

EMPLOYEE_ID	FIRST_NAME	LAST_NAME	EMAIL	PHONE_NUMBER	HIRE_DATE	JOB_ID
800	JHON	Wost	Miles	515.123.4567	17-Jun-03	AD_PRES
801	GEROGE	KEVIN	Miles	515.123.4568	21-Sep-05	AD_VP

SALARY	COMMISSION_PCT	MANAGER_ID	DEPARTMENT_ID
174000	5.5	114	90
197000	7.5	100	90

EMPLOYEE_ID	FIRST_NAME	LAST_NAME	EMAIL	PHONE_NUMBER	HIRE_DATE	JOB_ID
800	JOSE	STEV	Miles	515.123.4567	17-Jun-03	AD_PRES
801	PETER	CS	Miles	515.123.4568	21-Sep-05	AD_VP

SALARY	COMMISSION_PCT	MANAGER_ID	DEPARTMENT_ID
124000	5.5	114	90
117000	7.5	100	90

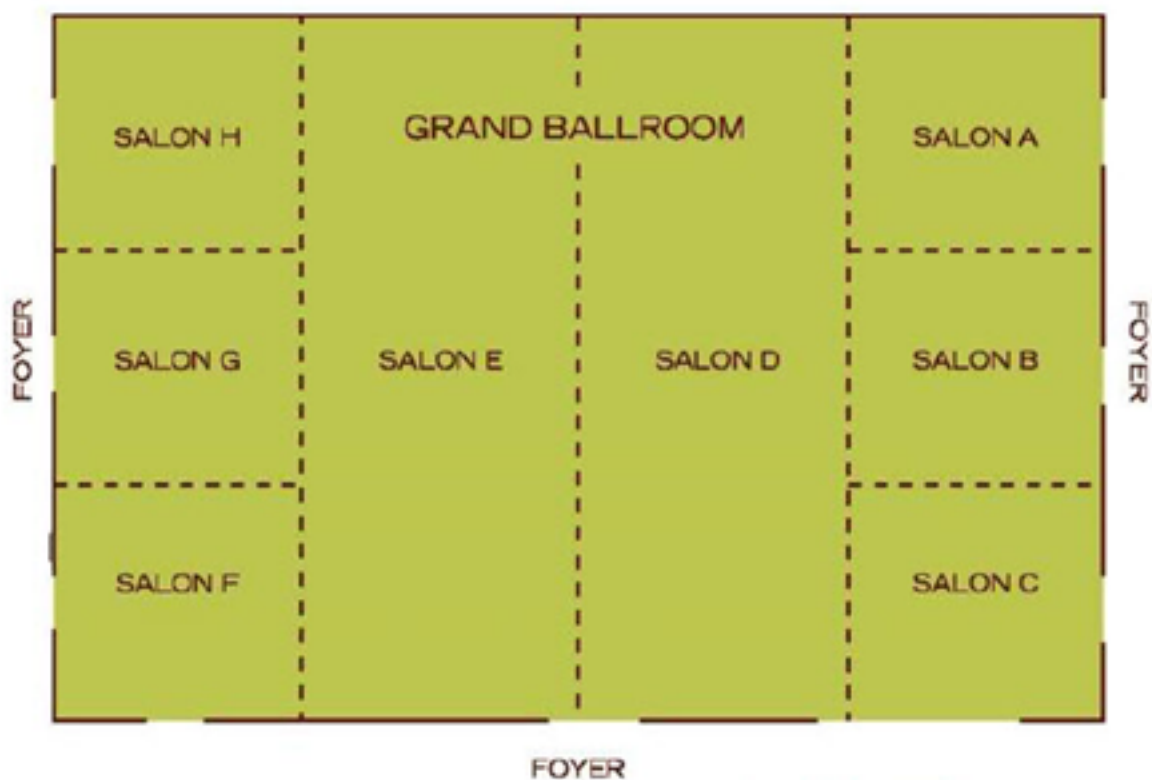
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800	JOSE	STEV	Miles	515.123.4567	17-Jun-03	AD_PRES
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124000	5.5	114	90
117000	7.5	100	90

Mission Statement

Our mission for the Hotel HardRock, San Jose, CA for 2018 is to relentlessly pursue the highest levels of employee and guest satisfaction while maximizing the return on the owner's investment.

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*



Executive Summary

The Hard Rock completed its first full year as a Hard Rock branded hotel on March 31st, 2017. With strong growth in rate and occupancy the hotel experienced its most profitable year to date. Converting to a Hard Rock from a Holiday Inn allowed the hotel to shift significant market share from Braintree and Quincy for the first time in the ten years the hotel has been owned. The hotel was re-positioned in the market with a stronger brand and loyalty program and is now able to more effectively compete for the corporate market on the South Shore. The Hard Rock finished 2017 ahead of budgeted revenue by \$392,373 with an occupancy of 72.6%, an ADR of \$139.18, resulting in a RevPar of \$101.05 for the year. The Gross Operating Profit finished at \$2,240,838 for 2017.

The Hard Rock is the only full service Hard Rock on the South Shore. With the Hard Rock name, the property hopes to secure more business in 2018 specifically from EMD, IBM, General Electric, Follett, Koch and Deloitte to capture \$139,000 in revenue from the Braintree and Quincy markets. Some of these accounts are newly acquired accounts through Hard Rock. Prior to the Hard Rock name change, the hotel was unable to gain access to many area accounts, including General Electric, IBM, Koch and Follett. In 2017 the Hard Rock experienced growth in its top accounts. Clean Harbors transitioned from utilizing Corporate Lodging as their booking agent to Travelliance. This change positively impacted the hotel's revenue with a rate increase from \$73.50 to \$88.00 as well as operationally since Travelliance uses credit cards for room payments versus direct bill which Corporate Lodging used. South Shore Hospital jumped from the tenth highest account in 2016 to the second highest account in 2017 due to a targeted sales effort. This trend is anticipated to continue in 2018. A loyal account, Russelectric, has doubled its room nights year over year due to a complete change in company structure and anticipates to increase in 2018. The hotel has seen steady growth from the corporate segment through increased room nights as well as higher rates. Many corporate travelers are often times more apt to pay a higher room rate or travel a further distance due to the Hard Rock Honors loyalty program. Over 60% of guests staying at the Hard Rock are members of the loyalty program. Existing corporate accounts of the hotel continue to generate strong revenues for the property and the hotel's management team will increase their rates, or, when applicable, move corporate accounts into dynamic pricing structures in 2018 to assist in driving the overall ADR. The management team will ensure the Hard Rock is priced competitively to properly establish the hotel within the market to gain a solid base of corporate business.

Not only does the hotel continue to have a significant increase in the number of inquiries for new corporate rates, but also for companies interested in corporate banquet space as well as leisure guests looking to host milestone celebrations at the hotel in the Regency Grand Ballroom. In order to capture additional banquet business, the banquet menus were redesigned by the Executive Chef. The menus are not only more cost effective for the hotel, but are more trendy and appealing to the consumer. In addition to our banquet menus, our sales team is able to offer seasonal menus and holiday menus to position the hotel as an appealing venue for local corporate offices to host their holiday parties at the hotel. Area vendors have been incorporated into brand new wedding packages for couples looking to get married on the South Shore. The wedding packages are economically priced for the Hard Rock market. Wedding Wire, the most popular wedding website, will be used in 2018 to build wedding business. The Hard Rock hopes to increase weddings in 2018. The hotel has also teamed up with Kreativ Drinking to host paint nights at the hotel. In 2018, the sales team is looking to partner with other vendors to bring additional room night and banquet business into the hotel.

Revenue management will continue to be a crucial component in ensuring the hotel is a leader in the Hard Rock market. The management team is committed to strategizing against the competition to maximize revenue and drive the rate. The hotel utilizes several tactics to maximize the ADR potential, including the implementation of group ceilings while quoting the full rate to potential groups to protect the higher rated transient segment during high demand periods. The hotel controls inventory by setting minimum length of stay restrictions to ensure the busy Friday and Saturday nights are pacing appropriately. Additionally, the property applies the dynamic pricing philosophy for new corporate preferred accounts, which fluctuates with the full rate based on demand to generate a higher ADR and move lower rated corporate rates into lower rate levels to limit availability. By consistently utilizing these tools in the future, management will ensure the property is accurately positioned to drive rate and capture all available opportunities in the market.

Changes within the competitive market surrounding the hotel have changed in the last year. During the spring of 2017, the Holiday Inn Express in Braintree began to undergo a \$1 million dollar renovation and a flag change to a Best Western. During the transition between flags from April to December the Holiday Inn operated without a flag under the Beantown Inn name. A brand new Residence Inn by Marriott opened in August of 2017 in Braintree. The hotel does not anticipate any effects in 2018 from this new build.

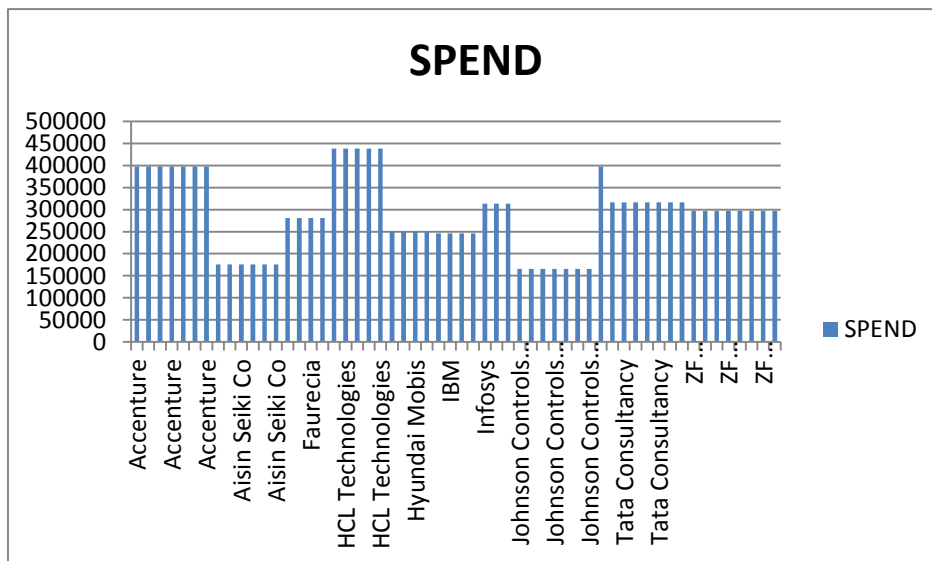
The Hard Rock continues to focus on guest experience as a key ingredient for operating a successful hotel. In 2017, the property ranked number 180 of 361 DoubleTree hotels. The management team led a strong effort to improve this ranking and implemented several focus areas. The property held weekly CARE Committee meetings and organized several team building activities throughout the year. Both of these important factors helped create a better work environment and improved employee morale, resulting in a more service oriented team. Additionally, the hotel holds daily management and departmental huddles, weekly manager meetings and monthly GM CARE Rallies in an effort to provide better communication amongst all staff members. Employee recognition is also an important part of increasing morale and maintaining team member engagement. Two new recognition programs were introduced. In January, the Bee Hive Store was implemented and team members used their "Honey Money", earned from demonstrating exceptional customer service and being an active participant of the team, to purchase gift cards and prizes. In addition, a quarterly Superstar Award is presented to the team member who has received the greatest number of written recognitions from guests. Furthermore, the hotel received a 93% Quality Assurance score, placing the hotel in the Outstanding category, the highest achieved since opening. These accomplishments reflect the hotel's commitment and dedication to guest and employee satisfaction and continued improvement is expected. For 2018, the property goal is to be ranked in the top 20% of all DoubleTree hotels.

The Hard Rock is forecasting to have the best year on record for 2018. This will be accomplished through commitment to revenue management strategies, an aggressive sales and marketing plan, exceeding guest and employee expectations combined with a continued focus on controlling costs. Total revenue figures are expected to finish at \$5,982,440 with a Gross Operating Profit of \$2,404,196 and a net profit of \$1,590,468.

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 Overview

Changes in Demand Generators

Southfield/ LSTAR MGMT project at the old Navy facility in Weymouth will be building thousands of homes, commercial offices and retail shops which will increase construction, government and banquet related revenue by \$10,263.00.

Hanover Mall is undergoing a massive renovation. The mall was acquired by PREP who has said they will begin breaking ground fall 2017. Hotel has already set up an LNR for PREP who is estimating approximately 100 RNs and \$14,900 in room revenue in 2018 but anticipating increase in 2019.

New Supply in Market

A 140 room Residence Inn by Marriott opened its door in August 2017. Residence Inn has strict length of stays and anticipates capturing all long term stay, project stay, or multiple night stay in the area. 10 miles away in Rockland, we do not anticipate market shift as we do not currently host long term stay business.

Competitive Set Renovations

The Holiday Inn Express Braintree is undergoing a conversion to Best Western expected for winter 2017-2018 but in the meantime have lost their flag and is operating as the Beantown Inn.



HUMAN RESOURCES

Date

Name

Address

Address

RE: **PROMOTION**

Dear

It is with great pleasure that we offer you a promotion to

We are all looking forward to working with you in this new capacity and feel confident that your prior experience and knowledge of the organization will add great value to both the work and mission of the Company. What follows summarizes the terms of your promotion:

1. Position:
2. Reporting:
3. Salary:
4. Additional
Compensation:
5. Status:
6. Insurance
8. Retirement:
9. Vacation:
10. Holidays:
11. Performance Review: .
11. Commencement:

12. Miscellaneous: .

Congratulations and please do not hesitate to contact me at 508.520.2711 ext.1239 if the above information gives rise to any questions. Please acknowledge the terms set forth in this Letter of Promotion and sign where indicated and return the enclosed copy to me keeping a copy for your records.

Sincerely,

Nick Malone,
SVP, Global Human Resources

Acknowledged:

Name

Date

Mission Statement

Our mission for the Doubletree by Hilton Boston Rockland for 2018 is to relentlessly pursue the highest levels of empl

oyee and guest satisfaction while maximizing the return on the owner's investment.