

We hope this newsletter will help keep you informed on all that is happening with Marriott® Individual Incentives and The Ritz-Carlton® Individual Incentive Awards, as well as the World of Marriott.

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**Stop by and see us at Booth #2056 at The Motivation Show!**

#### **Create Creative Environments the Dale Carnegie Way**

How do you move beyond everyday business procedures to spark ingenuity throughout your workforce? Dale Carnegie Training advocates practices any business can implement to provide an innovative environment which inspires creativity and new ideas. Here are three simple Dale Carnegie-approved ways to get started:

- **Initiate Creativity:** Set up a brainstorming session and be the first to throw out a radical, off-the-wall idea that contradicts current practices. Emphasize that ideas such as this are not necessarily going to be carried out, but are to be used to get brains whirring. This will encourage employees to offer ideas, even if they are certain that the idea will not work.
- **Create a Trusting Environment:** The key to unleashing creativity is to provide a space where employees feel comfortable brainstorming and conveying ideas that may be more adventurous than usual. Communicate clearly that the space is one in which no one's ideas are judged or criticized, but rather noted, discussed and built upon.
- **Ask for Feedback:** The simple act of soliciting requests from your employees is an effortless task that will confirm your loyalty to and investment in your staff's happiness. Be sure to examine and respond to every submission so that your employees know why each suggestion will or will not be carried out.

[www.dalecarnegie.com](http://www.dalecarnegie.com)

#### **Do You Have a Question About One of Our Products? Call Us—We Are Happy to Assist You:**

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## Trends in Employee Recognition 2008

A recent WorldatWork survey reveals that employee recognition continues to be important to employers. Eighty-nine percent of companies use recognition programs as part of their human resources strategy, up from 84% in 2002; and 96% report their recognition strategy aligns with their organization strategy.

The top three recognition programs are:

1. Length of service (86%)
2. Above and beyond (79%)
3. Peer-to-peer (42%)

Companies today are realizing there are some tangible benefits to having recognition programs in place. The most common objectives for having recognition programs include:

1. Create a positive work environment (77%)
2. Motivate high performance (71%)
3. Create a culture of recognition (69%)

[www.worldatwork.org](http://www.worldatwork.org)

## Marriott International to Nearly Triple its Presence in Mexico in Five Years

Marriott International, Inc. announced today four signed agreements that it expects will nearly triple its lodging presence in Mexico over the next five years.

The agreements involve plans to add 29 branded Marriott hotels in Mexico, create an estimated 3,000 new jobs and represent a total investment of more than \$1 billion by the owners of the Marriott properties.

"These agreements reflect a huge investment being made by our partners in the future of Mexican tourism and are in response to the growing attractiveness of Mexico as a tourist destination," said Ed Fuller, president & managing director of international lodging for Marriott International.

Fueling Marriott's global growth, the Mexico announcement is part of its pipeline of 130,000 new rooms that the company expects to be added to its system by the year 2010. Marriott anticipates that more than a quarter of its new rooms will be located outside the U.S.

Currently, Marriott's portfolio in Mexico consists of 16 hotels and resorts including the JW Marriott, Marriott, Courtyard, Residence Inn and Fairfield Inn brands.

Fuller added, "As a destination, Mexico accounts for almost 16 percent of tourism activity in the Americas, second only to the United States. Mexico also is the primary destination for foreign tourists within Latin America and today ranks eighth for international tourist arrivals worldwide. We are thrilled to be part of these visionary plans that will help Mexico achieve its goal of becoming the fifth most visited destination in the world."

Marriott has been operating in Mexico for nearly 20 years. "We have watched Mexican tourism evolve into the vibrant,

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## Nearly 50 Percent of Employers Fail to Implement Changes Following Employee Surveys

Corporations continue to miss out on vital feedback and ideas from their own workforce, according to a survey by Opinion Research Corporation. Not only do 47% of companies fail to carry out employee surveys, but nearly half (46%) of those that did implement surveys neglected to make any changes to the organization as a result of the feedback. "Your employees hold the key to your success," said Terry Reilly, of Opinion Research Corporation US, in a press release. "An employee survey gives them the opportunity to let their feedback be heard and become part of the ongoing strategy of the organization." The findings indicate that there is a strong correlation between an organization's responsive action to employee survey feedback and positive employee perception. At those companies that acted on the results from employee surveys, 84% of employees felt that the changes positively affected them personally. If companies go to the effort of conducting employee surveys, it's critical that the exercise is not perceived as "lip service" by employees, which could, in the long run, do more harm than good. It behooves companies to follow through on employee surveys and tackle the hard work of implementing changes and then, most importantly, consistently communicate them loud and clear to employees.

Please enjoy CEO Bill Marriott's blog at  
<http://www.blogs.marriott.com>.

## Openings & Renovations

### Marriott Openings

#### USA:

California  
Pleasanton Marriott, CA  
SpringHill Suites Fresno, CA  
SpringHill Suites Ridgecrest, CA  
Renaissance ClubSport Aliso Viejo Hotel, CA

Florida  
Courtyard Miami at Dolphin Mall, FL

Louisiana  
SpringHill Suites Shreveport-Bossier City/Louisiana Downs

Michigan  
SpringHill Suites Midland, MI

New Hampshire  
Fairfield Inn & Suites Hooksett

New York  
Fairfield Inn New York LaGuardia Airport/Long Island City

appealing product it is today and are delighted to see Mexico's growing middle class spurring national tourism as well. In fact, the domestic Mexican market accounts for nearly 40 percent of all our guests at our hotels within Mexico," he said.

### Six Sigma Your People Practices

Six Sigma transformed the manufacturing side of business, bringing excellence, quality, and conformity to finished goods. Now, *Human Sigma*, a new book published by Gallup Press, provides insights into how to apply the same practices to address the greatest challenge in business today -- managing people. *Human Sigma: Managing the Employee-Customer Encounter*, by John H. Fleming, Ph.D., and Jim Asplund, explores a research-based approach to putting the importance of recognizing people back into businesses, while simultaneously growing value and profits. Based on studies of 10 million customers and 10 million employees around the globe, the Human Sigma approach brings excellence to the way employees engage and interact with customers. Here's a glimpse of the five Human Sigma "rules:"

**Rule # 1: *E Pluribus Unum.*** You can't measure and manage the employee and customer experiences as separate entities. Because you must manage these human systems in tandem, you may need to reorganize.

**Rule #2: Feelings Are Facts.** Emotions frame the employee-customer encounter.

**Rule #3: Think Globally; Measure and Act Locally.** You must measure and manage the employee-customer encounter at a local level.

**Rule #4: There Is One Number You Need to Know.** We can quantify and summarize the effectiveness of the employee-customer encounter in a single performance measure -- the HumanSigma metric -- that is powerfully related to financial performance.

**Rule #5: If You Pray for Potatoes, You Better Grab a Hoe.** Improvement in Human Sigma performance requires deliberate and active intervention through attention to a combination of transactional and transformational intervention activities.

[www.gallup.com](http://www.gallup.com)

### Pack It and Ship It - Marriott Rewards® Members Can Now Ship Their Luggage Using Points

With airlines making it harder to check luggage, Marriott Rewards, Marriott® International's award-winning loyalty program, and The Luggage Club have teamed up to allow members to redeem points for gift cards to ship luggage door to door. Marriott Rewards members will no longer have to face long baggage check lines or fight the crowds at the baggage carousel. The Luggage Club is positioned to meet the needs of this growing segment of travelers which has decided to travel stress-free by shipping their luggage in advance of their trip. Travelers' baggage can be picked up at their home, office or location of choice and delivered to their final travel destination, and returned again at the end of their trip. Plus, The Luggage Club has no limits on size, weight or number of pieces that can be shipped. "We want to make

Pennsylvania  
Residence Inn Hazelton, PA

Rhode Island  
Fairfield Inn & Suites Coventry  
Residence Inn Providence Coventry, RI

South Dakota  
SpringHill Suites Sioux Falls

Abroad:  
Austria  
Courtyard Vienna Messe

China  
Ningbo Marriott Hotel  
Courtyard Beijing Northeast

Thailand  
Courtyard Phuket at Surin Beach

**Marriott Renovations**  
Florida  
Renaissance Boca Raton Hotel

New York  
New York Marriott Downtown

Oklahoma  
Residence Inn Oklahoma City West

**Marriott Renovations Completed**  
Arizona  
Camelback Inn at JW Marriott Resorts & Spa, Scottsdale, AZ

New Jersey  
Park Ridge Marriott, NJ

California  
Burbank Airport Marriott Hotel and Convention Center, CA

Texas  
Fairfield Inn & Suites San Antonio Seaworld/Westover Hills, CA

### The Full Incentive Awards Menu

People don't dream about deluxe pen sets or personalized luggage. But a free trip will set their hearts and minds racing. That's why corporate incentive managers are turning to individual incentive travel programs in increasing numbers. When you work with Marriott, you're partnered with one of the most respected brand names in the business. No other hotel group can offer such a wide choice of rewards to such a vast range of destinations.

#### Stay Awards >>

Each Stay Award includes 1 night accommodations, applicable room taxes, and most include breakfast for two. Awards are valid for 15 months.

- [The Americas Awards >>](#)
  - [Flex](#)

travel as easy as possible for our members," said Ed French, senior vice president, Marriott Rewards. "This is a service that we think will be extremely valuable to our members who spend many of their days navigating airports." Marriott Rewards members can earn 10 Marriott Rewards points per dollar on services and redeem points for gift cards in increments of \$50, \$100, \$250 and \$500. For more information, go to [www.MarriottRewards.com](http://www.MarriottRewards.com).

### Real Living at TownePlace Suites®

TownePlace Suites is introducing a new way to stay for guests who are traveling for an extended period of time: real living.

TownePlace Suites' research has shown that extended stay guests want to maintain their daily rhythms and connect to the local area while on long trips. They crave guest rooms with lots of space to stretch out, work and relax. Most importantly, these guests want the power to live life on the road on their own terms, whether it be grabbing something to eat, re-arranging their rooms to be more comfortable, or choosing how to spend free time the way they want.

Real living is a new hotel experience built around the needs of the traveler on a long trip. Providing them new features to be productive and comfortable:

- Redesigned lobby with the hello front desk and "In a Pinch" self-service market
- Local TowneMap showing helpful businesses and attractions near the hotel
- In-room HomeOffice

For more information on TownePlace Suites and real living [click here](#).

- Premier
- Exclusive
- [Worldwide Award >>](#)
- [Worldwide Select Award >>](#)
- [European Awards >>](#)
  - Classic
  - Signature

### Non-Stay Awards >>

These awards work well on their own or when combined with one of our Stay or Package Awards.

- [Marriott Dining Awards >>](#)
  - Dinner For Two
- [Spa Experience Award >>](#)
- [Marriott Cheques >>](#)
- [Golf Awards >>](#)
- [The Marriott TravelCard<sup>SM</sup> >>](#)
- [Marriott VacationCard >>](#)

### Package Awards >>

Each award includes accommodations, applicable room taxes, and full breakfast for two the next morning.

- [Resort Award >>](#)
- [Live Entertainment Award >>](#)
- [Club House Golf Award >>](#)
- [Vacation Villa Awards >>](#)

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