



## CY: The benchmark brand

"Thanks to great leadership, Courtyard is still *THE* benchmark brand," says Kellock. "And we'll stay that way as long as we ask, every day: 'How can we get even better?'"

**Nick Kellock**  
SVP, Select Service and Extended Stay Franchising



## Best of the best

"While competition perpetually chases the heels of our CFRST brands," says Laport, "the Marriott flag, superior product and our outstanding associates will keep us in a class of our own."



**Mark Laport**  
FAC President  
President and CEO,  
Concord Hospitality  
Enterprises Company

Wednesday, February 22, 2006

# Newsline

News Money Sports Life

### Reservations rock

Last year, Marriott's Central Reservation Distribution Channels contributed 53.5% of all Courtyard roomnights booked, up from 51.9% in 2004. This translates to more than \$2 billion in revenue, up 19%.

### Makin' milestones

Courtyard has hit two milestones: our 700th hotel, the Washington Capital Hill/Navy Yard to open March 1; and, in December, the 100,000th room, at the Courtyard by Marriott Moscow City Center.

### New GiftCards a hit

Marriott's five new GiftCard Designs - Golf, Dining, Spa, Wedding and "A Gift for You" - are loved by customers, to the tune of a 56% increase in holiday sales in 2005.

### Going Global

Marriott Global Source is Marriott's online "one-stop-shop" for business resources, communications and applications for associates, franchisees and owners. Check out the enhanced Search feature at <https://mgs.marriott.com>.

### Send your love - bed, bath and beyond

Hotels can "send your love" by creating environments that enable guests to relax and unwind. This week, GMs got a hands-on feel for the love in a great sample bathroom, by using stress-relieving exercise equipment, and by learning that Showers Rule!

### What a difference a bed makes

Our bedding rollout is into the home stretch and nearing the finish line, with more than 2,100 Marriott hotels complete. Guest response has been fabulous, thanks to all hotels' successful execution of this incredible initiative.

### New in 2006 - add an "R" to "QA"

This year launches Marriott's new Renovation Quality Assurance program for renovated hotels. Its photo-based evaluation will evolve into a second component of the QA audit in 2007.

### Nipping problems in the bud

Sending guests your love - and moving GSS scores up - is all about tackling problems effectively, with integrity, and as a team. The new GSS reports and Problem-Free Stay website are chock-full of great tools to help GMs identify and eliminate root causes, and to rally associates who can passionately embrace the effort.

### Loyalty is love

Start the new year by being fully equipped. Marriott Rewards' Single Guest Image Profile Enhancements, Marriott's Rewarding Welcome Enhancements and Silver Focus initiatives will continue to help associates better recognize and serve our Elite members and maintain the program's leadership edge over the competition. It's this kind of consistent personal touch that keeps our guests fiercely loyal to all Marriott brands.

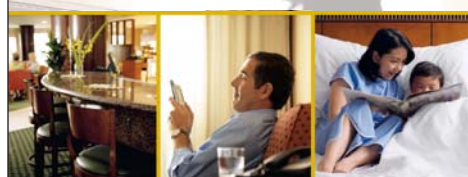
### Experience the Connection

Connect.U students are now being immersed in the Courtyard culture from Day One with Brand Immersion moving to the beginning of the Connect.U experience. This new "culture day" will be followed by nine days of Fundamentals where students can then LIVE the culture!

## USA TODAY Snapshots®

### Courtyard's powerful impressions:

- ▶ 41% of North American business travelers stayed in a Courtyard over the past 12 months
- ▶ 1 in 4 Marriott hotels in North America is a Courtyard
- ▶ 40% of Courtyard's pipeline growth is outside the United States
- ▶ Courtyard ranks 5th in share in North American business travel



Source: Marriott By K.M. Samuels, USA TODAY



creating powerful guest experiences

### ALL ABOARD THE LOVE TRAIN

Take a ride with Tigard, Oregon, Hotel of the Year

Coming off a hugely successful 2004 gave tonight's Hotel of the Year, Portland Tigard, a steep hill to climb. And, like the Engine That Could, this hotel Did!

Led by GM Kim Ortiz, the team decided to focus in 2005 on turning guest experiences from "Like to Love," and invited all associates to come aboard their Love Train.

They know and live the 20 Service Basics, starting at the front desk, which greets each guest warmly and selects one daily as a VIG (very important guest). But, truly, all guests are VIGs in the eyes of this team.



Portland Tigard, OR

Service comes from the heart, whether it's in the Courtyard Cafe or from an engineering team member's helping hand. The new bedding is a huge hit, and so are the fun Beta fish that somehow land, in a bowl and with a note, on the desk of new guests, who are told that housekeeping will take good care of them and their "roommate" during their stay.

Pleasant surprises are the way of the world for this terrific team, which values and cherishes their guests and recognizes them as an extended, much-loved family.

### THE JEWEL IN A CHARMING FRENCH VILLAGE

It's Hotel of the Year Paris Charles de Gaulle Airport

Nestled in a village near Paris is a Courtyard hotel that's charming locals, guests and the bottom line. Tonight was its turn to shine, as Courtyard's 2005 International Hotel of the Year.

Led by GM Johan Kamerbeek, the hotel soared across the board last year. From financial performance to servicing guests, everything it touched was golden.

RevPAR increased over 12 percent and three-plus percent over budget, while the hotel held a solid number-two position in market share over some hefty competitors - including some full-service hotels.

Making its mark with locals and visitors, the hotel boasted the leading a la carte res-



Paris Charles de Gaulle Airport

taurant in the area as The Market posted the highest revenue of any Courtyard in the entire system. On top of that, while servicing travelers from one of the world's major airports, the hotel achieved an Overall Satisfaction score of 91 and a Problem Experience score of 18 - making it one of only a few international hotels to exceed the brand goal.

This enthusiastic team of managers and associates made it a priority to join their sister Marriott properties and give their hearts and hands to 900 homeless people during the holiday season.

Tonight, let's all put our hands together in applause, for Johan, his team, and their combination of service and soul.

### WITH ENERGY AND COMPASSION

GM of the Year Lytle leads the way

Between eight years of coordinating job shadowing for 200 students and 30 hotels, six years of putting together a team of walkers for a fundraiser, raising \$43,000 in six years for CMN, four years of coordinating an annual reading rally for the Boys & Girls Club, and three years assisting with the local Shakespeare Gala, how did 2006 Courtyard GM of the Year Gwen Lytle manage to run a hotel?

Pretty well. A 5.3% increase in RevPAR and \$109,000 over in total revenue tell only part of her success story.

Not surprisingly, Gwen was recognized by the Idaho Business Review as one of its "40 under 40" and was featured as a significant contribu-



Gwen Lytle  
Boise, ID

tor to her community, which she serves through a long list of civic and non-profit organizations.

This tireless GM meets daily with her team to conduct the Basics, and trains her staff to make sure that each guest's stay is a memorable one. Her sales background puts her right in there with her team, visiting top clients and making calls.

Never too busy to recognize associates with summer picnics and holiday events, one wonders when it's time for her to be recognized by her peers.

How about tonight? Congratulations to winning Courtyard GM Gwen Lytle.

### DEVELOPING OTHERS, PLEASING GUESTS

International GM of the Year Eng does it right

In Marriott's ever-expanding international network of hotels, hiring right and training right are key, especially when it's time to "promote right."

And it takes a true leader, a sincere developer of people, to do it right.

Tonight's International GM of the Year, Gilbert Eng, did all of that and more in 2005.

He arranged an overseas cross-training program with the JW Marriott Hong Kong, appointed the first female Director of Engineering Excom position in the Asia-Pacific Region to support a women's leadership initiative program, and localized the Director



Gilbert Eng  
Shanghai, China

of Finance position to create career development opportunities for area talent.

He found time to thank his team for record-breaking performances and for their unwavering service standards during a 100-room renovation that converted office space to guest rooms, bringing his total count to 318. Despite the construction, Gilbert's hotel still achieved an Overall Satisfaction score of 90. He managed all of this while implementing new bedding standards and participating in his cluster's community service initiatives.

Yes, Gilbert Eng is a master of all - and a master of doing it all - right.

### SPIRIT TO SERVE: A WAY OF LIFE

Triumph of Spirit Winner Graves held her head high

Spirit to Serve isn't just an expression, but a way of life for 2005 Triumph of Spirit winner Jennifer Graves. During a crisis, it's the true leader who can act calmly and avoid panic when evacuating guests...who can encourage associates to perform at high levels even when exhausted...and who can manage three months



Jennifer Graves  
Houston  
Northwest, TX

of repair while operating at 100%. Jennifer Graves is that leader. While managing a fire and its aftermath and a personal tragedy that struck the same night, Jennifer put her associates and guests first.

With spirits held high throughout it all, this cheerleader showed us the true meaning of Spirit to Serve.

## Six keys: Creating passion for Marriott

When it comes to moving a guest from "like" to "love," no one does it better than Courtyard and we thank you for setting the pace in 2005. In 2006, we will focus on six priorities to create an emotional connection with our guests and remain the world's best lodging company.



**Bill Shaw**  
President and COO,  
Marriott International

**Increase Preference** - Guests who "love" Marriott will think of us for family vacations, weddings and more. We must continually respond to the changing needs of our guests.

**Improve Guest Experience** - We will drive product leadership with new bedding, technology, F&B and fitness offerings, and delight guests with our "Spirit to Serve."

**Commit to Diversity** - As travelers become more diverse, so should we. We are as committed as ever to increasing the diversity of our associates, suppliers, and owners and franchisees.

**Increase RevPAR Premiums** - We must put our dollars in the right place, get the right answers to customers' questions, and maximize return on our investment. Our marketing must stay relevant to emerging customers. New bedding and other enhancements will provide opportunities to increase average rates and RevPAR premiums.

**Increase Profit Margins** - We must focus on margins, control costs and become a clear industry leader to recapture our best profit-per-room levels.

**Growth** - With the opening of Courtyard's 100,000th room, aggressive growth plans for SpringHill Suites, and renewed development activity for Fairfield Inn, our select-service brands are well positioned for leadership.

If we improve our product and services, we will increase preference. If we increase preference, we'll strengthen RevPAR and margins. And when we do that, we'll drive growth and maximize return to owners and franchisees.

Bill Shaw  
President and COO,  
Marriott International

## Courtyard: The solid oasis



**The frequent traveler's oasis on the road:** that's our mission. Faced with strong competition and new brands, Courtyard will win by focusing on our guests, showing them how much we care. They won't just like us, they'll love us. That's what *Send Your Love* is all about: showing our customers just how much we love them by designing experiences that perfectly meet their needs.

Our guests are **achievement focused**, which is why we do everything we can to make them as productive on the road. They also need to be **revitalized**, which is why Courtyard has become the antidote to a stressful journey. A business traveler's journey is filled with hazards, which is why **peace of mind** is important in their hotel choice. Our consistent and familiar experience that puts the guest in control of their stay alleviates their stress. And lastly, our guests value **being real**. They are grounded individuals who want their hotel to reflect their personality. That's why we have the right selection of purposeful services all delivered by a respectful, yet approachable team of associates.

Our approach is to leverage the brand pillars in everything we do. **Connect:** linking guests with people, information and the local area enables their effectiveness, control and relaxation. **Refresh:** providing a stimulating experience that enhances the guest's attitude and spirit. **Shelter:** creating a restorative environment that enhances comfort and relaxation.

This week, you've seen how Courtyard will leverage these pillars to meet guest needs in the future, and how to bring them to life in your hotel every day. You are the best of the best and your leadership in bringing the experience mission to life will ensure our continued market leadership.



Congratulations to our **2005 winners**, who



send your  
**LOVE**

by creating **powerful** guest experiences

**HOTELS OF THE YEAR**

Portland Tigard, OR  
Paris Charles de Gaulle  
Airport, France

**GENERAL MANAGERS  
OF THE YEAR**

Gilbert Eng  
Shanghai, China  
Gwen Lytle  
Boise, ID

**DIAMOND GENERAL MANAGERS  
OF THE YEAR**

Gilbert Eng  
Shanghai, China  
Johan Kamerbeek  
Paris Charles de Gaulle  
Airport, France  
Doug Smith  
Long Beach, CA  
Gwen Lytle  
Boise, ID

Mary Metcalf  
Chicago Naperville, IL  
Dany Thibault  
Quebec City, Canada  
Kim Ortiz  
Portland Tigard, OR  
Sherif Guirguis  
Dallas Addison Quorum, TX

**OPENING HOTELS OF THE YEAR**

Dubai Green Community,  
United Arab Emirates  
Lancaster, PA

**OPENING GENERAL MANAGERS  
OF THE YEAR**

Maylin Trenidad  
Port of Spain, Trinidad/Tobago  
Rockford (Rocky) Wruck  
Chicago Schaumburg, IL

**CHAIRMAN'S AWARD**  
Gera, Germany 95.8  
Orlando Ocoee, FL 93.2

**ROOM CLEANLINESS CHAMPIONS**  
Warsaw, Poland 99.2  
Gera, Germany 99.2  
Junction City, KS 96.5  
Louisville Northeast, KY 94.8  
Amarillo, TX 94.8  
Quebec City, Canada 94.8  
Madison East, WI 94.5

**HIGHEST GUEST SATISFACTION SCORE –  
MAINTENANCE AND UPKEEP**  
Panama Real Hotel, Panama 100.0  
Bochum, Germany 97.5  
Louisville Northeast, KY 96.2  
Junction City, KS 96.0  
High Point, NC 95.7  
Amarillo, TX 95.1  
Madison East, WI 94.7

**HIGHEST GUEST SATISFACTION SCORE –  
STAFF SERVICE OVERALL**  
Graz, Austria 98.7  
Gera, Germany 96.2  
Boulder Longmont, CO 96.2  
Quebec City, Canada 95.8  
Kokomo, IN 92.8  
Amarillo, TX 92.5  
Toronto Markham, Canada 92.5

**HIGHEST GUEST SATISFACTION SCORE –  
ELITE RECOGNITION**  
Graz, Austria 98.0  
Monterey Airport, Mexico 96.0  
Bochum, Germany 96.0  
Gera, Germany 96.0  
Boulder Longmont, CO 94.9  
Melbourne West, FL 94.9  
Gainesville, FL 91.3  
Minneapolis Eden Prairie, MN 91.1  
Boulder, CO 88.6

**HIGHEST GUEST SATISFACTION SCORE –  
BRAND CHAMPION**  
Panama Real Hotel, Panama 92.0  
Gera, Germany 91.7  
Junction City, KS 83.3  
Carolina Beach, NC 80.7  
High Point, NC 80.4  
Providence Warwick, RI 80.4  
Texarkana, TX 79.9

**HIGHEST GUEST SATISFACTION SCORE –  
BREAKFAST**  
Bochum, Germany 94.1  
Warsaw, Poland 93.1  
High Point, NC 84.0  
Dallas Richardson at Spring Valley, TX 83.9  
Boulder Longmont, CO 81.4  
Springfield, VA 80.8  
Baton Rouge Siegen Lane, LA 80.8  
Cleveland Westlake, OH 80.8

**LOWEST PROBLEM INCIDENCE**  
Kokomo, IN 12.3  
Toronto Markham, Canada 11.7  
Boulder Longmont, CO 11.5  
Gera, Germany 11.3  
Dalton, GA 10.9  
Des Moines West Clive, IA 10.8  
Bottrop, Germany 9.4

**MOST IMPROVED GUEST SATISFACTION  
SCORE – OVERALL SATISFACTION**  
Dallas Arlington by the Ballpark, TX 13.6  
Chicago Naperville, IL 13.2  
Chicago Waukegan Gurnee, IL 12.1  
St. Louis Creve Coeur, MO 12.0  
Scottsdale Mayo Clinic, AZ 11.2  
San Jose Escazu, Costa Rica 5.3

**COMMUNITY SERVICE HOTELS  
OF THE YEAR**

Boise, ID  
Parramatta, Australia

**MANAGERS OF OPERATIONS  
OF THE YEAR**

Jennifer Laney Brooks  
Atlanta Gwinnett Mall, GA  
Tiffany Shaw  
Portland Hillsboro, OR  
Chuck Kassim  
Surfer's Paradise, Australia  
**TRIUMPH OF SPIRIT**  
Jennifer Graves  
Houston Northwest, TX

**SALES TEAMS OF THE YEAR**

Las Vegas Convention Center, NV  
Jamie McVey  
Karen Moon  
Charles Kahn  
Chadd Young  
Charleston Riverview, SC  
Christine Greenleaf  
Katie Coisson  
Emily Weidle

**SALES LEADERS OF THE YEAR**

Jennifer Myers  
Tysons Corner, VA  
Andrew Davis  
Houston Downtown, TX

**TOP OPS WINNERS**

Roanoke Airport, VA  
Spokane, WA

**ASSOCIATES OF THE YEAR**

Jason Pruden  
Portland Hillsboro, OR  
Dan Thomas  
Scottsdale Mayo Clinic, AZ  
Oanh Frary  
Fremont, CA

**DIAMOND HOTELS**

Amarillo, TX  
Boise, ID  
Des Moines West Clive, IA  
Portland Tigard, OR  
Quebec City, Canada  
Rochester West Greece, NY  
Paris Charles de Gaulle  
Airport, France  
Warsaw International  
Airport, Poland

**PLATINUM HOTELS**

Albany, GA  
Bochum, Germany  
Bottrop, Germany  
Bristol, VA  
Brussels, Belgium  
Dusseldorf Hafen, Germany  
Dusseldorf Seestern, Germany  
Graz, Austria  
High Point, NC  
Junction City, KS  
Kokomo, IN  
Kuwait City, Kuwait  
Louisville Northeast, KY  
Madison East, WI  
New World Courtyard Beijing, China  
New World Courtyard Shunde, China  
New World Courtyard Wuxi, China  
Newark Granville, OH  
Panama Real, Panama  
Providence Lincoln, RI  
Pudang Shanghai, China  
Rostock, Germany  
San Jose Escazu, Costa Rica  
Santo Domingo,  
Dominican Republic  
Texarkana, TX  
Traverse City, MI

**GOLD HOTELS**

Amsterdam Airport, Netherlands  
Berlin Kopenick, Germany  
Binghamton, NY  
Boston Copley Square, MA  
Boulder Longmont, CO  
Boulder Louisville, CO  
Chapel Hill, NC  
Chicago Downtown Magnificent Mile, IL  
Columbus Easton, OH  
Dallas Richardson at Spring Valley, TX  
Dalton, GA  
Danville, VA  
Foothill Ranch Irvine Spectrum, CA  
Fort Meade at National Business Park, MD  
Ithaca, NY  
Kansas City East Blue Springs, MO  
Linz, Austria  
Little Rock Downtown, AR  
Middletown, NY  
Moorhead, MN  
Newark University of Delaware, DE  
Northampton, England  
Portland Hillsboro, OR  
Saratoga Springs, NY  
St. Louis Airport Earth City, MO  
State College, PA  
Tbilisi, Georgia  
Toronto Markham, Canada  
Wausau, WI

**MOST IMPROVED GUEST SATISFACTION  
SCORE – CLEANLINESS**

Dallas Arlington by the Ballpark, TX 12.4  
Chicago Naperville, IL 12.3  
St. Louis Creve Coeur, MO 9.8  
West Palm Beach, FL 9.8  
Los Angeles Century City Beverly Hills, CA 9.4  
Washington Embassy Row, DC 9.4  
Berlin Teltow, Germany 8.5

**MOST IMPROVED GUEST SATISFACTION  
SCORE – MAINTENANCE & UPKEEP**

Chicago Naperville, IL 17.3  
St. Louis Creve Coeur, MO 16.6  
Dallas Arlington by the Ballpark, TX 15.3  
Scottsdale Mayo Clinic, AZ 14.5  
Chicago Waukegan Gurnee, IL 13.5  
Graz, Austria 5.9

**MOST IMPROVED GUEST SATISFACTION  
SCORE – SERVICE**

Chicago Naperville, IL 12.4  
San Jose Escazu, Costa Rica 7.8  
Atlanta Glenridge Perimeter, GA 7.8  
Minneapolis St. Paul Airport, MN 7.7  
Dallas Arlington by the Ballpark, TX 7.3  
Scottsdale Mayo Clinic, AZ 6.6

**MOST IMPROVED GUEST SATISFACTION  
SCORE – ELITE RECOGNITION**

Boston Revere, MA 23.3  
Rockaway Mt. Arlington, NJ 22.1  
Louisville Downtown, KY 19.8  
Columbus, GA 19.7  
Seattle Sea-Tac Area, WA 19.6  
San Jose Escazu, Costa Rica 9.0

**MOST IMPROVED PROBLEM INCIDENCE**

New World Courtyard Beijing, China -13.1  
Dallas Arlington by the Ballpark, TX -8.2  
Dallas Richardson at Spring Valley, TX -7.9  
Scottsdale Mayo Clinic, AZ -7.7  
Philadelphia Devon, PA -7.1  
Irvine John Wayne Airport Orange County, CA -6.2

**MOST IMPROVED GUEST SATISFACTION  
SCORE – BREAKFAST**

Atlanta Executive Park Emory, GA 12.3  
Dallas Arlington by the Ballpark, TX 10.3  
Scottsdale Mayo Clinic, AZ 9.8  
San Diego Old Town, CA 9.7  
Charlotte Lake Norman, NC 9.7  
Santo Domingo, Dominican Republic 4.5

**MOST IMPROVED BRAND CHAMPIONS**

Dallas Arlington by the Ballpark, TX 18.5  
St. Louis Creve Coeur, MO 15.1  
Tampa Westshore/Airport, FL 13.6  
Scottsdale Mayo Clinic, AZ 11.9  
Fort Wayne, IN 11.3  
Isla Verde Beach Resort, Puerto Rico 6.6

**BEST OPENING HOTEL SALES RAMP-UP**

Stamford Downtown, CT

**REVPAR INDEX IMPROVEMENT**

Dusseldorf Seestern, Germany 33.8%  
Salinas Monterey, CA 30.9%  
Tampa Downtown, FL 28.6%  
Boston Westborough, MA 28.0%  
Providence Lincoln, RI 26.1%  
Oklahoma City Northwest, OK 24.1%