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## **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.

## **Food and Beverage Overview**

### **Introduction**

Hard rock by Hilton Nashua provides full service food and beverage services to both the corporate and social markets. The hotel features three outlets including: Speaker's Corner Restaurant, Speaker's Bar and Lounge, and In-Room Dining Services. The hotel offers dining services from 6:30am until 12:30am daily. The Hard rock by Hilton Nashua has 10,290 square feet of flexible meeting space. From corporate meetings to extravagant social events, the Grand Ballroom can accommodate up to 400 guests.

### **Conrad's Bar and Grill**

Newly renovated Speaker's Corner Restaurant, with its refreshed and contemporary look, will help generate more business within the community as well as retain hotel guests to stay onsite during their travels. There will be seating for up to 100 in the dining room, 65 on the outdoor patio, and 66 at the bar and lounge. The restaurant features multiple televisions and a wide selection of beers on tap. Located off of the main lobby, the bar and lounge area invites guests to socialize in a relaxed setting, watch their favorite sports team, and enjoy live music. The re-conceptualized space creates a more inviting atmosphere, attracting new and old clients alike. From those traveling in to meet and greet upon arrival to local businessmen and women looking to decompress after a hard day's work, Speaker's Corner is the perfect spot. Speaker's Corner Restaurant is open weekdays from 6:30am to 12:30am and weekends from 7:00am to 12:30am.

### **Banquet Sales and Catering**

The holiday seasons present a special opportunity for family, friends and travelers to experience memorable occasions in a fun, festive atmosphere. The hotel features a New Year's Eve celebration event with live music and a champagne toast to cap off the night. On New Year's Day, there is an enhanced breakfast buffet with carved ham and specialty French toast. The hotel hosts a buffet in the Grand Ballroom on Easter Sunday with an area for the children to visit and take photos with the Easter Bunny. Mother's Day features an enhanced breakfast buffet with two scheduled seating times to maximize the level of business and offer a consistent experience throughout the day. On Thanksgiving the hotel features a day time buffet with many traditional comfort food offerings.

### **Additional Field 1**

The Group and Catering sales managers creatively sell over 10,000 square feet of versatile meeting space. From weddings to corporate events, the flexible meeting space is ideal for all types of business and desired setups. With a goal of 23 weddings in 2019, an increase of 5 over 2018, and an influx of corporate conventions, the sales team will leverage the newly renovated catering facilities and banquet equipment to secure higher revenue for each function. The 5,200 square foot Grand Ballroom can be divided into 6 sections, accommodating up to 400 reception style, and can include portable staging, bars, and dance floors. The Executive Boardroom, located next to the Grand Ballroom offers a newly resurfaced conference table with built in electrical outlets, 16 deluxe ergonomic chairs, and a 75 inch TV for a more seamless presentation.

***Hard Rock***

## **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.

Month	Food Rev	Room Rental Rev	A/V Rev	Beverage Rev
January	\$86,412,741	\$12,050	\$9,495	\$9,556
February	\$3,250,756	\$10,700	\$1,290	\$1,596
March	\$63,507,682	\$14,400	\$7,755	\$3,052
	#####	\$37,150	\$18,540	\$14,204
April	\$69,238	\$13,175	\$9,745	\$5,255
May	\$77,198	\$12,850	\$5,631	\$4,478
June	\$164,585	\$12,500	\$37,159	\$10,632
	\$311,021	\$38,525	\$52,535	\$20,365
July	\$48,721	\$9,500	\$6,135	\$2,807
August	\$54,950	\$12,150	\$2,320	\$6,174
September	\$109,328	\$13,608	\$3,795	\$6,162
	\$212,999	\$35,258	\$12,250	\$15,143
October	\$76,220	\$28,830	\$6,247	\$10,699
November	\$41,209	\$9,900	\$2,440	\$0

<b>Month</b>	<b>Food Rev</b>	<b>Room Rental Rev</b>	<b>A/V Rev</b>	<b>Beverage Rev</b>
December	\$42,742	\$5,825	\$1,400	\$8,545
January	86412	12050	9495	9556
February	32507	10700	1290	1596
March	63507	14400	7755	3052
April	69238	13175	9745	5255
May	77198	12850	5631	4478
June	164585	12500	37159	10632
July	48721	9500	6135	2807
August	54950	12150	2320	6174
September	109328	13608	3795	6162
October	76220	28830	6247	10699
November	41209	9900	2440	0
December	42742	5825	1400	8545
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February	32507	10700	1290	1596
March	63507	14400	7755	3052
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December	42742	5825	1400	8545



### Nashua Catering Pace Report Den

Total	STLY	STLY Variance	2019 Budget	CY Var to Budget
0		\$0		0
\$86,443,842	\$40,915	\$86,402,927	\$80,000	\$86,363,842
\$3,264,342	\$34,361	\$3,229,981	\$82,572	\$3,181,770
\$63,532,889	\$105,547	\$63,427,342	\$125,520	\$63,407,369
<b>\$153,241,073</b>	<b>\$180,823</b>	<b>\$153,060,250</b>	<b>\$288,092</b>	<b>\$152,952,981</b>
\$97,413	\$87,626	\$9,787	\$131,380	-\$33,967
\$100,157	\$105,605	-\$5,448	\$136,432	-\$36,275
\$224,876	\$66,026	\$158,850	\$150,180	\$74,696
<b>\$422,446</b>	<b>\$259,257</b>	<b>\$163,189</b>	<b>\$417,992</b>	<b>\$4,454</b>
\$67,163	\$13,467	\$53,696	\$71,382	-\$4,219
\$75,594	\$76,439	-\$845	\$73,223	\$2,371
\$132,893	\$71,056	\$61,837	\$96,460	\$36,433
<b>\$275,650</b>	<b>\$160,962</b>	<b>\$114,688</b>	<b>\$241,065</b>	<b>\$34,585</b>
\$121,996	\$96,003	\$25,993	\$151,440	-\$29,444
\$53,549	\$52,734	\$815	\$111,800	-\$58,251

Total	STLY	STLY Variance	2019 Budget	CY Var to Budget
\$58,512	\$67,120	-\$8,608	\$167,397	-\$108,885
\$234,057	\$215,857	\$18,200	\$430,637	-\$196,580
\$154,173,226	\$816,899	\$153,356,327	\$1,377,786	\$152,795,440
117513	\$40,915		80000	37513
46093	\$34,361		82572	-36477
88714	\$105,547		125520	-36804
97413	\$87,626		131380	-33966
100157	\$105,605		136432	-36273
224876	\$66,026		150180	74697
67163	\$13,467		71382	-4217
75594	\$76,439		73223	2371
132893	\$71,056		96460	36435
121996	\$96,003		151440	-29442
53549	\$52,734		111800	-58250
58512	\$67,120		167397	-108884
117513	\$40,915		80000	37513
46093	\$34,361		82572	-36477
88714	\$105,547		125520	-36804
97413	\$87,626		131380	-33966
100157	\$105,605		136432	-36273
224876	\$66,026		150180	74697
67163	\$13,467		71382	-4217
75594	\$76,439		73223	2371

<b>Total</b>	<b>STLY</b>	<b>STLY Variance</b>	<b>2019 Budget</b>	<b>CY Var to Budget</b>
132893	\$71,056		96460	36435
121996	\$96,003		151440	-29442
53549	\$52,734		111800	-58250
58512	\$67,120		167397	-108884

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<b>2018 Total</b>	<b>CY Var to 2018</b>	<b>Prospect</b>	<b>Tentative</b>
	<b>\$0</b>		
\$35,504	\$86,408,338	\$5,390	\$0
\$34,111	\$3,230,231	\$0	\$0
\$82,076	\$63,450,813	\$1,313	\$0
<b>\$151,691</b>	<b>\$153,089,382</b>	<b>\$6,703</b>	<b>\$0</b>
\$112,681	<b>-\$15,268</b>	\$0	\$0
\$122,321	<b>-\$22,164</b>	\$350	\$0
\$77,247	\$147,629	\$450	\$0
<b>\$312,249</b>	<b>\$110,197</b>	<b>\$800</b>	<b>\$0</b>
\$15,389	\$51,774	\$1,250	\$0
\$67,287	<b>\$8,307</b>	\$275	\$0
\$76,161	\$56,732	\$0	\$0
<b>\$158,837</b>	<b>\$116,813</b>	<b>\$1,525</b>	<b>\$0</b>
\$108,112	\$13,884	\$0	\$0
\$55,277	<b>-\$1,728</b>	\$13,376	\$2,700

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2018 Total	CY Var to 2018	Prospect	Tentative
71056		0	0
96129		0	0
60097		13376	2700
106660		6607	13489

Comments	Strategies
NE Mastertrack (repeat) Hilton GWOS 3/11-3/15 & Linchris WOS 3/25-29	Spring promo to run mid-March through mid-June; promote February through June.
Includes \$20k for Easter food and \$1k for beverage	Quarterly wedding venue visit with promo
SNHU booking was in 2018. Hannaford \$15,000. AQS \$8,000 - both Hannaford and AQS used DMP	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 post-wedding breakfast and suite upgrades for 2019 weddings.
SNHU & FIRST	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.
SNHU LY	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
SNHU & Hockey Boosters	Fall promo to run mid-September through mid-November; promote August through November
Wire Belt, Women's Church - LY not yet booked but solicited	Heavy promotions. Competitive quoting.

[illegible]



Comments	Strategies