

2019 Sales & Marketing Summary



Savannah Historic District

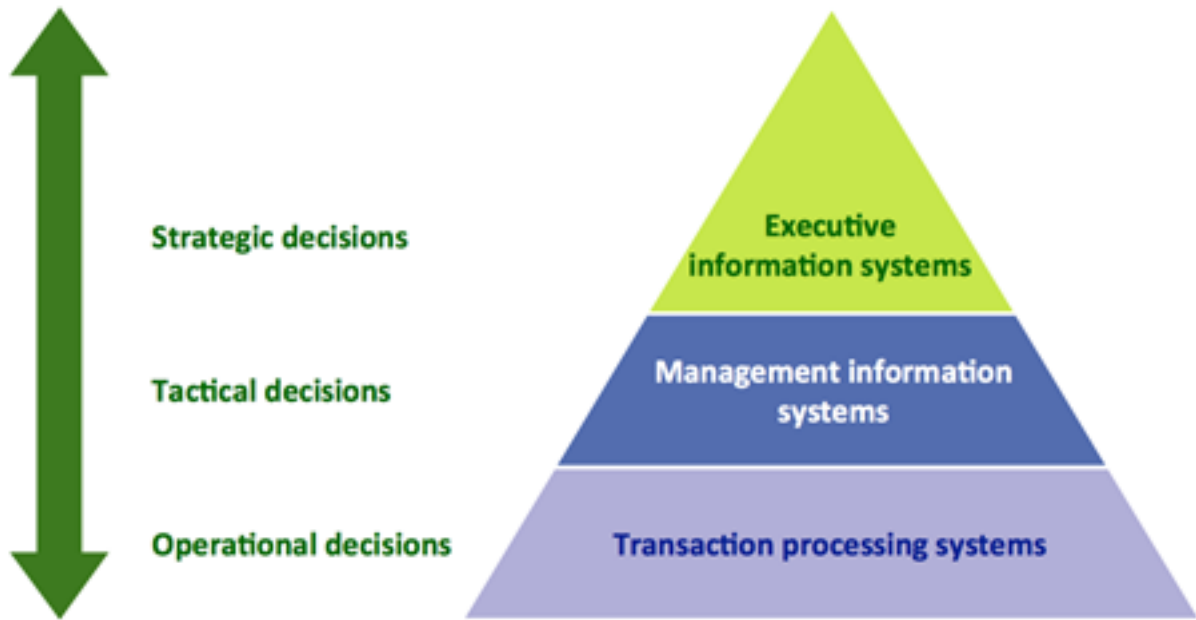


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Alyssa Salaverria | Sales & Catering Manager

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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 |



Sales Action Plan

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| First Quarter | | | | | | |
| Transient | Run a double points promotion targeting 5 accounts | Increase transient room nights by 5% | DOS | | | |
| | Opt in to Expedia promotions if available | Increase share from 3rd party / Increase occupancy off peak | DOS | | | |
| | Research new construction, business, retail | Uncover 1 long term stay per quarter | DOS | | | |
| | Continue to grow contacts at local hospital departments | Increase transient room nights by 5% | DOS | | | |
| | Continue to grow contacts at Convention & Visitors Bureau | Increase transient room nights by 5% | DOS | | | |
| | Visit Town Hall | Uncover 1 new lead business moving to the area or construction for quarter | DOS | | | |
| | 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 | | | |
| First Quarter | | | | | | |
| Corporate | Continue to grow business relationships and monitor production for current LNRs | Build rapport and gain 1 referral per quarter | DOS | | | |
| | Invite Clean Harbors for lunch/dinner to discuss current monthly trainings. | Facilitate communication and foster relationship | DOS | | | |
| | Americas Sales Week / Linchris Sales Blitz | Increase South Shore Hospital room nights; 1 new company working there. | DOS / SM | | | |
| | Ensure all LNR one click links are working | Increase corporate room nights | DOS | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------|---------------|-------------|--------|
| | Invite South Shore Hospital contacts for dinner at hotel | Build rapport, showcase restaurant and F&B | DOS | | | |
| | Sales calls in local business parks | Uncover 1 new LNR | DOS | | | |
| 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 | | | |
| | Update Hard Rock Sales Worldwide for Internal Need Dates & GVD (Group Value Dates) for Group business | Increase group rooms on need dates | DOS | | | |
| | Visit Sports Complexes for possible tournament business | Increase weekend business throughout the year. | DOS | | | |
| | Ensure all links are working on sports and wedding websites | Increase group room on weekends | DOS | | | |
| | Visit Jewish Temples for Bar/Bat Mitzvah group room nights | Book 2 Bar/Bat Mitzvahs Room Blocks | DOS | | | |
| | Visit Funeral Parlors for bereavements room nights | Book 3 Bereavement room blocks | CSM | | | |
| | Visit Wedding Venue in surrounding town for wedding blocks | Increase wedding block business by 5% | DOS | | | |
| First Quarter | | | | | | |
| Catering | Revisit Jewish Temples for Bar/Bat Mitzvah referrals | Book 2 Bar/Bat Mitzvahs | CSM | | | |
| | Visit Funeral Parlors for bereavements | Book bereavements 3 per quarter | DOS | | | |
| | 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 | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| | Sales calls in local business parks | Uncover 1 new meeting | DOS | | | |
| | Compare meeting menus to comp set for correct pricing and ideas | Increase market share by 5% | DOS/CSM | | | |
| | Email all brides for rehearsal dinner or brunch | Increase catering by \$3000 quarterly | CSM | | | |
| | 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 | | | |
| | Contact a minimum of 15 Mass Associations for meetings | Increase Catering revenue by \$10,000 per quarter | DOS | | | |
| | | | | | | |
| Second Quarter | | | | | | |
| Transient | Run a double points promotion targeting 5 accounts | Increase transient room nights by 5% | DOS | | | |
| | Opt in to Expedia promotions if available | Increase share from 3rd party / Increase occupancy off peak | DOS | | | |
| | Research new construction, business, retail | Uncover 1 long term stay per quarter | DOS | | | |
| | Continue to grow contacts at local hospital departments | Increase transient room nights by 5% | DOS | | | |
| | Continue to grow contacts at Convention & Visitors Bureau | Increase transient room nights by 5% | DOS | | | |
| | Visit Town Hall | Uncover 1 new lead business moving to the area or construction for quarter | DOS | | | |
| | 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 | | | |
| Second Quarter | | | | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|----------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| Corporate | Complete Q1 production from LNR accounts | Eliminate or increase rates on accounts not meeting commitment | DOS | | | |
| | Contact Mohawk Rubber to dinner to discuss upcoming annual sales summit in September | Recapture business from last year, build report, maximize revenue | DOS | | | |
| | Continue to grow business relationships and monitor production for current LNRs | Build rapport and gain 1 referral per quarter | DOS | | | |
| | Contact travel agents and BTAs | Uncover 1 from BCD Travel | DOS | | | |
| | Ensure all LNR one click links are working | Increase corporate room nights | DOS | | | |
| | Complete all BTS qualifiers from Hard Rock in preparation for RFP Season | Gain Deloitte and Dell/EMC | DOS | | | |
| | Cookie Blitz | Uncover 1 new corporate LNR | DOS | | | |
| | Sales calls in local business parks | Uncover 1 new LNR | DOS | | | |
| | Invite EMD/Merck to dinner at the hotel | Build rapport | DOS | | | |
| Second Quarter | | | | | | |
| Group | Plan for Ragnar Race | Maximize hotel revenue and exposure | Hotel Team | | | |
| | Visit local Synagogues for Bar/Bat Mitzvah room blocks | Increase weekend business | DOS | | | |
| | 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 | | | |
| | Visit Sports Complexes for possible tournament business. | Increase weekend business throughout the year. | DOS | | | |
| | Visit Funeral Parlors for bereavements room nights | Book 3 Bereavement room blocks | DOS | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|-----------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| | Visit Wedding Venue in surrounding town for wedding blocks | Increase wedding block business by 5% | DOS | | | |
| | Ensure all links are working on sports and wedding websites | Increase group room on weekends | DOS | | | |
| | 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 | | | |
| Second Quarter | | | | | | |
| Catering | Rebook all groups that met in Q3 in 2017 | Increase repeat business for summer months | DOS | | | |
| | Visit Jewish Temples for Bar/Bat Mitzvah referrals | Book 2 Bar/Bat Mitzvahs | DOS | | | |
| | Visit Funeral Parlors for bereavements | Book 3 per quarter | DOS | | | |
| | Sales calls in local business parks | Uncover one new meeting | CSM | | | |
| | 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 | | | |
| | Email all brides for rehearsal dinner or brunch | Increase catering by \$3000 quarterly | CSM | | | |
| | Contact a minimum of 15 Mass Associations for meetings | Increase Catering revenue by \$10,000 per quarter | DOS | | | |
| Third Quarter | | | | | | |
| Transient | Run a double points promotion targeting 5 accounts | Increase transient room nights by 5% | DOS | | | |
| | Opt in to Expedia promotions if available | Increase share from 3rd party / Increase occupancy off peak | DOS | | | |
| | Research new construction, business, retail | Uncover 1 long term stay per quarter | DOS | | | |
| | Continue to grow contacts at local hospital departments | Increase transient room nights by 5% | DOS | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| | Continue to grow contacts at Convention & Visitors Bureau | Increase transient room nights by 5% | DOS | | | |
| | Visit Town Hall | Uncover 1 new lead business moving to the area or construction for quarter | DOS | | | |
| | 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 | | | |
| Third Quarter | | | | | | |
| Corporate | Complete Q2 production from LNR accounts | Eliminate or increase rates on accounts not meeting commitment | DOS | | | |
| | Begin negotiation with LNR accounts for 2019 | Exceed budgeted revenues from LNR accounts | DOS | | | |
| | Contact Merck to contribute in annual multiple sclerosis bike ride in September | Foster relationship | DOS | | | |
| | Invite 3M Venture Tape to dinner at hotel | Build rapport, showcase restaurant and F&B | DOS | | | |
| | Continue to grow business relationships and monitor production for current LNRs | Build rapport and gain 1 referral per quarter | DOS | | | |
| | Ensure all LNR one click links are working | Increase corporate room nights | DOS | | | |
| | Global Week of Sales blitz and sales calls | Uncover 3 new leads | DOS / SM | | | |
| | Invite CHA Companies to breakfast at hotel | Build rapport, showcase restaurant and F&B | DOS | | | |
| | Celebrate National Hard Rock Cookie Day | Build rapport, gain brand loyalty | DOS / GM | | | |
| | Sales calls in local business parks | Uncover 1 new LNR | DOS | | | |
| Third Quarter | | | | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|----------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| Group | Visit sports complexes for possible tournament business | Increase weekend business throughout the year. | DOS | | | |
| | Visit local catering houses for referral business | Increase group rooms on weekends | DOS | | | |
| | Visit 3 local Synagogues for Bar/Bat Mitzvah room blocks | Increase weekend business | DOS | | | |
| | Visit funeral parlors for bereavements room nights | Book 3 Bereavement room blocks | DOS | | | |
| | Visit wedding venue in surrounding town for wedding blocks | Increase wedding block business by 5% | DOS | | | |
| | Use bombbomb and video emails to invite contacts to Manager's Receptions | Build rapport; Capture more room nights from targeted accounts | DOS | | | |
| | Ensure all links are working on sports and wedding websites | Increase group room on weekends | DOS | | | |
| | Visit local music venues to uncover any entertainment business | Book 3 Groups South Shore Music Circus / Cape Cod Melody Tent | DOS | | | |
| Third Quarter | | | | | | |
| Catering | Continue follow up on targeted companies meeting at the comp set using Readers | Steal 2 new accounts | DOS | | | |
| | Contact all previous holiday party and cold call for new account holiday parties | Fill open dates for Holiday Parties | DOS / SM | | | |
| | Visit Jewish Temples for Bar/Bat Mitzvah referrals | Book 2 Bar/Bat Mitzvahs | DOS | | | |
| | Visit funeral parlors for bereavements | Book 3 per quarter | DOS | | | |
| | Attend Fasano's Bridal Show | Book 5 wedding blocks. | DOS | | | |
| | Sales calls in local business parks | Uncover 1 new meeting | DOS | | | |
| | 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 | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| | Email all brides for rehearsal dinner or brunch | Increase catering by \$3000 quarterly | CSM | | | |
| | 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 | | | |
| Fourth Quarter | | | | | | |
| Transient | Run a double points promotion targeting 5 accounts | Increase transient room nights by 5% | DOS | | | |
| | Opt in to Expedia promotions if available | Increase share from 3rd party / Increase occupancy off peak | DOS | | | |
| | Research new construction, business, retail | Uncover 1 long term stay per quarter | DOS | | | |
| | Continue to grow contacts at local hospital departments | Increase transient room nights by 5% | DOS | | | |
| | Continue to grow contacts at Convention & Visitors Bureau | Increase transient room nights by 5% | DOS | | | |
| | Visit Town Hall | Uncover 1 new lead business moving to the area or construction for quarter | DOS | | | |
| | 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 | | | |
| Fourth Quarter | | | | | | |
| Corporate | Complete Q3 production from LNR accounts | Eliminate or increase rates on accounts not meeting commitment | DOS | | | |
| | Review Rate Checker to ensure rate and production are sustainable for all LNR accounts | Increase revenue by 5% | DOS | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|-----------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------|---------------|-------------|--------|
| | Holiday gifts for preferred accounts | Build business relationship | DOS | \$1,000.00 | | |
| | Ensure all LNR accounts have signed agreements in place | Gain room night commitments for following year based on volume | DOS | | | |
| | Invite PartyLite to lunch at hotel | Build rapport, showcase restaurant and F&B | DOS | | | |
| | Continue to grow business relationships and monitor production for current LNRs | Build rapport and gain 1 referral per quarter | DOS | | | |
| | Contact travel agents and BTAs | Uncover 1 new lead | DOS | | | |
| | Ensure all LNR one click links are working | Increase corporate room nights | DOS | | | |
| | Invite Russelectric to breakfast at hotel | Build rapport, showcase restaurant and F&B | DOS | \$50.00 | | |
| | Sales calls in local business parks | Uncover 1 new meeting | DOS | | | |
| Fourth Quarter | | | | | | |
| Group | Visit local music venues to uncover any entertainment business | Book 3 Groups South Shore Music Circus / Cape Cod Melody Tent | DOS | | | |
| | Contact all sports teams having events in Q 1 2019 | Book 300 room nights | DOS | | | |
| | Visit local catering houses for referral business | Increase group rooms on weekends | DOS | | | |
| | Visit local Synagogues for Bar/Bat Mitzvah room blocks | Increase weekend business | DOS | | | |
| | Visit funeral parlors for bereavements room nights | Book 3 Bereavement room blocks | DOS | | | |
| | Visit sports complexes for possible tournament business | Increase weekend business throughout the year. | DOS | | | |
| | Visit wedding venue in surrounding town for wedding blocks | Increase wedding block business by 5% | DOS | | | |

| Target Segment | Task Name | Measurement | Person Responsible | Expected Cost | Actual Cost | Status |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------|---------------|-------------|--------|
| | Use bombbomb and video emails to invite contacts to Manager's Receptions | Build rapport; Capture more room nights from targeted accounts | DOS | | | |
| | Ensure all links are working on sports and wedding websites | Increase group room on weekends | DOS | | | |
| Fourth Quarter | | | | | | |
| Catering | Visit Jewish Temples for Bar/Bat Mitzvah referrals | Book 2 Bar/Bat Mitzvahs | DOS | | | |
| | Visit funeral parlors for bereavements | Book 3 per quarter | DOS | | | |
| | Visit competition to view reader board to steal business – check online reader boards of convention centers in Boston | Steal 2 new accounts | DOS | | | |
| | 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 | | | |
| | Email all brides for rehearsal dinner or brunch | Increase catering by \$3000 quarterly | CSM | | | |
| | Contact a minimum of 15 Mass Associations for meetings | Increase Catering revenue by \$10,000 per quarter | DOS | | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| | | |
| 01/01/19 | | |
| 01/01/19 | | |
| Monthly | | |
| Monthly | | |
| Quarterly | | |
| Quarterly | | |
| Weekly | | |
| | | |
| Monthly | | |
| 01/01/19 | | |
| 03/01/19 | | |
| Quarterly | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| 02/01/19 | | |
| Quarterly | | |
| | | |
| 01/01/19 | | |
| 03/01/19 | | |
| Quarterly | | |
| 03/01/18 | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| Quarterly | | |
| 02/28/19 | | |
| Quarterly | | |
| Quarterly | | |
| Monthly | | |
| | | |
| | | |
| 04/01/19 | | |
| 04/01/19 | | |
| Monthly | | |
| Monthly | | |
| Quarterly | | |
| Quarterly | | |
| Weekly | | |
| | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| 04/01/19 | | |
| 05/01/19 | | |
| Monthly | | |
| 04/01/18 | | |
| Quarterly | | |
| 05/01/19 | | |
| 06/01/19 | | |
| Quarterly | | |
| 05/31/19 | | |
| | | |
| 04/01/19 | | |
| Quarterly | | |
| 04/01/19 | | |
| Quarterly | | |
| Quarterly | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| Quarterly | | |
| Quarterly | | |
| 05/01/19 | | |
| | | |
| 06/01/19 | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Monthly | | |
| | | |
| | | |
| 07/01/19 | | |
| 07/01/19 | | |
| Monthly | | |
| Monthly | | |

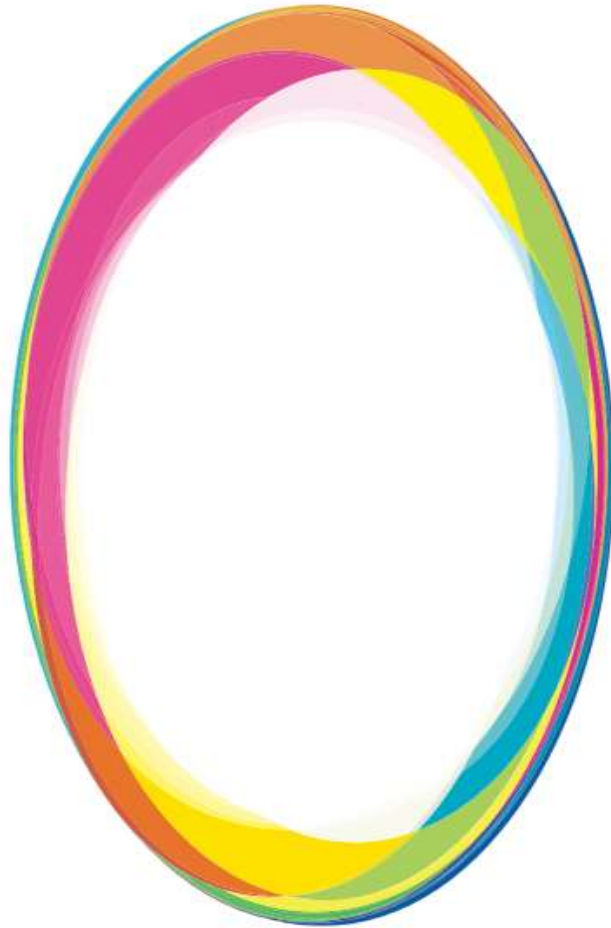
| Due Date | Done | Comments |
|-----------|------|----------|
| Quarterly | | |
| Quarterly | | |
| Weekly | | |
| | | |
| 07/01/19 | | |
| 09/01/19 | | |
| 07/01/19 | | |
| 08/01/19 | | |
| Monthly | | |
| Quarterly | | |
| 09/01/19 | | |
| 07/01/19 | | |
| 08/03/19 | | |
| Quarterly | | |
| | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| 08/01/19 | | |
| | | |
| Quarterly | | |
| 07/31/19 | | |
| Quarterly | | |
| Quarterly | | |
| 09/18/19 | | |
| Quarterly | | |
| Quarterly | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| Quarterly | | |
| | | |
| Monthly | | |
| | | |
| | | |
| | | |
| 10/01/19 | | |
| 10/01/19 | | |
| Monthly | | |
| Monthly | | |
| Quarterly | | |
| Quarterly | | |
| Weekly | | |
| | | |
| 10/01/19 | | |
| 10/01/19 | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| 12/15/19 | | |
| 12/01/19 | | |
| 12/01/19 | | |
| Monthly | | |
| 11/01/19 | | |
| Quarterly | | |
| 10/01/19 | | |
| Quarterly | | |
| | | |
| 10/01/19 | | |
| 11/01/19 | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |

| Due Date | Done | Comments |
|-----------|------|----------|
| Quarterly | | |
| 12/01/19 | | |
| | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Quarterly | | |
| Monthly | | |



Annual Report 2013
Business and CSR Review



Business Highlights

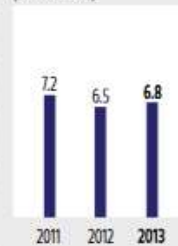
Consolidated Financial Results for the Fiscal Year Ended March 31, 2013 (Fiscal Year 2012)

| | | |
|------------------------------------------------------------|------------------|---------|
| Sales and operating revenue | ¥6,800.9 billion | (+4.7%) |
| Operating income | ¥230.1 billion | (-) |
| Income before income taxes | ¥245.7 billion | (-) |
| Net income attributable to Sony Corporation's stockholders | ¥43.0 billion | (-) |

Note: Percentage change from the previous fiscal year is shown in parentheses.

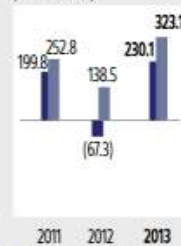
Sales and operating revenue

(Yen in trillions)



Operating income (loss)

(Yen in billions)

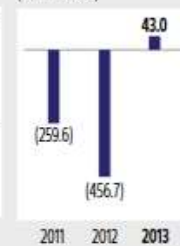


■ Operating income (loss)
▨ Operating income (loss), as adjusted, which excludes equity in net income (loss) of affiliated companies and restructuring charges and impairments of long-lived assets*

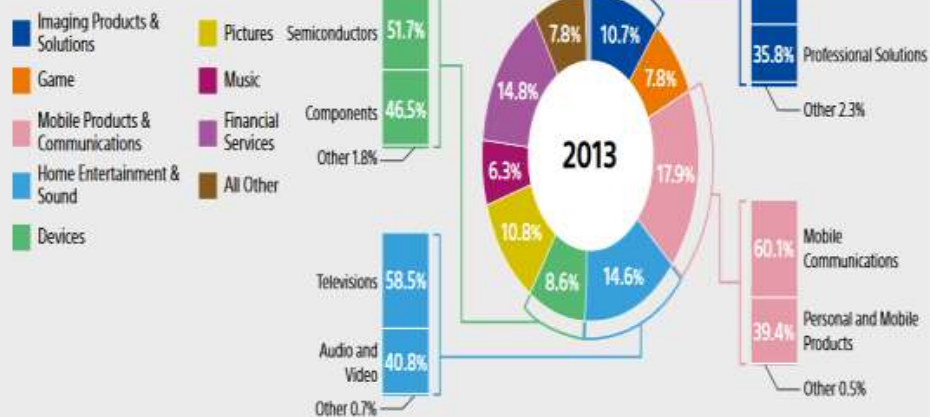
* This is not a presentation in accordance with generally accepted accounting principles in the U.S.

Net income (loss) attributable to Sony Corporation's stockholders

(Yen in billions)



Proportion of Sales by Business



Hotel Service Plan

The 2018 service plan for the Hard Rock is partially comprised of multiple meetings which will assist in fostering communication and brainstorming ideas for improvement. The management team's philosophy is that empowered team members lead to great service which lead to satisfied guests who will continue to return to the property.

As a Hilton branded property, Hard Rock, uses SALT (Service And Loyalty Tracking) scores to track overall experience, service, cleanliness, and loyalty among Hard Rock across the country. Together with weekly CARE meetings, team building activities, community volunteer work, and recognizing team members, 2017 was a successful year for the hotel's SALT scores in all areas of the hotel, placing the hotel in the top 40% of Hard Rock.

The team members continue to hold weekly CARE committee meetings. CARE is an acronym Hard Rock uses for Creating A Rewarding Experience for our guests. Held on a weekly 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 as well as the management team and new hires are required to attend one CARE Committee meeting as part of their orientation. 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 positive environment where both guests and team members feel cared for, valued and respected. Throughout the year, the committee has implemented service ideas from a recognition calendar, set attainable goals, and organized action plans. The committee will continue to focus on providing superior guest experiences by reviewing guest surveys and scores and implementing weekly training topics for each member to take back to his/her team. The goal for 2018 is for the property to be ranked in the top 20% of Hard Rock.

The committee also works with organizations in the community as volunteers several times a year. The team will participate with local organizations such as Worth While Life. The committee plans to volunteer at their fundraising events, bringing both a team of volunteers and Doubletree Cookies to hand out at the events. Additionally, the committee volunteers with Magical Moon by weeding gardens and creating a memorable guest experience for children faced with terminal illness. Some other projects that the committee does throughout the year include cleaning up local school playgrounds, collecting canned goods for the local food banks, holding blood drives in the ballroom, and writing letters for CAREPACKS that are sent to the troops overseas. By volunteering, the committee gets the rest of the team involved, gives back to the community, and teaches the team to work together toward a common goal.

In addition to weekly meetings, the management team meets daily for a 15 minute huddle. The management team meets to discuss surveys, the CARE log, business and group arrivals for the day, site tours and any additional assistance a department may need. These daily meetings

promote an environment of cross-departmental communication and help ensure the delivery of outstanding service to our guests.

Signature continues to be a key component of our reservation system. 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 semiannual trainings 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 2018 is for the property to finish with a score of 90%.

Hard Rock University online training is another form of customer service focused training. Each new team member is required to complete the training within his/her first two weeks of hire. The training covers a wide array of topics that are extremely important to provide exceptional customer service to our guests including ADA training, hotel safety, and customer service.

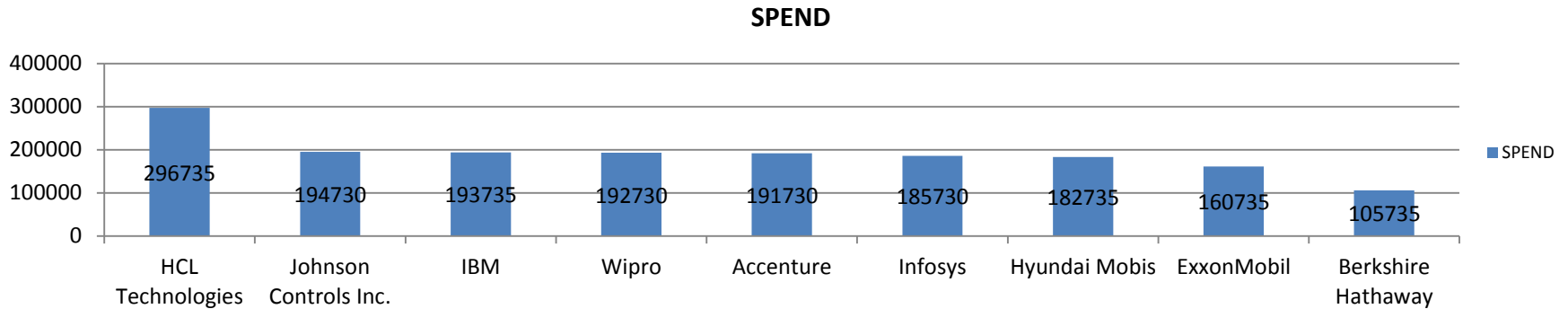
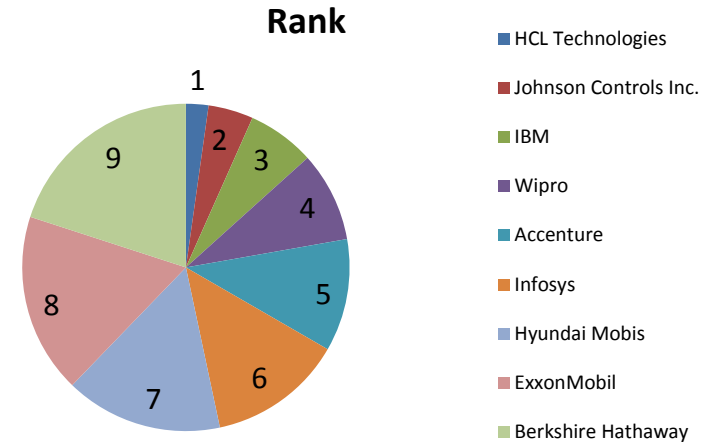
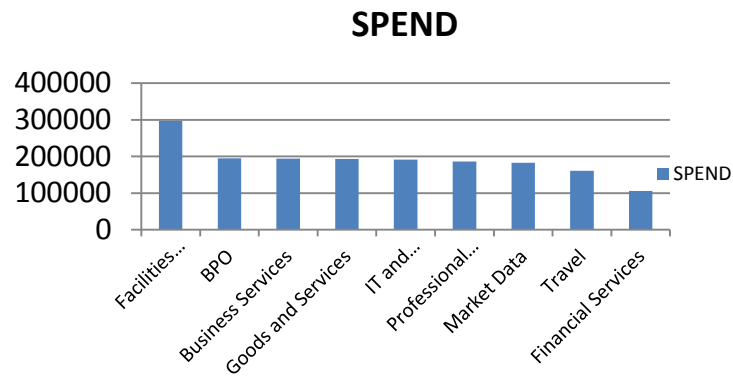
Each year Hard Rock Hotel Corporation asks each of the Hard Rock team members to participate in PULSE, an annual Hard Rock employee survey program. The primary purpose of the survey was to gauge employee satisfaction and receive feedback on both the positive and negative aspects of the hotel. The results from this survey depicted multiple areas for improvement; the primary thread within surveys was communication. The steps being taken to improve communication are the back of the house communication center which is updated with guest survey scores and service committee notes. Team members in a different department will be recognized each month for the important work and support that they provide for the hotel, Honey Money rewards will be handed out for going above and beyond, and SuperStar awards will be announced at the end of each quarter. Honey Money is the hotel's currency that team members can earn and save to be spent at The Hive (employee store) in exchange for gift cards, gift baskets, candy, and more. Beginning in March 2017, the hotel released its first edition of "The Buzz Newsletter" to communicate birthdays, anniversaries, upcoming volunteer events and meetings, and special occasions for our team members. The newsletter is released quarterly. Additionally, on a monthly basis at the CARE rally, the General Manager will discuss the steps that have been taken by the management team to address the items on the Pulse survey to bring awareness to the whole team. The goal is to make all of our team members feel cared for, valued, and respected.

SPEND SUMMARY REPORT

Breakdown of Spend by Category

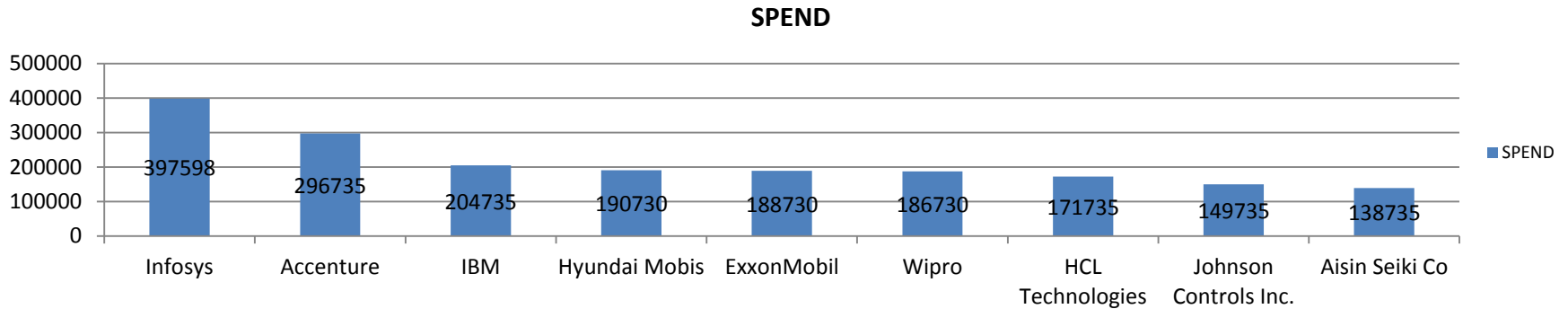
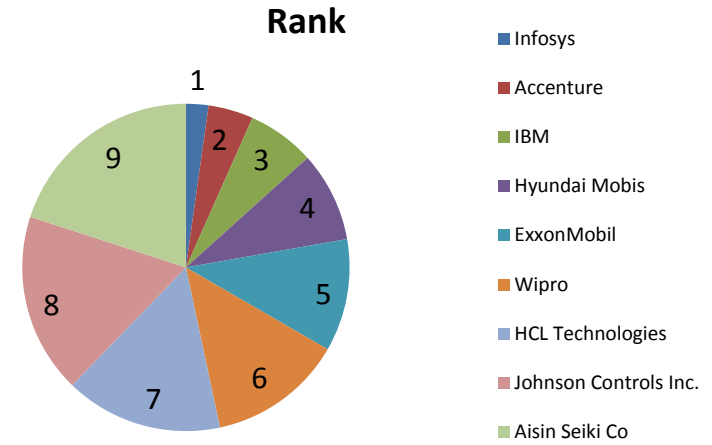
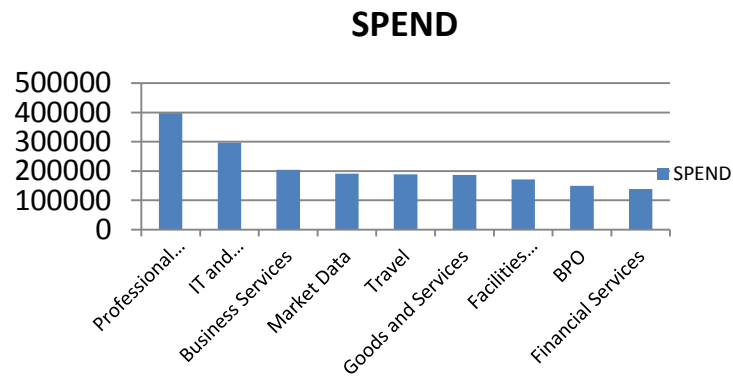
Reporting Year: 2017

BU Name : CN



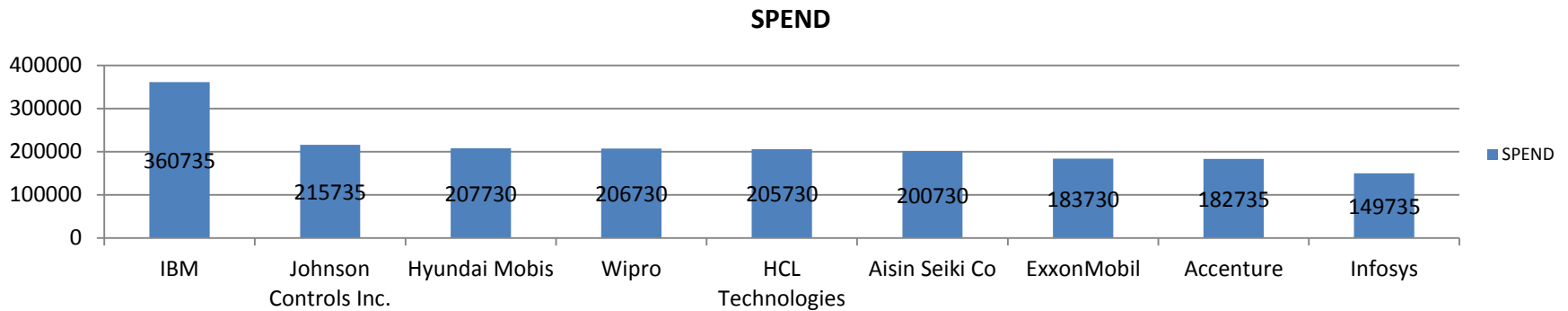
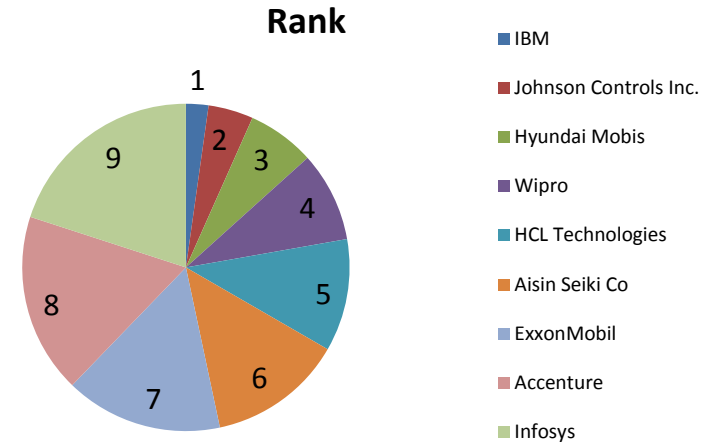
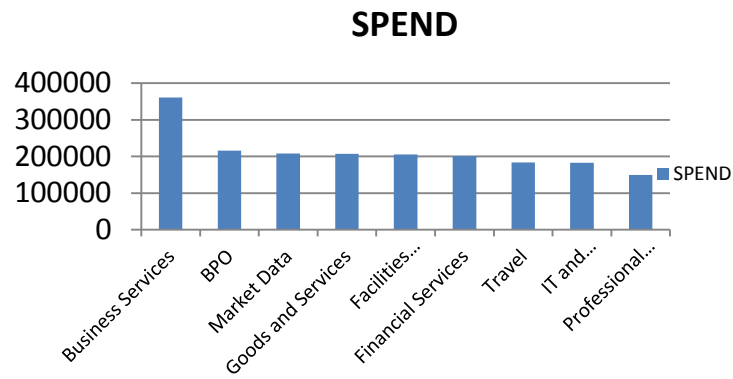
| Rank | SUPPLIER | CAT | REGION | SPEND |
|-------------|-----------------------|---------------------------|---------|----------------|
| 1 | HCL Technologies | Facilities Management | South | \$296,735.00 |
| 2 | Johnson Controls Inc. | BPO | South | \$194,730.00 |
| 3 | IBM | Business Services | Central | \$193,735.00 |
| 4 | Wipro | Goods and Services | West | \$192,730.00 |
| 5 | Accenture | IT and Telecommunications | West | \$191,730.00 |
| 6 | Infosys | Professional Services | West | \$185,730.00 |
| 7 | Hyundai Mobis | Market Data | Central | \$182,735.00 |
| 8 | ExxonMobil | Travel | South | \$160,735.00 |
| 9 | Berkshire Hathaway | Financial Services | South | \$105,735.00 |
| Grand Total | | | | \$1,704,595.00 |

BU Name : HR



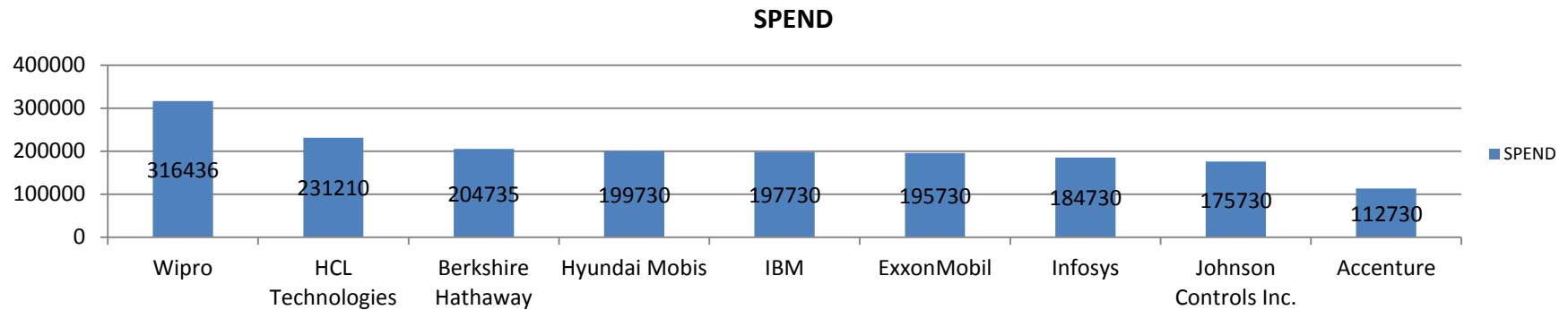
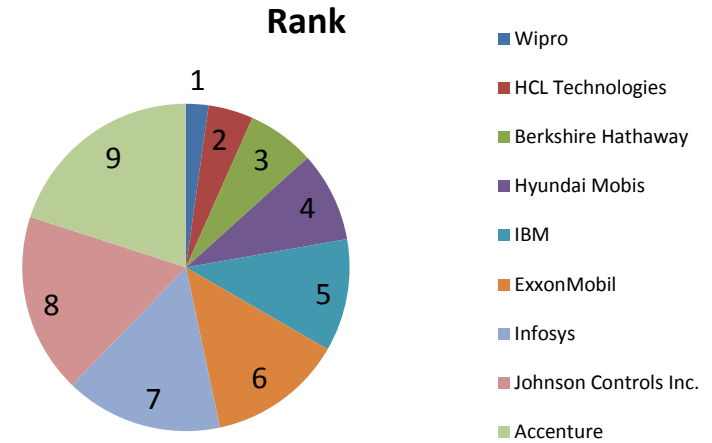
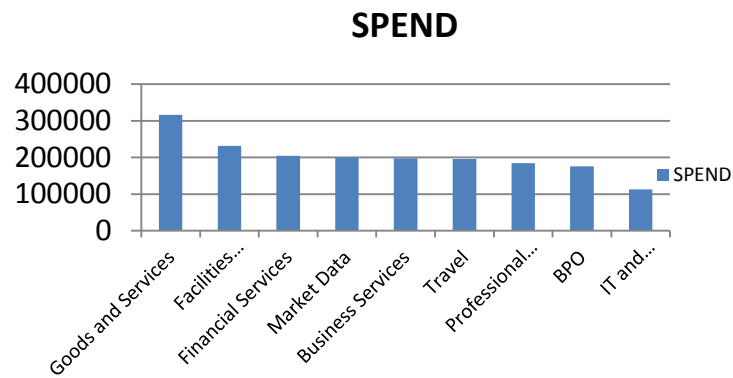
| Rank | SUPPLIER | CAT | REGION | SPEND |
|-------------|-----------------------|---------------------------|---------|----------------|
| 1 | Infosys | Professional Services | West | \$397,598.00 |
| 2 | Accenture | IT and Telecommunications | West | \$296,735.00 |
| 3 | IBM | Business Services | Central | \$204,735.00 |
| 4 | Hyundai Mobis | Market Data | Central | \$190,730.00 |
| 5 | ExxonMobil | Travel | South | \$188,730.00 |
| 6 | Wipro | Goods and Services | West | \$186,730.00 |
| 7 | HCL Technologies | Facilities Management | South | \$171,735.00 |
| 8 | Johnson Controls Inc. | BPO | South | \$149,735.00 |
| 9 | Aisin Seiki Co | Financial Services | South | \$138,735.00 |
| Grand Total | | | | \$1,925,463.00 |

BU Name : IND



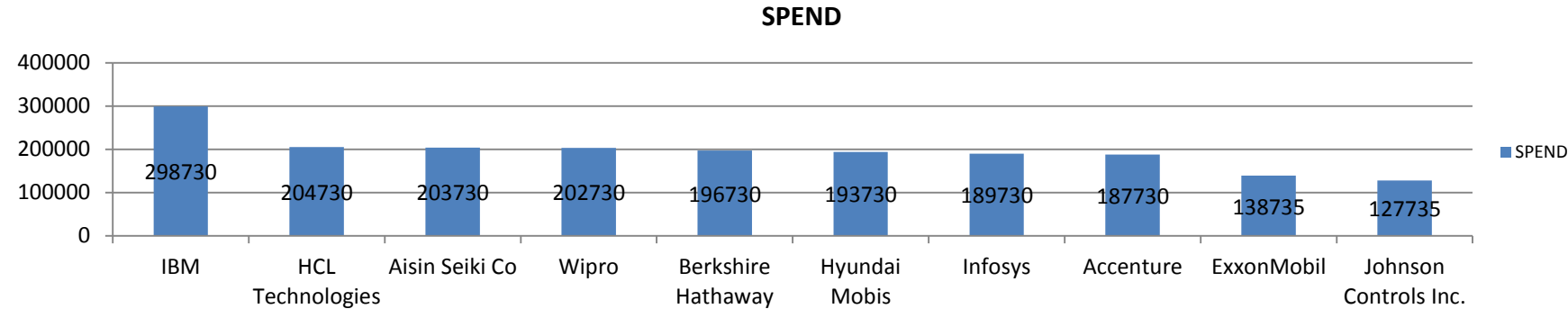
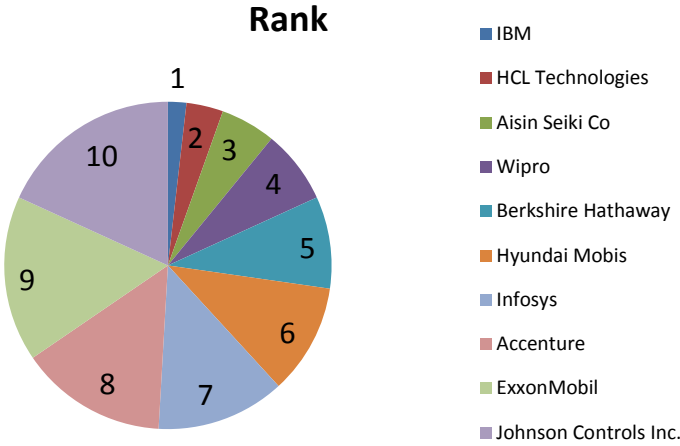
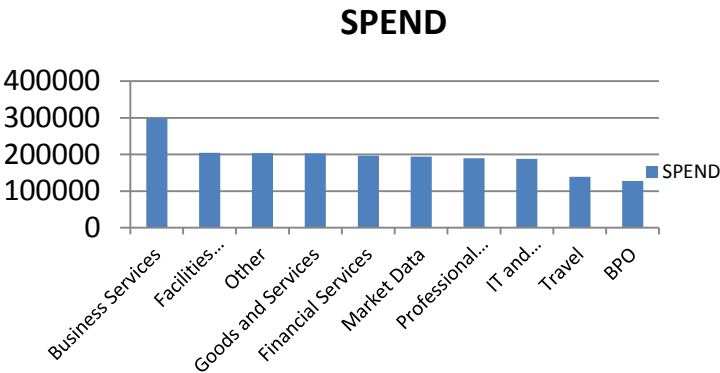
| Rank | SUPPLIER | CAT | REGION | SPEND |
|-------------|-----------------------|---------------------------|---------|----------------|
| 1 | IBM | Business Services | Central | \$360,735.00 |
| 2 | Johnson Controls Inc. | BPO | South | \$215,735.00 |
| 3 | Hyundai Mobis | Market Data | Central | \$207,730.00 |
| 4 | Wipro | Goods and Services | West | \$206,730.00 |
| 5 | HCL Technologies | Facilities Management | South | \$205,730.00 |
| 6 | Aisin Seiki Co | Financial Services | South | \$200,730.00 |
| 7 | ExxonMobil | Travel | South | \$183,730.00 |
| 8 | Accenture | IT and Telecommunications | West | \$182,735.00 |
| 9 | Infosys | Professional Services | West | \$149,735.00 |
| Grand Total | | | | \$1,913,590.00 |

BU Name : ISA



| Rank | SUPPLIER | CAT | REGION | SPEND |
|-------------|-----------------------|---------------------------|---------|----------------|
| 1 | Wipro | Goods and Services | West | \$316,436.00 |
| 2 | HCL Technologies | Facilities Management | South | \$231,210.00 |
| 3 | Berkshire Hathaway | Financial Services | South | \$204,735.00 |
| 4 | Hyundai Mobis | Market Data | Central | \$199,730.00 |
| 5 | IBM | Business Services | Central | \$197,730.00 |
| 6 | ExxonMobil | Travel | South | \$195,730.00 |
| 7 | Infosys | Professional Services | West | \$184,730.00 |
| 8 | Johnson Controls Inc. | BPO | South | \$175,730.00 |
| 9 | Accenture | IT and Telecommunications | West | \$112,730.00 |
| Grand Total | | | | \$1,818,761.00 |

BU Name : NA



| Rank | SUPPLIER | CAT | REGION | SPEND |
|-------------|-----------------------|---------------------------|---------|----------------|
| 1 | IBM | Business Services | Central | \$298,730.00 |
| 2 | HCL Technologies | Facilities Management | South | \$204,730.00 |
| 3 | Aisin Seiki Co | Other | South | \$203,730.00 |
| 4 | Wipro | Goods and Services | West | \$202,730.00 |
| 5 | Berkshire Hathaway | Financial Services | South | \$196,730.00 |
| 6 | Hyundai Mobis | Market Data | Central | \$193,730.00 |
| 7 | Infosys | Professional Services | West | \$189,730.00 |
| 8 | Accenture | IT and Telecommunications | West | \$187,730.00 |
| 9 | ExxonMobil | Travel | South | \$138,735.00 |
| 10 | Johnson Controls Inc. | BPO | South | \$127,735.00 |
| Grand Total | | | | \$1,944,310.00 |

accel-m60-53 - Microsoft Word

File Home Insert Page Layout References Mailings Review View accel-BI

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Templates Reports Tables Data Sources Tables Add Run Help Wizard

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Collate Configuration

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List of Documents

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|------------------------|-------------|------------|--------|--------|
| Analysis.pdf | No | Properties | | |
| List_Of_Suppliers.xlsx | No | Properties | | |
| Manage_Product.docx | No | Properties | | |
| Management_Process.png | No | Properties | | |
| Product_Management.png | No | Properties | | |

Collate

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☐ Pages From: To:

☐ Add new pages in a page

Size Size

☐ Fit to width

☐ Custom Size width

Width

OK Cancel

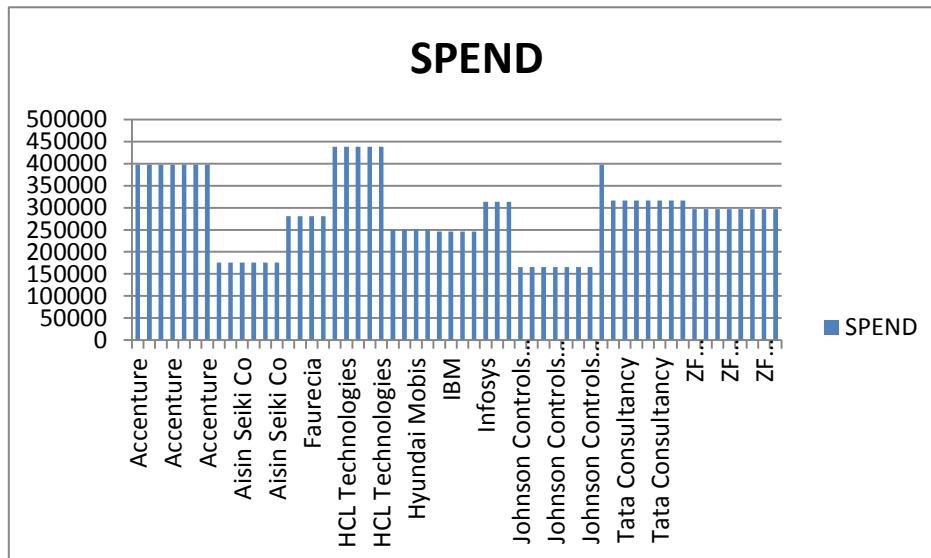
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LIST OF SUPPLIERS

| 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 | AI | 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 |



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