



Mark Laport
President, CY Franchise
Advisory Council
Concord Hospitality

“Let’s go for it!”

Says Laport, “The hotel industry is marching back to the high watermark it enjoyed in 2000. As a Marriott brand, we have the unique opportunity to focus on guest experience while optimizing revenue. Let’s go for it!”



2004 Hotels of the Year



**Tigard, OR and
Duesseldorf-Seestern, Germany
take top hotel honors**

Wednesday, February 9, 2005

Newsline

News Money Sports Life

Once upon a mattress

Goodbye, bedspreads! Hello, customer satisfaction! Biggest news among all CFRST brands is our new bedding, part of a three-year strategy to outpace the competition. Providing a superior night’s sleep demonstrates the greatest potential to improve or protect market share.



Pre-arrival pampering

Need a weather forecast? Directions and a map? How about requesting extra pillows or a spa treatment at one of our full-service hotels? Guests at CFRST and Full-Service hotels can now pre-plan their trips via a personalized e-mail they receive five days prior to arrival, thanks to Marriott’s new Pre-Arrival Planning Service. It’s part of Marriott’s highly regarded At Your Service™ program, which focuses on the total guest experience.

Touchdown!

Between Jan. and Sept. 2004, Select Service and Extended Stay associates went above and beyond in recognizing Elite guests at their hotels. “Acknowledged as an Elite Member” scores increased nearly 13 points over 2003. Three cheers!

Motto from QA –Always Be Prepared

Beginning this year, the July–December Operations Review dates will not be provided in advance, so take steps now to prepare your documents, associates and hotel!

Demand at your fingertips

eChannel growth plus customer focus equals the need for a new measure of transient demand. Coming in 2Q 2005, Additional Demand will replace current stroke-counted demand turndowns and will provide the ability to measure unconstrained demand through our eChannels. This will give you a more accurate and comprehensive view of transient unconstrained demand and help guide your revenue management decisions.

Extreme makeover

Franchisees, due for a renovation? Remember to log onto the CFRST New Build and Renovation website for details on how to complete and submit your scope of work. Go to the Franchise Source and follow the access prompts. For owners of MI-managed properties, this website will be available to you in the first half of 2005. Stay tuned!

Score big time with Connect.U

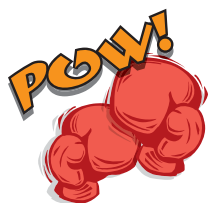
The final numbers are in for 2004, and here’s how Connect.U scored: 1,618 managers were trained; there were 22 Fundamentals training hotels in 8 states and Connect.U received a 4.7 (out of 5) evaluation rating. Get in the game: visit the Connect.U website and enroll in a 2005 class.

A daily dose’ll do it

Watch for the Effective Daily Meetings Training Program, arriving soon. This 90-minute, easy-to-deliver course will help reinvigorate your service leaders and provide ideas on how to make your Daily Basics Meetings effective, motivating and fun.

The ol’ one-two

Deliver a knock-out punch to guest problems with Marriott’s Problem Free Website. It offers an array of tools, resources, solutions and best practices to make sure that problems are down for the count.



USA TODAY Snapshots®

4,000 miles of linens

If you lined up CY’s new bed sheets*, pillows, pillow protectors, pillowcases, bed scarves, mattress pads and Vesta comforters, they’d stretch for over 4,000 miles – all the way from CY – Boston Copley Square to CY – Warsaw Airport.



Source: Marriott By Kirie M. Samuels, USA TODAY

Lead and motivate your team



J.W. Marriott, Jr.
Chairman and CEO

Thank you for helping Marriott win the Big Game. You are part of an incredible team dedicated to achieving our vision to be the number one lodging company in the world.

The lodging industry is back, and thanks to you we are stronger, better positioned, more efficient and smarter than ever before – with exciting new hotels, services and experiences

to offer our guests. You made it all possible. It is because of your commitment, innovation and enduring “spirit to serve” that Marriott continues to be the most respected hospitality company in the world.

We are on a path to dramatically grow our distribution over the next ten years and have set an attainable goal to make each of our brands the most preferred

in their category. Our challenge now is to win the Big Game for guest preference and guest loyalty in a marketplace that is intensely competitive.

Today’s hotel guests want superb service, comfort, fresh designs and the latest technology. Our goal is to create a total guest experience that exceeds their expectations and earns their loyalty by delivering personal luxury, style, convenience and superior service.

It’s the New Look and Feel of Marriott. It is raising the bar

across all of our brands – and across the industry. Above all, it is a call to action and an opportunity to take all of our brands to new heights.

When it comes to success, it is our people who make the difference. Your “spirit to serve” is the competitive edge that makes Marriott brands the top choice for millions of guests. You keep us connected to our guests and keep them coming back. I am counting on you to motivate your team and lead them on to victory in the Big Game.



McNeil, Azam named GMs of the Year

McNeil shines in the Big Apple

More than 20 years ago, Keith McNeil was hired as a housekeeping manager trainee at the Saddlebrook Marriott. That first job started a career climb within full-service, kept rising with Courtyard, and today finds him smack dab in the middle of the nation’s largest city as GM of Courtyard-Midtown East.

Along the way, he worked in other major U.S. markets – D.C. and Philadelphia – which went far in preparing him for the challenge of his career.

The owners of Courtyard-Midtown East were entering into an anticipated real estate transaction with unique financial implications; which, at a large New York City hotel like Keith’s, presented some atypical challenges. In the face of all this,



Keith McNeil
Midtown East, Manhattan

Keith rose to the challenge, keeping a focus on his associates and on his hotel, exceeding sales, profit and guest satisfaction goals – and not by a small margin, but by an overwhelming one.

By continuing to operate in a business-as-usual mode, and by making sure that frequent and honest communications ruled, Keith exemplified crucial skills of leadership and management with his associates and his guests. His integrity paid off in a big way, resulting in significant increases in RevPAR, RevPAR index, occupancy and guest satisfaction.

Yes, Keith McNeil starred in his own “Survivor” reality show last year – and led his cast of New York stars to the top of the heap.

Azam makes full circle in Britain

He started out in 1986 as a conference and banquet headwaiter at the Slough/Windsor property, was promoted to three different positions at three more hotels, and tonight was named Courtyard’s International GM of the Year for exemplifying superb leadership as general manager of the Slough/Windsor property.

Yes, it’s been a full-circle, fully successful career for Mohammed Azam.

His most recent AOS score was 94%, one of the highest in the country, no doubt attributable to how he cultivates talent among his associates and is a walking example of sales and service excellence.



Mohammed Azam
Slough/Windsor

Mohammed is fully involved in Spirit To Serve initiatives, hosts regular customer forums in order to stay on top of potential business, and has a personal passion for the customer that creates a unique sales culture throughout his entire operation.

“He is one of the most sales-oriented GMs that I have worked with; his commitment to the customer and sales are clearly personal priorities,” says Whitbread’s Adrian Osinski.

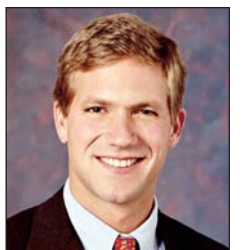
For Mohammed Azam, his full circle is truly abundant – full of passion, success and dedication.

Every guest experience counts

It was great seeing you again at this year’s General Managers Conference. I want to congratulate you for your outstanding contributions and accomplishments. You play a vital role in building our select service brands, and have spirit and passion that make you the very best in the lodging industry.

Our business continues to improve, which is welcome news after some tough years. You have worked hard to meet the challenges, and we are seeing the benefits in stronger RevPAR premiums, improving guest satisfaction and growing preference. Now, with more people traveling, delivering the best guest experience possible is more important than ever.

We are enhancing the guest experience by putting the right people in the right jobs, recognizing our best customers, creating innovative designs, introducing luxurious new bedding, and even offering a better breakfast. And, to build greater loyalty, Marriott’s Service and Relationship Strategy is helping us personalize each guest’s stay. These improvements give us even more opportunities to form emotional connections at every touch point – and to make every guest experience count.



John Marriott, III
EVP, Lodging

Fourth and long

“Fourth and long.” That’s where Courtyard was just a few years ago (apologies to my *International friends for the American football metaphors*). We had an aging product, a lack of meaningful consumer news, and were seeing our competition making gains.

It would have been easy for us to bow to the competition, but we didn’t. We drew deep in our play book and used all our weapons: the Reinvention, a relentless sales focus, and business-building initiatives like The Market and free high-speed internet access (HSIA). And we made the play – first down!

2004 was great, with +10% RevPAR growth in NALO and +5% growth internationally. Importantly, we’ve stopped our GSS erosion while leveraging free HSIA to grow RevPAR Index +2.5%.

We’re driving down the field, and we’ll win the big game. By implementing the Experience Mission and leveraging the power of the Marriott engine and local sales, we’ll build our business among frequent business travelers.

Our 2005 challenge is big: continue our strong performance and start on our three-year plan to move “like to love” with our guests. Here are our plays:

- Create the Guest Experience
 - **Product Leadership:** Complete the Reinvention in NALO and launch the Experience Mission behind bedding and Eggs are It initiatives. Finalize the NALO rollout of The Market and continue to leverage HSIA to shift share.
 - **Service Leadership:** Refresh your 75/90 plan for Elite guest satisfaction – with a stretch goal of 80% Elite Recognition. Work on creating Problem Free Stays by focusing on those 3-4 big problems directly under your hotels’ control. Use effective daily meetings to focus associates on service that Makes a Difference.
- Sales Leadership – Use your sales and revenue management tools to develop the best strategies, and continue to leverage Segment Sales and the GSO.

We all know what it takes to win the Big Game – superior guest experiences that have our guests falling in love with Courtyard. I’m fortunate to work with GMs who have the talent to do what it takes to win. Thank you for your continued passion and unwavering leadership.

From China to California, Germany to Georgia

Congratulations to Managers, Associates of the Year

2004 Managers of the Year

Andrea Anderson
Chattanooga – Downtown, TN

Allen Chiu
Shunde, China

Orlando Norio
Pleasant Hill, CA

2004 Associates of the Year

Fehmi Avci
Duesseldorf – Seestern, Germany

Chong Belock
Seattle – Federal Way, WA

John Johnson
Orlando – Maitland, FL

Resi Kowski
Atlanta – Midtown, GA



Making the Score in '04

Congratulations To Our 2004 Winners!



REGION OF THE YEAR

Western Region

DIAMOND GENERAL MANAGERS OF THE YEAR

Mohammed Azam
Slough – Windsor/Berkshire, England
Teri Butler
Minneapolis – Eden Prairie, MN
Mark Ethers
Charlotte – Southpark, MN
Johann Kamerback
Paris – Neuilly, France
Gwen Lytle
Boise, ID
Keith McNeil
New York City – Midtown, NY
Linda Plain
Binghamton, NY
Owen Westervelt
Columbus – Easton, OH

MANAGERS OF THE YEAR

Andrea Anderson
Chattanooga – Downtown, TN
Allen Chiu
Shunde, China
Orlando Norio
Pleasant Hill, CA

DIAMOND HOTELS

Altoona, PA
Binghamton, NY
Boston – Waltham, MA
Boulder – Longmont, CO
Colorado Springs – South, CO
Dallas – DFW Airport South/Irving, TX
Danbury, CT
Des Moines – West/Clive, IA
Duesseldorf – Seestern, Germany
Greenville – Spartanburg Airport, SC
Lansing, MI
Minneapolis – Eden Prairie, MN
Nashville – Brentwood, TN
Portland – Tigard, OR
Roanoke – Airport, VA
Rochester – West/Greece, NY
San Francisco – Downtown, CA
San Juan, Puerto Rico
Shanghai – Pudong, China
Springfield, VA
Toronto Markham, Canada
Wausau, WI

PLATINUM CIRCLE

Amarillo, TX
Beijing, China
Berlin – Koepenick, Germany
Bochum – Stadtpark, Germany
Boulder – Longmont, CO
Chicago – Downtown/Magnificent Mile, IL
Columbus – Easton, OH
Duesseldorf – Seestern, Germany
Gera, Germany
Graz, Austria
Hannover – Maschsee, Germany
High Point, NC
Kansas City – East/Blue Springs, MO
Kokomo, IN
Leamington Spa, England
Linz, Austria
Madison – East, WI
Monterrey, Mexico
Nashville – Brentwood, TN
Paris – Charles de Gaulle Airport, France
Portland – Tigard, OR
Providence – Lincoln, RI
Quebec City, Canada
Roanoke – Airport, VA
Santo Domingo, Dominican Republic
Shanghai – Pudong, China
Shunde, China
Tbilisi, Georgia
Texarkana, TX
Traverse City, MI
Warsaw, Poland
Wausau, WI
Wuxi, China

GOLD CIRCLE

Altoona, PA
Binghamton, NY
Boston – Waltham, MA
Bottrop, Germany
Boulder – Louisville, CO
Carolina Beach, NC
Cleveland – Beachwood, OH
Colorado Springs – South, CO
Coventry, England
Dallas – DFW Airport South/Irving, TX
Danbury, CT
Danville, VA

GM OF THE YEAR – NALO

Keith McNeil
New York City –
Midtown East, NY

HOTEL OF THE YEAR – NALO

Portland – Tigard, OR

HOTEL OF THE YEAR – INTERNATIONAL

Duesseldorf – Seestern, Germany

CHAIRMAN'S AWARD

Hannover – Maschsee, Germany
Quebec City, Canada

TRIUMPH OF SPIRIT AWARD

Florida Hotels
Gulf Shores, AL
Mobile, AL

GM OF THE YEAR – INTERNATIONAL

Mohammed Azam
Slough – Windsor/
Berkshire, England

ASSOCIATES OF THE YEAR

Fehmi Avci
Duesseldorf – Seestern, Germany
Chong Belock
Seattle – Federal Way, WA
John Johnson
Orlando – Maitland, FL
Resi Kowski
Atlanta – Midtown, GA

SERVICE CHAMPIONS

Bettendorf – Quad Cities, IA
Boulder – Longmont, CO
Dalton, GA
Duesseldorf – Seestern, Germany
High Point, NC
Kokomo, IN
Melbourne – West, FL
Monterrey, Mexico
Portland – Tigard, OR
Quebec City, Canada
Texarkana, TX
Wausau, WI

SERVICE - MOST IMPROVED
Durham – Duke University/Downtown, NC
Fishkill, NY
Graz, Austria
Mahwah, NJ
Washington – Dulles Airport/Chantilly, VA
Wilmington – Newark/Christiana, DE

FEWEST PROBLEMS EXPERIENCED

Buffalo – Amherst, NY
Charlotte – South Park, NC
Dalton, GA
Des Moines – West/Clive, IA
Gera, Germany
Graz, Austria
Minneapolis – Eden Prairie, MN
Providence – Lincoln, RI
Seattle – Federal Way, WA
Traverse City, MI
Tupelo, MS
Wausau, WI

FEWEST PROBLEMS EXPERIENCED – MOST IMPROVED

Boston – Stoughton, MA
Fishkill, NY
Graz, Austria
Mahwah, NJ
Riverside, CA
Wilmington – Newark/Christiana, DE

ELITE MEMBER RECOGNITION CHAMPIONS

Austin – South/Airport, TX
Boulder – Longmont, CO
Columbus – Worthington, OH
Duesseldorf – Seestern, Germany
Ft. Lauderdale – Weston, FL
Gainesville, FL
Houston – Sugarland, FL
Melbourne – West, FL
Memphis – East/Park Avenue, TN
Monterrey, Mexico
Topeka, KS
Winston-Salem – University, NC

ELITE MEMBER RECOGNITION – MOST IMPROVED

Arlington – Crystal City/Reagan National
Airport, VA
Detroit – Livonia, MI
Frankfurt – Nordwest/Zentrum, Germany
Hanover, NJ
Long Island – MacArthur Airport, NY
Washington – Dulles Airport/Chantilly, VA

BRAND CHAMPIONS

Altoona, PA
Amarillo, TX
Boulder – Longmont, CO
Coventry, England
High Point, NC
Houston – West University, TX
Kokomo, IN
Madison – East, WI
Portland – Tigard, OR
Providence – Lincoln, RI
Santo Domingo, Dominican Republic
Texarkana, TX

BRAND CHAMPIONS – MOST IMPROVED

Bettendorf – Quad Cities, IA
Boston – Stoughton, MA
Des Moines – West/Clive, IA
Jacksonville – Mayo Clinic/Beaches, FL
Paris – Neuilly, France
Wilmington – Newark/Christiana, DE

REVPAR INDEX IMPROVEMENT

Newark – Elizabeth, NJ
Newark – Silicon Valley, CA
Norwalk, CT
San Jose – Airport, CA
Shunde, China
Somerset, NJ

BREAKFAST CHAMPIONS

Cleveland – Westlake, OH
Dallas – Richardson at Spring Valley, TX
Duesseldorf – Seestern, Germany
Erie, PA
Ft. Worth – Fossil Creek, TX
High Point, NC
Jacksonville – Butler Boulevard, FL
Kokomo, IN
Portland – Tigard, OR
St. Louis – Airport/Earth City, MO
Tupelo, MS
Wuxi, China

BREAKFAST - MOST IMPROVED

Bentonville, AR
Columbia – Northeast/I-77, SC
Fayetteville, NC
Leamington Spa, England
San Jose – Airport, CA
Topeka, KS
Wilmington – Newark/Christiana, DE

MAINTENANCE AND UPKEEP CHAMPIONS

Amarillo, TX
Columbus – Easton, OH
Danville, VA
High Point, NC
Madison – East, WI
Paris – Charles De Gaulle Airport, France
Portland – Tigard, OR
Providence – Lincoln, RI
Quebec City, Canada
Roanoke – Airport, VA
Santa Domingo, Dominican Republic
Wausau, WI

MAINTENANCE AND UPKEEP – MOST IMPROVED

Atlanta – Cumberland Center, GA
Bettendorf – Quad Cities, IA
Boston – Stoughton, MA
Des Moines – West/Clive, IA
Huntington Beach – Fountain Valley, CA
Paris – Neuilly, France

CLEANLINESS OF ROOM CHAMPIONS

Amarillo, TX
Bochum Stadtpark, Germany
Boulder – Longmont, CO
Columbus – Easton, OH
High Point, NC
Madison – East, WI
Middlebury, NY
Kokomo, IN
Portland – Tigard, OR
Providence – Lincoln, RI
Quebec City, Canada
Wuxi, China

CLEANLINESS OF ROOM – MOST IMPROVED

Atlanta – Midtown/Georgia Tech, GA
Bettendorf – Quad Cities, IA
Boston – Stoughton, MA
Des Moines – West/Clive, IA
Paris – Neuilly, France
Wilmington – Newark/Christiana, DE

Des Moines – West/Clive, IA
Duesseldorf – Hafen, Germany
Eisenach, Germany
Ft. Lauderdale – Weston, FL
Greenville – Spartanburg Airport, SC
Hickory, NC
Ipswich, England
Lansing, MI
Middletown, NY
Minneapolis – Eden Prairie, MN
Moorhead, MN
Newark – Granville, OH
Northampton, England
Paris – Neuilly, France
Providence – Warwick, RI
Rochester – East/Penfield, RI
Rochester – West/Greece, NY
Rotherham, England
San Francisco – Downtown, CA
Seattle – Federal Way, WA
Springfield, VA
State College, PA
Tampa – Oldsmar, FL
Toronto – Markham, Canada
Tupelo, MS
Valdosta, GA
Wilmington – Christiana Mall, DE

SALES PERSON OF THE YEAR

Teipo Brown
San Francisco – Oyster Point, CA

SALES TEAMS OF THE YEAR

Marriott Village at Lake Buena Vista, FL
Newark – Silicon Valley, CA

BEST OPENING GENERAL MANAGERS OF THE YEAR

Louise Byrom
North Ryde, Australia
Michael Hickerson
Little Rock – Downtown, AR

BEST OPENING HOTELS OF THE YEAR

Ft. Lauderdale – Airport/Cruise Port, FL
Kuwait City, Kuwait

BEST OPENING SALES RAMP-UP CHAMPION

Foothill Ranch – Irvine Spectrum, CA

TOP QUALITY ASSURANCE OPERATIONS AWARD

Amarillo, TX
Binghamton, NY
Portland – Tigard, OR

TRAINER OF THE YEAR

Crystal Martin, Dallas – Addison, TX

SELECT SERVICE - TRAINING HOTEL OF THE YEAR

Manassas, VA

OVERALL SATISFACTION – MOST IMPROVED

Bettendorf – Quad Cities, IA
Boston – Stoughton, MA
Des Moines – West/Clive, IA
Fishkill, NY
Paris – Neuilly, France
Wilmington – Newark/Christiana, DE