

## Management Transition and Brand Conversion

### Hilton (Former Holiday Inn) Nashville, TN

383 Rooms  
15 k SF Meeting Space  
Affiliation - Hilton



### OPPORTUNITY

Asset Acquired by Fairwood Hospitality; Holiday Inn at time of purchase owned by Felcor and managed by IHG. Change management company. Transform former Holiday Inn to an upscale hotel to better compete with nearby full service national brands. HP Hotels worked with Fairwood before purchase creating the transition plan due to the enormous upside through value add.

### ACTION

De-Flag from IHG system immediately and work with Hilton to utilize Hilton Worldwide reservation system during renovation, until becoming a Hilton hotel. Comprehensive \$10 Million renovation that included public space, guest rooms, event space and the restaurant. Right size staffing levels, maintain revenue stream during renovations and provide significant revenue increases after renovation and conversion to Hilton.

### RESULTS

- First hotel to be placed on Hilton Reservation System as an affiliate status
- Recognized over \$300 k in A&G savings for T12 since transitioning asset from IHG management
- Over \$120 k in Repair & Maintenance savings for T12 transitioning comparative to past performance
- \$95 k in rooms cost efficiencies recognized after putting labor standards in place

Transition to HP September 2016	July YTD 2015	July YTD 2016	July YTD 2017
Rev Par	72.28	90.54	75.78
ADR	111.72	120.41	114.97
Occ %	64.07%	75.20%	65.91%
<b>Revenues</b>			
Room Revenue	6,668,081.00	8,458,633.00	6,153,312.47
Food & Beverage Revenue	871,031.00	949,825.00	791,101.69
<b>Total Revenue</b>	<b>8,134,303.00</b>	<b>10,113,832.00</b>	<b>7,088,737.21</b>
	*** Holiday Inn	*** Holiday Inn in place until September 2016 at purchase	*** Middle of Renovation - Guest Rooms, Meeting facility out of service / Restaurant serving limited offering - No Brand currently