators are featured in all rooms on the fourth and fifth floors. Our guest rooms have tiled floors in both the entry way and bathroom. All guest rooms feature a closet, hairdryer, coffeemaker, iron and ironing board, voicemail, telephones with speakerphone capability, in-room safe and wireless internet. Guests also have available to them electrical cubes for additional outlets and a small sleek alarm clock. The guest rooms boast a gray accent wall to tie together the carpet, modern soft seating, and the gray modern window treatments. The guestroom bathrooms feature a vanity mirror that illuminates from behind, a makeup mirror, modern artwork, new vanity aprons, Crabtree and Evelyn bath amenities, and Coffee Bean coffee and Tea Leaf tea. Additional items available upon request include razors, toothpaste, toothbrushes, etc. Each guestroom also features RFID key locks in which guests can use both their traditional room key and their cell phone to gain access to the guest room. Bypassing the traditional check in process at the front desk, guests can check into the hotel and receive a digital key for their guest room through the Hard Rock Honors app on their cell phone. There are a total of six mobile accessible rooms of which two offer roll-in showers. There are a total of 12 hearing accessible rooms and two rooms that are both mobile and hearing accessible. The property is 100% non-smoking.

Lobby:

Upon entering the hotel, guests are welcomed by the spacious lobby. It includes vaulted ceilings up to the third floor. The front desk consists of two pods that allow for the front desk to have more guest interaction and personalize each guest's experience. The lobby also features a MADE Market with a variety of snacks, beverages, fresh salads and sandwiches, and amenities for sale, an ATM and two elevators. The spiral staircase that was once the central focal point of the lobby was removed during the 2016 redecoration in order to create an open airy modern lobby with plenty of plush seating that allows for guests to use the common space as a social hub to spend time interacting and working. The lobby also features a high top communal table with two computers that act as the business center.

Fitness Center/ Pool:

A hallway was created from the lobby to the fitness center and pool areas offering convenient and easy access for guests. The fitness center is an enclosed room almost entirely surrounded by windows and is only accessible with a guest key. The fitness center has two restrooms, and a flat screen television along with two large mirrors. The gym equipment features LifeFitness equipment, including treadmills, ellipticals, cardio bike, a weight machine, free weights, and core fitness equipment. The gym equipment

allows guests to work out without having to disconnect from the social world. Through each of the fitness equipment's television display, guests can opt to run or bike different courses across the globe, browse the internet, watch tv, listen to music, or connect to their fitness apps. The fitness center plays an important part in overall guest satisfaction as the loyal DoubleTree by Hard Rock guests frequent the fitness center prior to beginning their day and consider it an important amenity.

The hotel has an outdoor heated swimming pool which is in operation from Memorial Day until Labor Day. The pool area features lounge chairs and tables and is popular with leisure travelers. During the redecoration, the pool liner was replaced with gunite which will greatly improve the longevity of the pool.

Restaurant/Lounge:

Located on the second floor is Conrad's Bar & Grille which offers breakfast and dinner along with the hotel bar. The restaurant offers seating capacity for up to 110 people. The entrance features dual glass doors with gray hardware allowing access to the dining area and bar displaying 2 HD TV's and a granite countertop with high style bar stools. The room has full wrap around outer glass viewing windows from floor to ceiling. There is a slight rise in the flooring in the rear of the restaurant seating area which enables the guest to view the entrance of the hotel as well as the surrounding grounds. A large skylight located in the center of the restaurant adds warming natural light. Conrad's Bar and Grill has soft seating, light gray window treatments, dark gray wall paper and carpeting that is natural gray in color with hints of blue. The most eye catching aspect of the restaurant is the Wake Up Breakfast buffet area. Partitioned off from the rest of the restaurant, the buffet area has a sliding barn door to allow guests access to the buffet area. The brand new walnut cabinets, granite counter tops and newly tiled floor along with the stainless steel and bamboo wood displays bring a fresh modern look to the buffet area.

Banquet/ Meeting Space/ Boardroom:

The Regency Grand Ballroom is a beautiful event space where functions such as weddings, dinner banquets and many other receptions are hosted throughout the year. The ballroom has a portable wall which splits the room into two smaller rooms, the Regency Ballroom A and Regency Ballroom B. Audio Visual equipment along with high speed and hard wired internet access is available in both the function space and boardroom. The executive boardroom is located on the second floor and can accommodate a meeting with up to 12 guests. This room features a boardroom style table and has been very popular for small meetings and attorney depositions. The ballroom has natural toned carpet accented with pops of blue, and light gray wall paper. During 2017 the hotel purchased new display tables for banquets with metal table tops and sleek new modern display ware to improve the appeal of banquet meals and breaks and to increase the amount of creative displays our banquet team can do. The Executive Boardroom boasts a one of a kind custom boardroom table, sleek yet comfortable boardroom chairs, carpeting, wallpaper, and modern artwork. Guests using the boardroom can now control their presentations more easily on a 70" flat screen television through the connections made available in the boardroom table.

Competition A

Competitor Name	Your Hotel	Hotel 1
Competitor Name	DoubleTree By Hilton Nashua	Courtyard Marriott Nashua
Competition Type	Full Service Hotel with midweek corporate, strong group and social on weekend.	Midweek Corporate and social room blocks on weekend. Built for transient everyday
Year Built	1987	1989 but became Courtyard in 2006.
Address	2 Somerset Parkway Nashua NH, 03063	2200 Southwood Drive, Nashua NH, 03063
Trip Advisor Ranking	4 of 13 of Nashua hotels	5 of 13 of Nashua hotels
Trip Advisor Recommend Percentage	84.3%	84.3%
# of Rooms	230	245
Food and Beverage Description	Full Service Restaurant with 24 Hour Made Market.	Bistro offering healthy choices and variety of grab and go times
Function Space	10,500 Square Feet of Meeting Space.	12,682 Square Feet of Meeting Space; 10 Event Rooms; 8 Breakout Spaces; Largest Capacity if 540
Recreation Services	Fitness Center, and Pool.	Fitness Center, and pool.
Distance from Hotel	Positive curb appeal with new signage,, grounds maintained	0.1 Miles
Curb Appeal	Completed renovations in April of 2018.	Last Renovated in 2015.
Room Condition	Brand New	Newer, small standard rooms.
Market Segment		
Strengths	Newly Renovated Hotel with Flag change to DoubleTree By Hilton, Covered and Out door parking, Complimentary Shuttle Service to Airport.	Marriott Rewards, Top of Line A/V.
Weaknesses	A/V, Hot water, Rain Rooms.	No Full Service Restaurant, Small Standard Guest Rooms, All rooms don't have fridges, Slash rates on the weekend.
Opportunities	Being represented in the market as the only full service Hilton product.	No fridges in guest rooms, standard rooms are 198 square where our rooms are 338 square feet, only full service hotel within 5 miles, covered parking and complimentary shuttle service.

Competitor Name	Your Hotel	Hotel 1
Threats	Courtyard waiving Room Rental and including Wedding Room Block Shuttle.	DoubleTree newly renovated and converted. No full service restaurant, Event Center and Courtyard not marketed together.
Comments	Hotel was newly renovated and converted in April of 2018. Hotel has seen major push in Group inquiries since conversion as well as the opportunity to drive mid week rates for transient. Being the only full service Hilton product in Nashua along with the newest hotel in the market we expect to be the market leader for 2019 and years to come.	Hotel had renovation in 2015, they have begun to include wedding shuttles in their rate which inflates STAR Reporting on weekends along with slashing rate on weekends in the range of \$119-\$129. Their lack of rate integrity hurts the market and leaves revenue on the table consistently. They have dropped to 5/13 on Trip Advisor as we believe the service and marketing of function space hurt them greatly in the bigger picture.

analysis

Hotel 2	Hotel 3	Hotel 4
Residence Inn Nashua	Hampton Inn Nashua	Radisson Nashua
Long term stay guests, push length of stay with minor corporate midweek.	Everyday transient traveler with mid week corporate.	Midweek Corporate, Sports, Tour and Travel. Social on weekends.
2014	2009	1979(Flipped names from Sheraton to Radisson)
25 Trafalgar Square Nashua NH, 03063	407 Amherst St, Nashua NH, 03063	11 Tara Blvd, Nashua NH, 03063
3 of 13 of Nashua hotels	1 of 13 of Nashua hotels.	6 of 13 of Nashua hotels.
90.2%	92.6%	80.0%
118	102	336
Complimentary Breakfast and Dinner Buffett. Restaurant next to property owned by same management company	No onsite Restaurant, Complimentary Hot Breakfast for all guests	Full Service Restaurant on Property serving breakfast, lunch, and dinner.
524 Square Feet of Meeting Space	725 Square Feet of Meeting Space	25,000 Square Feet of Meeting Space
Outdoor fire pit, and area to put for golfers.	Fitness Center and Pool.	Fitness Center and Pool.
0.1 Miles	0.3 Miles	5.00 Miles
Nice Guestrooms, opened in 2014.	Could use a renovation, opened back in 2009.	Could use full renovation, did soft renovation in 2014.
Newer, all suite property.	Starting to become dated.	Very dated, suites newly renovated.
Newly built. Complimentary Breakfast and Cocktail Hour.	Complimentary breakfast, and Hilton Honors.	Close to Massachusetts border, Most function space and rooms in market.
Limited amount of rooms, have to rely on length of stay to be successful.	No full service restaurant, limited amount of rooms.	Bad reputation, very dated hotel, weak rewards program.
Utilize full service amenities, complimentary covered parking, sell more group rooms being a larger property. Accept more corporate preferred accounts.	Only full service Hilton product, newly renovated guest rooms, build strong base around group and corporate preferred to drive transient ADR.	Newly renovated full service property, leverage Hilton brand name, complimentary shuttle service.

Hotel 2	Hotel 3	Hotel 4
No Group Business Segment to build base around Transient because of lack of rooms, Limited Long Stay Demand could lead to hotel having to slash rate.	Limited parking with no full service restaurant, limited amount of rooms.	Marriott and Hilton brands dominate the market, dating property.
Hotel built in 2014 pushes length of stay and drives rate during busy times \$300+. Limited corporate travel but they maintain rate integrity and rely heavily on the transient customer.	Ranked #1 on Trip Advisor Hampton Inn is able to push rate with limited rooms. Hotel is dating and was built in 2009 however their service keeps them a driver of the market. Being a full service Hilton product was built in Nashua and Manchester they will lose share with Hilton Honors members.	Radisson's reputation hurts them, their biggest strength is having the most function space and rooms in the Nashua market. They do not under cut transient rates however we have found with Groups they will slash rate to compete with the higher brands. They are situated near the border which gives them the opportunity to steal Massachusetts business.

Executive Summary

Paragraph1

The completion of a \$10 million renovation and the conversion from a Crowne Plaza to a DoubleTree by Hilton on April 26, 2018 positioned the property to be the premier hotel in Southern New Hampshire. The combination of a renovated property along with the advantages of joining Hilton allowed the hotel to generate a much higher level of demand in the second half of 2018. The positive impact to revenues from the Hilton reservation system and Hilton Honors rewards program was noticeable immediately after conversion. Furthermore, the carefully designed sales and marketing plan along with a well-planned revenue management strategy will position the hotel to have a record-breaking year in 2019.

Paragraph2

The physical improvements to the property following the renovation were extraordinary and well received from those that were able to see the “before and after” as it truly transformed the hotel into a sleek and modern looking property. While the majority of the renovation was focused on the guestrooms, public area, and meeting space, there were significant improvements made to “back of the house” equipment that had been neglected by prior ownership. Some of these improvements included but were not limited to a new make-up air system, installation of a saline pool system, and replacement of non-operational kitchen equipment. The upgrades to the guestrooms were extraordinary as every room was essentially brought down to concrete and redesigned with new carpeting, wall covering, bedding, drapery, televisions, furniture, and soft seating. The renovation encompassed improvements to the entire hotel with the only exception being the restaurant, which is slated for early 2019. The estimated \$1 million re-concept of Speaker’s restaurant will represent the completion of a two-phase renovation project.

Paragraph3

As the financial commitment by previous owners had been long overdue, many accounts and group decision makers had shifted their loyalty to other hotels in the market. In an effort to regain confidence from these declining accounts and group decision makers, the sales team identified the need to plan an event to showcase the newly redesigned hotel. The grand re-opening event in early June was a huge success that quickly generated interest resulting in an influx of group and catering leads. The feedback from attendees, which included VIP clients, community leaders, and key account decision makers was overwhelmingly positive.

Paragraph4

Recognizing the importance of a strong online presence, an area the hotel previously lacked, an extensive photo-shoot was conducted in June. The photo-shoot generated 55 professional high quality images that were added to important online channels such as brand.com, social media sites, third party planner sites, and Online Travel Agency (OTA) sites. The photos along with more descriptive online content now provide a greater opportunity to elevate and expand the hotel’s visibility. This has influenced transient and group decision makers that were not previously aware

of the property's existence. In addition, the feedback provided by guests on Tripadvisor and other online sites dramatically improved following the renovation and conversion to DoubleTree. Specifically, this overwhelmingly positive feedback has helped elevate the recommend percentage since Linchris purchased the hotel from 80.8% to 84.4% through 2018, and improved two spots to a 3 of 13 ranking. With a goal of improving the Tripadvisor ranking to 2 of 13 hotels in 2019, the management team will be vigilant in encouraging guests to offer feedback on Tripadvisor.

Paragraph5

With a management approach grounded in 11 years of Linchris experience, the General Manager identified the need for some personnel changes to the management team. A combination of retaining talent from within the hotel and attracting new department heads from outside the organization helped to strengthen the management team in 2018. In addition to personnel changes for the executive chef and chief engineer positions, the most notable changes occurred in the sales department. Under the leadership of a newly hired Director of Sales and Marketing (DOSM) in January 2018, the team became more aggressive and proactive in their selling approach. The new DOSM, with a strong Hilton background and a proven ability to lead a team, was able to leverage the many Hilton tools available to better position the hotel and generate an influx of sales leads. With a sales team eager to learn fresh ideas and methods to attract new business, the sales department generated an increase of sales bookings for 2019 and beyond. The DOSM also hired a new catering sales manager and conference services manager to revamp the sales effort.

Paragraph6

The efforts of the sales team combined with a proactive revenue management program helped achieve a much stronger performance on the STAR report in 2018. There was steady RevPAR growth and increased RevPAR index within a few months following the conversion from Crowne Plaza to Doubletree. With a new competitive set established after the conversion, which removed the Holiday Inn Nashua and added the Residence Inn, the hotel maintained a 110.0% RevPAR index, with strong ADR growth of 18.1%. The goal for 2019 will be to exceed a 120% RevPAR index which will be accomplished through a combination of increased group, corporate preferred, and transient business through Hilton channels. One major piece of unexpected business developed late in the third quarter resulting from an emergency in northern Massachusetts, which involved over pressurized gas lines causing multiple explosions and simultaneous fires across a widespread area. The company responsible for the gas lines, Columbia Gas, reacted by dispatching hundreds of sub-contracted pipeline crews to the area to restore gas service to these communities. Additionally, displaced families were housed throughout many local hotels as far as 32 miles from the site of the emergency event. Because of the magnitude of the project and associated demand, the management team was able to secure a strong average rate from mid-September through mid-December. This account generated over 2,500 room nights and more than \$400,000 in room revenue, securing the property's overall revenue improvement over the previous year.

Paragraph7

Under the leadership of a newly hired Catering Sales Manager in late 2018, the focus will be on driving food & beverage revenue in the corporate market with existing groups as well as soliciting new corporate and social accounts. The group and catering sales team will continue to utilize the Knowland competitive reports, Hotelligence, and Cvent to prospect and drive group sales and catering business. One of the key initiatives in 2019 will be to target more multi-day programs such as continuing education, new hire trainings, and re-certification courses. There will be a focus on driving room rental through an aggressive pricing strategy, an approach that was quite successful in 2018 as well. Room rental fees will continue to be included in sales agreements for multiple breakout rooms, early room set ups, and vendor tables in 2019. The sales team will be flexible in the rate strategy as there is a wide range of clients with different budgets. With newly renovated meeting space, along with new linen-less banquet tables and chairs, there will be a heightened effort on targeted outside appointments and bringing clients in for site visits.

Paragraph8

As employee satisfaction is directly related to guest satisfaction, the management team will work to maintain an environment where employees are engaged and working towards common goals. The employees had the opportunity to share anonymous feedback about the hotel via the Pulse, an employee engagement survey, administered by Linchris annually for all hotels. Shortly after reviewing the Pulse feedback, the management team established and followed through on action steps to address areas of opportunity within the hotel. By demonstrating that employee feedback was being acted on, a much stronger team morale and culture was established, translating to impressive guest experience scores in 2018.

Paragraph9

The 2018 Doubletree by Hilton guest experience scores, commonly referred to by Hilton as SALT, contain crucial feedback from guests that are monitored closely by the management team. Despite some early feedback that were negatively impacted by some final renovation projects in the months following the conversion, once the renovation completed, the hotel had a resurgence of positive guest feedback that allowed the hotel to climb to the top echelon of Doubletree's in North America. The overwhelming sentiment from guest comments, particularly repeat guests, revealed that the transformation from a dated and tired Crowne Plaza to a modern and sleek Doubletree by Hilton was beyond impressive. Beginning in August, the first month following the completion of the renovation through the end of 2018, the hotel finished in the top 12% of DoubleTree hotels in all 5 key metric categories. The 5 categories include overall experience, overall service, overall accommodations, overall arrival, and property loyalty. The highest ranking score of these categories was for overall service with a ranking of 30 out of 372 hotels. With a strong focus on the service action steps, the goal for 2019 will be to finish with a top 20 ranking for overall service.

Paragraph10

With a focus on cost controls and the expectation of revenue growth grounded in the solid relationships with Southwest Airlines, UPS and many of the corporate accounts, there will be increased profitability in 2019. The hotel anticipates total revenues of \$9,522,064 with a gross

operating profit (GOP) of \$2,781,992 and a net operating profit (NOI) of \$1,362,712 in 2019. Compared to 2018, this represents a revenue increase of \$1,404,195 and an increase to GOP and NOI of \$827,338 and \$658,980 respectively.

Mission Statement

Statement

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