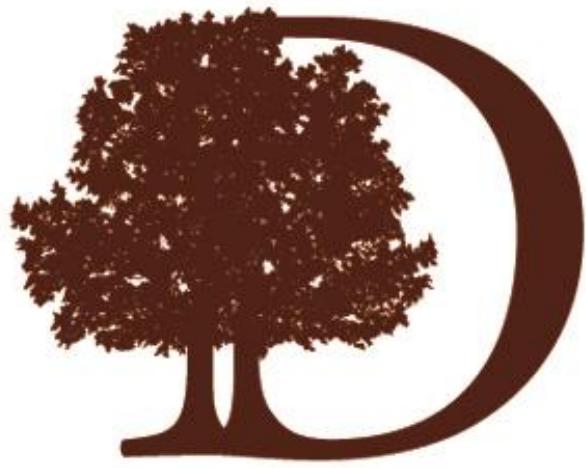


2018 BUSINESS PLAN



DOUBLETREE

BY HILTON™

BOSTON - ROCKLAND

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Mission Statement

Mission Statement

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

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.

Property Analysis

Physical Attributes

The Doubletree by Hilton Rockland is a 128-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 Boston Logan International Airport, the property has a total of 5 floors and sits $\frac{1}{2}$ mile from Route 3, a major artery linking Boston to Cape Cod.

Guestrooms

The Doubletree by Hilton 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 Hilton 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 Hilton 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.

Property Analysis Data Chart

Room Breakdown

- 127 Total Rooms-100% Non-Smoking
- 59- Two Queen
- 23- King
- 25- King Deluxe
- 2-King Deluxe with Whirlpool Tubs
- 6- Two Queen Hearing Access
- 4-King Access Bathtub
- 2-King Roll In Shower
- 1-King Hearing/Mob Access Bath Tub
- 3-King Hearing Access
- 2-King Deluxe Hearing Access

Meeting Space

- Regency Grand Ballroom 3,450 sq. ft.
- Regency Ballroom A 1,100 sq. ft.
- Regency Ballroom B 2,300 sq. ft.
- Boardroom 364 sq. ft.
- Wireless & Hard Wired Internet Access

Conrad Bar & Grille

- 110 Seats
- 6:00am until 10:00am for Breakfast Mon-Fri
- 7:00am until 11:00am for Breakfast Sat-Sun
- 5:00pm until 11:00pm for Dinner daily
- Bar Hours 5:00pm until Midnight Mon-Thurs
- Bar Hours 5:00pm until 1:00am Fri-Sat
- Bar Hours 5:00pm until 10:00pm on Sun

MADE Market

- Open 24 Hours
- Fresh yogurt parfaits, salads, sandwiches
- Fresh whole fruit
- Snacks, drinks and frozen meals
- Sundries

Room Features

- Two Cup Coffeemaker

- Iron and Ironing Board
- 47" Flat Panel HDTV
- AM/FM Alarm Clock
- Hair Dryer
- Voicemail, Speakerphone and Free Local Calls
- Complimentary Wi-Fi
- In-Room Safe

Swimming Pool

- 16 feet by 25 feet
- Outdoor Heated Pool Open 9:00am until 9:00pm
- Open Memorial Day to Labor Day
- Accessible

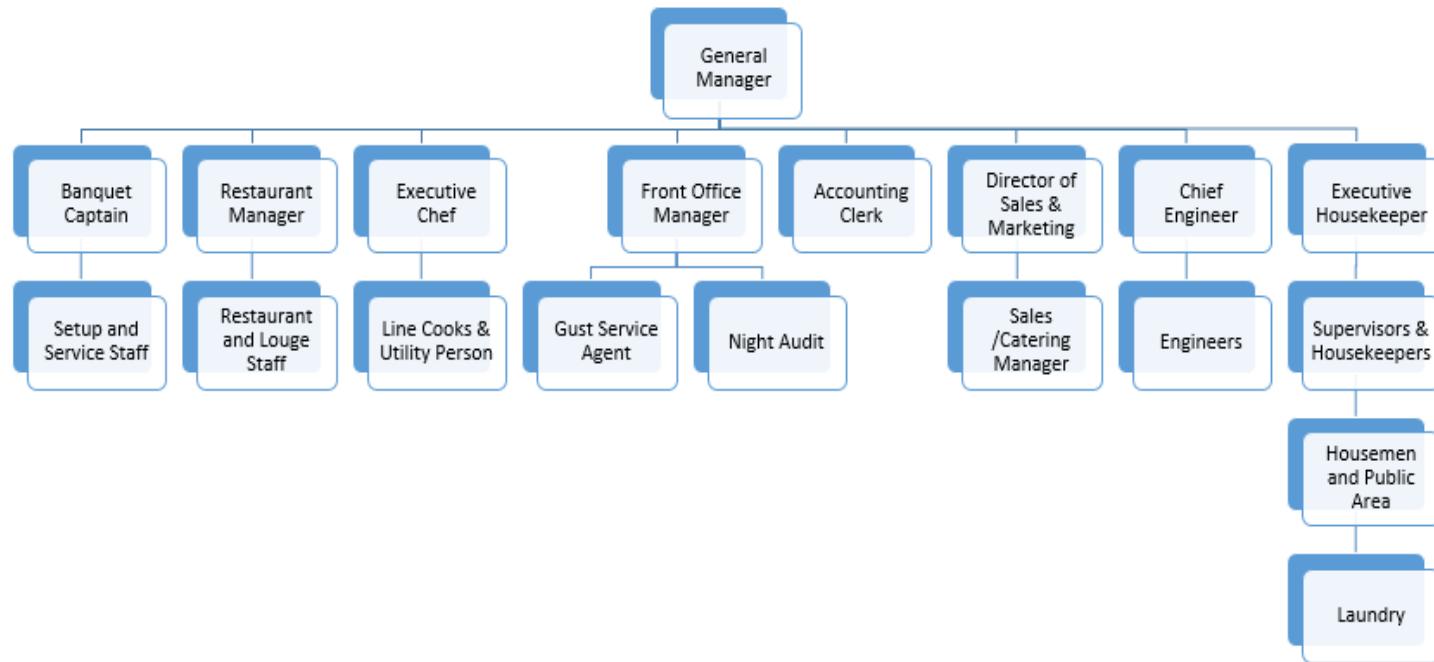
Fitness Center

- Open 24 Hours
- Free-weights, Elliptical Machine, Treadmills and Mats
- LifeFitness Equipment

Parking

- 313 Parking Spaces

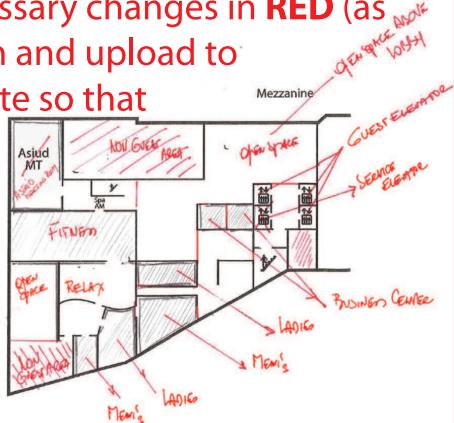
Property Organizational Chart



BOSRODT_MA-Rockland 929 Hingham Street

Note to Hotel:

If there are changes, please print the floorplan and mark any necessary changes in **RED** (as shown below), scan and upload to the Blueprintwebsite so that we may make the changes quickly and accurately.



Note to Hotel:

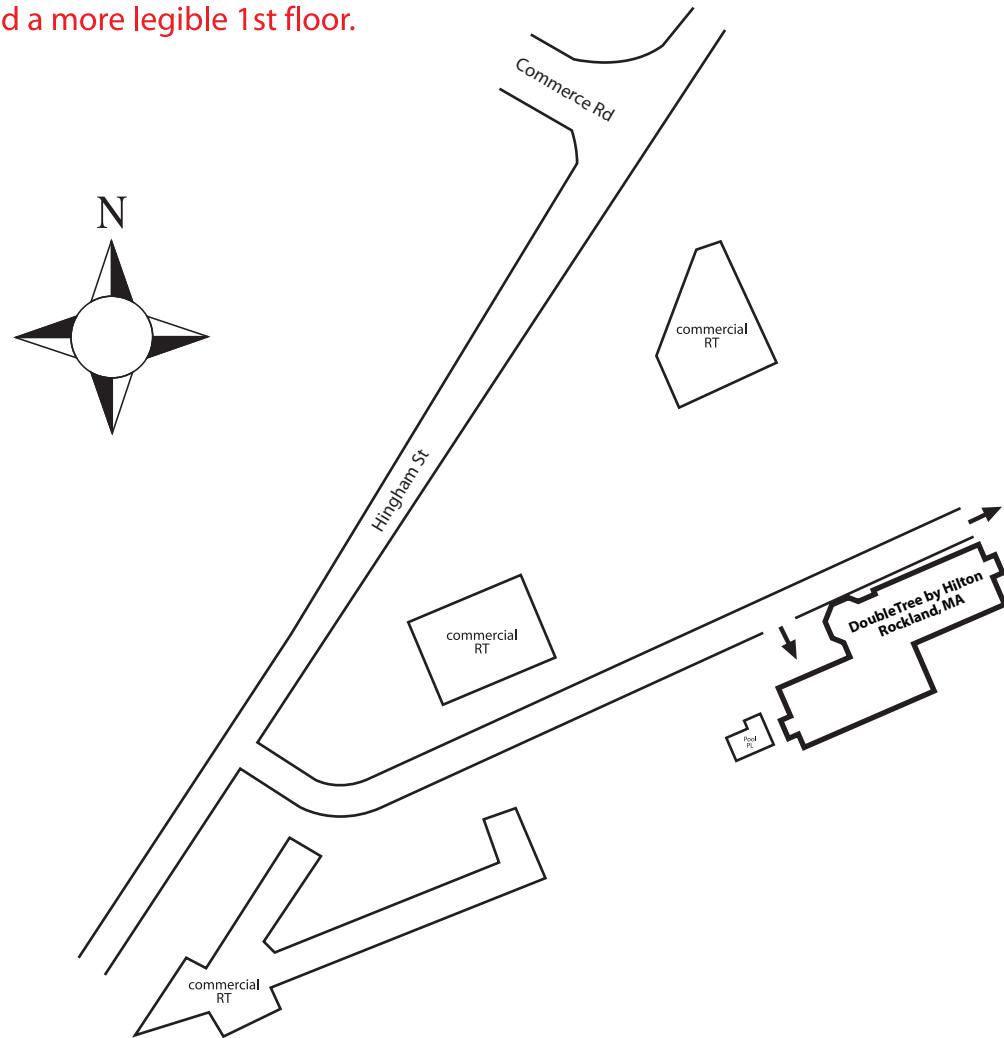
Please Verify Room Numbers and Cross Reference Against Your PM System List Of Rooms.

Room Numbers Must Appear On Floor Plan As They Appear In Your PM System.

Make Sure No Changes Have Been Made To Room Numbers Due To Prior Renovations.

Note to Hotel:

Upload a more legible 1st floor.



Note to Hotel:

Please Identify and Label:

- Front Desk
- Lobby/Lounge/Gathering Areas
- Gift Shop
- Business Center
- Breakfast/Dining Area
- Restaurants by Name
- Mens and Womens Restrooms
- Meeting Rooms by Name

Guest Laundry

Fitness Center

Pool

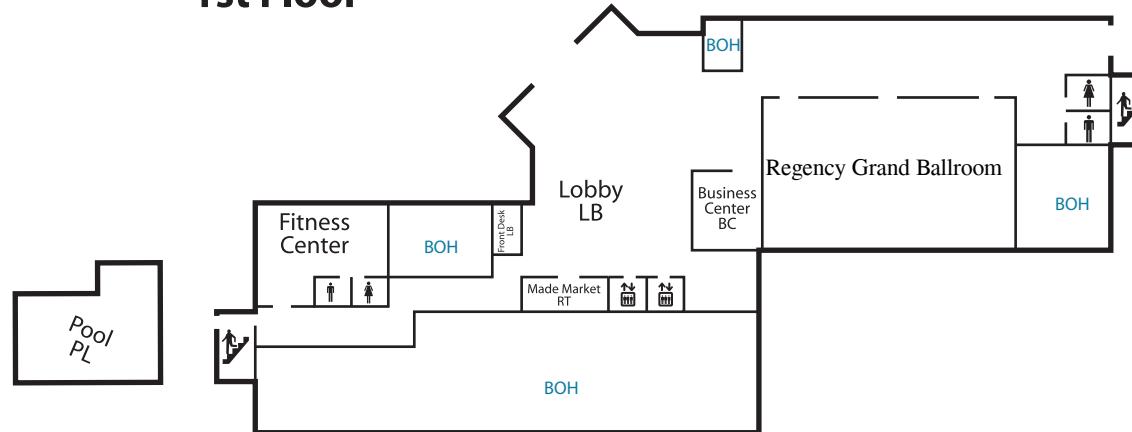
Outdoor Areas

Guest Room Numbers

Connecting Guest Rooms

Label any other guest areas not shown

1st Floor



2nd Floor



3rd Floor



4th Floor



5th Floor



Competition Analysis

Competitor Name	Your Hotel	Hotel 1	Hotel 2	Hotel 3	Hotel 4
Competitor Name	DoubleTree By Hilton Nashua	Courtyard Marriott Nashua	Residence Inn Nashua	Hampton Inn Nashua	Radisson 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	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.
Year Built	1987	1989 but became Courtyard in 2006.	2014	2009	1979(Flipped names from Sheraton to Radisson)
Address	2 Somerset Parkway Nashua NH, 03063	2200 Southwood Drive, Nashua NH, 03063	25 Trafalgar Square Nashua NH, 03063	407 Amherst St, Nashua NH, 03063	11 Tara Blvd, Nashua NH, 03063
Trip Advisor Ranking	4 of 13 of Nashua hotels	5 of 13 of Nashua hotels	3 of 13 of Nashua hotels	1 of 13 of Nashua hotels.	6 of 13 of Nashua hotels.
Trip Advisor Recommend Percentage	84.3%	84.3%	90.2%	92.6%	80.0%
# of Rooms	230	245	118	102	336
Food and Beverage Description	Full Service Restaurant with 24 Hour Made Market.	Bistro offering healthy choices and variety of grab and go times	Complimentary Breakfast and Dinner Buffet. 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.
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	524 Square Feet of Meeting Space	725 Square Feet of Meeting Space	25,000 Square Feet of Meeting Space
Recreation Services	Fitness Center, and Pool.	Fitness Center, and pool.	Outdoor fire pit, and area to put for golfers.	Fitness Center and Pool.	Fitness Center and Pool.
Distance from Hotel	Positive curb appeal with new signage,, grounds maintained	0.1 Miles	0.1 Miles	0.3 Miles	5.00 Miles
Curb Appeal	Completed renovations in April of 2018.	Last Renovated in 2015.	Nice Guestrooms, opened in 2014.	Could use a renovation, opened back in 2009.	Could use full renovation, did soft renovation in 2014.
Room Condition	Brand New	Newer, small standard rooms.	Newer, all suite property.	Starting to become dated.	Very dated, suites newly renovated.
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.	Newly built. Complimentary Breakfast and Cocktail Hour.	Complimentary breakfast, and Hilton Honors.	Close to Massachusetts border, Most function space and rooms in market.

Competitor Name	Your Hotel	Hotel 1	Hotel 2	Hotel 3	Hotel 4
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.	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.
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.	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.
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.	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.
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.	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.

Sales Action Plan

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
Corporate	Continue to grow business relationships and monitor production for current LNRs	Build rapport and gain 1 referral per quarter	DOS				Monthly		
	Invite Clean Harbors for lunch/dinner to discuss current monthly trainings.	Facilitate communication and foster relationship	DOS				01/01/19		
	Americas Sales Week / Linchris Sales Blitz	Increase South Shore Hospital room nights; 1 new company working there.	DOS / SM				03/01/19		
	Ensure all LNR one click links are working	Increase corporate room nights	DOS				Quarterly		
	Invite South Shore Hospital contacts for dinner at hotel	Build rapport, showcase restaurant and F&B	DOS				02/01/19		
	Sales calls in local business parks	Uncover 1 new LNR	DOS				Quarterly		
First Quarter									
Group	Hockey – Print out all team schedules playing at the Bog, Pilgrim Arena and Hard Rock Ice Rink and contact them for weekend tournament	Increase weekend market share by 5%	DOS				01/01/19		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Update Hard Rock Sales Worldwide for Internal Need Dates & GVD (Group Value Dates) for Group business	Increase group rooms on need dates	DOS				03/01/19		
	Visit Sports Complexes for possible tournament business	Increase weekend business throughout the year.	DOS				Quarterly		
	Ensure all links are working on sports and wedding websites	Increase group room on weekends	DOS				03/01/18		
	Visit Jewish Temples for Bar/Bat Mitzvah group room nights	Book 2 Bar/Bat Mitzvahs Room Blocks	DOS				Quarterly		
	Visit Funeral Parlors for bereavements room nights	Book 3 Bereavement room blocks	CSM				Quarterly		
	Visit Wedding Venue in surrounding town for wedding blocks	Increase wedding block business by 5%	DOS				Quarterly		
First Quarter									
Catering	Revisit Jewish Temples for Bar/Bat Mitzvah referrals	Book 2 Bar/Bat Mitzvahs	CSM				Quarterly		
	Visit Funeral Parlors for bereavements	Book bereavements 3 per quarter	DOS				Quarterly		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Visit competition to view reader board to steal business – check online reader boards of convention centers in Boston	Book 1 new meeting per quarter	DOS				Quarterly		
	Sales calls in local business parks	Uncover 1 new meeting	DOS				Quarterly		
	Compare meeting menus to comp set for correct pricing and ideas	Increase market share by 5%	DOS/CSM				02/28/19		
	Email all brides for rehearsal dinner or brunch	Increase catering by \$3000 quarterly	CSM				Quarterly		
	Use Knowland Report to shift business from comp set	Target 5 accounts per month and book a minimum of 2 new accounts per month	CSM				Quarterly		
	Contact a minimum of 15 Mass Associations for meetings	Increase Catering revenue by \$10,000 per quarter	DOS				Monthly		
Second Quarter									
Transient	Run a double points promotion targeting 5 accounts	Increase transient room nights by 5%	DOS				04/01/19		
	Opt in to Expedia promotions if available	Increase share from 3rd party / Increase occupancy off peak	DOS				04/01/19		
	Research new construction, business, retail	Uncover 1 long term stay per quarter	DOS				Monthly		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Continue to grow contacts at local hospital departments	Increase transient room nights by 5%	DOS				Monthly		
	Continue to grow contacts at Convention & Visitors Bureau	Increase transient room nights by 5%	DOS				Quarterly		
	Visit Town Hall	Uncover 1 new lead business moving to the area or construction for quarter	DOS				Quarterly		
	Online Marketing: Social Media Campaign (Facebook, Instagram Twitter); review express on TripAdvisor, building links with local vendors/venue	Increase web exposure; Ranking on TripAdvisor; Increase transient room nights by 5%	DOS				Weekly		
Second Quarter									
Corporate	Complete Q1 production from LNR accounts	Eliminate or increase rates on accounts not meeting commitment	DOS				04/01/19		
	Contact Mohawk Rubber to dinner to discuss upcoming annual sales summit in September	Recapture business from last year, build report, maximize revenue	DOS				05/01/19		
	Continue to grow business relationships and monitor production for current LNRs	Build rapport and gain 1 referral per quarter	DOS				Monthly		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Contact travel agents and BTAs	Uncover 1 from BCD Travel	DOS				04/01/18		
	Ensure all LNR one click links are working	Increase corporate room nights	DOS				Quarterly		
	Complete all BTS qualifiers from Hard Rock in preparation for RFP Season	Gain Deloitte and Dell/EMC	DOS				05/01/19		
	Cookie Blitz	Uncover 1 new corporate LNR	DOS				06/01/19		
	Sales calls in local business parks	Uncover 1 new LNR	DOS				Quarterly		
	Invite EMD/Merck to dinner at the hotel	Build rapport	DOS				05/31/19		
Second Quarter									
Group	Plan for Ragnar Race	Maximize hotel revenue and exposure	Hotel Team				04/01/19		
	Visit local Synagogues for Bar/Bat Mitzvah room blocks	Increase weekend business	DOS				Quarterly		
	Solicit sports teams for special event weekends such as Memorial Day, July 4th, Labor Day, Columbus Day	Build weekend business using the 25%/75% method. 25% kings and 75% doubles	DOS				04/01/19		
	Visit Sports Complexes for possible tournament business.	Increase weekend business throughout the year.	DOS				Quarterly		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Visit Funeral Parlors for bereavements room nights	Book 3 Bereavement room blocks	DOS				Quarterly		
	Visit Wedding Venue in surrounding town for wedding blocks	Increase wedding block business by 5%	DOS				Quarterly		
	Ensure all links are working on sports and wedding websites	Increase group room on weekends	DOS				Quarterly		
	Visit local music venues to uncover any entertainment business for spring and summer	Book 3 Groups South Shore Music Circus / Cape Cod Melody Tent	DOS				05/01/19		
Second Quarter									
Catering	Rebook all groups that met in Q3 in 2017	Increase repeat business for summer months	DOS				06/01/19		
	Visit Jewish Temples for Bar/Bat Mitzvah referrals	Book 2 Bar/Bat Mitzvahs	DOS				Quarterly		
	Visit Funeral Parlors for bereavements	Book 3 per quarter	DOS				Quarterly		
	Sales calls in local business parks	Uncover one new meeting	CSM				Quarterly		
	Use Knowland Report to shift business from comp set	Target 5 accounts per month and book a minimum of 2 new accounts per month	CSM				Quarterly		
	Email all brides for rehearsal dinner or brunch	Increase catering by \$3000 quarterly	CSM				Quarterly		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Contact a minimum of 15 Mass Associations for meetings	Increase Catering revenue by \$10,000 per quarter	DOS				Monthly		
Third Quarter									
Transient	Run a double points promotion targeting 5 accounts	Increase transient room nights by 5%	DOS				07/01/19		
	Opt in to Expedia promotions if available	Increase share from 3rd party / Increase occupancy off peak	DOS				07/01/19		
	Research new construction, business, retail	Uncover 1 long term stay per quarter	DOS				Monthly		
	Continue to grow contacts at local hospital departments	Increase transient room nights by 5%	DOS				Monthly		
	Continue to grow contacts at Convention & Visitors Bureau	Increase transient room nights by 5%	DOS				Quarterly		
	Visit Town Hall	Uncover 1 new lead business moving to the area or construction for quarter	DOS				Quarterly		
	Online Marketing: Social Media Campaign (Facebook, Instagram Twitter); review express on TripAdvisor, building links with local vendors/venue	Increase web exposure; Ranking on TripAdvisor; Increase transient room nights by 5%	DOS				Weekly		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
Group	Visit sports complexes for possible tournament business	Increase weekend business throughout the year.	DOS				Quarterly		
	Visit local catering houses for referral business	Increase group rooms on weekends	DOS				Quarterly		
	Visit 3 local Synagogues for Bar/Bat Mitzvah room blocks	Increase weekend business	DOS				Quarterly		
	Visit funeral parlors for bereavements room nights	Book 3 Bereavement room blocks	DOS				Quarterly		
	Visit wedding venue in surrounding town for wedding blocks	Increase wedding block business by 5%	DOS				Quarterly		
	Use bombomb and video emails to invite contacts to Manager's Receptions	Build rapport; Capture more room nights from targeted accounts	DOS				Quarterly		
	Ensure all links are working on sports and wedding websites	Increase group room on weekends	DOS				Quarterly		
	Visit local music venues to uncover any entertainment business	Book 3 Groups South Shore Music Circus / Cape Cod Melody Tent	DOS				08/01/19		
Third Quarter									
Catering	Continue follow up on targeted companies meeting at the comp set using Readers	Steal 2 new accounts	DOS				Quarterly		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Contact all previous holiday party and cold call for new account holiday parties	Fill open dates for Holiday Parties	DOS / SM				07/31/19		
	Visit Jewish Temples for Bar/Bat Mitzvah referrals	Book 2 Bar/Bat Mitzvahs	DOS				Quarterly		
	Visit funeral parlors for bereavements	Book 3 per quarter	DOS				Quarterly		
	Attend Fasano's Bridal Show	Book 5 wedding blocks.	DOS				09/18/19		
	Sales calls in local business parks	Uncover 1 new meeting	DOS				Quarterly		
	Use Knowland Report to shift business from comp set	Target 5 accounts per month and book a minimum of 2 new accounts per month	CSM				Quarterly		
	Email all brides for rehearsal dinner or brunch	Increase catering by \$3000 quarterly	CSM				Quarterly		
	Contact all 2018 Holiday Parties to ensure repeat	Contract 3 repeats minimum	CSM						
	Contact a minimum of 15 Mass Associations for meetings	Increase Catering revenue by \$10,000 per quarter	DOS				Monthly		
Fourth Quarter									
Transient	Run a double points promotion targeting 5 accounts	Increase transient room nights by 5%	DOS				10/01/19		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Opt in to Expedia promotions if available	Increase share from 3rd party / Increase occupancy off peak	DOS				10/01/19		
	Research new construction, business, retail	Uncover 1 long term stay per quarter	DOS				Monthly		
	Continue to grow contacts at local hospital departments	Increase transient room nights by 5%	DOS				Monthly		
	Continue to grow contacts at Convention & Visitors Bureau	Increase transient room nights by 5%	DOS				Quarterly		
	Visit Town Hall	Uncover 1 new lead business moving to the area or construction for quarter	DOS				Quarterly		
	Online Marketing: Social Media Campaign (Facebook, Instagram, Twitter); review express on TripAdvisor, building links with local vendors/venue	Increase web exposure; Ranking on TripAdvisor; Increase transient room nights by 5%	DOS				Weekly		
Fourth Quarter									
Corporate	Complete Q3 production from LNR accounts	Eliminate or increase rates on accounts not meeting commitment	DOS				10/01/19		

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
Group	Visit local music venues to uncover any entertainment business	Book 3 Groups South Shore Music Circus / Cape Cod Melody Tent	DOS				10/01/19		
	Contact all sports teams having events in Q 1 2019	Book 300 room nights	DOS				11/01/19		
	Visit local catering houses for referral business	Increase group rooms on weekends	DOS			Quarterly			
	Visit local Synagogues for Bar/Bat Mitzvah room blocks	Increase weekend business	DOS			Quarterly			
	Visit funeral parlors for bereavements room nights	Book 3 Bereavement room blocks	DOS			Quarterly			
	Visit sports complexes for possible tournament business	Increase weekend business throughout the year.	DOS			Quarterly			
	Visit wedding venue in surrounding town for wedding blocks	Increase wedding block business by 5%	DOS			Quarterly			
	Use bombomb and video emails to invite contacts to Manager's Receptions	Build rapport; Capture more room nights from targeted accounts	DOS			Quarterly			
	Ensure all links are working on sports and wedding websites	Increase group room on weekends	DOS				12/01/19		
Fourth Quarter									
Catering	Visit Jewish Temples for Bar/Bat Mitzvah referrals	Book 2 Bar/Bat Mitzvahs	DOS			Quarterly			

Target Segment	Task Name	Measurement	Person Responsible	Expected Cost	Actual Cost	Status	Due Date	Done	Comments
	Visit funeral parlors for bereavements	Book 3 per quarter	DOS				Quarterly		
	Visit competition to view reader board to steal business – check online reader boards of convention centers in Boston	Steal 2 new accounts	DOS				Quarterly		
	Use Knowland Report to shift business from comp set	Target 5 accounts per month and book a minimum of 2 new accounts per month	CSM				Quarterly		
	Email all brides for rehearsal dinner or brunch	Increase catering by \$3000 quarterly	CSM				Quarterly		
	Contact a minimum of 15 Mass Associations for meetings	Increase Catering revenue by \$10,000 per quarter	DOS				Monthly		

Hotel Strengths and Weaknesses

Strengths	Weaknesses
Newly Reinvented Superior Brand to the Immediate Competition Set Spacious Guestrooms Proximity to Local Corporations/ Office Parks/Wedding Venues Only Hotel with Pool in Rockland Area Ample Parking Banquet Facilities Full Service Restaurant and Lounge Hilton Loyalty Program Only Full Service DoubleTree Property on the South Shore The Hilton Brand	Not Visible from the Street- Hidden Behind Bella's Restaurant Limited Break-out Space / Meeting Space

Market Overview

Changes in Demand Generators	New Supply in Market	Competitive Set Renovations	Additional Field 1	Additional Field 2
<p>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.</p> <p>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.</p>	<p>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.</p>	<p>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.</p> <p>Comfort Inn Rockland, which is part of Choice Hotels, will be undergoing renovations in 2018.</p>		

Additional Field 3	Additional Field 4	Additional Field 5

Market Segment Overview

Introduction	Transient	Group	Corporate preferred	Additional Field 1
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.	<p>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:</p> <ul style="list-style-type: none"> 1)Best flex rates, Hilton Honors Special offer, Hilton Honors 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 <p>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</p>	<p>The following segment accounts for approximately 18% of room revenue and include the following segments:</p> <ul style="list-style-type: none"> 1. Wedding room blocks 2. Sports 3. Tour and travel <p>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</p>	<p>The corporate market accounts for 39% of the hotels room revenue which include the following accounts:</p> <ul style="list-style-type: none"> 1)Local negotiated rates 2)National Hilton accounts <p>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 renegotiated 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 Hilton will be responded to in a timely</p>	

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Additional Field 2	Additional Field 3	Additional Field 4	Additional Field 5

Rate Philosophy

Paragraph 1

The management team at the DoubleTree by Hilton Nashua, along with the dedicated Linchris revenue manager, work together to maximize RevPAR in the hotel. By meeting on a weekly basis and utilizing Rate 365, Demand 360, and Hoteligence, the hotel's management team and the Linchris Revenue Manager adjust the daily rates to maximize revenues and to ensure the hotel is priced accordingly in the market.

Paragraph 2

The hotel utilizes several strategies to maximize the ADR potential. For the corporate segment, the DoubleTree Nashua closely monitors the Agency 360 report to ensure the hotel maintains a pricing strategy that is competitive in the market. The management team also moves lower rated corporate rates into lower rate levels to limit the availability of lower rated business while maximizing on higher rated corporate accounts and best available rates. For group business, especially on high demand weekends between May and October due to the influx of wedding group rooms, group ceilings are implemented to capture the right mix of business. This strategy allows the hotel to secure a strong base of group business, while leaving availability open for higher rated transient reservations. The hotel uses pricing tiers to capture the most revenue per available room (RevPAR). Standard double queen bed rooms are priced at the base tier as demand for this room type is not quite as strong as others. Standard single king bed rooms are priced at a premium to two bedded rooms during the week based on a higher demand from corporate travelers. There are many suites on property that attract a higher rate for brides and grooms as well as corporate preferred executives. On some weekends when the hotel hosts sporting teams and the double queen bed rooms are the most desirable, the hotel changes its pricing strategy to increase the double queen rooms \$10 above the pricing for a standard single king room.

Paragraph 3

In 2019, the hotel will continue to adhere to the Hilton cancellation of 48 hours unless restrictions in the market require a more flexible approach during certain demand periods. In addition, the management team controls inventory by setting minimum length of stay restrictions to ensure high demand nights- most often Tuesday, Wednesday, and Saturday nights are pacing appropriately to maximize profitability. During the mid-week and on busy weekends, the hotel often oversells the hotel in order to improve sell-out efficiency. This strategy helps to maximize both revenue and occupancy for the hotel.

Service Plan Overview

Paragraph 1

The DoubleTree brand eliminated the "brand promise scorecard" in 2018, a comprehensive tool formally used to rank all DoubleTree by Hilton hotels in the system. Hotels are now judged exclusively on SALT (Satisfaction and Loyalty Tracking) scores. The 5 key categories include overall experience, overall service, overall accommodations, overall arrival, and property loyalty. With a strong focus on the service action steps, the hotel CARE committee has established a goal of exceeding the brand average by 3% in 2019.

Paragraph 2

The CARE committee is made up of all department managers as well as at least one line level employee from their department. The CARE committee meets bi-monthly and is chaired by the general manager. The CARE committee presents feedback from our guests and employees to elevate staff morale and guest satisfaction. The management team believes engaging more team members in the committee promotes a better understanding of both the hotel's service goals and the service culture and helps to empower team members to take care of guests. The committee will continue to focus on providing superior guest experiences by reviewing guest surveys and scores and implementing bi-weekly training topics for each member to take back to his/her team. The CARE committee also coordinates monthly CARE rally's where employee of the month is announced and all of the employees gather for games, prizes and food.

The management team starts each day with a "daily huddle" at 10:30am to review surveys, the CARE log, business and group arrivals for the day, site tours and any additional assistance a department may need. These daily huddles promote an environment of cross-departmental communication and helps ensure the delivery of outstanding service to our guests. All department heads also attend weekly staff meetings to review financial performance, SALT scores, CARE committee initiatives, and review pertinent details for upcoming groups.

Paragraph 3

The Pulse employee engagement survey, conducted by Linchris for the 7th consecutive year, was administered to the Doubletree Andover, the purpose of the anonymous survey is to allow all employees an opportunity to answer a wide range of questions pertaining to their job satisfaction at the hotel. As employee satisfaction has a direct correlation to guest satisfaction, the feedback from the survey is analyzed closely to identify trends and areas of opportunity. By reviewing the feedback closely with department heads and establishing action steps with due dates, there was very thorough follow up and noticeable improvement to these areas.

There are several employee events as well as awards given throughout the year to reward team members and make them feel appreciated. Team members have the opportunity to earn the employee of the month award of \$100 and managers have the opportunity to win the manager of the quarter award of \$150. Each department is celebrated during the year with their own appreciation week. The employee summer outing is held aboard the Spirit of Boston in the summer

with dinner and dancing. There is also an annual awards party in January to recognize team achievements and announce the employee of the year award, who receives a \$500 gift card. The selected individual is also eligible for the Linchris Employee of the Year. This prestigious award entitles the recipient to a cash bonus of \$3,500, along with a fine dining experience with the Linchris Executive team.

Paragraph 4

Signature is a new initiative rolled out to the front office team in 2018 in an effort to drive incremental revenue to the hotel. This revenue and service enhancement tool was designed to turn the front office agents into a salesperson and guide them in converting a higher percentage of inquiries into reservations. Prior to beginning his or her position as a guest service agent, the team member is required to complete Signature's new employee orientation. The Signature trainer and Front Office Manager will continue to develop plans to be used during semi-annual training sessions which will address weaknesses in service skills predetermined by management. Each team member is required to call the Signature training line prior to the start of each shift to practice their guest service skills to better assist callers and potentially convert more inquiries to guarantee reservations. The goal for 2019 is for the property to finish with a score of 90%.

Paragraph 5

Safety is a serious concern at the hotel, both for guests and team members. To be proactive in the prevention of issues the safety committee meeting bi-monthly monthly to discuss any areas of concern. Emergency procedures, particularly standard operating procedures in the event of a snow storm or power outage are reviewed. Human trafficking was another topic that received extra attention following the Linchris training.

Food and Beverage Overview

Introduction

The DoubleTree 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 DoubleTree 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.

2018 Budget

Comments