

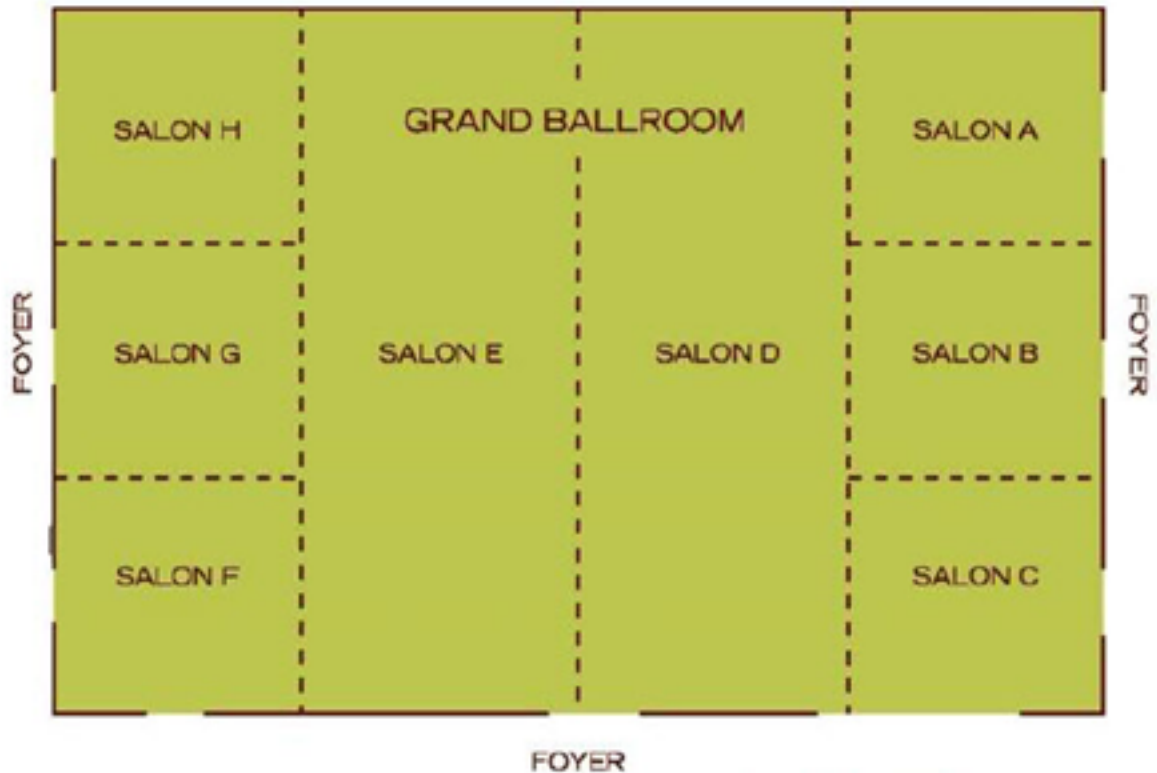


DoubleTree by Hilton
Boston-Andover

Business Plan

2020

Name of Room	Dimensions	Square Feet	Reception	Banquet	Theater	Classroom	Conference	U-Shape	Ceiling Height
Grand Ballroom (Salon A-H)	108' x 66'	7,128	800	560	800	480	-	-	14'
Salon ABCD or EFGH	54' x 66'	3,564	400	280	400	150	-	-	14'
Salon A, B, C, F, G, H (Each)	22' x 22'	484	40	30	40	18	20	15	14'
Salon D or E (Each)	66' x 32'	2,112	260	180	260	120	50	50	14'
Andover Room	20' x 18'	360	25	30	25	-	15	-	9'
Courtyard (Seasonal)	40' x 20'	800	100	60	-	-	-	-	-



*Hotel
Hard Rock*



Mission 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.

Competitor Name	Your Hotel
Competitor Name	DoubleTree By Hilton Nashua
Competition Type	Full Service Hotel with midweek corporate, strong group and social on weekend.
Year Built	1987
Address	2 Somerset Parkway Nashua NH, 03063
Trip Advisor Ranking	4 of 13 of Nashua hotels
Trip Advisor Recommend Percentage	84.3%
# of Rooms	230
Food and Beverage Description	Full Service Restaurant with 24 Hour Made Market.
Function Space	10,500 Square Feet of Meeting Space.
Recreation Services	Fitness Center, and Pool.
Distance from Hotel	Positive curb appeal with new signage,, grounds maintained
Curb Appeal	Completed renovations in April of 2018.
Room Condition	Brand New
Market Segment	
Strengths	Newly Renovated Hotel with Flag change to DoubleTree By Hilton, Covered and Out door parking, Complimentary Shuttle Service to Airport.
Weaknesses	A/V, Hot water, Rain Rooms.
Opportunities	Being represented in the market as the only full service Hilton product.
Threats	Courtyard waiving Room Rental and including Wedding Room Block Shuttle.
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.

Competition Analysis

Hotel 1	Hotel 2
Courtyard Marriott Nashua	Residence Inn Nashua
Midweek Corporate and social room blocks on weekend. Built for transient everyday	Long term stay guests, push length of stay with minor corporate midweek.
1989 but became Courtyard in 2006.	2014
2200 Southwood Drive, Nashua NH, 03063	25 Trafalgar Square Nashua NH, 03063
5 of 13 of Nashua hotels	3 of 13 of Nashua hotels
84.3%	90.2%
245	118
Bistro offering healthy choices and variety of grab and go times	Complimentary Breakfast and Dinner Buffett. Restaurant next to property owned by same management company
12,682 Square Feet of Meeting Space; 10 Event Rooms; 8 Breakout Spaces; Largest Capacity if 540	524 Square Feet of Meeting Space
Fitness Center, and pool.	Outdoor fire pit, and area to put for golfers.
0.1 Miles	0.1 Miles
Last Renovated in 2015.	Nice Guestrooms, opened in 2014.
Newer, small standard rooms.	Newer, all suite property.
Marriott Rewards, Top of Line A/V.	Newly built. Complimentary Breakfast and Cocktail Hour.
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 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.
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.
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.

Hotel 3	Hotel 4
Hampton Inn Nashua	Radisson Nashua
Everyday transient traveler with mid week corporate.	Midweek Corporate, Sports, Tour and Travel. Social on weekends.
2009	1979(Flipped names from Sheraton to Radisson)
407 Amherst St, Nashua NH, 03063	11 Tara Blvd, Nashua NH, 03063
1 of 13 of Nashua hotels.	6 of 13 of Nashua hotels.
92.6%	80.0%
102	336
No onsite Restaurant, Complimentary Hot Breakfast for all guests	Full Service Restaurant on Property serving breakfast, lunch, and dinner.
725 Square Feet of Meeting Space	25,000 Square Feet of Meeting Space
Fitness Center and Pool.	Fitness Center and Pool.
0.3 Miles	5.00 Miles
Could use a renovation, opened back in 2009.	Could use full renovation, did soft renovation in 2014.
Starting to become dated.	Very dated, suites newly renovated.
Complimentary breakfast, and Hilton Honors.	Close to Massachusetts border, Most function space and rooms in market.
No full service restaurant, limited amount of rooms.	Bad reputation, very dated hotel, weak rewards program.
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.
Limited parking with no full service restaurant, limited amount of rooms.	Marriott and Hilton brands dominate the market, dating property.
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.

Executive Summary

Paragraph1

The completion of a \$10 million renovation and the conversion from a Crowne Plaza to a DoubleTree by Hilton on April 26, 2018 positioned the property to be the premier hotel in Southern New Hampshire. The combination of a renovated property along with the advantages of joining Hilton allowed the hotel to generate a much higher level of demand in the second half of 2018. The positive impact to revenues from the Hilton reservation system and Hilton Honors rewards program was noticeable immediately after conversion. Furthermore, the carefully designed sales and marketing plan along with a well-planned revenue management strategy will position the hotel to have a record-breaking year in 2019.

Paragraph2

The physical improvements to the property following the renovation were extraordinary and well received from those that were able to see the “before and after” as it truly transformed the hotel into a sleek and modern looking property. While the majority of the renovation was focused on the guestrooms, public area, and meeting space, there were significant improvements made to “back of the house” equipment that had been neglected by prior ownership. Some of these improvements included but were not limited to a new make-up air system, installation of a saline pool system, and replacement of non-operational kitchen equipment. The upgrades to the guestrooms were extraordinary as every room was essentially brought down to concrete and redesigned with new carpeting, wall covering, bedding, drapery, televisions, furniture, and soft seating. The renovation encompassed improvements to the entire hotel with the only exception being the restaurant, which is slated for early 2019. The estimated \$1 million re-concept of Speaker’s restaurant will represent the completion of a two-phase renovation project.

Paragraph3

As the financial commitment by previous owners had been long overdue, many accounts and group decision makers had shifted their loyalty to other hotels in the market. In an effort to regain confidence from these declining accounts and group decision makers, the sales team identified the need to plan an event to showcase the newly redesigned hotel. The grand re-opening event in early June was a huge success that quickly generated interest resulting in an influx of group and catering leads. The feedback from attendees, which included VIP clients, community leaders, and key account decision makers was overwhelmingly positive.

Paragraph4

Recognizing the importance of a strong online presence, an area the hotel previously lacked, an extensive photo-shoot was conducted in June. The photo-shoot generated 55 professional high quality images that were added to important online channels such as brand.com, social media sites, third party planner sites, and Online Travel Agency (OTA) sites. The photos along with more descriptive online content now provide a greater opportunity to elevate and expand the hotel’s visibility. This has influenced transient and group decision makers that were not previously aware

of the property's existence. In addition, the feedback provided by guests on Tripadvisor and other online sites dramatically improved following the renovation and conversion to DoubleTree. Specifically, this overwhelmingly positive feedback has helped elevate the recommend percentage since Linchris purchased the hotel from 80.8% to 84.4% through 2018, and improved two spots to a 3 of 13 ranking. With a goal of improving the Tripadvisor ranking to 2 of 13 hotels in 2019, the management team will be vigilant in encouraging guests to offer feedback on Tripadvisor.

Paragraph5

With a management approach grounded in 11 years of Linchris experience, the General Manager identified the need for some personnel changes to the management team. A combination of retaining talent from within the hotel and attracting new department heads from outside the organization helped to strengthen the management team in 2018. In addition to personnel changes for the executive chef and chief engineer positions, the most notable changes occurred in the sales department. Under the leadership of a newly hired Director of Sales and Marketing (DOSM) in January 2018, the team became more aggressive and proactive in their selling approach. The new DOSM, with a strong Hilton background and a proven ability to lead a team, was able to leverage the many Hilton tools available to better position the hotel and generate an influx of sales leads. With a sales team eager to learn fresh ideas and methods to attract new business, the sales department generated an increase of sales bookings for 2019 and beyond. The DOSM also hired a new catering sales manager and conference services manager to revamp the sales effort.

Paragraph6

The efforts of the sales team combined with a proactive revenue management program helped achieve a much stronger performance on the STAR report in 2018. There was steady RevPAR growth and increased RevPAR index within a few months following the conversion from Crowne Plaza to Doubletree. With a new competitive set established after the conversion, which removed the Holiday Inn Nashua and added the Residence Inn, the hotel maintained a 110.0% RevPAR index, with strong ADR growth of 18.1%. The goal for 2019 will be to exceed a 120% RevPAR index which will be accomplished through a combination of increased group, corporate preferred, and transient business through Hilton channels. One major piece of unexpected business developed late in the third quarter resulting from an emergency in northern Massachusetts, which involved over pressurized gas lines causing multiple explosions and simultaneous fires across a widespread area. The company responsible for the gas lines, Columbia Gas, reacted by dispatching hundreds of sub-contracted pipeline crews to the area to restore gas service to these communities. Additionally, displaced families were housed throughout many local hotels as far as 32 miles from the site of the emergency event. Because of the magnitude of the project and associated demand, the management team was able to secure a strong average rate from mid-September through mid-December. This account generated over 2,500 room nights and more than \$400,000 in room revenue, securing the property's overall revenue improvement over the previous year.

Paragraph7

Under the leadership of a newly hired Catering Sales Manager in late 2018, the focus will be on driving food & beverage revenue in the corporate market with existing groups as well as soliciting new corporate and social accounts. The group and catering sales team will continue to utilize the Knowland competitive reports, Hotelligence, and Cvent to prospect and drive group sales and catering business. One of the key initiatives in 2019 will be to target more multi-day programs such as continuing education, new hire trainings, and re-certification courses. There will be a focus on driving room rental through an aggressive pricing strategy, an approach that was quite successful in 2018 as well. Room rental fees will continue to be included in sales agreements for multiple breakout rooms, early room set ups, and vendor tables in 2019. The sales team will be flexible in the rate strategy as there is a wide range of clients with different budgets. With newly renovated meeting space, along with new linen-less banquet tables and chairs, there will be a heightened effort on targeted outside appointments and bringing clients in for site visits.

Paragraph8

As employee satisfaction is directly related to guest satisfaction, the management team will work to maintain an environment where employees are engaged and working towards common goals. The employees had the opportunity to share anonymous feedback about the hotel via the Pulse, an employee engagement survey, administered by Linchris annually for all hotels. Shortly after reviewing the Pulse feedback, the management team established and followed through on action steps to address areas of opportunity within the hotel. By demonstrating that employee feedback was being acted on, a much stronger team morale and culture was established, translating to impressive guest experience scores in 2018.

Paragraph9

The 2018 Doubletree by Hilton guest experience scores, commonly referred to by Hilton as SALT, contain crucial feedback from guests that are monitored closely by the management team. Despite some early feedback that were negatively impacted by some final renovation projects in the months following the conversion, once the renovation completed, the hotel had a resurgence of positive guest feedback that allowed the hotel to climb to the top echelon of Doubletree's in North America. The overwhelming sentiment from guest comments, particularly repeat guests, revealed that the transformation from a dated and tired Crowne Plaza to a modern and sleek Doubletree by Hilton was beyond impressive. 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 key metric categories. The 5 categories 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.

Paragraph10

With a focus on cost controls and the expectation of revenue growth grounded in the solid relationships with Southwest Airlines, UPS and many of the corporate accounts, there will be increased profitability in 2019. The hotel anticipates total revenues of \$9,522,064 with a gross

operating profit (GOP) of \$2,781,992 and a net operating profit (NOI) of \$1,362,712 in 2019. Compared to 2018, this represents a revenue increase of \$1,404,195 and an increase to GOP and NOI of \$827,338 and \$658,980 respectively.