TRAINING PROGRAM: CARE COMMITTEE TRAINING

**Audience:** All Team Members

**Focus:** Every hotel will receive a training module on CARE that includes CARE Committee guideline manual

**Rule of Operation:** To be reviewed at Orientation, within 14 days of employment

**Contact:** Focus Services 866-423-1020

TRAINING PROGRAM: JOB SKILLS CHECKLISTS AND CERTIFICATION

**Audience:** All Team Members

**Focus:** On the Job skills training customizable checklists, includes certification test

**Rule of Operation:** Within 45 days of employment

**Contact:** Focus Services 866-423-1020

TRAINING PROGRAM: FIRST CHOICE SERVICE

**Audience:** All Team Members

**Focus:** Basic Guest Service Skills including 100% Satisfaction Guarantee Training and Deliver the Brand Promise Learning Map

**Rule of Operation:** Within 60 days of employment

**Contact:** Focus Services 866-423-1020

TRAINING PROGRAM: CRM

**Audience:** All Team Members

**Focus:** Customer Relationship Management fundamentals

**Rule of Operation:** Within 60 days of employment

**Contact:** On-Q Insider

Additional Training Resources include:

- Hilton Learning Library: Features a number of video based training on topics that include diversity, time management, teamwork, and workplace safety. For a complete listing, contact 800-290-7079, ext. 2723.

- Quality Assurance Resource Binder

  All the tools for a successful QA inspection. This document will help you prepare for your next QA audit and explain the documentation process. To order, contact Focus Services, 866-423-1020.
### TRAINING PROGRAM: BUSINESS TRAVEL SALES

<table>
<thead>
<tr>
<th>Audience</th>
<th>Transient Sales Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Review of the basic sales cycle and a customer focus sales strategy for the Transient market</td>
</tr>
<tr>
<td>Rule of Operation</td>
<td>Within 180 days of change in position</td>
</tr>
<tr>
<td>Contact</td>
<td>Winnie Tayzon, 310-205-4679</td>
</tr>
</tbody>
</table>

### TRAINING PROGRAM: CONTINUOUS IMPROVEMENT PROCESS

<table>
<thead>
<tr>
<th>Audience</th>
<th>General Manager, Department Heads, &amp; 2 members of your CARE Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Learn fundamentals of CIP, enhance processes, and create more loyalty among your guests. Learn how to use the tools associated with root cause analysis. Identify the different types of data sources needed when completing an STP-PDCA form</td>
</tr>
<tr>
<td>Rule of Operation</td>
<td>Within 18 months of employment</td>
</tr>
<tr>
<td>Contact</td>
<td>Regional or Brand Education Manager</td>
</tr>
</tbody>
</table>

### TRAINING PROGRAM: DOUBLETREE ENGAGEMENT MAP

<table>
<thead>
<tr>
<th>Audience</th>
<th>All Supervisors &amp; Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Building an Engaged Team</td>
</tr>
<tr>
<td>Rule of Operation</td>
<td>Within 180 days of employment</td>
</tr>
<tr>
<td>Contact</td>
<td>Regional or Brand Education Manager</td>
</tr>
</tbody>
</table>

### TRAINING PROGRAM: HHONORS SITE-BASED ORIENTATION AND TRAINING

<table>
<thead>
<tr>
<th>Audience</th>
<th>General Manager, Front Office Manager, Rooms Division Manager, Reservations Manager, HHonors Guest Manager, Director of Sales, Controller, any other related management, any interested Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Understand and deliver HHonors program benefits. Define the role of Guest Manager. Disseminate HHonors training.</td>
</tr>
<tr>
<td>Rule of Operation</td>
<td>On-going basis, throughout all appropriate functional areas within the hotel.</td>
</tr>
<tr>
<td>Contact</td>
<td>Your HHonors Hotel Operations Support Team Representative will contact you before opening. 877-677-4472</td>
</tr>
</tbody>
</table>

### TRAINING PROGRAM: HHONORS ORIENTATION AND TRAINING

<table>
<thead>
<tr>
<th>Audience</th>
<th>All Managers and Front Desk Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Understand and deliver HHonors program benefits</td>
</tr>
<tr>
<td>Rule of Operation</td>
<td>Within 45 days of employment &amp; On-going basis, throughout all appropriate functional areas within the hotel</td>
</tr>
<tr>
<td>Contact</td>
<td>Available in On-Q Insider – Training Applications/ Regional or Brand Education Manager</td>
</tr>
</tbody>
</table>

### TRAINING PROGRAM: DOUBLETREE NEW TEAM MEMBER ORIENTATION

<table>
<thead>
<tr>
<th>Audience</th>
<th>All Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Introduction to Hilton Heritage and Doubletree brand, hotel policy, benefits review, and Care committee</td>
</tr>
<tr>
<td>Rule of Operation</td>
<td>Within 14 days of employment.</td>
</tr>
<tr>
<td>Contact</td>
<td>Focus Services 901-360-1105</td>
</tr>
</tbody>
</table>
Doubletree Brand Standard Training Programs – 2007

TRAINING PROGRAM: GENERAL MANAGER ORIENTATION

<table>
<thead>
<tr>
<th>Audience:</th>
<th>General Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus:</td>
<td>Doubletree Brand Resources</td>
</tr>
<tr>
<td>Rule of Operation:</td>
<td>Within 180 days of employment</td>
</tr>
<tr>
<td>Contact:</td>
<td>Shirlee Fuqua, 310-205-8610</td>
</tr>
</tbody>
</table>

TRAINING PROGRAM: ONQ TRAINING

<table>
<thead>
<tr>
<th>Audience:</th>
<th>General Managers and Management Staff with System 21 responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus:</td>
<td>All functionality of the OnQ Property Management System</td>
</tr>
<tr>
<td>Rule of Operation:</td>
<td>Within 45 days of employment</td>
</tr>
<tr>
<td>Contact:</td>
<td>Organization Development &amp; Training at 901-374-5816 or <a href="mailto:training@hilton.com">training@hilton.com</a></td>
</tr>
</tbody>
</table>

TRAINING PROGRAM: ONQ TRAINING

<table>
<thead>
<tr>
<th>Audience:</th>
<th>Front Desk, Night Audit, Accounting, Housekeeping, and Reservation Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus:</td>
<td>Front Desk and Reservation functionality of the OnQ Property Management System. Housekeeping completed by Exec. and/or inspectors</td>
</tr>
<tr>
<td>Rule of Operation:</td>
<td>Within 45 days of employment</td>
</tr>
<tr>
<td>Contact:</td>
<td>Organization Development &amp; Training at 901-374-5816 or <a href="mailto:training@hilton.com">training@hilton.com</a></td>
</tr>
</tbody>
</table>

TRAINING PROGRAM: REVENUE MANAGEMENT SYSTEM (RMS)

<table>
<thead>
<tr>
<th>Audience:</th>
<th>Directors of Revenue Management, Front Office Operations, and their assistants. Team Members responsible for RMS data entry and analysis.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus:</td>
<td>All aspects of RMS and applicable external applications. Review sales strategies for successful revenue management.</td>
</tr>
<tr>
<td>Rule of Operation:</td>
<td>Within 60 days of employment</td>
</tr>
<tr>
<td>Contact:</td>
<td>Josh Rovner, 972-383-2774</td>
</tr>
</tbody>
</table>

TRAINING PROGRAM: DIRECTOR OF SALES ORIENTATION

<table>
<thead>
<tr>
<th>Audience:</th>
<th>DOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus:</td>
<td>Hilton Corporation and Doubletree Brand Sales and Marketing resources</td>
</tr>
<tr>
<td>Rule of Operation:</td>
<td>Within 180 days of employment</td>
</tr>
<tr>
<td>Contact:</td>
<td>Winnie Tayzon, 310-205-4679</td>
</tr>
</tbody>
</table>

TRAINING PROGRAM: CUSTOMER FOCUS SELLING I

<table>
<thead>
<tr>
<th>Audience:</th>
<th>DOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus:</td>
<td>Review of the basic sales cycle and a customer focus sales strategy</td>
</tr>
<tr>
<td>Rule of Operation:</td>
<td>Within 180 days of employment</td>
</tr>
<tr>
<td>Contact:</td>
<td>Winnie Tayzon, 310-205-4679</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Susan Marano</td>
<td>Director of Sales – Worldwide Accounts – New York/Northeastern Region</td>
</tr>
<tr>
<td>Claudia Orbeegozo</td>
<td>Director of Sales – Worldwide Accounts – New York/Northeastern Region</td>
</tr>
<tr>
<td>Lesley Brasesco</td>
<td>Director of Sales – Worldwide Accounts – San Francisco/Western Region</td>
</tr>
<tr>
<td>Jon Clark</td>
<td>Director of Sales – Worldwide Accounts – San Francisco/Western Region</td>
</tr>
<tr>
<td>Glenn Corner</td>
<td>Director of Sales – Worldwide Accounts – San Francisco/Western Region</td>
</tr>
<tr>
<td>Megan Keogh</td>
<td>Director of Sales – Worldwide Accounts – San Francisco/Western Region</td>
</tr>
<tr>
<td>Mark Luxemburger</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
<tr>
<td>Mike Gibson</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
<tr>
<td>Rocky Gupta</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
<tr>
<td>Sally Hector</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
<tr>
<td>Heather Holder</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
<tr>
<td>Jeanne Mexic</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
<tr>
<td>Deborah Millstein</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
<tr>
<td>Kim Napolitano</td>
<td>Director of Sales – Worldwide Accounts – Washington DC/Mid-Atlantic Region</td>
</tr>
</tbody>
</table>

**Revenue Management Support**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greg Cross</td>
<td>Senior Vice President – Revenue Management</td>
<td>310-205-3368</td>
<td><a href="mailto:greg_cross@hilton.com">greg_cross@hilton.com</a></td>
</tr>
<tr>
<td>Sharon Duffy</td>
<td>Vice President – Revenue Management</td>
<td>310-205-3399</td>
<td><a href="mailto:sharon_duffy@hilton.com">sharon_duffy@hilton.com</a></td>
</tr>
<tr>
<td>Lynn Doucet</td>
<td>General Manager – Consolidated Revenue Management Center</td>
<td>972-383-2778</td>
<td><a href="mailto:lynn_doucet@hilton.com">lynn_doucet@hilton.com</a></td>
</tr>
</tbody>
</table>

**Franchised Revenue Management Support**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rose Biase</td>
<td>Senior Director - Revenue Mgmt. - Central</td>
<td>972-383-1420</td>
<td><a href="mailto:rose_biase@hilton.com">rose_biase@hilton.com</a></td>
</tr>
<tr>
<td>Cynthia Cessna</td>
<td>Regional Director Revenue Management – Central</td>
<td>512-682-2783</td>
<td><a href="mailto:cynthia_cessna@hilton.com">cynthia_cessna@hilton.com</a></td>
</tr>
<tr>
<td>Jennifer Conrad</td>
<td>Director – Doubletree Hotel Integration</td>
<td>301-396-5276</td>
<td><a href="mailto:jennifer_conrad@hilton.com">jennifer_conrad@hilton.com</a></td>
</tr>
<tr>
<td>Brenda Gordon</td>
<td>Regional Director – Revenue Management – Central</td>
<td>972-383-2769</td>
<td><a href="mailto:brenda_gordon@hilton.com">brenda_gordon@hilton.com</a></td>
</tr>
<tr>
<td>Mary Peduzzi</td>
<td>Regional Director – Revenue Management – Northeast</td>
<td>703-416-3800</td>
<td><a href="mailto:mary_peduzzi@hilton.com">mary_peduzzi@hilton.com</a></td>
</tr>
<tr>
<td>Tara Perin</td>
<td>Regional Director – Revenue Management – Western</td>
<td>713-861-7224</td>
<td><a href="mailto:tara_perin@hilton.com">tara_perin@hilton.com</a></td>
</tr>
<tr>
<td>Bill Starcher</td>
<td>Regional Director - Revenue Mgmt. - Southeast</td>
<td>770-937-5198</td>
<td><a href="mailto:bill_starcher@hilton.com">bill_starcher@hilton.com</a></td>
</tr>
<tr>
<td>Erik Browning</td>
<td>Regional Director - Revenue Mgmt. - Eastern</td>
<td>781-721-5754</td>
<td><a href="mailto:erik_browning@hilton.com">erik_browning@hilton.com</a></td>
</tr>
<tr>
<td>Don Fallon</td>
<td>Regional Director – Revenue Mgmt. – Hawaii</td>
<td>808-947-7982</td>
<td><a href="mailto:don_fallon@hilton.com">don_fallon@hilton.com</a></td>
</tr>
<tr>
<td>Rebecca Kenney</td>
<td>Regional Director - Revenue Mgmt. - Western</td>
<td>415-359-9200</td>
<td><a href="mailto:rebecca_kenny@hilton.com">rebecca_kenny@hilton.com</a></td>
</tr>
<tr>
<td>Tim Lanigan</td>
<td>Regional Director - Revenue Mgmt. - Pacific Northwest</td>
<td>360-546-2556</td>
<td><a href="mailto:tim_lanigan@hilton.com">tim_lanigan@hilton.com</a></td>
</tr>
<tr>
<td>Kurt Weber</td>
<td>Regional Director - Revenue Mgmt. - Southeast</td>
<td>407-827-3843</td>
<td><a href="mailto:kurt_weber@hilton.com">kurt_weber@hilton.com</a></td>
</tr>
<tr>
<td>Stephanie May</td>
<td>Senior Director - Revenue Mgmt</td>
<td>414-223-0304</td>
<td><a href="mailto:stephanie_may@hilton.com">stephanie_may@hilton.com</a></td>
</tr>
<tr>
<td>Kathy Maher</td>
<td>Senior Director - Revenue Mgmt</td>
<td>973-324-0583</td>
<td><a href="mailto:kathy_maher@hilton.com">kathy_maher@hilton.com</a></td>
</tr>
</tbody>
</table>

**Revenue Management Assistance**

800-889-8793
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carol Brock</td>
<td>Director of Sales – Worldwide Accounts – Boston/Northeastern Region (remote)</td>
<td>978-266-1110</td>
<td><a href="mailto:carol_brock@hilton.com">carol_brock@hilton.com</a></td>
</tr>
<tr>
<td>Joyce Loomis</td>
<td>Director of Sales – Worldwide Accounts – Boston/Northeastern Region</td>
<td>781-894-8844</td>
<td><a href="mailto:joyce_loomis@hilton.com">joyce_loomis@hilton.com</a></td>
</tr>
<tr>
<td>Susan Nord</td>
<td>Director of Sales – Worldwide Accounts – Boston/Northeastern Region</td>
<td>781-894-8844</td>
<td><a href="mailto:susan_nord@hilton.com">susan_nord@hilton.com</a></td>
</tr>
<tr>
<td>Mari Darley</td>
<td>Director of Sales – Worldwide Accounts – Dallas/Southern Region</td>
<td>972-701-3754</td>
<td><a href="mailto:mari_darley@hilton.com">mari_darley@hilton.com</a></td>
</tr>
<tr>
<td>Hank Pivarnik</td>
<td>Director of Sales – Worldwide Accounts/Professional Sports – Dallas/Southern Region</td>
<td>972-701-3758</td>
<td><a href="mailto:hank_pivarnik@hilton.com">hank_pivarnik@hilton.com</a></td>
</tr>
<tr>
<td>Ulrich Baumeister</td>
<td>Director of Sales – Worldwide Accounts – Chicago/Central Region</td>
<td>312-917-2622</td>
<td><a href="mailto:ulrich_baumeister@hilton.com">ulrich_baumeister@hilton.com</a></td>
</tr>
<tr>
<td>Francine Liem Cobb</td>
<td>Director of Sales – Insurance &amp; Worldwide Accounts – Chicago/Central Region (remote)</td>
<td>816-801-7900</td>
<td><a href="mailto:francine_cobb@hilton.com">francine_cobb@hilton.com</a></td>
</tr>
<tr>
<td>Mary Cushman</td>
<td>Director of Sales – Worldwide Accounts – Chicago/Central Region (remote)</td>
<td>763-544-8336</td>
<td><a href="mailto:mary_cushman@hilton.com">mary_cushman@hilton.com</a></td>
</tr>
<tr>
<td>Julie Hills</td>
<td>Senior Director Pharmaceutical Industry Sales – Chicago/Central Region</td>
<td>815-836-0381</td>
<td><a href="mailto:julie_hills@hilton.com">julie_hills@hilton.com</a></td>
</tr>
<tr>
<td>Suzanne Hobart</td>
<td>Director of Sales – Worldwide Accounts – Chicago/Central Region (remote)</td>
<td>312-666-0432</td>
<td><a href="mailto:suzanne_hobart@hilton.com">suzanne_hobart@hilton.com</a></td>
</tr>
<tr>
<td>Patty Kealy</td>
<td>Director of Sales – Worldwide Accounts – Chicago/Central Region (remote)</td>
<td>612-861-1155</td>
<td><a href="mailto:patty_kealy@hilton.com">patty_kealy@hilton.com</a></td>
</tr>
<tr>
<td>Rick Nelson</td>
<td>Director of Sales – Worldwide Accounts – Chicago/Central Region</td>
<td>312-917-2633</td>
<td><a href="mailto:rick_nelson@hilton.com">rick_nelson@hilton.com</a></td>
</tr>
<tr>
<td>Joan Phillips</td>
<td>Director of Sales – Worldwide Accounts – Chicago/Central Region</td>
<td>312-917-4931</td>
<td><a href="mailto:joan_phillips@hilton.com">joan_phillips@hilton.com</a></td>
</tr>
<tr>
<td>Lynn Bennett</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region (remote)</td>
<td>623-434-9595</td>
<td><a href="mailto:lynn_bennett@hilton.com">lynn_bennett@hilton.com</a></td>
</tr>
<tr>
<td>Maria Moore</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region</td>
<td>310-665-1388</td>
<td><a href="mailto:maria_moore@hilton.com">maria_moore@hilton.com</a></td>
</tr>
<tr>
<td>Tony Bernatovicz</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region (remote)</td>
<td>360-514-8931</td>
<td><a href="mailto:tony_bernatovicz@hilton.com">tony_bernatovicz@hilton.com</a></td>
</tr>
<tr>
<td>Muriel Carroll</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region</td>
<td>310-665-1376</td>
<td><a href="mailto:muriel_carroll@hilton.com">muriel_carroll@hilton.com</a></td>
</tr>
<tr>
<td>Linda Hilton</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region (remote)</td>
<td>310-397-0084</td>
<td><a href="mailto:linda_hilton@hilton.com">linda_hilton@hilton.com</a></td>
</tr>
<tr>
<td>John Nihihara</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region (downtown)</td>
<td>213-362-1510</td>
<td><a href="mailto:john_nihihara@hilton.com">john_nihihara@hilton.com</a></td>
</tr>
<tr>
<td>Justine Teats</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region</td>
<td>310-665-1375</td>
<td><a href="mailto:justine_teats@hilton.com">justine_teats@hilton.com</a></td>
</tr>
<tr>
<td>Stephanie Wilkes</td>
<td>Director of Sales – Worldwide Accounts – Los Angeles/Western Region (remote)</td>
<td>916-772-1814</td>
<td><a href="mailto:stephanie_wilkes@hilton.com">stephanie_wilkes@hilton.com</a></td>
</tr>
<tr>
<td>Bob Bitner</td>
<td>Director of Sales – Worldwide Accounts – Philadelphia/Northeastern Region</td>
<td>610-719-1860</td>
<td><a href="mailto:bob_bitner@hilton.com">bob_bitner@hilton.com</a></td>
</tr>
<tr>
<td>Rosalie Batista</td>
<td>Director of Sales – Worldwide Accounts – New York/Northeastern Region</td>
<td>212-820-1750</td>
<td><a href="mailto:rosalie_batista@hilton.com">rosalie_batista@hilton.com</a></td>
</tr>
<tr>
<td>Jerry Connors</td>
<td>Director of Sales – Worldwide Accounts – New York/Northeastern Region</td>
<td>212-820-1706</td>
<td><a href="mailto:jerry_connors@hilton.com">jerry_connors@hilton.com</a></td>
</tr>
<tr>
<td>Judy Couturas</td>
<td>Director of Sales – Worldwide Accounts – New York/Northeastern Region (remote)</td>
<td>203-318-0244</td>
<td><a href="mailto:judy_couturas@hilton.com">judy_couturas@hilton.com</a></td>
</tr>
<tr>
<td>Angelo Giannanco</td>
<td>Director of Sales – Worldwide Accounts – New York/Northeastern Region</td>
<td>212-820-1737</td>
<td><a href="mailto:angelo_giannanco@hilton.com">angelo_giannanco@hilton.com</a></td>
</tr>
<tr>
<td>Rocco LaForgia</td>
<td>Director of Sales – Worldwide Accounts – New York/Northern Region</td>
<td>212-820-1715</td>
<td><a href="mailto:rocco_laforgia@hilton.com">rocco_laforgia@hilton.com</a></td>
</tr>
</tbody>
</table>
### Brand Support Key Assistant Contacts cont’d

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Doubletree Breakfast:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gary Steffen</td>
<td>Director Brand Standards &amp; Strategic Initiatives</td>
<td>310-205-4438</td>
<td><a href="mailto:gary_steffen@hilton.com">gary_steffen@hilton.com</a></td>
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<tr>
<td><strong>Property Collateral Materials/Supplies:</strong></td>
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<tr>
<td>Susan Craddock</td>
<td>Towne Allpoints</td>
<td>714-540-3095</td>
<td><a href="mailto:susan.craddock@towne.com">susan.craddock@towne.com</a></td>
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<tr>
<td></td>
<td>RFP Help Desk</td>
<td>888-456-0916</td>
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<tr>
<td><strong>Sales &amp; Convention Service Training:</strong></td>
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<tr>
<td>Winnie Tayzon</td>
<td>Manager - Sales Education &amp; Professional Development</td>
<td>310-205-4679</td>
<td><a href="mailto:winnie_tayzon@hilton.com">winnie_tayzon@hilton.com</a></td>
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<tr>
<td><strong>Collateral &amp; Orders:</strong></td>
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<tr>
<td>Patti Daily</td>
<td>Purchasing &amp; Supply Manager</td>
<td>310-205-8668</td>
<td><a href="mailto:patti_daily@hilton.com">patti_daily@hilton.com</a></td>
</tr>
<tr>
<td><strong>CARE Questions:</strong></td>
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<tr>
<td>Nancy Capozio</td>
<td>Senior Director - Brand Performance &amp; Program Integration</td>
<td>310-205-4089</td>
<td><a href="mailto:nancy_capozio@hilton.com">nancy_capozio@hilton.com</a></td>
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<td><strong>CARE Materials:</strong></td>
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<tr>
<td>Nancy Capozio</td>
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<td>310-205-4089</td>
<td><a href="mailto:nancy_capozio@hilton.com">nancy_capozio@hilton.com</a></td>
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<tr>
<td><strong>Catch Me At My Best and Spirit of CARE Programs:</strong></td>
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<tr>
<td>Jennifer Williams</td>
<td>Team Member Recognition Coordinator</td>
<td>901-374-5818</td>
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<tr>
<td><strong>ROVER:</strong></td>
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<tr>
<td>Program Administrator</td>
<td></td>
<td>972-701-3765</td>
<td><a href="mailto:rover@hilton.com">rover@hilton.com</a></td>
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<tr>
<td><strong>Hilton Sales Worldwide Offices:</strong></td>
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<tr>
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<tr>
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<tr>
<td>Craig Caron</td>
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<td>212-820-1736</td>
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<td>Mary Giger</td>
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<td>Trish Breaux</td>
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<td>Carnita Chopin</td>
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<tr>
<td>Sheila Evans</td>
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<tr>
<td>Name</td>
<td>Title</td>
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<td><strong>Reservations:</strong></td>
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<td>Dallas</td>
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<td>972-770-6100</td>
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<td>Hazleton</td>
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<td>570-450-1560</td>
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<td>Hemet</td>
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<td>951-791-7920</td>
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<td>Streator</td>
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<td>815-673-3900</td>
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<tr>
<td>Tampa</td>
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<td>813-243-7575</td>
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<tr>
<td><strong>Guest Certificate Program Questions:</strong></td>
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<tr>
<td>Kim Bailey</td>
<td>Director - Worldwide Travel Partner Relations</td>
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<tr>
<td>Guest Cert. Program</td>
<td>Guest Certificate Ordering Line</td>
<td>888-937-2410</td>
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<tr>
<td><strong>Unlimited Budget:</strong></td>
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<tr>
<td>Tim Burke</td>
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<tr>
<td><strong>Hotel Directories:</strong></td>
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<td>Susan Craddock</td>
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<tr>
<td><strong>Customer Loyalty Reports Satisfaction &amp; Loyalty Tracking (SALT):</strong></td>
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<td><strong>Letterhead/Business Cards:</strong></td>
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<td>Nozomi Okabe</td>
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<tr>
<td><strong>Logo/Photography:</strong></td>
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<td>Christy Cain</td>
<td>Senior Manager - Brand Marketing</td>
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<td><a href="mailto:christina_cain@hilton.com">christina_cain@hilton.com</a></td>
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<tr>
<td><strong>THE DOT (Doubletree Online Toolkit):</strong></td>
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<td>Christy Cain</td>
<td>Senior Manager - Brand Marketing</td>
<td>310-205-4095</td>
<td><a href="mailto:christina_cain@hilton.com">christina_cain@hilton.com</a></td>
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<tr>
<td>THE DOT Support Line</td>
<td></td>
<td>888-615-4007</td>
<td><a href="mailto:info@doubletree.com">info@doubletree.com</a></td>
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<tr>
<td><strong>Partnerships/Promotions:</strong></td>
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<td>Rebecca Harris</td>
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<td><strong>Brand Standards &amp; Quality Assurance Issues:</strong></td>
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<tr>
<td>Kathleen Sanchez Holton</td>
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<td>Gary Steffen</td>
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<td><strong>Precor Fitness:</strong></td>
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<tr>
<td>Gary Steffen</td>
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<td><strong>Hilton HHonors Marketing Support:</strong></td>
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<tr>
<td><strong>Beverly Hills Team</strong></td>
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<td>Alyssa Ignaszewski</td>
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<tr>
<td></td>
<td>West: AK, AZ, CA, CO, ID, MT, NV, OR, UT, WA, WY, HI, NM, Mexico, Canada</td>
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<td>West: AK, AZ, CA, CO, ID, MT, NV, OR, UT, WA, WY, HI, NM, Mexico, Canada</td>
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<td>Northeast: CT, DC, DE, MA, ME, NH, NJ, NY, PA, RI, VT</td>
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<td>Midwest: IA, IL, IN, KS, MI, MN, MO, NE, OH, OK, SD, TX, WI</td>
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<td>Annie Tran</td>
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<td>Northeast: CT, DC, DE, MA, ME, NH, NJ, NY, PA, RI, VT</td>
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<td>Midwest: IA, IL, IN, KS, MI, MN, MO, NE, OH, OK, SD, TX, WI</td>
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<td>Northeast: CT, DC, DE, MA, ME, NH, NJ, NY, PA, RI, VT</td>
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<td>Midwest: IA, IL, IN, KS, MI, MN, MO, NE, OH, OK, SD, TX, WI</td>
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<tr>
<td><strong>Memphis Team</strong></td>
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<td>Andrea Perry</td>
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<td></td>
<td>Southeast: AL, AR, FL, GA, KY, LA, MD, MS, NC, SC, TN, VA, WV</td>
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<td>Karen Vanstory</td>
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<td>Southeast: AL, AR, FL, GA, KY, LA, MD, MS, NC, SC, TN, VA, WV</td>
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<td><strong>Hilton HHonors Operations:</strong></td>
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<tr>
<td>Dennetta Harris</td>
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<td><a href="mailto:dennetta.harris@hilton.com">dennetta.harris@hilton.com</a></td>
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<tr>
<td></td>
<td>(Program Procedure, Policy, Onsite Service Delivery)</td>
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<tr>
<td><strong>Brand Support Key Assistant Contacts:</strong></td>
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<tr>
<td>Steve Provance</td>
<td>Assistant Director - Global Training</td>
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<td>John Bryson</td>
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<tr>
<td>Tammi McLaughlin</td>
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<td>972-383-2748</td>
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</tr>
<tr>
<td>Hotel Operations Support Team</td>
<td>[Hours of operations 7:00am-6:00pm CST]</td>
<td>1-877-677-4472</td>
<td></td>
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<tr>
<td><strong>Hilton Reservations Customer Care (HRCC) HHonors Contacts:</strong></td>
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<tr>
<td>Cindy Baker</td>
<td>VP - Global Customer Service &amp; HHonors Hotel Operations</td>
<td>972-770-6021</td>
<td><a href="mailto:cindy.baker@hilton.com">cindy.baker@hilton.com</a></td>
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<tr>
<td>John Graham</td>
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<tr>
<td>Kristy Hall</td>
<td>Assistant Director - HHonors Reservations Customer Care – US (Specific Member Issues)</td>
<td>972-770-6026</td>
<td><a href="mailto:kristy.hall@hilton.com">kristy.hall@hilton.com</a></td>
</tr>
<tr>
<td>HHonors Support Services Desk</td>
<td>Hours of operations 6:30am to Midnight CST and 8:30am to 5:00pm Saturday and Sunday</td>
<td>1-877-655-5702</td>
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<tr>
<td><strong>HMS/Online, Directory &amp; Magazine Centralized Advertising Program:</strong></td>
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<tr>
<td>Jeanne Au Sakuma</td>
<td>Manager - Media</td>
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<tr>
<td>Tracy Lau</td>
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</tr>
<tr>
<td>Global Distribution Mgt.</td>
<td>Doubletree Global Distribution Management</td>
<td>972-383-1444</td>
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<tr>
<td>OnQ Issues</td>
<td>Doubletree Support Center</td>
<td>800-435-7435</td>
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<td><strong>High Speed Internet Access:</strong></td>
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<tr>
<td>Liz Kalligan</td>
<td>Project Manager - HSIA</td>
<td>310-205-3213</td>
<td><a href="mailto:liz.kalligan@hilton.com">liz.kalligan@hilton.com</a></td>
</tr>
</tbody>
</table>
### Brand Support Key Assistant Contacts cont’d

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tiki Boyea</td>
<td>Analyst - eDistribution (Special Offers/Hotel Offers, Online Partners)</td>
<td>972-383-2722</td>
<td><a href="mailto:tiki_boyea@hilton.com">tiki_boyea@hilton.com</a></td>
</tr>
<tr>
<td>Alma Garcia</td>
<td>Analyst - eDistribution (Third Party Sites, Partner Programs, Hotel Alerts)</td>
<td>972-383-2704</td>
<td><a href="mailto:alma_garcia@hilton.com">alma_garcia@hilton.com</a></td>
</tr>
<tr>
<td>Bill Selby</td>
<td>Analyst - eDistribution Doubletree Hotel Content Specialist, including images, panoramics/3D tours, video tours, HIDB assistance</td>
<td>972-383-2708</td>
<td><a href="mailto:bill_selby@hilton.com">bill_selby@hilton.com</a></td>
</tr>
<tr>
<td>Jason Crypret</td>
<td>Creative Analyst – eDistribution (Enhanced hotel landing pages)</td>
<td>972-383-2715</td>
<td><a href="mailto:jason_cypret@hilton.com">jason_cypret@hilton.com</a></td>
</tr>
<tr>
<td>Hewette Stringer</td>
<td>Administrative Assistant - eDistribution (Office Administration, Billing)</td>
<td>972-383-2731</td>
<td><a href="mailto:hewette_stringer@hilton.com">hewette_stringer@hilton.com</a></td>
</tr>
<tr>
<td>Marie Dumesnil</td>
<td>Manager – Doubletree.com Brand Marketing</td>
<td>310-205-3262</td>
<td><a href="mailto:marie_dumesnil@hilton.com">marie_dumesnil@hilton.com</a></td>
</tr>
</tbody>
</table>

### Messaging Resource Center:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Chris Jenner</td>
<td>Director – CRM Messaging (Privacy &amp; Marketing Standards, Email Marketing, Email Reservation Confirmation)</td>
<td>972-383-2711</td>
<td><a href="mailto:chris_jenner@hilton.com">chris_jenner@hilton.com</a></td>
</tr>
<tr>
<td>Melissa Furino</td>
<td>Manager – CRM Messaging (Overall Email Marketing)</td>
<td>972-383-2703</td>
<td><a href="mailto:melissa_furino@hilton.com">melissa_furino@hilton.com</a></td>
</tr>
<tr>
<td>Lindsay Armstrong</td>
<td>Analyst – CRM Messaging</td>
<td>972-383-2718</td>
<td><a href="mailto:lindsay_armstrong@hilton.com">lindsay_armstrong@hilton.com</a></td>
</tr>
<tr>
<td>Joel Kemmitz</td>
<td>Analyst – CRM Messaging</td>
<td>972-383-2713</td>
<td><a href="mailto:joel_kemmitz@hilton.com">joel_kemmitz@hilton.com</a></td>
</tr>
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### Advertising Approvals/Information:

<table>
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<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christy Cain</td>
<td>Senior Manager – Brand Marketing</td>
<td>310-205-4095</td>
<td><a href="mailto:christina_cain@hilton.com">christina_cain@hilton.com</a></td>
</tr>
</tbody>
</table>

### Regional Co-op Advertising:

<table>
<thead>
<tr>
<th>Region</th>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>AZ/SO CAL/NV &amp; NORCAL</td>
<td>Jeff Wolff</td>
<td>Regional Director – Brand Performance Support</td>
<td>310-205-8696</td>
<td><a href="mailto:jeff_wolf@hilton.com">jeff_wolf@hilton.com</a></td>
</tr>
<tr>
<td>CO/NM/NORTHWEST</td>
<td>Glenn Currie</td>
<td>Regional Director – Brand Performance Support</td>
<td>303-273-9673</td>
<td><a href="mailto:glenn_currie@hilton.com">glenn_currie@hilton.com</a></td>
</tr>
<tr>
<td>FLORIDA</td>
<td>Dennis Morgan</td>
<td>Regional Director – Brand Performance Support</td>
<td>850-210-3214</td>
<td><a href="mailto:dennis_morgan@hilton.com">dennis_morgan@hilton.com</a></td>
</tr>
<tr>
<td>MID-ATLANTIC/SOUTHEAST</td>
<td>Clay Snyder</td>
<td>Regional Director – Brand Performance Support</td>
<td>678-363-9625</td>
<td><a href="mailto:clay_snyder@hilton.com">clay_snyder@hilton.com</a></td>
</tr>
<tr>
<td>MIDWEST</td>
<td>Dennis Skiba</td>
<td>Regional Director – Brand Performance Support</td>
<td>773-281-1109</td>
<td><a href="mailto:dennis_skiba@hilton.com">dennis_skiba@hilton.com</a></td>
</tr>
<tr>
<td>NORTHERN CALIFORNIA</td>
<td>Jeff Wolff</td>
<td>Regional Director – Brand Performance Support</td>
<td>310-205-8696</td>
<td><a href="mailto:jeff_wolf@hilton.com">jeff_wolf@hilton.com</a></td>
</tr>
<tr>
<td>NORTHEAST</td>
<td>Wayne Susser</td>
<td>Regional Director – Brand Performance Support</td>
<td>856-220-5931</td>
<td><a href="mailto:wayne_susser@hilton.com">wayne_susser@hilton.com</a></td>
</tr>
<tr>
<td>NORTHWEST</td>
<td>Glenn Currie</td>
<td>Regional Director – Brand Performance Support</td>
<td>303-273-9673</td>
<td><a href="mailto:glenn_currie@hilton.com">glenn_currie@hilton.com</a></td>
</tr>
<tr>
<td>SOUTH CENTRAL</td>
<td>Lee Hambrick</td>
<td>Regional Director – Brand Performance Support</td>
<td>972-668-3092</td>
<td><a href="mailto:lee_hambrick@hilton.com">lee_hambrick@hilton.com</a></td>
</tr>
</tbody>
</table>
### Education and Professional Development cont’d

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company Managed:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martin Lowery</td>
<td>Vice President - Education &amp; Professional Development</td>
<td>310-205-4625</td>
<td><a href="mailto:martin-lowery@hilton.com">martin-lowery@hilton.com</a></td>
</tr>
<tr>
<td>Marisa Szem-Stafford</td>
<td>Senior Director - Education &amp; Professional Development</td>
<td>310-205-8691</td>
<td><a href="mailto:marisa_szemstafford@hilton.com">marisa_szemstafford@hilton.com</a></td>
</tr>
<tr>
<td>Jenna McGraw</td>
<td>Director – Education &amp; Professional Development New York City</td>
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<td><a href="mailto:jenna_mcgraw@hilton.com">jenna_mcgraw@hilton.com</a></td>
</tr>
<tr>
<td>Winnie Larsen</td>
<td>Senior E&amp;PDManager - Northeast</td>
<td>914-934-2522</td>
<td><a href="mailto:winnie_larsen@hilton.com">winnie_larsen@hilton.com</a></td>
</tr>
<tr>
<td>Lori Brock</td>
<td>Senior Training Manager, E&amp;PD – Southeast</td>
<td>407-827-3834</td>
<td><a href="mailto:lori_brock@hilton.com">lori_brock@hilton.com</a></td>
</tr>
<tr>
<td>Mark Keidaish</td>
<td>Senior E&amp;PDManager, - South Central</td>
<td>817-410-6842</td>
<td><a href="mailto:mark_keidaish@hilton.com">mark_keidaish@hilton.com</a></td>
</tr>
<tr>
<td>Scott Seagren</td>
<td>Senior E&amp;PD Manager, - North Central</td>
<td>312-726-7500</td>
<td><a href="mailto:scott_seagren@hilton.com">scott_seagren@hilton.com</a></td>
</tr>
<tr>
<td>Khaled Ali</td>
<td>Senior E&amp;PD Manager, – West</td>
<td>909-418-4915</td>
<td><a href="mailto:khaled_ali@hilton.com">khaled_ali@hilton.com</a></td>
</tr>
</tbody>
</table>

### Brand Support Key Assistant Contacts

| Quality Assurance: |                                                                      |                 |                                        |
|--------------------|----------------------------------------------------------------------|                 |                                        |
| Chuck Engelhardt   | Vice President - Quality Assurance Full Service Hotels               | 901-374-5968    | chuck_engelhardt@hilton.com           |

| Guest Assistance: |                                                                      |                 |                                        |
|--------------------|----------------------------------------------------------------------|                 |                                        |
| Stacy Shearouse    | Director - Guest Assistance Operations                              | 901-374-5745    | stacy_shearouse@hilton.com            |

| Food & Beverage:  |                                                                      |                 |                                        |
|--------------------|----------------------------------------------------------------------|                 |                                        |
| Paul Keeler        | Vice President - F&B West                                            | 310-205-3394    | paul_keeler@hilton.com                |
| Aliza Ayalos       | Administrative Support                                               | 310-205-4276    | aliza_ayalos@hilton.com               |
| Al Ferrone         | Senior Director, Corporate F&B, F&B Operations                        | 901-374-6097    | al_ferrone@hilton.com                |
| Ken Rohr           | Corporate Director - F&B                                             | 310-205-4067    | ken_rohr@hilton.com                  |
| Bill Brogan        | Regional Director - F&B– Central                                      | 312-446-2280    | bill_brogan@hilton.com               |
| Tom Petrillo       | Regional Director - F&B – East                                       | 407-827-3800    | tom_petrillo@hilton.com              |
| Paul Lakschewitz   | Senior Director - Technical Services                                  | 310-205-4064    | paul_lakschewitz@hilton.com          |
| Martin Schopp      | Senior Director – Hilton Restaurant Group                             | 503-335-8385    | martin_schopp@hilton.com             |

| Front Office/Operations Support: |                                                                      |                 |                                        |
|-------------------------------|----------------------------------------------------------------------|                 |                                        |
| Thomas Spitler                | Vice President - Front Office Operations & Systems                    | 310-205-4452    | thomas_spitler@hilton.com            |
| Nik Karlson                   | Administrative Support                                               | 310-205-4467    | nik_karlson@hilton.com               |

| Loss Prevention:              |                                                                      |                 |                                        |
|-------------------------------|----------------------------------------------------------------------|                 |                                        |
| Tom Daly                      | Vice President - Loss Prevention                                      | 310-205-4353    | tom_daly@hilton.com                   |
| Lynne Sienon                  | Corporate Director - Loss Prevention                                  | 407-812-8997    | lynne_sienon@hilton.com               |

| Telecommunications:           |                                                                      |                 |                                        |
|-------------------------------|----------------------------------------------------------------------|                 |                                        |
| Joy Brinker                   | Director - Telecommunications                                         | 310-205-4382    | joy_brinker@hilton.com                |
| Lee Kriske                    | Manager Telecommunications Services                                   | 310-205-4384    | lee_kriske@hilton.com                 |
| Mary Wiley                    | Telecom Brand Specialist                                             | 901-748-8361    | mary_wiley@hilton.com                 |

| Distribution Marketing (eDistribution) Contacts: |                                                                      |                 |                                        |
|-----------------------------------------------|----------------------------------------------------------------------|                 |                                        |
| Corey Trautvetter | Director - eDistribution                                         | 972-383-2700    | corey_trautvetter@hilton.com         |
| Robbie Holland      | Manager - eDistribution, Hotel Content & Support                    | 972-383-2705    | robbie_holland@hilton.com           |
| Chris Turlington   | Assistant Manager – eDistribution                                  | 972-383-2702    | chris_turlington@hilton.com         |
| Agatha Mills        | Senior Analyst - eDistribution                                     | 972-383-2701    | agatha_mills@hilton.com             |
# Doubletree Brand Resources Personnel Directory

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dave Horton</td>
<td>Senior Vice President - Brand Management</td>
<td>310-205-3638</td>
<td><a href="mailto:dave_horton@hilton.com">dave_horton@hilton.com</a></td>
</tr>
<tr>
<td>Mike Williams</td>
<td>Vice President – Brand Performance</td>
<td>310-205-4251</td>
<td><a href="mailto:mike_williams@hilton.com">mike_williams@hilton.com</a></td>
</tr>
<tr>
<td>Kathleen Sanchez-Holton</td>
<td>Vice President – Hotel Transitions and Brand Integration</td>
<td>310-205-4236</td>
<td><a href="mailto:kathleen_holton@hilton.com">kathleen_holton@hilton.com</a></td>
</tr>
<tr>
<td>Chris Naylor</td>
<td>Vice President – Product Development &amp; Guest Experience</td>
<td>310-205-3217</td>
<td><a href="mailto:chris_naylor@hilton.com">chris_naylor@hilton.com</a></td>
</tr>
<tr>
<td>Mary Beth Parks</td>
<td>Vice President – Brand Marketing</td>
<td>310-205-4436</td>
<td><a href="mailto:mary_beth_parks@hilton.com">mary_beth_parks@hilton.com</a></td>
</tr>
<tr>
<td>Ronnie Kaiser</td>
<td>Senior Director – Brand Marketing</td>
<td>310-205-4538</td>
<td><a href="mailto:ronnie_kaiser@hilton.com">ronnie_kaiser@hilton.com</a></td>
</tr>
<tr>
<td>Nancy Capozio</td>
<td>CARE &amp; Guest Experience</td>
<td>310-205-4089</td>
<td><a href="mailto:nancy_capozio@hilton.com">nancy_capozio@hilton.com</a></td>
</tr>
<tr>
<td>Rett Stegall</td>
<td>Senior Director – Hotel Transitions &amp; Brand Integration</td>
<td>843-577-2434</td>
<td><a href="mailto:rett_stegall@hilton.com">rett_stegall@hilton.com</a></td>
</tr>
<tr>
<td>Glenn Currie</td>
<td>Regional Director – Brand Performance Support</td>
<td>303-273-9673</td>
<td><a href="mailto:glenn_currie@hilton.com">glenn_currie@hilton.com</a></td>
</tr>
<tr>
<td>Clay Snyder</td>
<td>Regional Director – Brand Performance Support</td>
<td>310-205-4079</td>
<td><a href="mailto:clay_snyder@hilton.com">clay_snyder@hilton.com</a></td>
</tr>
<tr>
<td>Dennis Morgan</td>
<td>Regional Director – Brand Performance Support</td>
<td>850-210-3214</td>
<td><a href="mailto:dennis_morgan@hilton.com">dennis_morgan@hilton.com</a></td>
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<td>Regional Director – Brand Performance Support</td>
<td>773-281-1109</td>
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<tr>
<td>Wayne Susser</td>
<td>Regional Director – Brand Performance Support</td>
<td>856-228-0457</td>
<td><a href="mailto:wayne_susser@hilton.com">wayne_susser@hilton.com</a></td>
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<tr>
<td>Jeff Wolff</td>
<td>Regional Director – Brand Performance Support</td>
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<td><a href="mailto:jeff_wolff@hilton.com">jeff_wolff@hilton.com</a></td>
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<tr>
<td>Lee Hambrick</td>
<td>Regional Director – Brand Performance Support</td>
<td>972-668-3092</td>
<td><a href="mailto:lee_hambrick@hilton.com">lee_hambrick@hilton.com</a></td>
</tr>
<tr>
<td>Thomas Wingham</td>
<td>Director – Brand Communications</td>
<td>310-205-3381</td>
<td><a href="mailto:thomas_wingham@hilton.com">thomas_wingham@hilton.com</a></td>
</tr>
<tr>
<td>Gary Steffen</td>
<td>Director Brand Standards &amp; Strategic Initiatives</td>
<td>310-205-4438</td>
<td><a href="mailto:gary_steffen@hilton.com">gary_steffen@hilton.com</a></td>
</tr>
<tr>
<td>Vera Keep</td>
<td>Director – Brand Performance Programs &amp; Support</td>
<td>310-205-7619</td>
<td><a href="mailto:vera_keep@hilton.com">vera_keep@hilton.com</a></td>
</tr>
<tr>
<td>Corey Mitchell</td>
<td>Director – Brand Quality &amp; Design Programs</td>
<td>310-205-4413</td>
<td><a href="mailto:corey_mitchell@hilton.com">corey_mitchell@hilton.com</a></td>
</tr>
<tr>
<td>Karen King</td>
<td>Director – International Marketing</td>
<td>TBD</td>
<td><a href="mailto:karen_king@hilton.com">karen_king@hilton.com</a></td>
</tr>
<tr>
<td>Fred Bonani</td>
<td>Director – Franchise Re-Licensing</td>
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<td><a href="mailto:fred_bonani@hilton.com">fred_bonani@hilton.com</a></td>
</tr>
<tr>
<td>Christy Cain</td>
<td>Senior Manager – Brand Marketing</td>
<td>310-205-4095</td>
<td><a href="mailto:christina_cain@hilton.com">christina_cain@hilton.com</a></td>
</tr>
<tr>
<td>Rebecca Harris</td>
<td>Senior Manager – Brand Partnerships &amp; Programs</td>
<td>310-205-7896</td>
<td><a href="mailto:rebecca_harris@hilton.com">rebecca_harris@hilton.com</a></td>
</tr>
<tr>
<td>Paula Cleary</td>
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<td><a href="mailto:paula_cleary@hilton.com">paula_cleary@hilton.com</a></td>
</tr>
<tr>
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</tr>
<tr>
<td>Claudine San Jose</td>
<td>Senior Manager – Fund Management</td>
<td>310-205-3613</td>
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</tr>
<tr>
<td>Robin Wollaeger</td>
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<td>310-205-4383</td>
<td><a href="mailto:robin_wollaeger@hilton.com">robin_wollaeger@hilton.com</a></td>
</tr>
<tr>
<td>Teri Denson</td>
<td>Brand Analyst</td>
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</tr>
<tr>
<td>Denise Washington</td>
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<td>310-205-4038</td>
<td><a href="mailto:denise_washington@hilton.com">denise_washington@hilton.com</a></td>
</tr>
<tr>
<td>Dawna Brown</td>
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<td>310-205-3284</td>
<td><a href="mailto:dawna_brown@hilton.com">dawna_brown@hilton.com</a></td>
</tr>
<tr>
<td>Dinah Abcede</td>
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<td>310-205-4079</td>
<td><a href="mailto:dinah_abcede@hilton.com">dinah_abcede@hilton.com</a></td>
</tr>
<tr>
<td>Carrie Reynolds</td>
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<td><a href="mailto:carrie_reynolds@hilton.com">carrie_reynolds@hilton.com</a></td>
</tr>
<tr>
<td>Shawna Mills</td>
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<td>310-205-4261</td>
<td><a href="mailto:shawna_mills@hilton.com">shawna_mills@hilton.com</a></td>
</tr>
<tr>
<td>Nilza Garcia</td>
<td>Administrative Assistant to Mike Williams &amp; Kat Holton</td>
<td>310-205-4266</td>
<td><a href="mailto:nilza_garcia@hilton.com">nilza_garcia@hilton.com</a></td>
</tr>
<tr>
<td>Elaina Olsen</td>
<td>Administrative Assistant – Brand Marketing</td>
<td>310-205-3625</td>
<td><a href="mailto:elaina_olsen@hilton.com">elaina_olsen@hilton.com</a></td>
</tr>
</tbody>
</table>

## Education and Professional Development

### Franchise Hotels:

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  - Phone: 310-205-4481
  - E-Mail: blaire_bhojwani@hilton.com

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- **Travis Diem**: Brand Education Manager, E&PD
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- **Terry Jenkins**: Brand Education Manager, E&PD
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- **Shirlee Fuqua**: Project Analyst, Education & Professional Development
  - Phone: 310-205-8610
  - E-Mail: shirlee_fuqua@hilton.com
Brand Resource Center

BRAND RESOURCE CENTER

OnQ Insider

After years of work we have finally rolled out a one page summary for owners and hotel operators with all of your financial and statistical information on one site. Whether owning or managing one hotel or a portfolio of properties across several states, regions, or even brands, OnQ Insider’s web-based, real-time format eliminates sifting through multiple systems to access needed data. Daily statistics, flash reports, STAR, SALT, TQS and CRM data, HHonors stats, and Market Category numbers – they’re all here in one, easy-to-access system.

If you haven’t established a log-in and toured this powerful, integrated IT solution, it’s easy. Go to https://onqinsider.hilton.com from any internet service, and follow the prompts for a new user log-in. Once your log-in and password are verified and assigned, you can access OnQ Insider anytime at https://onqinsider.hilton.com.

Or contact your Regional Director Brand Performance Support or any brand team members to get access. Questions or concerns during the Setup process? For assistance simply email: Enterprise_Portal_Support@hilton.com.

When you log on to OnQ Insider, check out the Help tab. Because OnQ Insider is evolving continually with new and improved reports and tools, this is your resource for links to training and assistance. Take the time to go through the Tutorial first. You’ll gain a faster understanding of all that OnQ Insider has to offer, and cut your learning curve significantly.

Doubletree Brand Resource Center

The Doubletree Brand Resource Center is located on OnQ Insider site. From the main menu select our Brands> Doubletree. Here is what you will be able to find on the Doubletree Brand Resource Center:

- Best Demonstrated Practices (BDP)
- Brand Contact Directory
- Communications
- CRM
- Distribution Channels
- Forms
- HHonors
- Hotel Operations Support
- Marketing
- Performance Analysis & Reports
- Pre-Opening Hotel Information
- Revenue Management
- Sales
- Training
- CARE
- The Cookie
CUSTOMER FOCUSED CATERING SALES III

This course will help participants develop a basic understanding of food quality and cuisine to improve sales to a more educated and sophisticated customer. This “hands-on” cooking program includes current and future culinary trends, basic cooking techniques and terminology. This knowledge will help improve communication with the culinary team, become more familiar with a wide variety of ingredients from "emerging" cuisines and match the best wine with the best food. There is no prerequisite for attending this session.

ONQ REVENUE MANAGEMENT TRAINING*

This program teaches participants the basics of the Doubletree revenue management system and business process. During this training session, participants will practice skills directly related to their hotel responsibilities.

*Each hotel must have a designated Revenue Manager. This person must attend this training within (3) months of hotel opening. In cases of turnover, training must be completed within (60) days. Please refer to the Doubletree Standards Manual Training section 400.19. Applies to company managed and franchised hotels.

REVENUE MANAGEMENT UNIVERSITY (RMU)

This comprehensive program teaches participants about the complete revenue management business process. RMU teaches the philosophy and objectives of revenue management and makes it easier to understand the role and importance of proper system use. During this training session, participants will practice skills directly related to their responsibilities back on the job in a self-paced format. Improvements in forecast accuracy and profit maximization can be directly linked to the successful completion of this course.

This program can only be attended by Revenue Managers who have been approved to attend by their Regional Director of Revenue Management.

ONQ FORECAST MANAGEMENT TRAINING

This program teaches participants the basics of the Doubletree forecast management system and business process. During this training session, participants will practice skills directly related to their hotel responsibilities. During this session the person responsible for each hotel’s forecasting will learn how to enter budgets, annual forecasts, and re-forecasts to improve the accuracy of forecasting with this centralize database tool.
CUSTOMER FOCUSED SELLING I*

This is Hilton Hotels Corporation’s premier Sales Training program that teaches Doubletree’s customer focused sales strategy. This comprehensive sales program will take participants through the basic sales cycle from projecting the brand image all the way to closing the sale.

*All Directors of Sales must attend this program within six (6) months of assuming their position. Please refer to the Doubletree Standards Manual, Training section 400.02. Applies to company managed and franchised hotels.

BUSINESS TRAVEL WORKSHOP

This course builds on the Customer Focused Selling I (CFS) course and specifically focuses on the challenges of the business travel market. The subject matter changes annually to offer information and strategies pertinent to the market at the time of the course. The workshop is highly interactive with both general sessions and breakout groups. All Business Travel Sales Managers are encouraged to attend annually and Directors of Sales are encouraged to attend at least every other year.

CUSTOMER FOCUSED SELLING II – GROUP/CONVENTION MARKET

This course revisits the Customer Focused Selling I (CFS) core modules for qualifying, presenting and negotiating. Its purpose is to identify areas for improvement and then strengthen each participant’s sales strategy. This training specifically addresses challenges related to the group/convention market. The primary focus is on account development strategies, selling to different personalities, third party relationships and their contracts, and overcoming objections to our legal sales contract. It is the perfect follow-up training to CFS I, serving as the next step on a development ladder for our sales professionals.

CUSTOMER FOCUSED MEETINGS & EVENT SKILLS

This course will help Event Services Managers better handle and develop accounts. From “attention to detail” to the intricacies of the Continuous Improvement Process, this course will help improve skills and effectiveness.

CUSTOMER FOCUSED CATERING SALES I

This program provides an excellent foundation for catering sales team members. It teaches participants how to better manage functions, evaluate customers, and structure sales efforts to increase catering sales opportunities, raise revenues, and maximize profits. Productivity will improve by learning how to better manage the sales call process to improve revenue.

CUSTOMER FOCUSED CATERING SALES II

This advanced catering sales training program will take the experienced catering salesperson to the next level. Participants will be armed with additional skills to improve performance and increase sales productivity through a greater capture rate. This program builds on the foundation learned in Customer Focused Catering Sales I (CFCS I) to create a more professional and profitable catering operation. Successful completion of CFCS I is a pre-requisite for attending this program.
Management Development Programs

Outlined below are program descriptions for the various development programs for 2007:

**GENERAL MANAGER’S BRAND ORIENTATION**
This comprehensive General Manager brand orientation and training provides the knowledge and tools needed to lead the hotel and team members to success. The General Manager will be introduced to the Doubletree Brand product line standards, marketing strategies and sales support, brand performance support and measurement systems, as well as our company’s vision and culture. “Hands-on” training on communication and reporting systems including hotel performance, quality, Operation Jump Start/Operation Red Zone and guest satisfaction reports are an important part of this program. Participants will develop a thorough understanding of the Hilton Hotels Corporation Family of Brands and the positioning of all full service product lines. Certification requirements include completion of OnQ training (for hotels with 300 rooms or less), pre-class online study, and successfully completing in-class activities, and a final exam.

*Every General Manager must be certified within 180 days of assuming their position. Applies to company managed and franchised hotels. Certification includes completion of OnQ self-paced training. Please refer to the Doubletree Standards Manual Training Section 400.07 and 400.17 for further details.

**CONTINUOUS IMPROVEMENT PROCESS** *(CIP)*
The Continuous Improvement Process will help solve problems, enhance processes, and create more loyalty among Guests. This workshop leads participants through the fundamentals of CIP and helps them put this powerful process to work addressing a real situation from the hotel. Participants return to the hotel armed with the knowledge to identify areas for improvement, make improvements, and measure success.

*This program is mandatory for all General Managers and three (3) members of the CARE committee at owned, managed and franchised Doubletree Brand Hotels. A new General Manager must attend a CIP Training workshop within four (4) months of hire date. Please refer to the Doubletree Standards Manual, Training Section 400.13, Operations section 101.04, for further details.

**CUSTOMER RELATIONSHIP MANAGEMENT** *(CRM)*
CRM training program makes all team members aware of the tools available to recognize our “best Guests.” This program offers in-depth operational training for front office and housekeeping teams on the Arrival Report process.

*This training is mandatory for all General Managers and all team members. New team members must complete the training program within 30 days of employment. Please refer to the Doubletree Standards Manual, Training section 400.01 and Operations section 119.00 for further details.

**DIRECTOR OF SALES ORIENTATION**
This is an introduction to the Doubletree Brand and Hilton Family of Brands sales and marketing resources available to every hotel. The participants will gain knowledge of the programs available to increase revenue from the National Sales Organization, 3rd party relationships, brand marketing, data management, DT.com, PR, and much more.

*All Directors of Sales must attend this program within six (6) months of assuming their position. Please refer to the Doubletree Standards Manual, Training section 400.02. Applies to company managed and franchised hotels.
• Conduct monthly CARE Committee meetings and maintain meeting minutes
• Review CARE Service Values
• Use CRM information to appropriately acknowledge VIP arrivals
• Review the latest Quarterly Balanced Scorecard
• Review the Brand Promise Index
• Use OnQ History to review production for top accounts and travel agencies and identify potential target accounts
• Review the hotel’s competitive set’s pricing and adjust strategies daily
• Subscribe to Market Vision for competitive set pricing research
• Review Public Relations and Community Involvement efforts
• Review the hotel’s collateral material against standard
As part of a hotel review, the use of the following support departments and services are evaluated to determine if the hotel is using them to the greatest benefit:

> **Hilton Sales Worldwide** - Including Business Travel Sales, National Accounts, and Hilton Direct

> **Hilton Reservations Worldwide** - The Consolidated Reservation Desk has demonstrated much higher conversion and cross-sell success than hotel level reservation offices. If your hotel is not using this service, the Brand Performance team working with the HRW office will be happy to discuss it and set up a trial use.

> **ROVER** - This referral program promotes cross hotel and brand referral of business that cannot be handled at the referring hotel.

> **Unlimited Budget** - HHC brands are the only hotel partners in this agent-direct debit card program. This program is an excellent tool for capturing market share when used with Hotelligence.

> **Marketing Services Applications (MSA)** - This program can be used to create mailing and sales lists. A mainframe computer captures all checkout data from all Doubletree hotels and maintains it for 36 months.

> Doubletree company-managed properties are supported by Directors of Brand Performance, Area Vice Presidents for operational and Q/A issues and Regional Directors of Sales & Marketing for all sales and marketing concerns. For Doubletree franchise partners, a team of Regional Directors of Brand Performance Support serve as a “one-stop shop” for any issues or concerns. The Brand Performance team works in tandem with the Regional Directors of Revenue Management to provide strong support for revenue optimization.

### The 2007 Brand Performance First Quarter Checklist:

- Preview the 2007 Sales and Marketing Plan (Including Market Category goals)
- Review Tree Mail - Doubletree Brand e-mails each week
- Review OnQ Insider weekly for new postings
- Restrict corporate rate plans to display only for correct companies and assign those company IDs into the rate plan
- Designate and complete training for a Revenue Manager and backup manager
- Complete required training for GM and DOS including the annual Brand Conference for both GM & DOS
- Review your hotel’s DT.com homepage to make sure the appropriate photo gallery is included
- Subscribe and review Hotelligence report monthly
- Review the Consolidated Reservation Desk Participation & Statistics
- Review Key Market and Business Information Reports online as needed
- Review SALT surveys and reports monthly and TIPS at the end of each Quarter.
- Review the HHonors re-cap report monthly noting % contribution and % Double Dip
OnQ Insider - Harnessing the power of Doubletree’s exclusive OnQ Technology, OnQ Insider displays all current, relevant information about our owner’s portfolio of hotels based on what each user deems important.

e-Events - Offers meeting planners and groups a simple to use on-line product to book business with our hotels. This product encompasses all the components for booking routine small groups on-line and in real time.

eAdvantage - Is a web-based booking and management tool designed to give small to medium sized companies a way to manage their lodging expenditures and their travelers while earning discounted rates at Doubletree and other Hilton Family of Brand hotels. eAdvantage was created to drive more business to our hotels from companies that have diverse lodging needs but do not qualify as national accounts.

e-Check-In - Offers electronic check-in, better known as eCheck-in, to all Diamond and Gold HHonors members. This technology helps drive guest satisfaction through offering more choices and control to our guests.

OnQ Insider now provides statistics about the hotel’s top Guests, Companies, and Travel Agencies and will also provide information about contribution and rate plan usage. Once all reports are available on KMR, the HPS Business Information Report system will no longer contain new reports but will serve only as an archive for old reports.

Collateral Review - The brand has designed standard collateral and must review all new pieces before production.

Hilton Direct - Each property’s “Smart Sheet” is used by our National Sales Team members. These Sheets must remain current to insure that our Sales team understands all benefits and attributes of the hotel in order to effectively market the property.

HHonors Marketing - The HHonors Marketing department works with each hotel to create an annual HHonors Marketing Plan which may include a special offer to past Guests if the hotel is in renovation and/or has completed any major work.

CARE Review - The CARE Team will visit each hotel to review CARE guidelines, Cookie delivery, implementation of CARE² values and pre-shift meetings. They also will help with employee training and implementation of the Engagement Map.

CRM Training and Reports - Each hotel should use this information to identify and acknowledge its most valuable Guests.

Brand Promise Scorecard - This report measures and tracks delivery of attributes that distinguish Doubletree from other brands.

QA Improvement Planner - Used as a guide to address cleanliness and product issues.
Brand Performance Support

PROCESS OVERVIEW

The primary function of Doubletree Brand Performance Support is to ensure that every Doubletree hotel’s management team and ownership group has access to an array of resources, specialists and systems available through the Doubletree Brand and Hilton Hotels Corporation.

The Brand Performance Support Team uses a Balanced Scorecard to measure how every property performs in relation to individual and brand goals for Revenue, Loyalty, and Brand Management. Revenue targets are created for RevPAR and RevPAR Index. Loyalty goals are set by asking each team to improve from their current scores toward “perfection” or to meet a minimum level. Brand Management includes compliance to brand standards and quality goals for cleanliness and condition and compares performance to service targets requiring improvement year over year.

The measurements used to create the Balanced Scorecard include:

- **STAR Report** - Measures performance compared to a designated competitive set for Occupancy, Average Room Rate, and RevPAR (yield).
- **Satisfaction and Loyalty Tracking System (SALT)** - Measures Guest satisfaction with the Doubletree product and service.
- **Quality Audit** - A quality auditor visits each hotel twice a year to measure cleanliness, condition, and compliance with brand standards.

The following tools are used to improve performance in problem areas identified on the Balanced Scorecard:

- **Brand Consultation** - Each hotel has a Regional Support team member who visits the hotel at least once a year to review the hotel’s use of systems and tools, preparation of marketing and sales plans, compliance to plan, and performance.
- **Continuous Improvement Process (CIP)** - Hotel visits include a review of the last CIP and the creation of a new one to address areas for improvement.
- **STAR Report** - Provides performance analysis based on trends in the market and the competitive set to identify strengths and weaknesses in performance.
- **Sales & Marketing Plan** - The depth and breath of the hotel’s plan for using available resources and systems to improve performance.
- **SWOT Evaluations** - The Revenue Management Toolkit offers a process for evaluating Strengths, Weaknesses, Opportunities, and Threats for each hotel within its market.
- **OnQFM** - We have developed a sophisticated Forecast Management System that assists the property in the creation and review of rooms forecasting. This web based system carries the ability to review up to 5 years of actuals and forecast up to 5 years into the future. System flexibility allows for users to create forecasts using as simplistic as at the market category or as complex as an SRP level forecast.
- **OnQ History** - The OnQ system includes a tracking program with customized reports enabling each hotel to measure current and year-over-year production.
- **Revenue Management** - To supplement the Revenue Management System included in OnQ, each hotel has a Regional Director of Revenue Management working with the hotel on a local level.
Because of our successful three-year Teaching Kids to CARE relationship, Doubletree was invited to enter an exclusive relationship with The National Arbor Day Foundation to develop and host a Traveling Tree Exhibit that will be placed in children's museums and science centers of major cities throughout the United States. The museum will be built during 2007, anticipated to debut in early 2008 and will travel to at least 10 key cities nationwide through 2010.

Open to the general public, this one-of-a-kind environmental education endeavor brings the two most recognized tree organizations together to develop a 2,500 square-foot exhibit that targets children ages 2-10 and their families. It is designed to impact every visitor and encourage them to get outdoors and celebrate the importance of trees.

From a life-sized leaf to the hollow of a giant log to exploring over, under, around and through the Majestic Oak – America's National Tree – a variety of environmental backdrops will depict distinctly different types of trees in different seasons and settings. Just as important, not one real tree will be used in the creation of what is anticipated to be the first “green” traveling museum exhibit in the world.

In the months leading to the debut of the Traveling Tree Exhibit in 2008, a variety of marketing and promotional extensions will be introduced that include, but are not limited to, complimentary Traveling Tree Exhibit tours to our Teaching Kids to CARE adopted schools and youth organizations, Family Tree-preciation Hotel Packages in host cities, and Doubletree Green-Tie Fundraisers to benefit The National Arbor Day Foundation.

We look forward to sharing more on this “tree-mendous” endeavor with you, as further information and updates become available.
In 2006, Doubletree extended its promotional outreach of the program to kids of all ages, by simply encouraging travelers to book online reservations at doubletree.com on key dates during the year. For each reservation booked on our website, Doubletree donated funds to both The National Arbor Day Foundation and World Wildlife Fund. An integrated communications campaign of advertising, marketing and public relations reinforced the community call-to-action. By celebrating our commitment to CARE, Doubletree realized a sizeable increase of online bookings during each promotional time period.

As we enter our fifth year, Doubletree is proud to announce that we have extended our relationships in 2007 with The National Arbor Day Foundation and World Wildlife Fund, as well as the beginning of a new relationship with Tree Canada Foundation, the leading tree organization in Canada. As part of the Hilton HHonors Giving Back program, Hilton HHonors members can donate Hilton HHonors points that are converted to cash to benefit each of these three great non-profit environmental organizations.

The continuing evolution of our Teaching Kids to CARE program in 2007 is being designed to include appropriately themed Spring and Fall initiatives that expand the reach of our endeavors to include additional age groups and involve adult peers in a variety of new and exciting community outreach projects.

DOUBLETREE IS BRINGING THEIR NAME TO LIFE!

Looking forward to 2007, one of our most exciting announcements is an exclusive, multi-year alliance with The National Arbor Day Foundation that will further reinforce Doubletree’s position as one of the most CAREing corporate citizens in business today – by bringing our name to life!

Children today can find out about anything in the world on the Internet, but may not know what kinds of trees shade their front yards. They can watch live events on television from around the world, but may be missing the world outside their own front window. Kids play with video games, but spend precious little time exploring the world with a caring adult. The fact is, kids are often just not connecting with nature in many ways these days.
OUR FIFTH YEAR OF TEACHING KIDS TO CARE

Since the Fall of 2002, the Doubletree Teaching Kids to CARE program has established itself as one of the most successful community service program in the hospitality industry, by continuing to educate and empower children on how they can make conscious decisions to CARE for their communities.

Equally important is the dedication by Doubletree hotel team members throughout our brand – nearly 90% of our hotel portfolio participated in at least one of our Teaching Kids to CARE projects during 2006. We are proud to announce that our Doubletree Teaching Kids to CARE program has touched 100,000 elementary school students since the program’s inception – thanks to our Doubletree hotel team members across the U.S. and Canada.

One example of how collective individual efforts make a global difference was evident through another memorable Spring initiative with The National Arbor Day Foundation®. Hotel team members, teachers and students followed a Teaching Kids To CARE lesson plan that focused on the value of giving back to the community, and the world, by celebrating the Environmental 3R’s – Reduce, Reuse and Recycle. As a result, Doubletree Hotel volunteers and elementary school students across the U.S. and Canada worked together to create a forest of Litter Critters – artistic animal masterpieces made of recycled household items that included stories about how implementing the Environmental 3 R’s can benefit the growth and survival of living creatures around the world. Students also recycled milk cartons and used them to planted more than 10,000 trees from April through June, which, when full-grown, will provide oxygen for a city of 50,000 people.

Just as meaningful was our Wild for Wildlife initiative this Fall with World Wildlife Fund®, the world’s largest and most recognized conservation organization. Doubletree developed another set of activities that empowered kids to do their part to protect wildlife around the world and in their own backyard, by learning about the threats and challenges facing threatened and endangered animals. The program concluded with a Great Community Endangered Animal Extravaganza, complete with “student safaris” of students in colorful, handmade masks of their favorite endangered animals; visits from live animals from local zoos, nature centers and wildlife organizations; and the presentation by Doubletree hotel team members of symbolic “adoption papers” from World Wildlife Fund for more than 1,000 endangered animals to students.
GOT MILK? GOT COOKIES? – THE PERFECT DOUBLETREE PARTNERSHIP

Doubletree is excited to begin a new relationship with the California Milk Processor Board – the creators of Got Milk? The brand launched its goodwill partnership through a Cookies & Milk CARE Package Giveaway at all Doubletree hotels on Christmas Eve.

We look forward to exploring further Doubletree promotions and initiatives that build upon a refreshing and wholesome Got Milk? message in 2007 including, but not limited to fitness and food & beverage opportunities, as well as further connections to the tasty and beloved combination of our legendary chocolate chip cookies and ice cold milk.

ADDITIONAL OPPORTUNITIES

From cookie giveaways and Sweet Dreams Sleep-ins, there are several untapped possibilities to bring Doubletree front-of-mind to new and existing customers.

Our brand will continue to identify and present additional opportunistic promotions, campaigns and initiatives that relate back to the brand’s core programs and objectives, yet further highlight key attributes and drive awareness of the brand. These opportunities may be short- or long-term in nature and may be implemented on a local, regional or national basis.

As always, all public relations activities will be developed with our hotels’ day-to-day business in mind. To encourage 100% participation, all initiatives will continue to be designed in a “turn-key” fashion to ensure minimal changes in operations or significant incremental costs to hotels.

HOTEL SUPPORT

For local and regional opportunities, the brand communications team also provides public relations guidance and direction through a comprehensive online resource on the Doubletree Online Toolkit (DOT) (OnQ Insider>Our Brands>Doubletree>Marketing>The DOT).

For brandwide initiatives, individual Doubletree hotels will continue to receive public relations support through template (fill-in-the-blank) news releases and communications materials on the DOT. If used, these materials not only reinforce the brand’s overall PR campaign but help hotels gain favorable publicity locally within their individual feeder markets.

Media inquiries received by hotels also can be evaluated by your brand communications team. We maintain great relationships with hundreds of journalists and syndicated freelance writers and can provide individual properties with valuable advice and additional media leads.

In the event of an on-property or industry crisis, the Hilton Corporate Affairs team provides advice and guidance to local hotels on how to manage the media in an effective manner during crisis situations. Through a continued, collective effort by every Doubletree hotel and our brand team, combined with an integrated brand communications plan, we can effectively deliver the Doubletree brand promise to all of our core target audiences.
> Business Travel (High-Speed Internet Access, PrinterOn, Meeting Facilities)
> Leisure Travel (Sweet Romance Getaway, kidsCAREpak, Dream Deal)
> Community Service (Teaching Kids to CARE)
> Hilton Family Alignment (Hilton HHonors, USOC Sponsorship, Sales)

Basic tactics to reinforce our communications efforts in each of the areas above will include, but not be limited to press releases, media tours (both in person and via satellite), promotional and marketing partnerships, product placement arrangements, speaking engagements and internal team member campaigns.

Just as important, each public relations effort will be reinforced by an integrated brand communications effort that utilizes and incorporates advertising, electronic distribution channels and other marketing communications vehicles whenever possible, to further maximize the value of our vested interest in promoting the Doubletree name.

A BRAND “ON THE MOVE”

With each passing day, it seems like a new and exciting Doubletree product either enters the portfolio and/or a current Doubletree reinvents itself through renovation to become the premiere place to stay in cities across America.

Doubletree will continue to promote its message of a brand on the move through a variety of development PR and marketing efforts. Advertising supplements have been strategically secured throughout 2007 in such influential hotel and real estate trade publications as Hotel Business, Lodging Hospitality, Hotels and Real Estate Forum. The brand and its development activity also will be well represented at such industry conferences at ALIS in January, ITB Berlin in March, International POW WOW in May, the NYU Investment Conference in June and The Lodging Conference in September.

DOUBLETREE “GETS A KICK” OUT OF NEW U.S. SOCCER SPONSORSHIP

As part of our alignment and Hilton Family sponsorship of the U.S. Olympic Team, Doubletree is proud to announce that our fast-growing brand is adopting one of the fastest-growing sports in the United States.

Beginning in 2007, Doubletree will become an official, multi-year sponsor of U.S. Soccer, the official governing body of the U.S. Olympic Soccer Teams. We are exploring a variety of opportunities to involve our brand and all of our hotels in initiatives and promotions that will celebrate the excitement of soccer at a variety of recreational and competitive events. A value-added package also is being developed for the summer season to encourage youth soccer team organizers and adult supporters to stay at Doubletree when traveling for regional and national tournaments and competitions.
Public Relations and Promotions

Doubletree continues to celebrate strong portfolio growth and a resurgence of reputation as one of the most dynamic brands in the hospitality industry. Through implementation of a consistent and targeted series of media relations, community relations and promotional tactics in 2006, the brand team has proudly shared a message with the media and the general public that Doubletree is stronger and more successful than it’s ever been in its history.

However, today’s hotel industry continues to become more diverse in an everchanging landscape of new brands, along with fresh products and increased offerings by established brands that continue to change perceptions and drive demand. With that said, the successful future of any hotel brand is still heavily dependent on consumer confidence levels, changing economic trends and positive perceptions on the travel experience.

As Doubletree continues to “turn over a new leaf” in the eyes of today’s hotel owners and the traveling public, it is crucial for the brand to build upon its current momentum of an already successful public relations platform. By continuing to explore and implement a variety of unique, defined and differentiating communications campaigns and promotions, we can work together to keep the brand’s momentum strong and leverage our competitive edge even further in 2007.

BRAND STRATEGY

Our long-term brand communications strategy is grounded in influencing, motivating and building brand equity amongst the following core target audiences:

> The Traveling Public and the Media - by building on the emotional value behind Doubletree as “a collection of welcoming hotels that truly CARE about their Guests,” as well as promoting the wide array of new hotels, renovations, amenities and service offerings debuting in business and leisure destinations around the world.

> Owners, Developers and Shareholders - by continuing to focus on the ultimate business mission of ensuring a positive return on investment to our financial stakeholders. By establishing Doubletree a source of pride for its owners, we can continue to pursue owners of other branded or independent hotels to build the brand portfolio even further.

> Our Team Members - by celebrating the Doubletree’s CARE culture in everything we do with the “heroes” of our brand. Celebrating our brand’s true personality through the accomplishments and achievements of our hotel team members is an integral part of the brand building process, as they also can take ownership in proudly spreading the news about their brand’s current and upcoming promotions, programs and services with our Guests.

> Our Community - by educating and empowering a new generation of kids with a simple Teaching Kids to CARE message - the small positive things we do collectively to help ourselves, our families, our communities and our world can make big differences every day.

We have made a pledge to an aggressive, ongoing effort that will drive brand awareness and coverage beyond targeted program initiatives - inevitably establishing Doubletree as a key resource for travel industry, business and lifestyle reporters in such key areas as:

> Product Improvements (renovations, enhancements, success stories)

> Brand Portfolio Growth (conversions and new builds)
Travel Agency Distribution, Sales & Marketing

Retail travel agencies produce over $2.1 billion annually in room revenue for hotels in the Hilton Family in 2006 (over $250 million annually for all Doubletree hotels - representing over 20% of all occupied room nights.

The Travel Partner Relations (TPR) Team is the primary group within the Hilton Family organization that is responsible for our travel agency efforts.

Acknowledging the importance of this source of business, Doubletree’s objectives for 2007 in the retail travel agency market are to:

> Optimize the volume of business hotels receive from this distribution channel
> Maintain or increase market share
> Maintain pricing consistency across all channels
> Lower or maintain distribution cost

Doubletree plans to use the following programs and initiatives to achieve these objectives in 2007:

Travel Management Companies (TMC)/Consortia Strategy: We have successfully migrated from the traditional “listing”/participation fees to a pay-for-performance model. In 2006, participating hotels will be charged $2.50 per consumed room night booked at the TMC/consortia “parity” rate.

Preferred Partnerships/Relationships: We will continue to focus resources on a “top down” strategy involving relationships with key travel agency/TMC groups that can move share to our hotels. These include American Express Travel, World Travel BTI, Carlson and TQ3 Navigant with whom the Hilton Family has “preferred” status in 2007.

Unlimited Budget (UB): Our “bottom-up” strategy is to motivate the front-line travel agent/counselor to book Doubletree hotels. Our participation in the UB program (whereby travel agents receive a cash incentive for booking our hotels) is our strategy to reach this objective. 32.4% of Doubletree’s travel agency room revenues are booked by UB members.

Under the terms of the Unlimited Budget Program, points are collected onto a MasterCard debit card for travel agents to use for cash purchases anywhere they wish.

> Involves a partnership with Budget Rent-A-Car
> Program geared to increase travel agent bookings
> The program is receiving a significant amount of national exposure via online advertising, GDS messaging, direct mail and ad placements with publications such as: Travel Agent Magazine, Travel Weekly, etc.
> Point awards are per stay based on:
  - 0.5 pt. for weekday stays (Monday-Thursday)
  - 1.0 pt. for weekday/weekend stay (minimum one weekend night)
  - 1.5 pts. for weekend stay (Two-day minimum Friday/Saturday or Sunday)

AAA Show Your Card & Save (SYC&S) program: The Hilton Family is a national partner in AAA’s SYC&S program. Via this program, Doubletree hotels are marketed to over 48 million AAA members.

Information on these important programs is regularly updated on the “Distribution” Department link on OnQ Insider.
New Home page design – The new brand home page design was created with brand identity and customer control in mind. New reservations features and technology elements keep us on the top of the innovation ladder.

2007 DISTRIBUTION OBJECTIVES

> Growth in gross reservations - eDistribution strives to significantly increase online contribution to Doubletree’s total gross reservations resulting in reduced cost and higher total revenue.

> Growth in overall % of reservations delivered on Doubletree.com - The success of the Doubletree.com website is measured by looking at year-over-year growth and setting specific goals in early 2006 for % of year-over-year growth.

> Ability to sustain growth faster than on-line 3rd parties - One of the prime objectives of eDistribution is to run the Doubletree.com site so that customers will remain loyal and/or channel shift to Doubletree.com to help reduce costs of commissions paid out to 3rd parties and ensure that the growth rate of Doubletree.com remains significantly higher than that for any 3rd party.

> Increase customer loyalty and recognition scores on SALT.

> Ability to increase exposure on search engines through a paid organic search.

KEY 2007 EDISTRIBUTION STRATEGIES

> Content - Expand leisure content (Things To Do) to include more local and hotel driven points of interest. Weave content into shopping process more seamlessly. Content enhancements may include features like: improved mapping, regional data, integrated shopping functions and HSIA enhancements.

> Group enhancements – Add customized portals, next generation enhancements and the ability to book corporate negotiated group rates.

> Continues focus on user experience - Implement enhancements based on usability studies and in-depth user experience surveys. These enhancements will be focused on improving user flow and navigational elements.

> SEM/SEO - Engage in a more full and robust SEM strategy, including, regional keywords, marketing campaigns and full site review.

> Translations – Translating the Doubletree.com site into the Spanish language.
**eDistribution**

The Hilton Family of Brands employs an industry-leading 7 Point internet strategy:

1. Strictly enforced price consistency
2. Expanded distribution options
3. Retention of “Best Guests” on our own channels
4. “Best of Class” websites
5. Websites developed/enhanced faster than those of competitors
6. Proprietary products on Doubletree's channels
7. Measurement, Monitoring, Reporting

eDistribution uses a proprietary project management process for all projects. In addition, a complete marketing level process is used to market each project.

**2006 DISTRIBUTION RECAP**

**Doubletree.com was very successful in 2006:**

- Bookings on Doubletree.com increased more than 32% over 2005
- There are over 2,500 reservations per day from the Doubletree.com site
- Doubletree.com grossed over $22M a month in revenue
- Doubletree.com contributes 13% to the brand’s total reservations
- The average daily rate from Doubletree.com is 36% higher than from third party channels
- Third party sites represent only 6% of Doubletree.com room nights.

The following website enhancements were completed in 2006:

- **Air and Car** add on to reservations providing the ability for a customer to add a flight or car reservation on to their Doubletree booking.
- **eEvents expansion** – Added the ability to book a meeting room and food/beverage along with a group of sleeping rooms in real time.
- **Travel Agent portal launch** - This new portal is designed to provide specialized functionality Travel agents related to commissions, Unlimited Budget and content.
- **Calendaring for BAR** – provides the ability for customers to search BAR and net direct by a flexible date calendar format for greater choice and control.
- **Shopping Cart** – Allows a visitor to the site store their favorite hotels in a ‘cart’ for ease of return viewing and booking.
- **Wireless** – Customers can now look up hotel information, directions and location data for all hotels.
- **Site Map** – A new site map to the home page adds yet another search engine enhancement to improve our organic search results.
Dream Deal: An ongoing bed & breakfast package that offers a complimentary breakfast.

Sweet Romance Getaway: An “indulgence” package that offers a romantic breakfast in bed, sparkling wine or sparkling cider at check-in, and deluxe accommodations.

Net Direct Rates: Designed to compete against advance purchase, no refund products sold on Priceline or Hotwire.

Our Best Rates. Guaranteed.: Designed to build trust and loyalty by offering consumers the lowest rate available for a Doubletree hotel at Doubletree.com guaranteed.

KidsCAREpak: Targeted toward families traveling with kids ages 3-12 from Memorial Day weekend through Labor Day weekend will enjoy a welcome gift, which includes a versatile backpack, a fun activity book and more.
Leisure Marketing Programs

MARKET ASSESSMENT
According to the Travel Industry Association (TIA) of America’s annual Domestic Travel Market Report, 68% of U.S. adults took a leisure trip of at least 50 miles one-way in the previous year. This translates to more than 1.14 billion person-trips. Since 1994, leisure person-trips have increased more than 16%. During that same timeframe, business/convention travel volume fell more than 15%. An interesting trend is the change in modes of transportation. In the years between 1994 and 2003, auto travel increased 12.4% in volume. During that same timeframe, air travel posted a 4.7% decline.

LEISURE TRAVEL PLANNING
According to Leisure Travel Planning: How Consumers Make Travel Decisions, a 2005 report by the TIA, leisure travelers most often decide on the trip destination before other decisions are made. Also, travelers tend to make the key decisions of destination and trip duration before deciding on a trip budget.

The most popular leisure trip occasions are entertainment (for vacation or short getaways), family-centered, outdoor recreation, and combined business/pleasure. One in four household trips in the U.S. (24%) include children under 18, or 134.9 million trips in total, according to the TIA Domestic Travel Market Report. Most (87%) trips with children are for leisure, nearly half of which are taken to visit friends or relatives.

To meet consumer needs in 2007, Doubletree will deliver unique and attractive offers and messages that distinguish us from the competition. Key strategies will demonstrate our understanding that value, convenience, and customer recognition are essential tools for cementing connections with our customers by targeting specific weekend niches (i.e. Family). This approach will allow us to maintain visibility among our existing customers and gain awareness and trial from new customers through our existing programs, communications, and services.

The target audience for Doubletree’s leisure marketing programs for 2007 will continue to be managerial/professional dual-career couples and families who are college-educated, between 35 and 55 years old with a strong focus toward Women, and have household incomes of $50,000 or more.

The following programs and initiatives will create more opportunities for hotels to distribute specialized offers and track results by contacting customers directly using email, the Internet and other targeted methods.
STRATEGIC PARTNERSHIPS & USOC

In 2007, the team will focus on leveraging our key partnerships in the credit and banking industry as well as the airlines. We will also look to create opportunities with experiential partners that will help to further establish personalized services to our Doubletree guests. By partnering with these companies, we can entice customers to continue to book at the Hilton Family and help fill occupancy during key need periods. Also, we can build on the strengths of these partnerships by taking advantage of their ability to define different customer segments by age, gender, generation, etc., to make our promotional and on property offerings more targeted and effective.

We will be looking to leverage our strategic partnerships specifically with the USOC and other’s to increase visibility and loyalty to the Hilton Family. Leading up to the 2008 Olympics in Beijing, 2007 will be an important year to lay the foundation for programs that will leverage the Hilton Family sponsorship of the U.S. Olympic Team.
Online Tool – HHonors Offer Options Wizard

In response to the need to streamline processes and guide hotels in developing promotions most likely to generate results, Hilton HHonors launched the Offer Options Wizard. This web-based, intuitive application is designed to quickly and efficiently develop HHonors promotions. Based on answers to a short needs assessment, the Offer Options Wizard uses “best practice intelligence” to recommend an appropriate course of action. In as little as 15 minutes, information is gathered and an email promotion summary is sent automatically to both the user and HHonors marketing.

The Offer Options Wizard can currently be accessed through OnQ Insider, Focus HHonors. Also accessible through Focus HHonors, an online course designed to better acquaint you with HHonors marketing and the Offer Options Wizard now complements the two HHonors Operations online courses.

CUSTOMER RELATIONSHIP MANAGEMENT

We will continue to focus on enhancing relationships with our customers in an effort to keep them coming back or to get them to reactivate with us. As we fine-tune the CRM framework we are learning the right types of offers that appeal to the different segments of our customers with special attention to the senior market and emerging markets.

Branded Personalized Services are key to our CRM effort. As we move forward with the expansion of choice enabled by our common technology OnQ, we will collect customer travel needs, trip occasions and other information, properties can proactively prepare for guest stays to create a relevant experience. Our intent is to continue to integrate the Hilton Family of brands around the customer by:

> Increasing key customer metrics and research via SALT survey, Communispace and other customer feedback channels.
> Retention and growth of BEST GUEST audiences.
> Communications Preferences and Privacy Values compliance – driving to further personalization within the privacy guidelines.
> Expansion of “My Way” (Customer Personalized Services) in-hotel to include revenue options and strategic partners. In 2007, “My Way” VIP Benefits Options will continue to be an important component of HHW’s overall tactical program. As described in the Hilton HHonors Delivery section of this brand plan, the “My Way” program will be expanded to include additional preference options designed to enhance the loyalty of our most important guests - Gold and Diamond HHonors members.
> Continuing to enhance the OnQ pms application to best leverage CRM resources.
> Continue to proactively communicate and educate CRM tools and resources to fully leverage potential(s).
> Support International Development of CRM tools and each brand’s expansion internationally as required.
Hilton HHonors initiatives have had a major impact in improving Doubletree’s brand performance and building customer loyalty.

- HHonors Guests represented approximately 32.6% of Doubletree’s occupancy YTD through November 2006.
- The Hilton HHonors program delivered over 3.4 million room nights and $493 million in folio through November 2006.
- Over 251K HHonors members had more than two Doubletree stays.
- A key consideration for developing HHonors program initiatives is recognizing the contribution of VIP membership to Doubletree’s overall HHonors activity:
  - Gold and Diamond VIP members represent 23.5% and 22.3%, of the total stays at Doubletree.

The value of the relationship between Hilton HHonors members and Hilton Family hotel brands is reinforced by the following observations:

- HHonors members are less price-driven; on average, rates paid are 8-12% higher than rates paid by non-members.
- As highly engaged “partners” with Hilton Family hotels, members are more likely to report service issues and provide us with opportunities to resolve (70% vs 44%). They also become powerful advocates for new customer acquisition.
- 80% of satisfied members are likely to stay at a HHonors hotel in the next 12 months and 68% of those members feel a strong emotional connection.

Hilton HHonors Worldwide has the following Strategic Objectives for 2007:

- Protect and grow share among current members
- Acquire high-potential new members
- Enhance the profitability of business booked by HHonors members
- Leverage the program for Strategic Partner Contribution
- Optimize program investments in achieving these objectives

HHW’s key performance metrics are tracked and evaluated on an ongoing basis, with monthly reports issued to participating hotels, brand management teams and ownership groups. Specific performance targets for the upcoming year are determined annually by examining the current year’s November YTD measures, and include:

- HHonors Room Nights (overall and relative to hotel performance)
- HHonors Members with 2+ Stays
- Increase in Stays from New Members
- Change in Share of Wallet (SOW) among Members
- Percentage of HHonors Stays Booked Online
- Member Satisfaction Levels
Customer Loyalty
Hilton Family, HHonors, CRM & Strategic Partnership Marketing

THE HILTON FAMILY

Our research shows that people, who understand our philosophy and the brands that share it, perceive our brands from a more positive perspective. Our be hospitable communications also serve to increase awareness of all brands that are a part of the Hilton Family, leading to further concentration of our guests’ business with us.

Our objectives for the be hospitable® effort continue to be:

> Communicate who we are, what we stand for, and share our philosophy with guests in our hotels and the world beyond our doors

> We’ll continue to support the be hospitable consumer campaign, including some of the TV and other messages that have run in 2006, along with some new elements. The media plan, though not yet set, will most certainly include cable TV, USAT and WSJ, some OOH (out of home), online and other emerging interactive media and selected magazines.

> We’ll focus further on engaging consumers with our philosophy with some new ad creative as well, and some initiatives centered on www.behospitable.com, which will be supported via advertising, HHonors member communications and PR.

> We’ll introduce several elements of in-hotel collateral / presence for Hilton Family branding and be hospitable messages—in places such as the HSIA landing page, in-room channel menu and Hilton Family Channel, conservation cards and selected other items. Goal is to create some presence for the be hospitable message on-property across all Hilton Family hotels, as well as to help communicate affiliation of our brands with the Hilton Family.

> We’ll continue to extend the work we’ve begun with HR, the corporate communications team and our brand training teams to communicate and engage Team Members with the be hospitable message, weaving Hilton Family branding and our philosophy into new Team Member recruitment material, Team Member Orientation and training, internal newsletters, Team Member benefits collateral, Hilton Family Merchandise website, corporate stationery, “Catch Me at My Best” program, Diversity Week, AIDS Walk, and more.

HILTON HHONORS WORLDWIDE

HHonors is the Hilton Family of hotels guest loyalty program. HHonors membership benefits are a core brand attribute contributing to competitive distinction for the industry leading brands that comprise the Hilton Family. HHonors remains the only major hotel loyalty program to offer members the ability to Double Dip® for both Points & Miles® for stays at more than 2,800 hotels in 70 countries across the world. Hilton HHonors members are the Hilton Family’s most significant demand segment and are a group of guests that have a relationship that creates pricing power and a host of other relationship-oriented benefits.
The Doubletree Online Toolkit (DOT)

THE DOUBLETREE ONLINE TOOLKIT (DOT)

Using an innovative web-based technology, the Doubletree Online Toolkit (DOT) is an exclusive extranet that enables local properties to develop customized ads and collateral online.

Designed to overcome common marketing obstacles, the DOT, allows the Doubletree brand to communicate a consistent message at both the regional and local levels through the development and distribution of property-specific, brand-compliant marketing materials.

Accessible through OnQ Insider, local properties choose to customize an ad, or collateral piece by selecting from headlines, body copy and a gallery of their own property images or brand stock photography. When the piece is complete, the property is given the option to hold, modify, print, send the template to a colleague for review or submit for brand approval.

The automated brand approval process delivers high-impact advertising to the property’s inbox in as little as 48 hours. As an added convenience, the DOT provides the property the option to have their materials printed through a pre-approved preferred printer with prices offered during the ordering process.

Additionally, and many hotels would say most importantly, the DOT makes the customizable templates available to the properties at a minimal $45 transaction fee. A reduced cost compared to offline advertising resources.

The DOT is recognized as a highly effective online solution that allows hotel teams to conserve their most valuable commodities - time and money - while maximizing their ability to quickly react to market conditions and increasing exposure for their properties.

The DOT is also a one-stop shop for other marketing needs. The Public Relations section contains press release templates, fact sheets and backgrounders while the My Logos section houses property specific logos in JPG and EPS formats, easily downloadable for property and agency use.

Since its inception, the DOT has been a valuable tool for the Doubletree brand and continues to grow in popularity with individual properties. Future enhancements include new ad sizes, updated sales presentation and a growing photography library.

Visit the DOT at onqinsider.hilton.com, click on Our Brands>Doubletree>Marketing>The DOT
2007 CO-OP MARKETING/ADVERTISING PROGRAM

Overview
By combining the advertising dollars of multiple hotels into one fund, hotels can achieve greater advertising reach and exposure in local and feeder markets.

Objectives
The objective of the Co-op program is to address the needs of each region with locally driven decision making that pools advertising resources to increase awareness and generate bookings for Doubletree. The Co-op effort will also act as an extension of Doubletree’s national media and messaging strategy so that the two programs operate in a way that is both integrated and cost efficient.

Role of Co-op Advertising and Media
The ‘inverse pyramid’ diagram outlines the role of the Co-op as it relates to the Corporate, Cluster and individual property marketing initiatives.

2007 Co-op Regions
- Arizona/Southern California/Nevada
- Colorado/New Mexico
- Florida
- Mid-Atlantic
- Midwest
- Northern California
- Northeast
- Northwest
- Southeast
- South Central
> Leisure
  • Adults 35+, with a strong focus towards Women
  • Household Income $50,000+
  • 5+ Hotel nights for Leisure
  • Planned travel online for Business/Leisure

> Trade/Niche/Diversity
  • Meetings and Conventions Planner
  • Group Business (including SMERF) – focus on Reunions
  • African American Business/Leisure Traveler
  • Hispanic Business/Leisure Traveler

**Media Selection**
> TV: Visibility within select Cable TV networks in Q1, Q2 and Q4 to communicate the Doubletree message
> Print: Utilize a mix of Newspaper and Magazine to both elevate and extend brand’s visibility
> Online: Continue to invest in sites and creative units which have historically delivered positive results in the past and extend Doubletree’s brand presence in high traffic sites

**ADVERTISING SPEND ALLOCATION**

2007 Allocation by Medium:

- Television 31%
- Online 31%
- Business Magazines 14%
- Leisure Magazines 7%
- National Newspaper 14%
- M&C 1%
- Niche 2%
Sweet Romance Getaway: An “indulgence” package that offers a romantic breakfast in bed, sparkling wine or sparkling cider on ice, and deluxe accommodations.

Net Direct Rates: An advance purchase, no refund product offering sold only through HHC distribution channels – designed to compete against advance purchase, no refund products sold on Priceline or Hotwire.

Brand.com: An HHC family program designed to communicate the benefits of booking at any of the brand Web sites

Products/Services: A series of offerings designed to improve the guest experience or better differentiate Doubletree from our competitors – the Sweet Dreams Bed, high-speed Internet access, PrinterOn, Wi-Fi in all hotel public areas and our warm Chocolate Chip Cookies

MEDIA STRATEGY

Doubletree plans the following media strategy for 2007:

> Continue to provide a strong foundation of national media
  • Explore programs which extend messaging to key constituents, namely toward the IBT
> Leverage media which helps express and showcase our positioning
  • Make a deeper connection to our consumers through content
  • Energize Doubletree voice
  • Generate excitement by selecting impactful vehicles in both “expected” and “unexpected” media placements
> Increase awareness of Doubletree brand/positioning among Business and Leisure targets
> Tactical online media use throughout the year to drive Internet reservations and increase cost-efficient bookings
> Presence in M&C and SMERF Group markets
> Continue to capitalize on growing niche markets:
  • African American Travelers
  • Hispanic Travelers

Target Audience

> Business
  • Adults 35-54
  • Household Income $75,000+
  • 15+ Hotel nights for Business
  • Planned travel online for Business/Leisure
2007 ADVERTISING OVERVIEW

In 2007, we'll focus our advertising on influencing consumer perception and communications on product enhancements and renovations. To do this, we'll build upon the brand goals and marketing communication efforts of 2006 while capitalizing on the positive business outlook and solid momentum our brand has achieved. What's more, the significant growth of our advertising funds allows a strong base of national media support while carving out a platform to showcase our new advertising – a more evolved approach. Ultimately, greater visibility through advertising will enhance brand awareness and trial.

To signal our “arrival”, we'll unveil another television commercial that counter balances the largely philosophical Leaf spot that debuted in 2006. Appropriately titled “Branches”, this companion ad will highlight the more diverse destinations of Doubletree. In tandem, these commercials are designed to offer consumers insights into Doubletree's culture, values and product.

In 2007, Doubletree’s advertising campaign will (1) encourage consumers to checkout Doubletree’s upscale amenities in a comfortable atmosphere that’s unpretentiously stylish and (2) create energy amongst consumers with executions that are unexpected and intelligent. Not a departure but more of an evolution, this strategy adds panache to our “warm and friendly” brand personality. The physical upgrades to our properties will help us establish the reason – and capture the minds of our target. Simultaneously we’ll capture their hearts by forging a stronger emotional connection through our unique voice and presentation.

Strategy: 2007 will mark the continuation of enhanced communications that offer consumers tangible and intangible reasons to consider Doubletree as a “brand of first choice”. To do this, we will continue to take a two-pronged approach that balances shorter-term tactical advertising with longer-term brand image advertising. Ultimately, we must both drive “heads in beds” today and build brand equity over time. Specifically, we have prioritized our marketing efforts as follows:

- Attracting/retaining IBTs
- Stimulating additional weekend leisure business
  - Explore focused ways to motivate families/sports groups: add value to their stays while leveraging our partnerships with key organizations like the United States Olympic Committee
  - Explore other niche market such as Hispanic and African-American
- Generating more Meetings/Group business
  - Capitalize on growing segments (particularly SMERF) and regional efforts

Tactics. Tactical advertising planning for 2007 takes into account two concurring factors: 1) the continuing trend of consumer bargain hunting and or brand value, and 2) the growing impact of the Internet upon travel distribution. In 2007, the following programs or products will be advertised, namely through online, to either help increase bookings at doubletree.com or build brand differentiation/awareness:

- **Best Rate Guarantee:** A program designed to both engender trust and loyalty, consumers are guaranteed to find the lowest Doubletree rate available at Doubletree.com (no need to visit Third Party Web Sites for the best deal)
- **Dream Deal:** The ongoing bed & breakfast package that offers a complimentary breakfast
> While demand is strong, current space limitations coupled with a need to focus on the training and development of a fledgling team, the Revenue Management Consolidated Hotel Center will slow their growth to a maximum of 125 permanent hotels in 2007. However, there are plans to also launch an option of short term Revenue Management support for those hotels needing assistance for a finite period of time, i.e. during a maternity leave of absence.

> Revenue Management will have personnel assigned to the OnQ Sales development project. Current plans call for a rotation of key subject matter experts and training managers on the development teams.

> The Revenue Management and Sales Technology Training teams have been merged into a single work group with a full plate in 2007. After significant internal cross training, this team will be better positioned to holistically support our property level Sales, Catering and Revenue Management team members.

- Given recent business and technology changes our core Revenue Management theory course, Revenue Management University, will undergo a major re-write in 2007.
- Our introductory Revenue Management course, TRAIL, will be expanded beyond its original transient room sales focus to include both Group and Catering introductory materials.
- In addition to instructor lead Global SFA training offered to National Sales, supplemental introductory and supportive training materials will be made available through OnQ Learning Management (LMS).
- A full slate of instructor lead Delphi Multi Property Edition (DMPE) Sales and Catering courses will be offered throughout the year to our managed hotels. By year end this material will be converted into web based content for use in 2008.

> Our Revenue Analysis Teams in both Memphis and Dallas continue to provide guidance and support to hotels across the family of brands.

- Revenue Management & Sales Assistance Line call volume tripled in 2006 and is expect to continue growing as more hotels are introduced to Group and Catering Revenue Management and as support is adopted for Global SFA and OnQ R&I.
- Through the use of detailed Central Reservation System data, several key reports and audits are in development to assist the hotels in easily identifying obstacles to optimum rate and program availability.
- The Dynamic Pricing pilot and accompanying analysis provided by the Revenue Analysis team has proven successful. This pilot will be expanded to four additional clients in 2007.
Revenue Management

As 2007 begins, the Revenue Management department had the opportunity to reflect on progress made in 2006, analyze its resources and identify the needs of the hotels and brands it supports.

The core role of Revenue Management is to guide our hotels in their efforts to maximize revenues and to capture, or exceed, fair market share. With that goal in mind, the Revenue Management department continues to remain at the forefront of cutting edge technology and superior business process.

2006 was a year of change/growth for both Hilton Hotels Corporation and Revenue Management. During the past twelve months our portfolio of hotels has changed dramatically with the addition of Hilton International Americas, Waldorf-Astoria Collection and numerous changes within the brands we have traditionally supported. Front Office Operations has moved from IT onto the Revenue Management organizational chart. Our Revenue Management Consolidated Hotel Center in Dallas has virtually doubled in size. The rollout of OnQ Forecast Management to our franchised hotels was completed and the long awaited OnQ FM Catering module was launched. Finally, our Revenue Management training team successfully translated our systems key stroke classes to an on-line format that will reduce hotel level travel expenses and make course attendance more widely available.

KEY INITIATIVES FOR 2007

> Implement OnQ Property Management (PM), Forecast Management (FM), Revenue Management (RM) and Rate & Inventory (R&I) in all Hilton International Americas hotels.

> Transition the HI Americas hotels to HHC business process, Revenue Management standards and tools, GDS chain codes and the Dallas Global Database department.

> Integrate the corporate Front Office Operations team into Revenue Management to provide holistic front office support to owned, managed and franchised Hilton and Doubletree hotels, achieving a recognizable customer service lift.
  • Renew emphasis on CRM and Customer Service skills standards and training
  • Consolidate and standardize front office business processes between HHC and Hilton International Americas.
  • Implement OnQ Rate and Inventory for all Doubletree hotels.
  • Provide opening/conversion support for Hilton, Hilton Americas and Doubletree properties in front office business process, OnQ PM and OnQ R&I.
  • Dedicate resources to open and transition new properties coming into operation from the development pipeline feeding Doubletree, Waldorf-Astoria Collection and Hilton brands.
eAdvantage™

eAdvantage™ is the Hilton Family of Brands’ web-based travel solution for small to medium sized companies. It enables companies to develop and manage a centralized travel program online while earning discounted rates at Hilton Family of Brands hotels. eAdvantage™ has been specifically designed to provide our sales team with tools that our competitors cannot touch! In addition to marketing the great services that Doubletree provides for their individual travelers, such as assured preferences for Gold and Diamond Members, pre-arrival e-mail confirmation, or on-line folios, our sales team is able to offer qualified accounts a simple tool for making individual reservations, tracking travel, and taking advantage of system-wide discounts within the entire Hilton Family of Brands hotels.

The eAdvantage™ target is an account with 10 or more travelers who travel to a minimum of five destinations (cities or hotels) annually.

eADVANTAGE™ FACTS

eAdvantage™ offers the following features and benefits:

> Discounts off floating BAR based on tracked volume (see chart at right) across the Hilton Family of Brands
> Our Best Rates. Guaranteed.
> Online access to 2,800+ Hilton Family of Brands hotels.
> Locally Negotiated Rates available via the account’s customized eAdvantage™ website if elected by hotel
> Last room availability
> Business and Leisure travel included
> Real-time tracking and reporting
> HHonors loyalty program benefits
> A faster, easier, personalized booking experience
> It’s FREE! No sign up, membership, or transaction fees.

DISCOUNT SCHEDULE FOR eADVANTAGE™ ACCOUNTS

<table>
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<th>CONSUMED ROOMNIGHT VOLUME</th>
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<td>BAR</td>
</tr>
<tr>
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<td>4%</td>
</tr>
<tr>
<td>9,000+</td>
<td>5%</td>
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</tbody>
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eADVANTAGE™ TERMS & CONDITIONS

> Accounts must make eAdvantage™ available to all traveling employees
> Discount level driven only by volume consumed through eAdvantage™ website
> The eAdvantage™ discounted rate is only available through the eAdvantage™ website
> Discount level awarded based on a rolling 12 month room night production
> Resale is prohibited
> All travelers that use eAdvantage™ must have an online profile (HHonors account or Fast Reservations account)
> eAdvantage™ is a non-commissionable channel
SAM MEASUREMENT

- Volume and share of business.
- Customer loyalty.
- New business development opportunities.
- Improve the accounts’ profit margins by delivering greater value through Doubletree’s resources and programs.
- Account plan implementation.
- Strategic Account Management (SAM): Continue the focus and commitment … grow SAM.
- Researching the feasibility of dynamic pricing (one of the hottest topics in the industry today)…move customers into a dynamic pricing environment.
- RFP Clearinghouse in place. Evaluate and re-align. $180mm ROI.
- Development of ten (10) new preferred vendor agreements.
- Grow both eAdvantage and CorporateAdvantage. Target 20 accounts to CorporateAdvantage in 2007.
- Increase shelf space on our corporate negotiated accounts’ online booking tools.
- Educating our customers that Length of Stay (LOS) restrictions were not waived as a result of offering Last Room Availability (LRA).
- Extended stay initiative…more up under BTS.

GROUP SALES

- Gravitate towards SAM.
- Automate/Standardize “small group offerings” (100 rooms peak). Push customers to on-line group bookings; i.e. e-Events.
- Continue on past successes of building strong 3rd party relationships with Maritz, Conferon, Helms-Briscoe, Conference Direct.
- Incent and aggressively market multi-year group bookings.
- Continue the standardization of group “contract shells”.
- Continue with B+C Account development program with dedicated resources to quantity potential.
- Full implementation and dedicated support of Group Catering Revenue Management (GCRM) in our owned and managed hotels.
- Continue vertical market program for 10 key vertical markets. Continue to assess and implement fully dedicated resources to vertical markets as appropriate, and measure results.
- Leverage Hilton’s US Olympic sponsorship to develop group business through the established Sports Vertical Market Team.
- Leisure/Sports move to 100% dedicated vertical markets.
- Regional Sales Center- move to beta with owned and managed/franchised hotels.
- Continue with focus on elimination of unnecessary bureaucracy within National Sales to ensure the Sales Team is spending the overwhelming majority of time selling and in the field with customers.
Strategic Account Management (SAM)

Strategic Account Management (SAM) is a business strategy focused on a small number of highly targeted accounts, which we view as corporate assets that can/will provide significant long-term value. The objective of SAM is to identify both for HHC and the account ways to add value, increase revenue, reduce cost, and mutually leverage each other’s assets.

It is important to understand:

- SAM is not a sales strategy, it is a corporate strategy.
- Hilton Family of Hotels customer portfolio is our most important corporate asset.
- Product, price and technology can no longer sustain lasting differentiation and competitive advantage.
- Customers want fewer and more skilled, adept suppliers.
- A successful SAM program will deliver measurable incremental benefits to both Doubletree and to our SAM clients.

Why Implement SAM?

- Customers are more demanding and more sophisticated in terms of their buying process. Thus, they want us to understand their business problems as well as, if not better than, they do. This requires more time, skill and dedication than our sales organization can provide.
- Our competitors have or are starting SAM programs. Doubletree needs to have a program to create a competitive advantage for ourselves so that we can assume the number one relationship position.
- As business gets more complex, the need to understand our customer’s business model is critical in our ability to sell. This requires a specialized skill set.
- The selected SAM companies are some of our most important assets and demand special attention.
- The vulnerability and risk of losing market share due to a single-faceted relationship between buyer and supplier is lessened.

HHC’S VALUE PROPOSITION

- Vast business resources to support multi-level B2B relationships; i.e. legal, procurement, HR, training, F/B.
- Consultative selling.
- Use of Doubletree’s technology as an enabler.
- Strong market presence and distribution (shelf space).
- Company heritage – worldwide positioning.
- Reciprocity – buying each others company products/services.
- Improve customer satisfaction and loyalty of both companies.
> Corporate Office Refferal Desk: An account manager handles special Individual Business Traveler (IBT)/meeting requests originated from the Hilton corporate office on behalf of suppliers and other business partners.

Our View Today

> Supply growth remains benign.
> Demand strength continues to broaden – business travel sales and groups.
> Occupancy gains are expected to continue.
> Aggressive, but fair pricing strategies are a must.
> Overriding challenge in speed to market-response/consistency.
> Implications of Hurricane Katrina and Rita will be with our industry throughout 2007.
> Initiate a Global Sales Organization
> Gravitate to Remote Offices
> Monitor the “beta” Regional Sales Center in Boston
> Listen to our customers...we are NOT the customer.
> Sales people should SELL and be ACCESSIBLE to our customers.
> Get the RIGHT people in the “right jobs”.

MOST CHALLENGING THREAT

Sales sees the greatest future threat by far, as the loss of brand and hotel identity as “new electronic buying channels” try to capture customer loyalty…and thus reduce hotel companies/brands to commodity suppliers. To counter this threat, we must differentiate ourselves through a passionate focus on knowing our customer via “individual and relationship building”, knowing their travel/meeting needs and build greater trust by delivering consistently across all touch points. Technology will certainly help us achieve this objective… if we know how to use it correctly. However, people-to-people relationship building will truly prevent the Hilton Family of Brands moving to a commodity supplier. Our focus via sales will be to do just that!

Certain segments/customer accounts have buying behaviors and product needs that are different from an overall base of customers. These targeted customer segments represent significant future business potential and are currently being managed on more of a transactional basis.
• M&C Advisory Council (external clients)
• Business Travel Sales Advisory Council (external clients)
• Hilton Internal Sales Advisory Council - HISAC (internal - sales professionals)
• National Sales Advisory Council (internal - brand representatives)

HILTON DIRECT USA

Hilton Direct USA is an integral part of HSW. It is a meeting site selection service, staffed by a team of over 75 professional sales executives. As a general guideline, Hilton Direct USA handles sales leads for events of 500 peak room nights or less, although total annual business volume and customer preferences may require that a lead be handled by an HSW representative. Approximately half of the business booked by Hilton Direct USA originates from the HSW national sales offices.

The Hilton Direct USA team is structured to enhance new account development, strategic partnership account support, and online business opportunities – particularly for the small and medium-sized meetings market.

> Account Management Group: This team manages ‘B’ and ‘C’ account loads in defined markets such as corporate/association, religious, and government. Specific Team Members also focus exclusively on new account.

> Partnership Group: These account executives are dedicated to supporting HSW national strategic partnership accounts such as 3M, Conferon and GE. In addition, some team members are paired with HSW national offices to process and facilitate leads for ‘A’ accounts under 100 rooms peak night.

> Hilton Direct Inbound Group: This team of account executives services customers who call the Hilton Family of Brands with unsolicited meeting inquiries.

> On-Line Events Group: These account executives service customers who communicate their inquiries via eDistribution channels such as Hilton.com or PlanSoft.

There are also six specialty desks at Hilton Direct USA:

> Leisure Desk: Manages domestic leisure group solicitation for wholesalers, series/ad hoc tour groups and coach operators

> International Desk: Services non-national sales customers with inquiries for meetings in international destinations

> Business Travel Sales Desk: Qualifies corporations requesting volume discounts for individual business travel

> ROVER Desk: Manages the ROVER (Referrals, Offer Value, Earnings & Revenue) hotel-to-hotel lead referral program that encourages sales teams to refer group business to hotels in our Hilton Family of Brands when their hotel cannot accommodate the business opportunity. (For more information about ROVER, go to OnQ Insider/Departments/Sales/NationalSales/ROVER)

> History Desk: The history analyst captures event history information as requested by hotels and Hilton Sales Worldwide
National Sales

THE ROLE OF NATIONAL SALES
The core mission of National Sales is to develop and book business into hotels within the Hilton Family of Brands. National Sales uses direct sales initiatives and established relationships to supplement Doubletree’s brand level sales and marketing programs as well as efforts by individual hotels in their respective local, state and regional markets.

For Doubletree, National Sales measures its success by the amount of business developed and booked into our hotels directly through National Sales efforts and relationships.

NATIONAL SALES GOALS
The core measurement for National Sales is the volume of booked business in our hotels.

In 2007, National Sales goals include:

> Achieving corporate targets for RevPAR and RevPAR Index
> Increasing total (all future years) group booked room revenue
> Increasing “in the year for the year” 2007 group booked room revenue
> Increasing International business consumed room revenue

NATIONAL SALES STRATEGIES
In 2007, Doubletree will benefit from the following National Sales strategies and tactics:

> Establishing Doubletree and other Hilton brands as the preferred choice for our group customers, while improving loyalty and increasing share by working closely with HHC’s "Own the Group Market" steering committee
> Improving Catering Sales focus, support and effectiveness
> Increasing Sales leadership in core markets (MDOS / A MDOS)
> Expanding the group sales force targeting new business development in primary source markets and segments, including Hilton Direct
> Developing umbrella contracts with key customers so the contracting process is streamlined
> Validating and realigning account loads to maximize productivity and results
> Ensuring that the overwhelming majority of staff time is spent actively selling
> Ensuring that Key Executives continue to play leadership roles within Industry organizations to position HHC as a driving force in all areas where revenue can be driven
> Continually developing third-party partner relationships
> Focus on 2007 need dates
> Improving interaction with external and internal clients:
  • Brand-specific National Sales “Advocate” program
  • Customer Advisory Councils
  • Group Sales Advisory Council (external clients)
  • Incentive Advisory Council (external clients)
DIRECTORS OF SALES CONFERENCE 2007

Continuous Improvement
Eligible hotels must have been in the Doubletree system for all of 2005 & 2006.

Most Improved Market Share
> One award given annually at the DOS Conference to the hotel with the largest percent increase in RevPAR Index variance year-over-year.

Most Improved RevPAR Index in an Urban Market
> Open to hotels in urbanized areas in metropolitan cities of 150,000 and up.
> Size can vary dependent upon market orientation.

Most Improved RevPAR Index in an Airport Market
> Open to hotels in close proximity of an Airport that primarily serve the demand emanating from airport traffic.
> Distance from airport may vary.

Most Improved RevPAR Index in a Resort Market
> Open to properties located in resort areas where the primary source of business is from leisure destination travel.

Most Improved RevPAR Index in a Suburban Market
> Open to hotels in suburbs of urbanized areas.
> Distance from center-city varies based on population and market orientation.

Marketing – Best Utilization of Online Programs
> Given to the hotel that has implemented the most online programs as determined by the Hotel Content team.

Marketing – Best Initiative
> Given to the hotel that has implemented a unique marketing promotion that generated the largest amount of quantifiable revenue.
> Each potential hotel will submit a nomination.

Sales – Best Lead Response
> Given to the hotel with the fastest average response to GroupQ and National Sales leads.

e-Events
> Given to the hotel with the largest amount of booked revenue from e-Events during the year.
OVERALL LOYALTY SCORE - 33% OF PRIDE AWARD SCORE
The Satisfaction and Loyalty Tracking (SALT) survey results are used to determine overall Loyalty. A rating of "8", "9", or "10" on all three of the loyalty measures: overall satisfaction, likelihood of returning, and willingness to recommend and define a “loyal” Guest. The year end overall Loyalty score for each property will be used for determining each hotel's score on this component of the Pride Awards.

BRAND PROMISE SCORE - 33% OF PRIDE AWARD SCORE
The average of each hotel's 2006 quarterly Brand Promise Scores will determine the property's score on this component of the Pride Awards.

OUTSTANDING ACHIEVEMENT AWARDS

Most Improved Quality
> The hotel with the highest percentage gain in Total Quality Score (TQS) year-over-year.
  Eligible hotels must have been in system all of 2006 and 2005.

Hospitality Award of Excellence
> The hotel with the highest aggregate SALT score specific to our individual Hospitality measures that include: Overall Hospitality of Staff, Helpfulness of Front Desk, Helpfulness of Maintenance Staff, Helpfulness of Housekeeping Staff, “Can do” Attitude of Hotel Staff, Front Desk staff made me feel welcome, Problem Resolution and Recognition as a Return Guest.
  Eligible hotels must have been in the system for all of 2006.

Housekeeping Award of Excellence
> Presented to hotel housekeeping staff with the highest aggregate SALT and Quality Assurance scores relative to: Helpfulness of housekeeping staff, SALT Cleanliness of Guest room, SALT Cleanliness of Bathroom, SALT Rooms Smells Fresh & Clean and most recent QA report for overall cleanliness.

Food & Beverage Award of Excellence
(Awarded at 2008 conference for year end 2007 performance)
> Presented to the hotel with the highest F&B scores recorded in SALT to include: Appearance of restaurant, Restaurant staff service, Quality of Food & Beverage in restaurant. Restaurant menu variety, Timeliness of room service, Quality of room service food, Accuracy of room service order and Food & Beverage with the meeting.
Doubletree Awards of Excellence

In 2007, Doubletree will continue our tradition of honoring the “best of the best” hotels with our coveted Doubletree “Pride” and Doubletree “Connie” Awards. This year’s 9 Pride Awards will go to top hotels across the entire Doubletree system and the very best hotel in the Doubletree system will receive the Connie Award (named in honor of Conrad Hilton, the founder of our company).

- Pride Award & Connie Award Winners will be recognized at our Doubletree Annual Brand Conference in March.

HOW TO BE CONSIDERED FOR AN AWARD

All it takes to be considered for these awards is a strong day-to-day focus and commitment to consistently exceed our Guest’s expectations. All Doubletree hotels are automatically considered based on their quarterly and annual performance in our Quality Performance Balanced Scorecard tracking system - no special application form is necessary. Only hotels open for the entire year (2006) are eligible for the Doubletree Pride Award or Connie Award that will be given out at our Annual Conference in 2007.

The Doubletree Pride and Connie Awards are both a mark of distinction among many wonderful hotels in our brand and a way of saying “thank you” to individual hotels that have made the commitment to succeed.

DETERMINING THE PRIDE AND CONNIE AWARD WINNERS

Because “quality” is the driver of long-term success in our industry, recipients of the Doubletree Pride Award are selected on the basis of the quality components of both product delivery and service scores and participation in key brand programs. The financial/yield performance measurements such as RevPAR will not be used as an award criteria for the Doubletree Pride Awards.

Doubletree Pride Awards reflect commitment to product and service excellence as measured by three key components:

- 34% - The Brand Consistency Index - a measure of excellence in management to brand standards and product quality combined average score of each hotels’ overall condition, cleanliness and brand standards compliance
- 33% - Guest Loyalty - a combination of Guest Satisfaction, Return Intent, and Willingness to Recommend Doubletree as measured in the SALT Survey
- 33% - Brand Promise Report - a measure of each hotel’s delivery of our Doubletree brand promise

AWARD SCORING FOR THE DOUBLETREE PRIDE AND CONNIE AWARDS

The Brand Consistency Index - 34% of total Pride Award Score:
The average for three QA measures determines each hotel’s Quarterly Brand Consistency Index score and ranking:

- Overall Property Condition Score
- Overall Property Cleanliness Score
- Brand Standards
GUEST ASSISTANCE

The goal of Guest Assistance is to reinforce the company’s mission of becoming The First Choice of the World’s Travelers by assuring that each Guest interaction with Guest Assistance increases loyalty to the Hilton Family.

Key Initiatives/Goals for Guest Assistance in 2007 include:

- Answering 96% of the calls offered within 23 seconds
- Responding to all internet messages within 24 business hours of receipt
- Responding to all electronic SALT alerts within 24 hours of receipt
- Responding to all letters within 3 business days of receipt
- Conducting the Guest Survey online to allow for a broader Guest base to be surveyed and provide faster results
- Implementing a “new” Service Culture within Guest Assistance to enhance the quality of service delivered to all internal and external customers
- Continuing field support through leadership training and telephone consultation
- Continuing to raise awareness of the Guest Assistance role as the “Safety Net” for Guest Satisfaction both within the department and outside of the department
- Continuing to support Hilton Hotels CRM initiative
- Streamlining communication with hotels by:
  - Improved complaint notification - complaints available on the web vs. sending an e-mail
  - Enabling hotels to respond to complaints directly to the file via the web vs. the need to send an e-mail
  - Focusing on Call Monitoring - the key indicator of service delivery to our customers
  - Evaluating and implementing monitoring software to move Guest Assistance to 100% calls monitored
  - Immediately recognizing “great” calls and immediately following up on “opportunity” calls
  - Bringing department call monitoring scores back to the 90% level

EVALUATING SUCCESS WITH QUALITY MEASURES

The following outcome measures will be employed by Quality Assurance in 2007:

- Call Monitoring: 100% call monitoring with calls evaluated by Guest Assistance/Quality Coordinator for friendliness, service delivery and efficiency
- Call Monitoring Scores to move back into the 90% range for the team as a whole for the first time since new CRM standards were implemented within Guest Assistance
- File Quality: Files will be reviewed monthly to ensure professionalism and accuracy of information
- Telephone customer surveys: conducted monthly to measure friendliness and ease of doing business with the Safety Net Team for the Hilton Family
- Departmental call taking efficiency (minimum 96% calls handled within 23 seconds goal)
- Total Volume Handled
- Cost per contact handled
Staying Competitive with Amenities
In order to ensure that our Guests continue to receive the high quality amenities they expect from a hospitality industry leader, Doubletree will be implementing new products for 2007, including:

> Our new, more luxurious Dobby (basket weave) towel program
> An exclusive Coffee Maker and upgraded Coffee supplies by Wolfgang Puck
> New Showerheads to offer a consistent shower experience at all hotels
> Simplified in-room collateral - “less is more”
> Hilton Family HSIA initiative
> New Food and Beverage Initiatives
> New free standing Room Service menus funded by the brand
> New and state of the art Fitness facilities by PRECOR® at all hotels
> New Sweet Dreams top of bedding options
> New Hilton HHonors® “My Way” options for our best guests

RENOVATION AND REMODELING DESIGN APPROVAL PROCESS
ALL design plans, color boards, and material specifications must be submitted to the Doubletree Brand Quality team in the Beverly Hills corporate office for review prior to the commencement of any refurbishing, remodeling or renovation projects at Doubletree properties. This is a required procedure for all Doubletree hotels.

Projects requiring approval include: major renovations, construction projects, routine refurbishment and replacement of items such as, but not limited to, case goods, floor finishes, wall finishes, window treatments, lobby furniture, etc. Projects that address the exterior of the building must also be submitted for review. All submittals are reviewed by HHC licensed designers.

Please submit all projects to:

Corey Mitchell
Director of Brand Quality
Doubletree Brand Management
Hilton Hotels Corporation
9336 Civic Center Drive
Beverly Hills, CA 90210
The Sweet Dreams® by Doubletree Bedding Program has the following components:

- Sweet Dreams® by Doubletree mattress & box spring set. This mattress is not a pillow-top but rather a plush-top directly supported by coils
- Super topper mattress pad to enhance the comfortable experience
- Four (4) Jumbo down pillows per Full/Queen beds, and five (5) Jumbo down pillows for King beds
- One (1) Sweet Dreams® by Doubletree signature pillow per bed
- Down blanket
- Brand approved Duvet Cover, or a Down Comforter with a Decorative Throw with an appropriate Bed Skirt
- T200 Thread count sheets and T250 Pillow cases with satin piping
- All beds receive triple sheeting
- New Item: Doubletree will be introducing a Bed Scarf and coordinating Bed Skirt in early 2007. This scarf is a light weight soft fabric that truly accents the rooms. The Bed Skirt has a color band at the bottom to accent the Bed Scarf.

Please visit the ONQ Insider for Sweet Dreams® by Doubletree Bedding Program information and order forms:  Our Brands/Doubletree/Hotel Operations Support/Sweet Dreams Bed Program

Any additional questions can be answered by Patrick Speer at 310-205-4560, or patrick_speer@hilton.com.
QUALITY ASSURANCE IMPROVEMENT PLANNERS

The brands focus on the Improvement Planner submittal process continues to assist many hotels in planning capital improvements and renovation priorities. Submitting a completed Improvement Planner is a Doubletree Brand Standard and is required for all properties having “red zone” areas within an evaluation.

It is essential for each property to use this tool to its full potential by completing the form accurately and following the approved Improvement Planner submittal process. Continuing in 2007, Improvement Planners must be submitted online by accessing the Quality Assurance Reporting site. An electronic communication will be sent to each hotel’s GM email address with instructions on how to access the online report.

To permit tracking and follow-up, the “required action” field on the Improvement Planner form should contain specific, detailed information describing how the graded item is to be corrected with specific timeframes, and the name of the responsible party.

Example: Improvement Planner item for worn side chair fabric in guest rooms

Incorrect Entry in “Required Action” Field: vague terms like “renovation” or “capital” or “ownership”

Correct Entry in “Required Action” Field: Specific information that can be tracked, like: “Replace side chairs as part of 2007 Capex plan estimated installation date 3/15/2007. Approved by ownership, item to be handled by Chief Engineer Corey Mitchell”

BRAND STANDARD WAIVER PROCESS

All brand standard waiver requests are reviewed internally by the brand team at the Corporate Office in Beverly Hills. The Doubletree waiver request form is found on ONQ Insider under:

Our Brands > Doubletree > Standards & Manuals > Brand Standards > Forms > Exemption Request Form

Waiver requests should contain appropriate back-up to justify the request, including: pictures, capital budgets, and/or any other supporting documentation. Waivers may be sent via e-mail to: dt_waivers@hilton.com. Although e-mail submissions are preferred for tracking purposes and to ensure a timely response, waiver requests may also be faxed to (310) 205-7860 or mailed to the Beverly Hills Corporate office to the attention of Corey Mitchell, Director of Brand Quality.

SWEET DREAMS® BY DOUBLETREE BEDDING PROGRAM

Thanks to a tremendously positive response from our Guests and accelerated commitment from ownership, 2006 ended with over 90% compliance to this program. The full compliance with this package is required in all rooms by 12/31/2007.

A major component of the great improvement we showed in the overall Guest room score was attributed to the success of the bedding program. The bed is the first thing Guests notice, and is a focal point in the room. High quality beds, pillows and linens are a dramatic and tangible statement that can truly lift the perceived value of the hotel and the Guest’s overall perception of the Doubletree brand. With the Sweet Dreams® by Doubletree bedding program, Doubletree is not only recognized for offering the delicious Doubletree cookie and caring service, but for providing one of the most comfortable sleeping experiences in the industry.
Quality Assurance

Our Guests expect to experience consistency in quality during every stay. The Quality Assurance process is crucial for achieving Doubletree’s goal of becoming a true “First Choice” brand.

For 2007, Doubletree’s brand Quality Assurance program will continue to provide two comprehensive evaluation visits to each Doubletree property annually. Continuing our policy of unannounced visits will ensure that auditor evaluations reflect the actual Guest experience during each visit.

To show our owners and hotels how important the Quality Assurance process is to the success of a consistent brand, both inspections are now fully funded by Doubletree. This offers each hotel a cost savings of $2400.00 a year!

The Executive Summary, Improvement Planner, and Rooms Analysis Grid produced from each property evaluation visit will continue to be a powerful tool for hotel management. The 2007 Quality Assurance Report will continue to reflect high “Guest Impact” areas and Doubletree will continue to focus on “Core” Brand Standards that support our key Brand Integrity Initiatives.

CORE BRAND STANDARDS
(Refer to the corresponding section in The Doubletree Brand Standards manual for details):

Core Brand Standards
1. 100.01 – 100% Satisfaction Guarantee
2. 101.00 – CARE
3. 103.00 – The Doubletree Cookie Standards and Delivery
5. 110.12 – Public Area Music and On Hold Messaging Program
6. 114.03 – Sweet Dreams Bed Program
7. 114.06 – Neutrogena Amenity Program and Coffee Service
8. 116.00 – HHonors Requirements
   a. 116.16 – HHonors Guest Manager
9. 118.00 – Customer Really Matters (CRM)
10. 119.00 – Club Room (Doubletree Club Hotels only)
11. 121.00 – Doubletree PRECOR Fitness Initiative
12. 400.00 – Mandatory Team Member Training
   a. 400.06 – Customer Relationship Management Training
   b. 400.07 – Director of Sales Orientation
   c. 400.08 – General Manager Orientation
   d. 400.10 – New Team Member Training
   e. 400.11 – Continuous Improvement Process Training
   f. 400.17 – Revenue Manager Requirements
13. 600.01 – Food & Beverage Service and Delivery
14. 712.00 – High Speed Internet Access- Hilton Family Initiative
Product Development and Guest Experience

In 2006 the Doubletree brand showed a great improvement with JD Power & Associates in the overall Guest Room score. We moved up 31 points from our 2005 score! While this indicates our guests are noticing our brand wide renovations, we still have plenty of room to grow.

Our Sweet Dreams bedding initiative is 90% complete brand wide, and our guests definitely appreciate the enhancements. Also the décor of the guestroom, quality of the bathroom, and cleanliness of the guest room all showed a strong improvement which tells us our focus in 2006 was on target.

However, our guests have indicated the following areas are extremely important to them moving forward. Given a list of 34 amenities and services, JD Power & Associates respondents were asked to select the most important items to them. The top four for the upscale segment are presented below:

> High Speed Internet Access – our new Hilton Family HSIA initiative will address this in 2007 providing a consistent product, with outstanding customer support at all Doubletree hotels.

> Breakfast Quality and Selection – our 2007 brand wide Breakfast Buffet enhancements, and new room service menus will address this.

> Coffee / Tea maker – partnering with Wolfgang Puck our new two cup coffee makers and Sumatra Coffee, condiment packs, and tea will be exclusive to Doubletree hotels. The program will be rolled out at all hotels by mid year 2007.

> Quality of Fitness Center – Doubletree’s partnership with PRECOR fitness and 2007 brand wide initiative to have the new fitness center in all hotels by year end will address this.
Reimbursement When Occupancy Below 96%:

Your hotel will receive a base reimbursement amount plus tax for those rewards taken equal to and below the threshold number (as calculated using the example above) in 30 days; reward nights taken above the threshold number in a month are reimbursed at 90% of prior year’s gross ADR plus tax, as reported through EIS.

48-Hour Rate Plan:

> The SRP “H48” is used as a room guarantee for HHonors Diamond VIP and Preferential Gold VIP Members (our most loyal and influential guests)

> The 48 guarantees a Diamond/Preferential Gold VIP one room (not a rate) UP UNTIL 48 HOURS PRIOR TO INTENDED ARRIVAL. It is not able to be booked within 48 hours of arrival.

> The SRP “H48” should reside in rate level 0, as it will only be booked during times you are at or near a sell out. It should also be set at “9999,” as there is no inventory allotment.

> Diamond VIP and Preferential Gold VIP Members are able to book ONE room under this rate plan, and they may book it through Hilton Reservations & Customer Care, Diamond Special Services, the hotel direct, or online at Hilton Family Websites. However, only the Diamond VIP or Pref Gold VIP may occupy the room – it may not be booked on their behalf for someone else.

> During times of Extraordinary Demand (EDD dates, as discussed earlier), the 48-Hour Rate Plan will not be active or able to be booked. This is the only exception to the 48-Hour availability.

In cases where your hotel is sold out, but not under Extraordinary Demand Dates, there may be occasion under which a Diamond VIP/Preferential Gold VIP is booked under the 48 SRP as a reward stay. In this situation, your hotel will be reimbursed at the rate associated with the stay.

HHONORS GUEST MANAGER

In 2007, we will continue to work closely with the HHonors Guest Managers to assist them in providing a more welcoming experience for our most valuable Guests. To recognize and honor the ‘best of the best’ amongst our HHonors Guest Managers, we have established quarterly and annual awards.

Winners will be selected based on their hotel’s percentage improvement in Guest satisfaction and loyalty based on answers to eight indicators from the SALT survey. The quarters will be measured year-over-year (i.e. 1st quarter 2007 compared to 1st quarter 2006). The eight indicators from the SALT survey specific to all HHonors Guests’ stays that we score are:

1. Loyalty
2. Speed/efficiency of check in
3. Use of Guest’s name
4. Helpfulness of front desk staff
5. Percent of Guests with problems
6. Percent of problems reported
7. Percent problems resolved
8. Recognized as a return Guest
HHonors Reward Stays – Reimbursement:
HHonors hotels are reimbursed for any reward stays consumed at their property. Under this structure hotels will be reimbursed more on a per night basis when they exceed a threshold of HHonors Reward redemption nights during each individual calendar month, and less when below the threshold.

The following examples illustrate how your hotel’s HHonors Reward reimbursement is calculated to arrive at your baseline threshold of 1.8% and what criteria is used when your hotel exceeds the threshold.

Example:
Rooms Inventory The number of available rooms reported in EIS.

Average Days in Month For the purpose of calculation this number will always be represented as 30 days for all 12 months.

Reward Threshold The percentage is 1.8% for each hotel.

Monthly Threshold The baseline number of HHonors Reward nights per hotel. The example results = 40. All Reward nights up to and including this number are paid at the 2007 Reward threshold rate + applicable tax.

- 75 rooms (total room count)
- x 30 days (30 days used for each month)
- 2250 rooms/month
- x 0.018 (threshold of 1.8%)
- = 40.5 (rounded down to the nearest whole number) = 40 threshold HHonors Reward nights/ month.

Reimbursement When Sold Out – Occupancy 96% or above:
Your hotel will receive 90% of the gross ADR of the day plus tax for all reward reservations (HH1, RG1, and RC1) on a night when your occupancy is at or above 96.0% (includes occupied revenue rooms only).

This change will eliminate any profit dilution on sellout nights because HHonors rewards do not incur travel agency commissions, credit card fees (except on incidental revenues) or HHonors fees. In fact, this reimbursement amount will make HHonors rewards among the more profitable pieces of business you can book. (Please note – since you will be reimbursed 90% of the ADR of the day on sellout nights, rewards taken on sellout nights will not count towards the 1.8% threshold.)
HHONORS REWARD STAY INFORMATION -

SRP, Inventory Allotments, and Blackout Dates/EDD*

> HHonors Reward Inventory used by Doubletree is broken down by Member Tier Level and type of rewards.
> For Standard Rewards, the following SRP are used:
  • **HH1** - Booked by any Member (Blue, Silver VIP, Gold VIP, Diamond VIP) UNTIL allotment is sold.
    (4% of standard rooms are allotted per day, with 25 blackout dates per year available)
  • **RG1** - Gold VIP – bookable by Gold VIP when HH1 unavailable unless EDD*
    (There are no blackout dates, no allotments, but LOS controls may be applied to this SRP)
  • **RC1** - Diamond VIP - bookable by Diamond VIP when HH1 unavailable unless EDD*
    (There are no blackout dates, no allotments, and no LOS controls with this SRP)

*Extraordinary Demand Dates (EDD) are submitted annually, in the fall, and, if approved, shut down all HHonors-related SRP (those above as well as 48-Hour Guarantee). The criteria for approved EDD are either (1) turning over 100% of your hotel’s inventory to a third party for booking or (2) requiring a nonrefundable deposit for a given number of nights. Please note: There is no set limit for the number of EDD requested/approved, so long as they follow the criteria mentioned above.

Additional Information:

1. Forecasted sellout dates may be blacked out one year in advance (before the time a Member is able to book a reward stay reservation) and cannot exceed a **maximum of 25** blackout dates per year. Blackout dates may not fall on two consecutive weekends (Fri/Sat/Sun).

2. The minimum inventory allotment of 4% of standard rooms (HH1) is locked. A hotel will not be able to reduce their inventory below the allotment. The hotel, however, is able to INCREASE their allotment when not expecting to sellout or to increase the speed of meeting the monthly threshold (see reimbursement section).

3. Blackout dates should be reviewed monthly and can be adjusted to accommodate changing business needs by emailing a request to: solicitation@hilton.com. As a blackout date passes it cannot be reused in the calendar year.

4. Inventory requirements apply to standard accommodations – not suites or specialty rooms. In OnQ R&I, SRP Inventory, set up for non-standard room types, such as suites and specialty rooms, as “HRCC DO NOT BOOK,” and place a rate of $9999.99 against these room types. The $9999.99 rate will prevent these rooms from displaying on Brand.com.
In 2005, we introduced the “My Way” VIP Benefit Options to our Gold and Diamond HHonors Members. This industry-leading concept will revolutionize the way our hotels recognize our top tier HHonors Guests. The choice of upgrades, amenities, and recognition will be placed into the hands of our HHonors members. The ability to select an individual preference will systematically ensure that our Guests’ expectations are regularly met, prevent hotels from wasting money and energy on needless amenities, and garner even greater Guest loyalty.

Phase One included a choice of 1000 HHonors Bonus Points OR the following:
- Upgrade to Executive Floors (if available) OR
- Executive Floor Lounge access (if hotel has a Lounge) OR
- Complimentary Continental Breakfast for the member and one Guest each day of the stay.

Phase Two has expanded to include complimentary HSIA as a VIP choice of HH Gold and Diamond members as of December 15, 2006.

Future Phases will include additional preference options to further enhance the Guest’s opportunities to customize an individual stay. One enhancement will be the addition of a “Regional” or “Property Specific” offering that will allow individual hotels to “showcase” unique amenities or emphasize the individual identity of their market.

This includes pre-order opportunities to arrange services and products in advance of stay which will not only set hotels up to better prepare and anticipate a customer’s arrival but also serve as an additional revenue source.

REWARD INVENTORY
The ability to redeem HHonors points for free rooms is the single most powerful reward offering, motivating HHonors Members to remain loyal. The incentive of free nights is what we must deliver or we risk losing that loyalty.

Starwood’s Preferred Guest Program has “upped the ante” on hotel program rewards access. By claiming to offer the most generous availability of free rooms in the industry, with no reward blackout dates for any Members, Starwood has put the free rooms reward in the spotlight.

To be competitive, reward room inventory commitments have been established for all HHonors hotels. Note: These are MINIMUM inventory requirements. Hotels are strongly encouraged to increase standard reward inventory allotments whenever possible.
Hilton HHonors Delivery

The key component of the Corporate “Customer Really Matters” (CRM) strategy for 2007 continues to be a focus on Guests who offer the greatest potential for building brand loyalty – not only for Doubletree but for all brands in the Hilton Family. Since the Hilton HHonors program and its membership is critical for this effort, the Doubletree brand will continue to emphasize service delivery and new member acquisition to achieve the following objectives:

- Increasing Doubletree’s HHonors percentage of occupancy to a minimum of 38%.
- Identifying and overcoming barriers contributing to low contribution levels at specific hotels.
- Improving HHonors Guest recognition, personalization, and service delivery to support our brand positioning and build loyalty.
- Providing differentiated benefits to HHonors Diamond and Gold VIP members to retain and grow the share of business Hilton Family hotels receive from these frequent travelers.

PLANS FOR 2007

The Doubletree brand’s main strategy is to deliver a welcoming experience to our most valuable Guests by having our Team Members engage and connect with HHonors members. Creating a welcoming experience is a natural demonstration of Doubletree’s Caring Culture, Caring Environment and Caring Engagement. It creates a relationship – one which is difficult for the competitors to duplicate. We will continue to emphasize the enhanced role of the HHonors Guest Manager, as they are responsible for spearheading our HHonors efforts at the property level. Outstanding performance will be recognized with quarterly and annual awards.

The expanded Brand Promise Report will be used as a tool to measure how well we are meeting/exceeding our Guests’ expectations.

KEY AREAS OF HHONORS SERVICE DELIVERY

Member Recognition

- HHonors members are Guests who have told us they want to be loyal to our Family of Hotels. One of the most important things we can do to earn our Guests’ loyalty is to ensure that HHonors members receive a welcoming experience at check-in and throughout their stay. We develop relationships with HHonors members by engaging in friendly conversation and letting them know that we’re happy to see them when they arrive at our hotels. It’s extremely important that Guest Service Agents leverage the CRM Arrivals Report information and Point-of-Service messaging screens to properly welcome and recognize HHonors members, particularly Gold and Diamond VIPs.

HHonors Check-in

- All HHonors members expect and should receive Express Check-in. It is important that we are consistent in demonstrating our Caring Culture by recognizing our HHonors members when they visit our hotels. In 2007, we will continue to place emphasis on this focus to ensure that every Doubletree hotel provides an easily recognized HHonors Guest Registration Area for HHonors members.
As a result, the hotels will now be measured on a total of 16 Moments of Truth. In addition, the Scorecard was divided into four categories to better define the areas of importance.

Those being:
> Check-in
> Guest Room
> Food and Beverage
> Hospitality

This is the first time the brand is focusing on the Food & Beverage category to support our exciting new breakfast buffet and InRoom dining initiatives, with an emphasis on delivering a consistent Food & Beverage experience across the brand.

We are confident that these changes will have a significant impact on our overall guest satisfaction and truly reflect our commitment to excellence.

The overall Brand Promise Score enables each hotel to compare its performance to that of other properties and the total Doubletree brand. In addition, the Brand Promise Score is a major factor for identifying quarterly and annual CARE Cup winners.

**ONQ INSIDER**

After years of work we have finally rolled out a one page summary for owners and hotel operators showing each hotel’s financial and statistical information in one location. Whether owning or managing one hotel or a portfolio of properties across several states, regions, or even brands, OnQ Insider’s web-based, real-time format eliminates sifting through multiple systems to access needed data. Daily statistics, flash reports, STAR, SALT, TQS and CRM data, HHonors stats, Market Category numbers are all available in one, easy-to-access system.

Establishing a log-in and touring this powerful, integrated IT solution is easy:
> Go to https://onqinsider.hilton.com from any internet service, and follow the prompts for a new user log-in.
> Once the log-in and password are verified and assigned, OnQ Insider is available anytime at https://onqinsider.hilton.com
> After logging on to OnQ Insider, check out the Help tab to find links to training and assistance. Take the time to go through the Tutorial to gain a faster understanding of all that OnQ Insider has to offer and shorten the “learning curve” significantly.

Doubletree’s Regional Directors of Brand Performance Support or any brand Team Member can also provide assistance for obtaining access to OnQInsider. For questions or concerns during the Setup process simply email: Enterprise_Portal_Support@hilton.com.
CONTINUOUS IMPROVEMENT PROCESS (CIP)

After specific challenges are identified, the Continuous Improvement Process (CIP) provides a proven mechanism for identifying and prioritizing corrective tactics and implementing successful interventions.

When employed by the Executive or CARE Committee, the CIP goes beyond describing what is going wrong (the “symptoms”) to isolate the root causes (the “why’s”) of a problem. This gives clear direction for using brainstorming to tap the creativity and resourcefulness of Team Members to select a solution or employ existing solutions to similar problems and Best Practices documented from other Doubletree properties. Tactical interventions can then be tested, evaluated, and adjusted as needed. Ultimately, success will show up in both the TIP Report and in the Balanced Scorecard.

THE BALANCED SCORECARD (BSC)

The Balanced Scorecard is a measurement/management system focused on goals in the following areas: revenue, loyalty, and brand management. Performance is compared with goals and both numeric data and a color-coding system employing Red, Yellow, and Green zones to enable properties to identify areas of strength and areas of challenge. Brand-wide Balanced Scorecard information (with the exception of financial data) is available quarterly through OnQ Insider.

In 2007, the Balanced Scorecard contains the following information:

- Revenue
- RevPAR and RevPAR Index
- Loyalty
- Guest Loyalty, Overall Service and Problem Free Stays
- Brand Management
- Brand Standards, Hotel Cleanliness, Physical Condition

(Note: Additional categories are included on the BSC for Hotels managed by HHC)

The strength of the Balanced Scorecard approach is that it ensures that our Team Members realize that financial performance alone will not guarantee a hotel’s long-term success. Establishing minimum standards for all factors, guards against the temptation to achieve excellence in one area at the expense of others.

Each property’s performance is measured against quantifiable targets. Goals are set by the Brand for each area based off of the previous year end and measured on a quarterly basis.

BRAND PROMISE REPORT

The Brand Promise Report reflects how well the team is delivering the components that allow our Brand to pursue “Owning the Welcome”.

Delivering our Brand Promise: Exceptionally warm and caring service where Guests feel welcome and appreciated has always been critical to differentiating our brand and positioning strategy. To ensure our continued success in 2007, we have added three new attributes to our Brand Promise Scorecard that are more closely associated with the J. D. Power & Associates Guest Satisfaction Index StudySM.
Reporting
In 2005, Medallia added a new Rival Tracker Report. This report compares a hotel's scores on several key SALT measures with those of a local competitive set of hotels using an index for ease of comparison.

The strength of the Medallia report is its breadth of information. Each hotel can and should print out complete surveys to see every detail of a Guest's feedback as soon as the response is received. The hotel can also use year-to-date, quarter-to-date and even month-to-date reports to track progress. In addition, the SatTracker provides information for each reporting period and compares hotel performance against the total brand.

TARGETS FOR IMPROVED PERFORMANCE (TIP) REPORT
The TIP Report identifies the attributes that have been the strongest predictors of overall satisfaction and loyalty.

The first section of TIP lists the five attributes identified through statistical analysis as having the strongest correlation to Overall Loyalty at the hotel. Rather than simply tackling the lowest score for improvement, this section identifies the areas for improvement that will have "the biggest bang for the buck".

For example, if there is a strong relationship between a hotel's High-Speed Internet Access scores and loyalty this should be an area of concentration – even with a score only 3 points below average, moving the score on HSIA 5 points may move the loyalty score 4 points. On the other hand, if the bathroom lighting score is not strongly correlated with Loyalty but is 20 points below average, Loyalty might only rise 1 point even if the bathroom lighting score improved by 25 points.

The first section of the TIP Report also provides the "top 2 box" scores for the property as well as system-wide performance which permits comparison of the individual property to overall brand performance.

The second section of the report contains a "what if" analysis illustrating the impact to the property's overall loyalty score if the first TIP attribute were to be increased by 10%.

The TIP Report's third section enables the property to compare previous quarter to current quarter, year-to-date versus previous year-to-date and the total system scores for an expanded list of TIP attributes. Arrows illustrate an increase or decrease in performance and red arrows indicate a statistically significant change.

The major benefit of the TIP Report is that each property can use it as an actionable list of ways to increase overall Loyalty. It is the only SALT-based report that has a predictive element that clearly delineates the attributes a hotel should focus on to improve loyalty.
Performance Measurement and Improvement

To achieve our brand objectives in 2007, Doubletree will continue to focus on optimizing operational efficiencies and effectiveness. This will create added value, enhance our brand’s positioning, and clearly demonstrate that the customer really matters at Doubletree.

The Balanced Scorecard, Targets for Improved Performance (TIP) Report, Continuous Improvement Process (CIP), and Brand Promise Report are four powerful tools fueled in part by information obtained from the Satisfaction and Loyalty Tracking Survey (SALT). These tools enable us to evaluate our performance, focus our energies on areas providing the greatest value, identify root causes of problems, and develop realistic problem-solution tactics.

SATISFACTION AND LOYALTY TRACKING SURVEY (SALT)
SALT monitors the satisfaction and loyalty of our Doubletree Guests. This survey instrument tracks satisfaction with specific operational and service elements, identifies trends in loyalty and Guest satisfaction, and provides direction for property improvements. The 10-point satisfaction rating scale, which mirrors the studies conducted by J.D. Power & Associates, allows our Guests great latitude in ratings and enables us to compare all the hotels in the Hilton Family of Brands.

2007 will be the first year that SALT surveys will be sent by Medallia, Inc. exclusively online. Randomly selected departing Guests with appropriate email addresses receive the survey.

Medallia generates a variety of monthly and quarterly reports from our Guests’ responses. These reports are available on the SALT Reporting located in OnQ Insider. Hotels also have the added capability of running “filtered” reports in many different formats or of viewing individual Guest’s responses.

The 10-point satisfaction rating scale
In 2004, each Brand within the Hilton Family migrated to a 10-point satisfaction rating scale. Benefits of this scale are:

> More discernment in scores (more choices for the customer, so a more exact measurement of their opinions)
> Comparability between all HHC brands
> Ability to compare our performance results more precisely to results of studies conducted by J.D. Power & Associates

Questionnaire revision
The questionnaire was revamped in 2004 to improve flow and question wording. This was done across all HHC brands, providing greater cross-brand consistency to better analyze support initiatives, such as CRM.
CARE AWARDS

CARE Awards are given to recognize hotels that deliver a caring and welcoming experience to our Guests, Team Members and Community, and best demonstrate Doubletree's CARE Culture, CARE Environment and CARE Engagement. These awards represent the highest form of company recognition, promote healthy competition among properties, and highlight exceptional hotel performance. Doubletree CARE awards include:

> Doubletree CARE Hotel of the Quarter (Silver CARE Cup) – Each quarter, one hotel earns the privilege of displaying the coveted CARE Cup for the following three months. The CARE Cup is a traveling trophy, which moves to each selected CARE Hotel of the Quarter throughout the year.

> Doubletree CARE Hotel of the Year (Gold CARE Cup) - This annual award is given to a hotel that has consistently submitted a quarterly CARE Packet for each quarter while achieving the highest Brand Promise Score throughout the year. The CARE Hotel of the Year receives a permanent trophy and every member of the hotel staff receives a special CARE Hotel of the Year lapel pin.

CARE AWARD CRITERIA

To receive the quarterly or annual CARE Cup a hotel must demonstrate outstanding achievement in activities contributing to Guest Relations, Team Members and Community involvement by submitting a Quarterly CARE Packet documenting:

> Regularly scheduled monthly meetings
> CARE Departmental Service Audits
> CIP involvement/Brainstorming
> Daily/Monthly or Quarterly Hotel newsletter
> Maintenance of CARE Scoreboard
> Community Involvement
> Team Member activities
> Activities to engagement and delivery of the brand promise
> Being a champion of the Doubletree CARE culture

In addition to the CARE Packet, the CARE Cup winner must achieve outstanding performance on the Doubletree Brand Promise Scorecard score, developed from information obtained from the Satisfaction and Loyalty Tracking measure called SALT.

Doubletree Crystal Cookie Award

This award is presented yearly to those hotels who delivered outstanding service to their local Community by demonstrating our CARING Culture by nurturing a CARING Environment that provided assistance to their fellow citizens and providing CARING Engagement where Team Members have the opportunity to engage and develop relationships with their local Community.
“10” Program

Now in its third year, the “10” Program has been very successful in helping our Team Members engage in friendly conversation with Guests by providing a conversation starter -- a button that simply says: “10” (“10” being the highest rating Guests can give us on the SALT survey they receive after departure.) The intriguing “10” button prompts Guests to ask what it means, making it easy for Team Members to initiate dialogue. It also allows Team Members to deal with Guests’ problems or concerns before they leave our hotels. If a Guest tells us we didn’t earn a “10,” we can personally apologize, and also gain valuable feedback on how we can earn a “10” on their next stay. Team Members wear the “10” buttons throughout the year. The “10” Program materials are available in English and Spanish.

CARELINE

In conjunction with our other engagement tools, we will continue to leverage the CARELINE by promoting the service at check-in, ensuring standardized telephone etiquette is used when answering the CARELINE, and enhancing the use of this service as we see opportunities to do so.

In 2006, we clearly defined the scripting and processes required for a successful CARELINE operation. In 2007, we will continue to monitor CARELINE performance at our hotels to ensure consistency — the same verbiage and processes should now be in place at every hotel. Greater attention to the CARELINE improves a hotel’s performance scores for CARELINE Satisfaction and Problem Resolution. When followed precisely, the CARELINE guidelines are sure to result in increased Guest satisfaction.

BECAUSE WE CARE…CARD

We strive to keep all maintenance issues invisible to Guests and to provide each Guest with a perfect, hassle-free and comfortable stay. But things happen that are beyond our control. Fortunately, Guests understand that we cannot be perfect and they are likely to overlook shortcomings -- provided we respond immediately, resolve the problem to their satisfaction, and show we care.

If a Guest reports a light bulb burnt out or a television remote control that doesn’t work, the obvious solution is to send an Engineer or Maintenance Team Member to solve the problem immediately. This remedy is most likely enough to satisfy the Guest. However, we want to do more than satisfy – we want to delight our Guests. These instances can actually be turned into a positive with one little gesture: Because We CARE... card.

Whenever an Engineer or Maintenance Team Member goes to a Guest room to take care of a concern, he or she can leave behind a Because We CARE... card that the Guest can trade in for a cookie at the front desk. The card is personally signed by the Team Member to demonstrate personal attention and care.

Although these cards are often not redeemed during a Guest’s stay, they nonetheless communicate our CARE culture.
**ENGAGEMENT TOOLS**

The word “engagement” is a promise that encompasses involvement and genuine care. When we have an attitude of engagement toward our Guests, we have the desire to do whatever it takes to meet their needs and exceed their expectations. Every time we come in contact with a Guest we make a good impression or a bad one for Doubletree. These opportunities are called the “moments of truth.” These “moments of truth” begin with a genuine and personal touch as soon as the Guest walks in the front door and continue until the time the Guest departs the hotel. If you consider the effect that one Team Member can have on the entire experience, and multiply that by a dozen or more Team Members, the number of “moments of truth” increases exponentially throughout a Guest’s stay.

We’ve all heard the phrase, “You never get a second chance to make a first impression.” The first thirty seconds set the tone for the entire experience. The most important first step is creating a bond of trust and credibility with our Guests. By showing genuine caring to our Guests, we can win their hearts and create an emotional attachment.

With experience comes wisdom. And now, after rolling out new engagement tools in 2005, and continuing to educate Team Members about the tools in 2006, we are now able to assess the tools’ performance. In 2007, we’ll review the efficacy of the engagement tools and we will make any necessary adjustments to enhance engagement between Team Members and Guests at our hotels. Here is an overview of the engagement tools currently in place:

**Guest Connections**

“Guest Connections” are phrases or verbiage that, when delivered consistently, will enhance the Guest experience. For example, each time a Guest is picked up from the airport, the airport shuttle driver says: “Welcome to the Doubletree!” Each time a Guest checks out, the front desk representative says: “We look forward to your next stay!” By delivering consistent, warm and friendly verbiage at each opportunity to connect with a Guest, we delight our Guests and create a memorable experience.

**Anticipatory Gestures**

Anticipating Guests’ needs gives them an unexpected delight. There are specific gestures for every Guest contact department from the Guest’s first encounter with the Airport Shuttle Driver upon arrival, to the time the Guest checks out of the hotel. Every Team Member at every Doubletree hotel is expected to use the same anticipatory gesture with every Guest. For example: Airport Shuttle Drivers should always ask the Guest at departure: “Do you have your cell phone and charger with you?” Or when a Guest checks in after 8 p.m., the front desk representative should always ask: “Do you need luggage assistance?” and “Can I arrange a wake-up call?”

**Telephone Etiquette**

This includes answering the phone within three rings with a smile in your voice, using a standardized scripted greeting, placing the caller on hold, and extending a fond farewell. Every hotel will use the same telephone script for consistency.

**The 5-10 Foot Rule**

This is simple but powerful. Within 10 feet of a Guest, Team Members make immediate eye contact with a smile and nod their heads to acknowledge the Guest’s presence and to demonstrate a greeting. When a Team Member comes within 5 feet of a Guest, he or she makes immediate eye contact and extends a warm greeting such as “Hello,” or “Good Morning,” with a smile.
THE DOUBLETREE CHOCOLATE CHIP COOKIE

When a Guest arrives at a Doubletree, the Cookie is a tangible way to demonstrate the friendliness, personal touches and feelings of caring and nurturing that make us different from other hotel brands. Because the Cookie is so vital to our identity, we have introduced scripting to be used when presenting the cookie as well as a poster to highlight the journey of the cookie from the freezer to the Guest’s hand. The tools have been developed and introduced. And now it’s time to enforce them.

Since the Cookie is so important to our identity, we have developed “Ten Cookie Commandments” which are specific standards that must be followed:

1. Do not let the cookie dough thaw. Bake the cookies directly from the freezer.
2. Cookie must be individually wrapped in a cookie bag.
3. Cookies must arrive at the Front desk by 9 am or earlier for early arriving Guests.
4. Cookie must be soft and warm.
5. Don’t keep cookies in the warmer for more than three hours.
6. The cookie must be presented separately from the key packet.
7. Cookie must be handed to the Guest.
8. When the cookie is presented, say “We would like to present you with a freshly-baked chocolate chip cookie to welcome you. Thank you for staying at Doubletree.” Always SMILE.
9. Our Guests can have as many cookies as they desire.
10. Never run out of cookies!

In 2006, we focused on ensuring that every Doubletree hotel was using the proper cookies processes for both preparing and presenting the cookie, including the correct warm welcome greeting. We wanted to be sure that the Guest would “experience” the cookie in the same way, in every Doubletree hotel. In 2007, we will continue to monitor cookie preparation and presentation to ensure its very precise process is being implemented without variance.
The Hilton HHonors Guest Manager works closely with the key departments to facilitate and oversee that the processes are efficient to ensure we fulfill every HHonors Member’s need and provide their benefits.

How will you know how your team is doing? The results of your energy and efforts will be measured on the following reports:

> Hilton HHonors Loyalty and Satisfaction scores (SALT)
> Brand Promise Report (Recognized as a Return Guest)
> Quality Audit Scores
> Hilton HHonors Revenue as a percentage of total revenue (Hilton HHonors KPI)

**CARE COMMENT CARD**

The CARE Comment Card solicits Guest feedback regarding how well our Team Members deliver a welcoming and caring experience while the Guest is still on property. It’s easy to fill out with “Yes”/“No” responses, and also include the question: “What is the ‘one thing’ we can do to make your next stay more enjoyable?” The CARE Comment Card is an internal tool for resolving issues prior to the Guest’s departure. All hotels receive a supply of CARE Comment Cards and a drop box at no cost to the hotel. Additional CARE Comment cards can be ordered at no charge.

**“THE JOURNEY TO DELIVER THE BRAND PROMISE” KIT**

After the successful Engagement Map roll out, we used a similar approach to teach Team Members how to “Deliver the Brand Promise.” The box contained a “Deliver the Brand Promise” Learning Map with:

> Cards and directions
> A DVD of the Doubletree Difference
> Wrist bracelets with “Deliver the Brand Promise” for all Team Members
> A large "Deliver the Brand Promise" poster for all Team Members to sign
> 8 posters, each of which supports the programs in the kit
> New “Brand Promise Credo” cards
> Posters of the Cookie process
> Posters of the CARELINE process

In 2007, we will continue to teach new Team Members about “Delivering the Brand Promise” using the DVD and other tools provided in the box.
BRAND PROMISE – 16 MOMENTS OF TRUTH

Check-in
- Speed and Efficiency of Check-in
- Front Desk Made Me Feel Welcomed
- Room Type Reserved Available
- Offered Cookie At Check-in
- Cookie Warm When Received

Guest Room
- Cleanliness of Guestroom/Suite
- Room/Suite Smelled Fresh/Clean
- Cleanliness of Bathroom

Food and Beverage
- Quality of Food and Beverage in the Restaurant
- Quality of Room Service Food

Hospitality
- Helpfulness of Front Desk Staff
- Helpfulness of Maintenance Staff
- Helpfulness of Housekeeping Staff
- “Can Do” Attitude of Hotel Staff
- % of Guests Without Problems
- Recognized as a Returned Guest

THE HILTON HHONORS GUEST MANAGER
To be a true “First Choice” brand is to go “above and beyond” to exceed the expectations of our most valuable Guests – Hilton HHonors members. One way we accomplish this is through our Hilton HHonors Guest Manager Program. This program maximizes the full potential of our Hilton HHonors initiatives, which continue to have a major impact on improving brand performance and building brand loyalty.

The HHonors Guest Manager will continue to be the driving force in every hotel and will be leading the Team Members to a higher level of service to exceed our HHonors Members’ expectations. We will focus on the following key areas of the entire hotel experience:
1. Provide a Warm Welcome to the HHonors Members
2. Ensure HHonors Members expectations are met and exceeded
3. Extend a Warm Goodbye Upon Departure
4. Promote the HHonors Program
that annual blood drive you have in place? Certainly not! The CARE Committee will still play a vital role in Team Member recognition and Community service. It’s part of who we are. We simply must never lose sight of the primary goal of the CARE Committee: To bring the CARE culture to life for our Guests. In 2007, we are shifting the allocation of our CARE Committee’s time and resources to:

80% on Service Improvements to our Guests
10% on Team Members’ activities
10% on Community activities

Delivering the Brand Promise is so vital to our success; the Doubletree Brand Promise Scorecard was created to make sure our Team Members are delivering the key “16 Moments of Truth.” Each “moment” is a chance for our Guests to experience our Brand Promise. These measures are tracked through our monthly Satisfaction and Loyalty Tracking (SALT) score reflecting direct feedback from our Guests.

CARE DEPARTMENTAL SERVICE AUDITS
Customized for relevance to all departments within the hotel, the Departmental Service Audits measure the Four Points of Service and commitment to CARE. The CARE Departmental Service Audit was modified to make it even more service-oriented. The enhanced Departmental Service Audits include questions designed to appraise the implementation of the engagement tools introduced in 2005, as well as how the hotel is delivering the Brand Promise during the 16 Moments of Truth. The new Service Audits also include the ability for hotels to add their own property-specific question to the departmental audits, allowing for even more relevant data to be collected. These new audits will be distributed in early 2007.

The Doubletree Brand Promise Scorecard
The Brand Promise Scorecard is updated quarterly and published on OnQ Insider. Delivering the Brand Promise is vital to our success; the Doubletree Brand Promise Scorecard was created to make sure our Team Members understand our Brand Promise. In 2007, we have added four new attributes to our Brand Promise Scorecard that are most closely associated with the J.D. Power & Associates Guest Satisfaction Index Study. As a result, the hotels will now be measured on a total of “16 Moments of Truth” as seen listed below. In addition, the Scorecard was divided into four categories to better define the areas of importance: Check-in, Guest Room, Food and Beverage, and Hospitality. This is the first time the brand is focusing on the Food and Beverage category to support our exciting new breakfast buffet and In Room Dining initiatives with an emphasis on delivering consistent Food and Beverage experience across the brand.
CARE COMMITTEE

The CARE Committee is the core team in every hotel that focuses on creating an engaging culture and delivering our Brand Promise to Guests, Community and Team Members. Along with the General Manager’s leadership, guidance, enthusiasm, and commitment, the CARE Committee is a great volunteer group that can achieve incredible results.

The CARE Committee is a volunteer group of roughly 12-15 Team Members and managers from a variety of departments. It is a great honor to be asked to join the CARE Committee, and many Team Members have honed their leadership skills by serving on CARE Committees. Many times, outstanding performance on a CARE Committee has helped shape Team Members careers.

Primary Functions:

> Reviewing product or service problems and identifying root causes.
> Recommending solutions and suggesting ideas for improvement.
> Monitoring the overall CARE Program and constantly seeking ways to improve it.
> Promoting an environment of cross-departmental communication to create a more informed, cohesive team.
> Planning and executing events and programs which contribute to Team Member motivation.
> Informing Team Members about business-related activities such as new marketing/sales initiatives, business forecasts, etc.
> Creating Guest Relations and Team Members/Community Relations subcommittees to perform specific functions that help maintain high quality standards, outstanding Guest service and positive Team Member and Community relations.

Although the CARE Committee is generally involved in Team Member recognition programs and Community service projects, the majority of time (80%) should be spent on service improvements. One of the primary shifts in the CARE Committee program is that we are refocusing emphasis to ensure that improving Guest service and creating a CARE culture throughout the hotel is the top priority of the CARE Committee. Also, keep in mind that creating a CARE culture is everybody’s job—the CARE Committee is simply the driving force behind it. The CARE Committee is best when it is soliciting input from all Team Members. In fact, some of our best Guest service innovations came from line level Team Members.

The CARE Committee has a new direction in 2007—a direction that will more directly support our brand initiatives by focusing on a majority of CARE Committee activities on improving Guest satisfaction. As we evaluated the efficacy of our current CARE Committees, we discovered that we had some very active CARE Committees who were doing great things. However, some were spending the majority of their time focused on Team Member parties and celebrations, or even Community efforts—both worthwhile pursuits, of course! These activities are extremely worthwhile and are vital to our building our brand identity, but we must keep in mind that the CARE Committee is not the only program to put Team Member recognition and Community service into action. Consider that Human Resources is focused on Team Member recognition, we have multiple brand award programs and International Housekeeping Week, just to name a few. We have award-winning Community service programs like Teaching Kids to CARE. These are but a few of the many other programs that address these two aspects of CARE. Does this mean you should not hold
**R= Responsive**
- I will never say “No” to any Guest request and offer other options.
- I will immediately respond to all Guests’ requests.

**E=Empowered**
- I have the power to satisfy and exceed Guest’s needs and expectations.
- I will surprise my Guests with unexpected delights.

To facilitate delivery of Our Brand Promise (To provide exceptionally warm and caring service where guests feel welcome and appreciated) and personality, the CARE program is the common thread woven into all Doubletree programs, tools, techniques, goals and objectives. CARE is the way we do business. When we CARE, it shows!

### OUR CARE MISSION STATEMENT

“At Doubletree, we do more than CARE for our Guests and Team Members.”

“For us, it’s about service - warm, welcoming and friendly customer interaction.
Every day, we proactively step outside our normal responsibilities to assist each and every Guest in making their stay extra special and memorable. At our hotels we are passionate about CARE and strive to create an environment that is relaxing, personal, genuine, and, most of all, welcoming.”

“It is our Doubletree Team Members’ values and attitudes that count.
Because, when you CARE, it shows.”

The focus of our positioning and the CARE program places maximum emphasis on building brand loyalty by exceeding Guests’ expectations… every Guest, every time.

### CARE AND CRM

Most companies refer to CRM as “Customer Relationship Management”; however, in the Hilton Family, we like to say the acronym stands for “Customer Really Matters.” Through CRM – an enterprise-wide customer initiative – we strive to identify our Best Guests (Hilton HHonors® members, 4+ stayers and Fast Reservations account holders) and recognize them with special messages, services and amenities that say, “We know you, and we value you.”

At Doubletree, we execute CRM throughout our CARE culture. CRM is one way we ensure great service for all of our Guests while providing even more to our most valuable and highest potential customers. Each Guest feels recognized as an individual when they receive an effective personalized introduction made possible by consistently capturing the Guest’s preferences and purchase patterns and intelligently using this knowledge to provide a natural relationship. Combined with the Doubletree Chocolate Chip Cookie and other engagement tools we use to connect with Guests, CRM is made even more powerful and effective.
CARE Program - Our Brand Culture

At Doubletree, we believe that the Guest experience is just as important as the product and services we provide. Today’s lifestyle is busy and hectic, and that means that more than ever before, our Guests appreciate staying at a place where they feel more than merely comfortable – they want to stay where they feel welcomed and cared about. Doubletree Hotels is that place.

Why? Because at Doubletree, we are devoted to exceed our Guests’ expectations and we differentiate ourselves from our competitors by delivering a Guest experience—not just a hotel stay. We do this by cultivating relationships with our customers from the moment they arrive until they leave our hotel.

Our CARE culture is the key to developing these relationships with our Guests and obtaining their loyalty. Our strategy is to create an engaging culture with our Guests and Team Members to create emotional connections resulting to a memorable hotel experience. Emotional bonding, care and warmth – are the foundations of our Doubletree brand personality. By providing a warm and sincere greeting when Guests arrive, anticipating their needs and making them feel important until they depart; we are able to "Deliver the Brand Promise”.

Our guiding principle is When You CARE, it shows! CARE stands for Caring, Attentive, Responsive, and Empowered, is Doubletree’s commitment to total service quality. The CARE concept grew out of the belief that if you treat Guests and Team Members with CARE they’ll stay with you. CARE is one of Doubletree’s primary marketing strategies and gives Doubletree a unique competitive advantage in the marketplace. Our key objective with the CARE program is to bring Doubletree’s culture to life by providing a warm, caring and welcoming hotel experience that our Guests will truly value. Our success is measured by customer loyalty, which includes three key dimensions that work together to build commitment to the Doubletree brand:
1. Customer satisfaction with our products and services
2. Willingness to return
3. Willingness to recommend Doubletree to others

CARE: THE FOUR POINTS OF SERVICE

The criteria that define Doubletree’s CARE service expectations for our Team Members are our “Four Points of Service.”

C= Caring
> I am welcoming, genuine, sincere, honest and respectful with Guests and Team Members.
> I will take my “CARE” commitments into the local Community.

A= Attentive
> I will practice the 5-10 Foot Rule to acknowledge Guests and Team Members and take every moment to engage in warm conversation.
> I will embrace our loyal HHonors Guests.
### Industry Segment Forecast

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<td>% Change</td>
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<td>4.4%</td>
</tr>
<tr>
<td>ADR</td>
<td>$91.59</td>
<td>$95.47</td>
</tr>
<tr>
<td>% Change</td>
<td>-1.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td>RevPAR</td>
<td>$60.24</td>
<td>$65.53</td>
</tr>
<tr>
<td>% Change</td>
<td>-0.6%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Supply % Chg.</td>
<td>3.9%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Demand % Chg.</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td><strong>MIDSCALE WITH FOOD &amp; BEVERAGE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy %</td>
<td>55.1%</td>
<td>57.1%</td>
</tr>
<tr>
<td>% Change</td>
<td>-0.2%</td>
<td>3.7%</td>
</tr>
<tr>
<td>ADR</td>
<td>$72.15</td>
<td>$73.81</td>
</tr>
<tr>
<td>% Change</td>
<td>-0.2%</td>
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</tr>
<tr>
<td>RevPAR</td>
<td>$39.74</td>
<td>$42.17</td>
</tr>
<tr>
<td>% Change</td>
<td>-0.4%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Supply % Chg.</td>
<td>-2.5%</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Demand % Chg.</td>
<td>-2.7%</td>
<td>1.5%</td>
</tr>
<tr>
<td><strong>MIDSCALE WITHOUT FOOD &amp; BEVERAGE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy %</td>
<td>61.0%</td>
<td>63.2%</td>
</tr>
<tr>
<td>% Change</td>
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<tr>
<td>ADR</td>
<td>$67.89</td>
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<tr>
<td>RevPAR</td>
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<td>Supply % Chg.</td>
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<td>2.5%</td>
</tr>
<tr>
<td>Demand % Chg.</td>
<td>4.4%</td>
<td>6.3%</td>
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</tbody>
</table>

**SOURCES:** Blue Chip Economic Indicators Top Analyst’s Forecast of the U.S. Economic Outlook for the Year Ahead, Vol. 31, No. 10, October 10, 2006; PricewaterhouseCoopers Hospitality Directions - U.S. Edition: Forecasts and Analyses for the Hospitality Industry, September 2006; STR Monthly Lodging Review; STR Quarterly Lodging Review; Smith Travel Research, October 2006; HHC Market Research Department
Hospitality Industry Forecast Overview

The U.S. Lodging industry excelled again in 2006, as RevPAR grew another 8.6 percent. 2006 will be the second strongest year in terms of RevPAR growth (2005’s growth was slightly higher) since 1981. As we conclude 2006, industry occupancy will increase to approximately 2 percent while ADR will increase by 6.4 percent. For the next several years, virtually all RevPAR gains will be attributable to strong ADR increases. For 2007 and 2008, occupancy is forecasted to have minimal growth, 0.6 percent and 0.3 percent, respectively. A variety of factors tied to the U.S. economy including energy and gas prices, the housing market and inflation could have enough of an impact to force a slight decline in occupancy by 2008, as speculated by PricewaterhouseCoopers.

One of the more noteworthy trends impacting future occupancy is the amount of new supply expected to come online over the next several years. Since 2004, new supply growth has been less than 1 percent, but beginning in 2007, the year over year supply change will grow by nearly 2 percent. Minimal occupancy gains are forecasted as demand is still expected to exceed the additional amount of new supply allowing the industry’s overall occupancy levels to increase marginally.

Domestically, the industry’s demand growth peaked in 2004 at 5.7 percent while it appears that ADR and RevPAR growth will have peaked in 2006 at 6.4 percent and 8.6 percent, respectively. As of September 2006 the upper upscale segment was the occupancy leader at 72.8 percent while luxury grew ADR the most with a 9.0 percent year over year increase. Upscale and midscale without food and beverage grew ADR by 8.9 percent and 8.4 percent, respectively.

For the first three quarters of 2006, the overall industry enjoyed a robust 7.9 percent RevPAR growth, with the luxury segment leading the bullish charge with 11.1 percent growth (YTD September 2006.) The midscale without food and beverage segment followed closely with an increase of 10.3 percent. All remaining segments experienced single digit RevPAR growth. Yet, the majority of these gains were made in the first half of the year. September 2006 was the first month industry wide occupancy declined since August 2004. The Luxury segment was the only segment in which occupancy did not decline – and they only grew 0.1 percent as compared to September 2005.

As the industry continues into the next phase of recovery and occupancy begins to level off, much of the focus is on supply and when new products will open their doors. But new supply isn’t opening as quickly as many thought it would. Much of the construction activity is occurring in the full service segment, which is more prone to delays because it requires longer planning periods. Escalating construction costs has been another issue plaguing the industry and while costs are beginning to stabilize, many projects are still over budget. Some forecast that the new supply won’t have an impact on the industry until 2008.
BLUE CHIP ECONOMIC INDICATORS*

October 2006

FORECAST  2006  2007

Gross Domestic Product (GDP)
  Top ten average  3.5  3.0
  Consensus  3.4  2.6
  Bottom 10 average  3.3  2.1

Consumer Price Index (CPI)
  Top ten average  3.7  3.1
  Consensus  3.5  2.5
  Bottom 10 average  3.3  2.1

Disposable Personal Income (DPI)
  Top ten average  3.3  4.0
  Consensus  3.0  3.1
  Bottom 10 average  2.6  2.4

Corporate Profits (CP)
  Top ten average  21.8  8.2
  Consensus  18.4  4.3
  Bottom 10 average  13.9  0.3

Unemployment Rate (UR)
  Top ten average  4.8  5.3
  Consensus  4.7  4.9
  Bottom 10 average  4.7  4.6

US ECONOMY

BLUE CHIP INDICATORS  ACTUALS  FORECAST

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<td>Gross Domestic Product - GDP</td>
<td>2.5</td>
<td>3.9</td>
<td>3.2</td>
<td>3.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Consumer Price Index (CPI)</td>
<td>2.3</td>
<td>2.7</td>
<td>3.4</td>
<td>3.5</td>
<td>2.5</td>
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<td>Disposable Personal Income</td>
<td>2.2</td>
<td>3.6</td>
<td>1.2</td>
<td>3.0</td>
<td>3.1</td>
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<tr>
<td>Corporate Profits</td>
<td>12.1</td>
<td>19.1</td>
<td>12.5</td>
<td>18.4</td>
<td>4.3</td>
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<tr>
<td>Unemployment Rate</td>
<td>6.0</td>
<td>5.5</td>
<td>5.1</td>
<td>4.7</td>
<td>4.9</td>
</tr>
</tbody>
</table>

SOURCES: Blue Chip Economic Indicators, October 10, 2006.
HHC Performance Metrics & Competitive Analysis Department
Economic Market Overview

For 2006, the U.S. economy started on a high note with the first quarter posting a strong Gross Domestic Product (GDP) growth of 5.3 percent primarily attributed to unseasonably warm weather (which increased construction activity) and strong vehicle sales. As the second half of 2006 concluded, GDP growth moderated to 2.7 percent with the year ending at a 3.4 percent gain over 2005. One of the major concerns remains inflation, which appears to be very dependent on the price of energy and whether the cost of fuel will be passed onto consumers in the form of higher prices for goods and services. Despite fears, inflation is expected to be lower in the coming quarters assuming energy prices level off. Analysts forecast GDP growth for 2007 to be at or around 2.7 percent.

A contributory factor to GDP growth is Personal Consumption Expenditures (PCE). Real PCE for 2006 is expected to increase 3.1 percent for 2006 and 2.7 percent for 2007. The increase in 2006 would be the smallest gain since 2003 and 2007’s gain would be the smallest since 2002. Corporate profits are achieving record highs but this isn’t translating into additional spending, especially based on results from Q2 2006. Analysts had hoped with the decline in PCE that corporate spending would be on the rise, but this wasn’t the case in Q2. Future performance will indicate whether this was a fluke or indeed a trend that will require the GDP forecast to be revised. Experts forecast that the price of crude oil will remain above $70 per barrel through 2007.

The Blue Chip Indicators (BCI) is a survey of top economists and its hallmark is the Consensus Forecast. By averaging the opinions of many experts, the resulting consensus forecasts tend to be more accurate over time than those of any single forecaster. These data points are provided for your information as follows:

- The GDP is a good indicator for the lodging industry.
- CPI and Disposable Personal Income are strong indicators for leisure business.
- Corporate profits are strong indicators for business travel.
- Dramatic increases in the unemployment rate can lead to a decline in consumer spending.
### Doubletree Guests Compared to U.S. Averages

<table>
<thead>
<tr>
<th></th>
<th>Doubletree IBT</th>
<th>Doubletree Leisure</th>
<th>2005 U.S. Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Male</td>
<td>72%</td>
<td>46%</td>
<td>48%</td>
</tr>
<tr>
<td>Female</td>
<td>28%</td>
<td>54%</td>
<td>52%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 35</td>
<td>18%</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>35-54</td>
<td>62%</td>
<td>54%</td>
<td>35%</td>
</tr>
<tr>
<td>55+</td>
<td>20%</td>
<td>25%</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Household Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50K+</td>
<td>76%</td>
<td>69%</td>
<td>52%</td>
</tr>
<tr>
<td>$100K+</td>
<td>29%</td>
<td>26%</td>
<td>19%</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>37%</td>
<td>32%</td>
<td>17%</td>
</tr>
<tr>
<td>Post-grad Degree</td>
<td>29%</td>
<td>19%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Occupation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional &amp; Management</td>
<td>49%</td>
<td>40%</td>
<td>33%</td>
</tr>
<tr>
<td>Sales &amp; Office Jobs</td>
<td>16%</td>
<td>20%</td>
<td>16%</td>
</tr>
<tr>
<td>Construction/Maintenance</td>
<td>7%</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Military</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
<td>12%</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caucasian</td>
<td>92%</td>
<td>89%</td>
<td>78%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>3%</td>
<td>5%</td>
<td>11%</td>
</tr>
<tr>
<td>Asian</td>
<td>2%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>Hispanic Heritage</td>
<td>5%</td>
<td>5%</td>
<td>12%</td>
</tr>
</tbody>
</table>

*MRI Doubletree 2006

Compared to the “Average American”, both the Doubletree business & leisure Guest is more likely to be:

- Middle aged
- Affluent
- Educated
- “White Collar”
- Caucasian

**Sources:**
- SALT 1/07 - 10/31/05 (n= 69,349)
- HUB 09/05 -09/06 (n=461)
- MRI 2006 (n=363)

*Images are actual Doubletree IBTs taken from the Web.*
THE MEETING PLANNER

Still Skews Female
- 62% are women
- 38% are men
- 82% female 5 years ago

Affluent
- 65% have a salary of $50K+
- 16% have a salary $100K+

Top Concerns ...
- Making the meeting agenda relevant
- Containing the high cost of hotel rooms (55%)

Have Varied Jobs
- 89% site/location selection
- 87% select hotels
- 86% negotiate contracts
- 80% manage logistics
- 75% market/promote meeting
- 70% handle registration
- 69% manage F&B
- 62% arrange air travel
- 65% arrange car service
- 54% develop guest/spouse programs
- 50% manage legal liability

Wear Multiple Hats
- Only 45% of meeting planners devote more than half of their total time to planning meetings
- Also often work doing marketing, promotions, corporate sponsorship, travel, purchasing, etc.

Educated *
- 53% have Bachelor’s Degree
- 15% have Post-Grad Degree

More Performance Stress
- Eight in ten feel more stress today because of heightened attendee expectations

Using Web More
- 54% book meeting space online (up 213% since 2002)
- 49% submit RFPs online (up 97% since 2002)
- 57% submit rooming lists via web (up 27% since 2002)
- 84% gather industry info via web (up 21% since 2002)
- 69% promote meeting via web up 14% since 2002)

Site Selection Factors
(Rated Importance: 5 = very important)
- Word of Mouth Reputation (4.3)
- Affordable Accommodations (4.2)
- Destination Appeal (4.1)
- Quality of Staff (4.0)
- Quality of Catering (3.9)
- Affordable Airfare (3.7)
- Safety (3.7)
- In-Room HSIA (3.7)
- Meeting Room HSIA (3.6)
- Computer Ports in Meeting Room (3.1)
- Two-Line Phones (3.0)
- Points Program (2.3)
- Spouse/Family Activities (2.9)
- Concierge (2.8)
- Spa Services (2.6)

Sources:
- Successful Meetings 2006 State of Industry Report
- * 2006 Association Meetings Salary Survey
- YSPB&R Portrait of North American Meeting Planner press release
- Images are of Certified Meeting Planners taken from Web

Experienced At The Job *
- Average 13 years in field
THE DOUBLETREE LEISURE GUEST

Light Travelers
- 64% stay in hotels less than 20+ nights per year

Low HHonors Membership
- Only 24% belong to HHonors
- Of those, 78% are either Blue or Silver

Middle Aged Plus
- 79% are over age 35
- 54% are age 35 – 54
- 25% are aged 55+

Skews Female
- 54% are women
- 46% are men

Caucasian
- 81% are Caucasian
- 11% are African American
- 02% are Asian
- 06% are other or declined to state
- 11% have a Hispanic heritage

Educated
- 26% have Bachelor’s Degree
- 15% have Post-Grad Degree

Book On Doubletree.com
- 34% logged onto www.doubletree.com
- 29% called the hotel directly
- 17% called 1-800-Doubletree
- 01% used travel agent
- 05% let friend/spouse make reservations

Affluent
- 69% have a HHI of $50K+
- 26% have a HHI $100K+

Stay Across Week
- 32% stay Sunday-Thursday
- 37% stay Fri-Sat
- 31% stay combo weekday/weekend

Doubletree Fans
- 60% have previously stayed at a Doubletree
- 72% say Doubletree was a brand of first choice

Pay Own Way
- 71% pay for their own rooms
- 23% have friend or relative pay

Getting A Good Deal
- 74% pay under $130/night
- 61% pay under $110/night

Travel For Getaways
- 20% weekend getaway
- 20% visit family/friends
- 19% vacation getaway
- 13% special family event
- 10% sightseeing/touring

Mostly Managerial
- 40% Managers/Professionals
- 15% Sales & Office
- 21% Service Jobs
- 11% Construction/Maintenance
- 01% Military
- 12% Other

Sources:
SALT 1/07 – 10/31/05 (n=69,349)
HUB 09/05 – 09/06 (n=461)
MRI 2006 (n=363)

Images are actual Doubletree IBTs taken from the Web.
CORPORATE TRANSIENT/INDIVIDUAL BUSINESS TRAVEL

Frequent Travelers
• 60% stay in hotels 20+ nights per year
• 25% stay in hotels 50+ nights per year

Moderate HHonors Membership
• 47% of Doubletree IBTs belong to HHonors
• Two-thirds of those (64%) are either Blue or Silver

Xers & Boomers
• 62% are age 35 – 54

Guys
• 68% are male

Caucasian
• 83% are Caucasian
• 08% are African American
• 02% are Asian
• 07% are other or declined to state
• 11% have a Hispanic heritage

Mostly Managerial
• 50% Managers/Professionals
• 15% Sales & Office
• 16% Service Jobs
• 09% Construction/Maintenance
• 03% Military
• 07% Other

Call Hotel Directly
• 30% called the hotel directly
• 19% logged onto www.doubletree.com
• 14% called 1-800-Doubletree
• 15% used their corporate travel agent
• 10% let an assistant make their reservations

Affluent
• 76% have a HHI of $50K+
• 29% have a HHI $100K+

Stay Weekdays
• 76% stay Sunday-Thursday
• 63% stay for only 1 or 2 nights

Doubletree Fans
• 74% have previously stayed at a Doubletree
• 77% say Doubletree was a brand of first choice

Stay On Company Dime
• 76% have their company pay for room

Getting A Good Deal
• 69% pay under $130/night
• 48% pay under $110/night

Travel For Meetings
• 23% attend business meetings
• 18% general business travel
• 19% attend conventions/trade shows
• 16% are on a field assignment
• 15% travel for a seminar or training
• 07% are making sales calls

Educated
• 29% have Bachelor’s Degree
• 24% have Post-Grad Degree

Sources:
SALT 1/07 – 10/31/05 (n= 69,349)
HUB 09/05 – 09/06 (n=461)
MRI 2006 (n=463)
Images are actual Doubletree IBTs taken from the Web
THE DOUBLETREE EXPERIENCE
The Doubletree service experience is focused on the belief that formal, stuffy hotels don't necessarily make our Guests any more productive or make their family vacations any more enjoyable. At Doubletree, we're not like everyone else. We're a breath of fresh air...A place that understands our Guests and that's actually comfortable and inviting...Genuine...Not scripted from some company manual...A place where every day is a casual day in a professional setting. We want our Guests to feel that once they've stayed with us, they won’t ever want to put up with the way things are at other hotels again.

Our Core Brand Standards support the Doubletree experience and positioning
(Refer to the corresponding section in your Brand Standards manual for details):
100.01 – 100% Satisfaction Guarantee
101.00 – CARE
103.00 – The Doubletree Cookie Standards and Delivery
105.07 – Best Rates. Guaranteed.
110.12 – Public Area Music and On Hold Messaging Program
114.03 – Sweet Dreams Bed Program
114.06 – Neutrogena Amenity Program and Coffee Service
116.00 – HHonors Requirements
   a. 116.16 – HHonors Guest Manager
118.00 – Customer Really Matters (CRM)
119.00 – Club Room (Doubletree Club Hotels only)
121.00 – Doubletree PRECOR Fitness Initiative
400.00 – Mandatory Team Member Training
   a. 400.06 – Customer Relationship Management Training
   b. 400.07 – Director of Sales Orientation
   c. 400.08 – General Manager Orientation
   d. 400.10 – New Team Member Training
   e. 400.11 – Continuous Improvement Process Training
   f. 400.17 – Revenue Manager Requirements
600.01 – Food & Beverage Service and Delivery
712.00 – High Speed Internet Access- Hilton Family Initiative

TARGET AUDIENCE STRATEGY
Doubletree targets travelers who seek an upscale, full-service hotel product. Our target consumers’ travel occasions are split between business purposes (e.g. sales/service seminars/training, business meetings) and leisure purposes (e.g. vacation, sightseeing, family visit, weekend/getaway, social gatherings).
CARE: THE FOUR POINTS OF SERVICE
The criteria that define Doubletree’s CARE service expectations for our Team Members are our “Four Points of Service.”

C = Caring
> I am welcoming, genuine, sincere, honest and respectful with Guests and Team Members.
> I will take my “CARE” commitments into the local Community.

A = Attentive
> I will practice the 5-10 Foot Rule to acknowledge Guests and Team Members and take every moment to engage in warm conversation.
> I will embrace our loyal HHonors Guests.

R = Responsive
> I will never say “No” to any Guest request and offer other options.
> I will immediately respond to all Guests’ requests.

E = Empowered
> I have the power to satisfy and exceed Guest’s needs and expectations.
> I will surprise my Guests with unexpected delights.

The CARE Program is the common thread woven into all Doubletree programs, tools, techniques, goals and objectives. It is the focus that we place on quality service throughout the organization; it’s the way we do business. When You CARE, it Shows.

THE DOUBLETREE COOKIE – OUR SERVICE ICON
The Doubletree Chocolate Chip Cookie is the unique symbol of our positioning and CARE culture. It is the ultimate service icon to represent our company. Synonymous with Doubletree hospitality since 1985, the cookie plays a starring role throughout our marketing and service positioning. Our cookies continue to win praise from our Guests, and they continue to dominate Guest comment cards. In consumer research, when groups were asked to identify what makes Doubletree a unique company, our chocolate chip cookie was mentioned consistently (over 83% of the time!). The cookie symbolizes our caring service and truly allows Doubletree to “Own the Welcome”.

The cookie should not be considered an “amenity.” The cookie is a symbol – an icon – of our Doubletree brand. It should be treated with the same high level of respect as other famous icons – the Nike swoosh, Coca-Cola’s contour bottle, McDonald’s golden arches and Disney’s mouse ears.

The delicious smell of warm, freshly baked chocolate chip cookies evokes special memories of wonderful experiences and feelings for our Guests. Hence, the cookie truly contributes to the positive tone and attitude of our Doubletree brand.
HOW DOUBLETREE GUEST PERCEPTIONS INFLUENCE OUR BRAND DELIVERY

The first step in providing business travelers with positive reasons for choosing Doubletree is to reassure them that Doubletree has all of the core attributes that travelers require, including:

> Accurate reservations
> Fast check-in
> Comfort, including:
  • Clean, quiet room
  • Good bed
  • Safe environment
  • Feeling of spaciousness in the room
  • Good workspace, including a large enough desk or table, good lighting, two-line speakerphones and easily accessible data ports and laptop electrical connections
  • Late hour or 24 hour room service and other good food and beverage facilities
> Prompt, responsive service
> Reasonable/competitive rates

Once these core attributes are provided, the Doubletree brand imperative is to deliver and continually reinforce the key attributes that support our positioning:

> Ready accessibility of everything business travelers need
> Not stuffy or pretentious
> You can relax and be yourself
> The staff is warm, caring and friendly
> The service is personalized

Because we are committed to our positioning platform, our focus in 2007 is to ensure that the market image and awareness of Doubletree is consistent with the warm, caring and inviting Guest experience that the brand offers and is also relevant to the needs and motivations of our customers. Every aspect of our operations should consistently reflect our brand’s personality and strengthen Doubletree’s relevancy in the market.

CARE – OUR SERVICE DELIVERY FOCUS

The CARE Program is Doubletree’s vehicle for implementing our brand positioning strategy. CARE is Doubletree’s commitment to total service quality that equates to our brand personality. The CARE Program concept grew out of the fundamental belief that if you treat people with CARE, they’ll stay with you. This belief applies to the treatment of Guests and the treatment of team members.

A major focus of CARE is to define the “high service expectations” we set for all team members. There is significant emphasis on Guest feedback and recognition of our staff when they deliver that level of service.
DOUBLETREE’S COMPETITIVE STRENGTHS

Doubletree’s principal competitive strengths center on its informality and ability to make Guests feel at home. Specifically:

> Doubletree hotels offer the services and amenities that Guests want at a reasonable price.

> The Doubletree staff is seen as friendly, personable, eager to please and flexible in finding solutions to Guests’ problems. More than other chains, the Doubletree staff is seen as being genuinely interested in Guests’ needs. They take the time to treat Guests as human beings rather than as numbers or problems to be processed and are willing to engage them in real conversations.

> Doubletree seems less pretentious than other, more institutional Upscale brands. Guests feel that the hotel is there to serve them, instead of feeling that they have to somehow “live up to the hotel” or be on their best behavior.

> The genuine warmth of the Doubletree staff, the informal atmosphere and the generally calm lobby all give Doubletree a less institutional feel than other business-oriented chains. Guests feel more “at home” in a Doubletree hotel than they do in other large chains.

DOUBLETREE HOTELS COMPETITIVE PROFILE

<table>
<thead>
<tr>
<th>Percent of Segment in Doubletree Brand Comp. Set</th>
<th>Segment</th>
<th>% of Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Upscale Chains</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Upscale Chains</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Midscale Chains w/ F&amp;B</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Midscale Chains w/o F&amp;B</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Economy Chains</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Independents</td>
<td>6%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent of Location in Doubletree Brand Comp. Set</th>
<th>Location</th>
<th>% of Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Suburban</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Airport</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Highway</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Resort</td>
<td>11%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent of Price in Doubletree Brand Comp. Set</th>
<th>Price</th>
<th>% of Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luxury</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Upscale</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Midprice</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Economy</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td>1%</td>
<td></td>
</tr>
</tbody>
</table>

| Doubletree Hotels Competitive Set               | Marriott | 47% |
|                                                  | Holiday Inn | 38% |
|                                                  | Courtyard | 35% |
|                                                  | Hilton | 35% |
|                                                  | Sheraton | 32% |
|                                                  | Radisson | 31% |
|                                                  | Independent | 25% |
|                                                  | Embassy Suites | 19% |
|                                                  | Red Lion | 19% |
|                                                  | Wyndham | 17% |
|                                                  | Crowne Plaza | 15% |
|                                                  | Holiday Inn Select | 15% |
|                                                  | Hyatt | 15% |

| Doubletree Guest Suites Competitive Set          | Embassy Suites | 44% |
|                                                  | Courtyard | 35% |
|                                                  | Marriott | 35% |
|                                                  | Holiday Inn | 29% |
|                                                  | Independent | 26% |
|                                                  | Radisson | 24% |
|                                                  | Residence Inn | 24% |
|                                                  | Sheraton | 24% |
|                                                  | Wyndham | 24% |
|                                                  | Doubletree | 18% |
|                                                  | Hyatt | 18% |

| Doubletree Club Competitive Set                  | Courtyard | 80% |
|                                                  | Holiday Inn | 56% |
|                                                  | Hampton Inn | 40% |
|                                                  | Holiday Inn Select | 28% |
|                                                  | Radisson | 28% |
|                                                  | Amerisuites | 20% |
|                                                  | Best Western | 20% |
This positioning platform is **credible** and captures the essence of the Doubletree experience. Guests see Doubletree staff as warmer and friendlier than those at other hotels and Doubletree hotels have a less formal and more relaxed atmosphere. Presentation of our signature Doubletree Chocolate Chip Cookie at check-in further “softens” the hotel experience, signifies concern for Guests, gives Doubletree a less commercial or institutional feel, and appears to elicit strong emotional associations for our Guests. Doubletree hotels are perceived as both physically and emotionally comfortable and easy to stay in.

This positioning platform effectively **differentiates** Doubletree hotels from other chains. Doubletree is more closely associated with informal professionalism than other mid-tier chains. By offering all of the services and amenities required by business travelers and having a genuinely warm and caring staff and atmosphere, Doubletree occupies a unique and attractive competitive position in the hotel marketplace.

**DOUBLETREE’S GUESTS**

Doubletree hotels attract a broad and diverse cross-section of business travelers, which include both frequent (up to 50+ business trips per year) and infrequent (3 or 4 trips per year) business travelers. Guests include self-employed entrepreneurs, consultants, sales people and both middle and senior managers.

While most Doubletree Guests are comfortable financially, their decision to choose Doubletree appears to be more closely associated with a “mind-set” than with demographics. Doubletree Guests appear to be emotionally well-grounded and, although they are hard-working and ambitious, they are also sensitive to and take satisfaction from the human components of their jobs. In general, our Guests:

- Are comfortable with themselves, know and accept who they are, and generally do not act as if they have anything to prove
- Are down-to-earth, pragmatic and are more impressed by functionality and value than by image
- Demand good service and amenities, but do not need the prestige of a Ritz Carlton or trendy image of a W Hotel to validate their status or sense of self-worth
Brand Positioning

Doubletree Hotels, Guest Suites and Resorts are first-class, full-service hotels in the Upscale and Upper-Upscale segments located in primary and secondary markets throughout the U.S., Mexico, Latin America, and Canada. Doubletree properties offer full-service restaurants, lounges, room service, complete meeting/banquet facilities and other amenities expected at a first-class hotel. Doubletree will begin international hotel expansion in 2007-2008.

Doubletree Club Hotels are positioned in the Mid-scale with F&B segment as a product line extension of the Doubletree brand and are designed to compete in the “garden” hotel category. While the guest room finish and standards are intended to identically match an upscale Doubletree hotel, typically these hotels are smaller (100-200 rooms), have less than 5,000 square feet of meeting space, offer limited F&B facilities, and are located in airport, suburban and secondary markets. The distinctive feature of these hotels is the signature Club Room, a combination office, den and restaurant/lounge designed for today’s business traveler. The atmosphere in the Club Room blends the business features of an airline club room with the comfort of a residential den.

Doubletree benefits from a strong, distinctive and positive brand image that differentiates it from competitive chains. Guests consider Doubletree a high-quality, upscale chain whose principal competitive strengths are its informality and ability to make Guests feel at home. Guests with an orientation to functionality over pretense like staying at Doubletree because it offers a much warmer and more personal experience than most other business-oriented chains.

Guest perceptions suggest that the “human elements” of the Doubletree experience are meaningful, credible and differentiating have led to the following brand positioning platform:

Our warm and down-to-earth staff makes it easy to stay at Doubletree. Other hotels process you, Doubletree welcomes you.

This positioning is meaningful to business travelers because it describes the experience Doubletree Guests want when traveling for business. Business travel is seen as difficult and frustrating, primarily because of increasing problems with flight delays, overcrowded planes and indifferent service. The concept of the hotel as refuge from the hassles of the road is very appealing. Doubletree hotels help take some of the “rough edges” off the travel experience by connecting with Guests on a human level, making them feel welcome and making a sincere effort to ensure that their needs are met. The atmosphere at Doubletree enables Guests to do what they need to do without having to deal with obstacles like rigid policies and poor staff attitudes.
### 2007 Brand Fund Expenditure Overview:

<table>
<thead>
<tr>
<th>Allocation Area</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Awareness &amp; Marketing Programs</td>
<td>54%</td>
</tr>
<tr>
<td>Reservations &amp; e-Business</td>
<td>18%</td>
</tr>
<tr>
<td>National Sales</td>
<td>10%</td>
</tr>
<tr>
<td>Hotel Performance Support</td>
<td>8%</td>
</tr>
<tr>
<td>Technology</td>
<td>4%</td>
</tr>
<tr>
<td>Revenue &amp; Database Management</td>
<td>4%</td>
</tr>
<tr>
<td>Administration</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
2007 PERFORMANCE TARGETS & STRATEGIC INITIATIVES

The following are the key performance targets for 2007:

- System-wide RevPAR: **8%+ growth**
- Market share growth: **+1.5 points RevPAR Index**
- Development Unit Growth: **35 new/ conversion hotels**
- Guest Loyalty: **10% gap to perfection growth rate**
- HHonors revenue contribution: **15%+ growth**
- Combined central reservation contribution: **60%+**
- Doubletree.com revenue contribution: **40%+ growth**

Strategic initiatives for achieving our key performance programs for 2007 will focus on:

1. **Expanded advertising exposure:** television, print and online placements to build brand awareness and trial

2. **Business travel sales:** tactical HHonors promotions, eAdvantage, Corporate Advantage, business-to-business direct connects and expanding our Strategic Account Management program to grow market share from key national accounts for both business travel and group meetings

3. **Group sales:** leveraging our new eEvent online booking tool and facilitating brand awareness and marketing programs to increase National Sales and Hilton Direct conversions

4. **Leisure travel:** emphasis on growing Doubletree.com bookings through online advertising, search engine optimization and expanding our web site content and portal strategy to target niche market segments

5. **Revenue management:** hotel level support, consolidated revenue management centers, front office/OnQ training and launching a new updated Revenue Management University and online training content

6. **Public Relations:** continuing to build brand awareness through our Community CARE initiatives and by targeting industry and consumer publications to tell the Doubletree story specific to the following areas: a) new hotel openings, b) our domestic and global development story, c) Teaching Kids to CARE, d) new product and service initiatives, e) leveraging the Doubletree Cookie via “Got Milk” campaign, f) maintaining an aggressive approach to leveraging our sponsorship of the USOC and specifically, aligning Doubletree with the U.S. Soccer Team and, g) obtaining a title sponsor for a new The National Arbor Day Foundation Traveling Tree Exhibit.
• Anticipatory Gestures. These are ways we can anticipate Guests’ needs and give them an unexpected delight. We’ve developed specific gestures for every Guest contact department.

• Telephone Etiquette. This includes answering the phone within three rings with a smile in your voice, using a standardized scripted greeting; placing the caller on hold and extending a fond farewell.

• CARELINE. This past year we rolled out a standardized script on promoting the CARELINE as well as standardized telephone etiquette.

• Intensified enforcement of 100% Satisfaction Guarantee Standard.

• Doubletree “Root Learning Service Culture Map”. This is a dramatic and engaging visual tool used to communicate our Doubletree brand vision and how all of our initiatives come together to deliver our brand promise and business objectives.

• CARE Comment Card. This card gives us the opportunity for immediate feedback while the Guest is still on property.

Delivering our Brand Promise: “Exceptionally warm and caring service so Guests feel welcome & appreciated” -- is critical to brand differentiation and positioning strategy. To ensure success, we believe our promise must be actionable and measurable so that we can hold our hotels accountable and so we can offer rewards for outstanding performance. That’s why we developed the Doubletree Brand Promise Report that measures the key “moments of truth” during which our Guests experience our Brand Promise. All of these measures are tracked through our monthly SALT scoring reflecting direct feedback from our Guests.

<table>
<thead>
<tr>
<th>BRAND PROMISE – 16 MOMENTS OF TRUTH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Check-in:</strong></td>
</tr>
<tr>
<td>• Speed and Efficiency of Check-in</td>
</tr>
<tr>
<td>• Front Desk Made Me Feel Welcome</td>
</tr>
<tr>
<td>• Room Type Reserved Available</td>
</tr>
<tr>
<td>• Offered Cookie At Check-in</td>
</tr>
<tr>
<td>• Cookie Warm When Received</td>
</tr>
<tr>
<td><strong>Guest Room:</strong></td>
</tr>
<tr>
<td>• Cleanliness of Guestroom/Suite</td>
</tr>
<tr>
<td>• Room/Suite Smelled Fresh/Clean</td>
</tr>
<tr>
<td>• Cleanliness of Bathroom</td>
</tr>
<tr>
<td><strong>Food and Beverage:</strong></td>
</tr>
<tr>
<td>• Quality of Food and Beverage in the Restaurant</td>
</tr>
<tr>
<td>• Quality of Room Service Food</td>
</tr>
<tr>
<td><strong>Hospitality:</strong></td>
</tr>
<tr>
<td>• Helpfulness of Front Desk Staff</td>
</tr>
<tr>
<td>• Helpfulness of Maintenance Staff</td>
</tr>
<tr>
<td>• Helpfulness of Housekeeping Staff</td>
</tr>
<tr>
<td>• “Can Do” Attitude of Hotel Staff</td>
</tr>
<tr>
<td>• % of Guests Without Problems</td>
</tr>
<tr>
<td>• Recognized as a Returned Guest</td>
</tr>
</tbody>
</table>
• Quality of Fitness Center- Doubletree’s partnership with PRECOR fitness and 2007 brand wide initiative to have the new fitness center in all hotels by year end

• Unwavering attention to Quality Assurance compliance, progress in completing Property Improvement Plans and maintaining aggressive brand standards for preventative maintenance programs

• Continuing to implement our guestroom enhancements: a new luxury terry program, upgraded Neutrogena products, completion of our curved shower rod standard, promoting the installation of our new “Spa” vanity concept, and the evolution of our TV standards (technology and programming).

**ENGAGEMENT**

To round out the requirements for being a “First Choice” brand, Doubletree must establish an emotional bond with customers: we must “engage” our Guests. When we engage our Guests, we are delivering a powerful message: that we are honored the Guest has chosen to stay at Doubletree, that their satisfaction is important, and that their loyalty is highly prized.

Whenever a Team Member encounters a Guest it is a “moment of truth,” -- an experience that influences the Guest’s perception of Doubletree. Each positive “moment of truth” builds our credibility by creating a bond of trust, emotional attachment and feelings of well-being. Just imagine how many potential “moments of truth” there are during a single Guest stay and it’s not hard to see the enormous impact of engaging with Guests!

Our Corporate CARE Team visited luxury hotels to gather best practices and “Guest connections.” The research validated what we already knew: we need to deliver exceptional service and go back to basics. Based on the research findings, we developed critical key components of engagement with our Guests:

• Enhanced role of HHonors Guest Manager position. In addition to a re-establishing the position’s job description, we will recognize “the best of the best” with a Quarterly Award of Excellence during the year.

• “10” Badge Program. This program is designed to create opportunities for opening a dialogue between our Team Members and Guests, giving us the opportunity to deal with sources of Guest problems before the end of the stay.

• The 5-10 Foot Rule. This is simple but powerful guidelines for Team Members to acknowledge Guest’s presence and warmly greet Guests.

• Guest Connections. These are phrases or verbiage that enhances the Guest experience. Our goal is for every Team Member in every Doubletree hotel to use the standardized Guest connections we developed.
Without a plan of action a promise is just words. Our plan is to focus on “Owning the Welcome.” We accomplish this through our superior Culture, our unique Doubletree Environment, and by Engaging with Guests. “Owning the Welcome” also means delivering a consistent hotel experience during which our Guests:

- Feel welcomed and appreciated for their return patronage
- Receive the service and “can do” attitude they expect
- Experience quality that exceeds their expectations
- Regard Doubletree as a part of their Community and value system
- Feel empowered to receive whatever they need from their stay experience

**CULTURE**

The heart of any great organization is its culture. Doubletree's culture is defined by CARE and demonstrated through the CARE Program. CARE demonstrates a strong, vibrant, and consistent value system that aligns with our brand positioning and defines the Doubletree personality.

Today, each of our hotels has an active CARE Committee comprised of Team Members from all departments who work to improve the culture of the hotel. CARE Committee members are committed to maintaining quality standards, providing outstanding Guest service, demonstrating positive and nurturing relationships among Team Members, and contributing to the local Community.

**ENVIRONMENT**

The Doubletree culture rests on the principle that “When You CARE, It Shows.” This encompasses how we treat our Guests, our Team Members, and members of our Community. But it is our product that provides the environment within which our culture thrives — a welcoming and comfortable environment evident from the first moment of contact with a Guest. Whether on the airport shuttle, at the front desk, or in the hotel parking lot — whatever a Guest sees, hears, smells, touches, and tastes is part of our Doubletree environment.

In 2007 we will continue to focus on our hotel environment, the condition and “look & feel” of guestrooms, in-room amenities and the overall product appeal of our brand, specifically:

- Our Sweet Dreams bedding -- this initiative is 90%+ complete brand wide, and our Guests definitely appreciate the enhancements. Also the décor of the guestroom, quality of the bathroom, and cleanliness of the guest room all showed a strong improvement which tells us our focus in 2006 was on target

- High Speed Internet Access – our new Hilton Family HSIA initiative in 2007 will provide a consistent product, with outstanding customer support at all Doubletree hotels

- Breakfast quality and selection - our 2007 brand wide breakfast buffet enhancements, and new room service menus

- Coffee/Tea maker- partnering with Wolfgang Puck, our new two cup coffee makers and Sumatra Coffee, condiment packs, and tea will be exclusive to Doubletree hotels. The program will be rolled out at all hotels by mid-year 2007
OUR BRAND BUILDING STRATEGY
In order to fully leverage our momentum, Doubletree will continue to passionately focus our attention on becoming a premier brand as defined by: Guest loyalty, market share, brand Culture, and exceeding return on investment objectives for our Owners. To achieve these objectives, our Doubletree brand management plan for 2007 emphasizes 7 core areas:

1) Creating strong brand awareness and differentiation
2) Providing consistent product quality and service delivery
3) Building meaningful emotional connections with our customers to generate brand loyalty
4) Effective brand performance initiatives for sales, marketing, revenue management and training, etc.
5) Hotel performance support that provides meaningful programs, tools and resources to meet each hotel’s individual performance objectives
6) Building a brand Culture that instills Team Member loyalty and a commitment to exceeding our Guest’s expectations
7) Distribution growth -- more flags equals more awareness, differentiation and market share.

Achieving our objectives starts by creating meaningful and differentiating brand architecture. The cornerstone of this effort is creating a brand-wide understanding of our core brand strategy for becoming a “First Choice” brand and how each hotel and each Team Member can contribute to delivering our Brand Promise.

One way we communicate who we are -- and what we pledge to give Guests if they choose us -- is through a clear and strong Brand Promise. Keeping promises means building trust and trust equals loyalty. If we break our promise to a Guest, it can easily be a “deal-breaker”. That's why our promise is so critically important and why it must be upheld at all costs.

Our Brand Promise
Exceptionally warm and caring service where Guests feel welcome and appreciated.

While the Brand Promise speaks to Guests’ emotions, successful brands speak to the head and the heart. That’s where our brand strategy comes in. Our brand strategy encompasses more than just what we do; it’s also what we stand for, what we believe in, and what we focus on.
SALT Score Gains (2004-2006)

<table>
<thead>
<tr>
<th>Category</th>
<th>Gain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Brand Loyalty</td>
<td>+23.6%</td>
</tr>
<tr>
<td>Overall Accommodations</td>
<td>+13.3%</td>
</tr>
<tr>
<td>Overall Service</td>
<td>+9.1%</td>
</tr>
<tr>
<td>Price/Value Perception</td>
<td>+9.6%</td>
</tr>
<tr>
<td>Cleanliness of Guestroom</td>
<td>+10.8%</td>
</tr>
<tr>
<td>Cleanliness of Bathroom</td>
<td>+10.8%</td>
</tr>
<tr>
<td>Room Smells Fresh/Clean</td>
<td>+15.0%</td>
</tr>
<tr>
<td>Bathroom Amenities</td>
<td>+30.6%</td>
</tr>
<tr>
<td>Comfort of Bed</td>
<td>+26.7%</td>
</tr>
</tbody>
</table>

All of our key performance indicators demonstrated the continued momentum for our brand:

Doubletree Brand Performance 2006 vs. 2005:

<table>
<thead>
<tr>
<th>Category</th>
<th>Doubletree</th>
<th>Competitive Set</th>
<th>Upscale Segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>72.9% (+1.6%)</td>
<td>70.2% (+0.2%)</td>
<td>71.6% (+0.0%)</td>
</tr>
<tr>
<td>ADR</td>
<td>$122.73 (+8.6%)</td>
<td>$122.21 (+9.2%)</td>
<td>$111.78 (+8.8%)</td>
</tr>
<tr>
<td>RevPA</td>
<td>$89.52 (+10.4%)</td>
<td>$85.74 (+9.4%)</td>
<td>$80.08 (+8.9%)</td>
</tr>
</tbody>
</table>

Doubletree Market Share – November YTD 2006:

<table>
<thead>
<tr>
<th>Index</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy Index</td>
<td>104.0</td>
</tr>
<tr>
<td>Rate Index</td>
<td>100.4</td>
</tr>
<tr>
<td>RevPAR Index</td>
<td>104.4</td>
</tr>
</tbody>
</table>

Doubletree System YOY Growth 2006 vs. 2005

<table>
<thead>
<tr>
<th>Category</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rooms Sold</td>
<td>+13.7%</td>
</tr>
<tr>
<td>Available Rooms</td>
<td>+14.1%</td>
</tr>
<tr>
<td>Total Room Revenue</td>
<td>+21.9%</td>
</tr>
<tr>
<td>Total F&amp;B Revenue</td>
<td>+22.7%</td>
</tr>
<tr>
<td>Total Combined Revenue</td>
<td>+20.4%</td>
</tr>
</tbody>
</table>

Central Reservation Contribution:

<table>
<thead>
<tr>
<th>Source</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>800#/Voice Calls</td>
<td>27.6%</td>
</tr>
<tr>
<td>GDS</td>
<td>17.6%</td>
</tr>
<tr>
<td>Doubletree.com</td>
<td>14.3%</td>
</tr>
<tr>
<td>Combined Total</td>
<td>59.5%</td>
</tr>
</tbody>
</table>

Other Key Measures:

<table>
<thead>
<tr>
<th>Category</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hilton HHonors Stays</td>
<td>+7.6% (’05 growth rate +6.3%)</td>
</tr>
<tr>
<td>National Corporate Account Revenue</td>
<td>+29.8% (’05 growth rate +26.2%)</td>
</tr>
</tbody>
</table>
Executive Summary

A NEW HORIZON
Not since the inception of Doubletree in 1969 through the acquisition by Hilton has there been a more promising future for Doubletree. Our tremendous growth and positive momentum has established a solid foundation as we view the new horizon for our brand – global expansion.

With the acquisition of Hilton International this past February, Doubletree and the Hilton family of brands gained the opportunity to expand beyond North America to all corners of the world. This could not have occurred at a better time for our company and Doubletree. Today, Doubletree has over 100 working hotel deals combining both domestic and global markets. We have already contracted new construction projects in China (Beijing and Tianjin), contemporary resorts in Thailand and Peru, and conversion projects in Costa Rica, Puerto Rico and Canada. Confirmed deals in 2006 for the brand totaled 26, with another 15 development applications being processed – for a combined pipeline of nearly 41 new development projects during this past year.

The global landscape for Doubletree reveals growth opportunities in almost all areas of the world. Areas of particular focus include: The Americas, United Kingdom, Europe, Middle East, Australia and the China/Asia Pacific region. Our deal pipeline is expanding quickly in exciting destinations such as: London, Moscow, St. Petersburg, Berlin, Milan, Abu Dhabi, Tokyo and Shanghai. As we travel the globe setting a foundation for our growth strategy, it is clearly evident that Doubletree’s product and positioning proposition - combined with the power of Hilton - provides a compelling performance story for both conversion and new-build projects.

OUR BRAND OUTLOOK
The U.S. Lodging industry excelled again in 2006, with RevPAR growth the second strongest since 2001. For the next few years, however, virtually all RevPAR gains will be attributable to ADR increases. In 2007 and 2008, overall industry occupancy is projected to have minimal growth: 0.6% ad 0.3%, respectively. PricewaterhouseCoopers speculates that a variety of factors tied to the U.S. economy and the growth in new hotel supply could have enough impact to potentially force a slight decline in occupancy.

On the Doubletree front, we continue to realize solid performance growth in RevPAR, a result of an aggressive focus on quality, sales and marketing programs and hotel performance support. In 2006 alone, Doubletree RevPAR growth exceeded that of our competitive set and the “Upscale” lodging segment with a gain of 10.4% versus 9.4% and 8.9%, respectively.

Our continued performance growth also stems from an unwavering focus on implementing new product standards such as our Sweet Dreams by Doubletree bed program, new bathroom standards and on lifting our product quality through aggressive enforcement of the quality assurance process. Since 2000, when we had 158 hotels in the system, we have removed over 60 properties, but we also leveraged a strong development pipeline to nearly double the size of our brand. Today, Doubletree has over 179 open properties and 22 additional properties under development for a total of 201 hotels. New projects between 2004 and 2006 alone generated over $750 million in product enhancements. The net impact was a compelling 35+ point gain in J.D. Power Associates Guest Satisfaction Index over two years and RevPAR market share growth from 90.7 in 2000 to 104.4 year end 2006. Our internal SALT (Satisfaction & Loyalty Tracking) research also supports the impact of our achievements over the past two years.
Our Brand Promise
To provide exceptionally warm and caring service where Guests feel welcome and appreciated.
Table of Contents

> Executive Summary ................................................. 4

> Brand Positioning ................................................ 14

> Competitive and Market Overview .............................. 25
  • Economic Market Overview ................................. 26
  • Hospitality Industry Forecast Overview ................... 28
  • Industry Segment Forecast ................................. 29

> Brand Building Strategies ........................................ 31
  • CARE Program - Our Brand Culture ....................... 32
  • Performance Measurement and Improvement ............. 42
  • Hilton HHonors Delivery .................................. 46
  • Product Development and Guest Experience ............. 51
  • Quality Assurance ......................................... 52
  • Doubletree Awards of Excellence .......................... 57

> Brand Performance and Hotel Support ......................... 61
  • National Sales ................................................. 62
  • Strategic Account Management (SAM) ..................... 65
  • eAdvantage™ .................................................. 67
  • Revenue Management ...................................... 68
  • Brand Advertising ........................................... 70
  • The Doubletree Online Toolkit (DOT) ....................... 74
  • Customer Loyalty ............................................ 75
    (Hilton Family, HHonors, CRM & Strategic Partnership Marketing)
  • Leisure Marketing Programs ................................. 79
  • eDistribution ................................................ 81
  • Travel Agency Distribution, Sales & Marketing ........... 83
  • Public Relations and Promotions ........................... 84
  • Brand Performance Support ................................. 90
  • Management Development Programs ....................... 94

> Brand Resources .................................................. 97
  • Brand Resource Center ...................................... 98
  • Doubletree Brand Resources Personnel Directory ........ 99
  • Doubletree Brand Standard Training Programs ............ 107
THE DOUBLETREE VISION

The vision of Doubletree Hotels, Guest Suites, Resorts and Club Hotels is to be a premier hotel company through complete dedication to providing industry-leading financial returns for our Owners, exceptionally warm, caring service for our Guests and empowerment and partnership with our Team Members.

POSITIONING

We will maintain competitive superiority through dedication to giving our Owners, Guests and Team Members the benefit of a clearly defined brand position.

PRODUCT

We will deliver a high quality lodging experience that exceeds our Guest’s expectations.

PEOPLE

We will create and maintain an environment of empowerment and partnership with our Team Members.

PERFORMANCE

By delivering on the following four key measures, we will increase net operating income (NOI) per key.

Brand Loyalty • Market Penetration • RevPAR Growth • Central Reservation Contribution
A NEW HORIZON