



2019 Sales & Marketing Summary



Savannah Historic District



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| Domestic | % of Room Contribution | | International | % of Room Contribution | |
|------------------|------------------------|------|---------------|------------------------|------|
| | 2017 | 2018 | | 2017 | 2018 |
| Atlanta, GA | 19 | 18 | Canada | 28 | 30 |
| Nashville, TN | 10 | 18 | UK | 25 | 25 |
| Tampa, FL | 18 | 16 | Japan | 13 | 11 |
| Phoenix, AZ | 11 | 12 | France | 10 | 10 |
| Chicago, IL | 6 | 8 | Germany | 7 | 8 |
| Minneapolis,MN | 6 | 6 | Finland | 8 | 7 |
| Birmingham, AL | 6 | 6 | Australia | 5 | 5 |
| Philadelphia, PA | 5 | 6 | Netherlands | 1 | 2 |
| Seattle, WA | 5 | 5 | Italy | 2 | 1 |
| Washington, DC | 4 | 4 | Belgium | 1 | 1 |

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.

| Introduction | Brand Requirements | Trip Advisor / Recommend Percent | Service Committee |
|--|---|--|--|
| <p>In 2018, the brand eliminated the "brand promise scorecard", a comprehensive tool formally used to rank all Doubletree by Hilton hotels in the system. The brand promise scorecard was replaced with key metric rankings, allowing hotels to compare against the Doubletree benchmark in these major categories. 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 categories. The 5 key metrics 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.</p> | <p>The CARE committee was quite successful in collecting feedback for ways to elevate both staff morale and guest satisfaction. CARE is an acronym DoubleTree uses for Creating A Rewarding Experience for our guests. Held on a bi-monthly basis, the CARE Committee meetings are co-chaired by the Service Champion and the General Manager. The committee is made up of one team member from each department. 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 is a group whose primary responsibility is to promote and maintain a service culture throughout the hotel. This creates a more involved team who works well together to develop a</p> | <p>The management team starts each day with a "daily huddle" at 9:00am 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. There is also an afternoon huddle at 3:00pm to maintain communication between the morning and afternoon shifts. All department heads also attend weekly staff meetings to review financial performance, SALT scores, CARE committee initiatives, and review pertinent details for upcoming groups.</p> | <p>The Pulse employee engagement survey, conducted by Linchris for the 7th consecutive year, was administered to the Doubletree Nashua for the first time. 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. One area that was identified for immediate attention was the low score related to employees feeling they had the ability to advance within the company. With a score of 76.2 compared to a moderate goal of 84.15, the management team felt this deserved attention. Since the release of the Pulse survey, promotions and examples of high performing</p> |
| <p>In 2019, the brand eliminated</p> | <p>The CARE committee was quit</p> | <p>The management team starts e</p> | <p>The Pulse employee engagemen</p> |

Hotel Service Plan

| Community Service | Training | PULSE | Additional Field 1 |
|--|--|--|--------------------|
| There are several seasonal 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 \$250, presented monthly at the awards luncheon, along with being recognized on the plaque in the lobby. The employee summer outing was held at Canobie Lake Park a well-known amusement park in Salem, NH. Along with free admittance for a team member and a guest, a \$15 voucher is also provided for food or a souvenir. There is also an annual awards party 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 \$2,500. In addition, the employee is given a plaque and a certificate of appreciation. | Signature is a new initiative rolled out to the front office team in November 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. | 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 meets 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. | |
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| Additional Field 2 |
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Floor 1

