



*deploy*  
*+ change integration*

# Owner & Franchise Services of Canada

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Canadian Franchise Support and Resources

# Today's Agenda

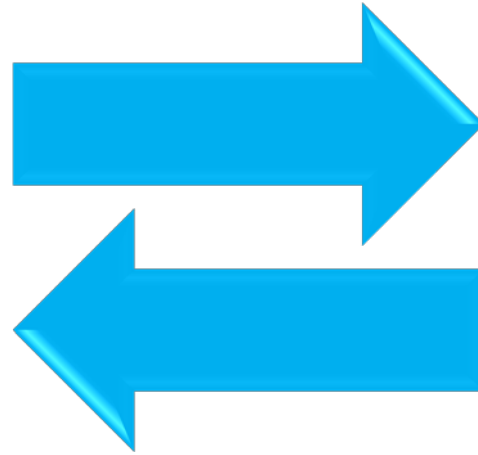


- ☐ Overview of Owner & Franchise Services Account Management Strategy
- ☐ Review Organization Structure
- ☐ Operations, Sales and Marketing Support Moving Forward
- ☐ Global Quality
- ☐ Questions and Answers

# Marriott Account Management *Philosophy*

## Our Role

Deliver tools, resources, systems, brands and standards that work.



## Your Role

Leverage internal and external resources to run GREAT hotels.



# Owner and Franchise Services *Strategy & Objectives*



Drive excellent returns for owners and franchisees and deliver value and exceptional on-strategy growth for  
**Canadian** Owners and Franchisees AND Marriott International

## Objectives

- ☐ Deliver margin and cash flow growth with *exceptional* Owner return on invested capital
- ☐ *Represent* Owners and Franchisees within Marriott
- ☐ Act in a manner that is *transparent* in terms of business decisions, being direct and honest
- ☐ Display a *sense of urgency* for resolution
- ☐ Drive *alignment* with Owners and Franchisees to support business objectives and brand integrity

# Experienced Leaders Around The Globe



J.W. Marriott, Jr.  
Executive Chairman and  
Chairman of the Board



Arne M. Sorenson  
President and Chief  
Executive Officer



Anthony G. Capuano  
Executive Vice President and Global  
Chief Development Officer



Stephanie Linnartz  
Executive Vice President and Chief Marketing  
and Commercial Officer



David J. Grissen  
Group President



Leeny Oberg  
Executive Vice President and Chief  
Financial Officer



Edward A. Ryan  
Executive Vice President  
and General Counsel



Tricia Primrose  
Global Chief Communications  
& Public Affairs Officer



David A. Rodriguez  
Executive Vice President & Global Chief  
Human Resources Officer



Peter Cole  
Managing Director,  
Business Integration



Alex Kyriakidis  
President and Managing Director, Middle  
East & Africa



Amy C. McPherson  
President and Managing  
Director, Europe



Craig Smith  
President and Managing  
Director, Asia Pacific



Stephen Ho  
CEO, Greater China





# Americas Organization



David J. Grissen  
Group President



Dan Flannery  
SVP & Managing Director of  
EDITION Hotels



Herve Humler  
President and Chief Operations Officer  
The Ritz-Carlton



Liam Brown  
President, Franchising, Owner Services and  
MxM Select Brands, North America



Jen Mason  
CFO, The Americas  
Dual Reporting to Dave Grissen & Leeny Oberg



Ray Bennett  
Chief Global Officer Global  
Operations



Noah Silverman  
CDO, NA Full Service Hotels  
Also Reports to Tony Capuano



Karl Fischer  
CHRO, Americas HR  
Dual Reporting to Dave Grissen & David Rodriguez



Erika Alexander  
CLSO, Americas CLS  
Also Reports to Ray Bennett



Steve Heitzner  
CSMO Americas Sales & Mktg  
Reports Dotted Line to Stephanie Linnartz



Bill Barrie  
SVP, Americas A&C  
Dual Reporting to Dave Grissen & Ron Harrison



Tim Sheldon  
President  
CALA



Don Cleary  
President  
Canada



David Marriott  
Chief Operations Officer Americas  
Eastern Region



Rob Steigerwald  
Chief Operations Officer  
Americas Western Region



# Canadian *Leadership Team*



**Don Cleary**  
President, Marriott Hotels of Canada



**Paul Cahill**  
Area VP  
East



**Martin Stitt**  
Area VP  
West



**Roz Winegrad**  
Area VP  
Owner+Franchise  
Services



**Laura Pallotta**  
VP, Sales &  
Marketing



**Frederic Herlory**  
VP,  
Finance



**Marisa Milton**  
VP, Human  
Resources



**Jessica Conant**  
VP,  
Revenue  
Management



**Lorne Toews**  
Area Director,  
Engineering



**David Cheang**  
SR. Director  
Information  
Technology

- ✓ Account Management
- ✓ Business & Transactional Support
- ✓ Portfolio Execution & Performance

- ✓ Discipline Strategy & Initiative Mgmt.
- ✓ Brand Engagement
- ✓ Franchise Forums
- ✓ Owner & Operator Approval



# Canadian OFS *Leadership Team*



**Roz Winegrad**  
Area VP Owner + Franchise Services



**Erin Wade**  
Senior Director, Sales,  
Marketing & Revenue  
Management Franchise  
Support

- ✓ Support for maximizing use of MI RevGen tools
- ✓ Sales and Marketing support and training
- ✓ Strategic analysis and support to optimize revenue
- ✓ Analysis and pull-through of initiatives



**Don Lougheed**  
Senior Director of  
Franchising

- ✓ Account Management
- ✓ Portfolio Performance and QA Accountability
- ✓ Brand Engagement
- ✓ Franchise Forums





# Franchise Strategy and Support Team *Vision*



Franchisor in the  
Lodging Industry

## *Performance*

Develop the best brands and strongest channels that deliver the highest returns and work with Owners & Franchisees to realize their portfolio's full potential.

## *Support*

Provide tools and resources to enable Owners & Franchisees to run great Marriott-branded hotels that are accretive to Marriott brand equity, deliver outstanding guest service, and industry leading NOIs.

## *Transparency*

Provide opportunities for Owners & Franchisees to share their perspective during Marriott decision-making process to achieve stakeholder buy-in on strategy and initiatives. Communicate with Owners & Franchisees on regular/on-demand basis to provide critical information to support their business operations.

## *Partnership*

Build the strongest relationships with our Owners & Franchisees by conducting business with integrity, recognizing their investment with Marriott, celebrating their success, and acting in the long-term interest of our Owners & Franchisees.



# What We Do *Primary Role & Responsibilities*



Serve as the Primary POC with  
*Management Company*

Escalation

Proactive Communication

Listen, Acknowledge & Resolve

Quick Response / Resolution

Connect to Tools and Resources

Follow Through / Close Loop

Point of Contact for all Contract  
Issues



# What We Don't Do *Your Responsibility*



Engage in the Management or Operation of any Aspect of a Franchisee's Hotel or Business Operations

Manage or Direct the Work of Hotels or Above-property Teams

Train Hotels (and to some extent, the franchise management company)

Inspect Hotels for Compliance, Operational Performance, Sales Execution

# Engagement *Conferences, Meetings & Advisory Boards*

## FULL SERVICE BRANDS

- ✓ Full Service Owners Meeting / MINA
- ✓ Canadian Full Service GMs **March 22-24**
- ✓ Individual Brand Boards

## BOTH FS & MSB

- ✓ Integration Advisory Boards
- ✓ General Managers Meetings
- ✓ Canadian Owners Conference **June - Calgary**
- ✓ Account Meetings
- ✓ Market Meetings
- ✓ Annual Canadian Sales Conference **JANUARY!**
- ✓ Workshops and Training

## MARRIOTT SELECT BRANDS

- ✓ **CONNECT** Owners Conference – **LA Live April 30 - May 2, 2017**
- ✓ **MSB** GM's Conference – **New Orleans - March 29 - April 2, 2017**
- ✓ Individual Brand Boards





# Canada Integration *Advisory Board Members*



Gerry Chase  
President & COO  
New Castle Hotels and Resorts



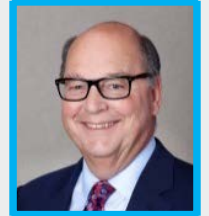
Tony Cohen  
EVP & Partner, Canada  
Crescent Hotels & Resorts



Drew Coles  
President & CEO  
InnVest Hotels



Dino Dicienzo  
President  
Canadian Niagara Hotels



Philippe Gadbois  
Senior Vice President, Operations  
Atlicic Hotels



Steve Giblin  
President & CEO  
SilverBirch Hotels



Steve Gupta  
President & CEO  
Easton's Group of Hotels Inc.



Azim Jamal  
President & CEO  
Retirement Concepts



Amin Lalji  
President  
Larco Hospitality



Anthony Messina  
CEO  
Westmont Hospitality Group



Danny Murphy  
President  
D.P. Murphy Inc. Group of Companies



John O'Neill  
President & CEO  
O'Neill Hotels



Deepak Ruparell  
President & Owner  
Silver Hotels





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# SALES, MARKETING AND REVENUE MANAGEMENT SUPPORT



# Sales, Marketing and Revenue Management Support



## FOCUS & PARTNERSHIP

- SMR Franchise Services leaders partner with their AVP to drive performance for management companies, ensuring they understand how to fully leverage the power of Marriott's marketing, sales and revenue management.



**Maria Himebaugh**  
VP, Sales, Marketing &  
Revenue Management  
(SMR) Franchising



**Erin Wade**  
SD, SMR Franchise Support  
Canada

## EXPERTISE

- Identify areas of opportunity at the Management Company level
  - Analysis of performance and identification of areas of opportunity for improvement.
  - Ensuring utilization of systems & tools.
- Connecting Management Companies with resources
  - Sales & Revenue Management Training opportunity areas.
  - System enhancements and improved adoption.
  - Existing tools to improve revenue performance.
- Ensure successful pull through of key SMR initiatives through partnership with all discipline leaders throughout the company



# Canadian Revenue Management Shared Services



- For MI legacy brand today
- Launched in 2016 – bringing revenue management expertise
- Highly experienced with MI systems. Efficient and knowledgeable
- Locally based
- Outperform non-participating hotels
- Over time will determine the future of the SW v. MI Canadian Revenue Management support





# Sales, Marketing & Revenue Management 'SMR'

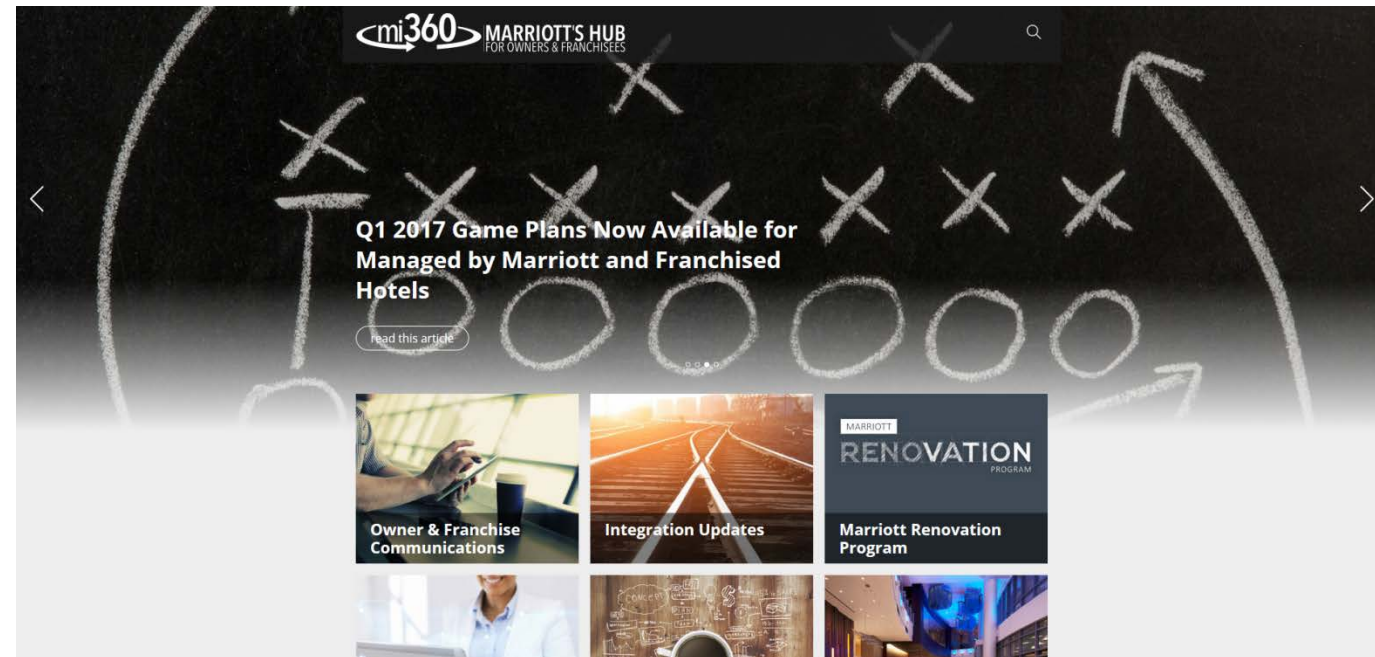


- SW Legacy Hotels will remain on the existing reservation platform (ISAC, ROS, Vahalla) in the near term
  - There are several existing inboxes that will remain active for technical questions, and are listed in the appendix
  - The Bridge question box will remain live: [The Bridge](#)
- For Full Service general SMR questions: [Full Service SMR Inbox](#)
- For Select Service general SMR questions: [MSB SMR Inbox](#)

# Owner & Franchise Services *Communications*

mi360... *Marriott's Hub for Owners & Franchisees*  
(used for communication to above-property Owners & Franchisees)

- Marriott Global Source (*former Starwood brands can access The Platform for now*)
- Weekly Update (*former Starwood brands should review the Week Ahead email for now*)
- Quarterly Game Plans
- Ad hoc owner/franchise memos
- Market meeting presentations
- Conferences
- Roadshows / Webinars
- Office Hours







# YEAR-END LETTER FROM DON CLEARY



## MARRIOTT HOTELS OF CANADA – 2016 UPDATE



Renaissance Montreal Downtown Hotel

**December 2016**



**Don Cleary**  
President Marriott Hotels of Canada

2016 has been a busy and exciting year for Marriott Hotels of Canada. First, we completed the integration of Delta Hotels into the Marriott system. We are excited by the owner and franchisee investment in upgrading our Canadian portfolio of Delta hotels, and we have successfully rolled out the new brand positioning and endorsed name: "Delta Hotels by Marriott." All Delta hotels are in Marriott Rewards and we are seeing significant market share growth for the brand, we remain focused on driving those top-line results to the bottom line. Delta Hotels by Marriott is now an established global brand within the Marriott portfolio. There is a rapidly growing pipeline in both Canada and the United States, currently on track to more than double in size within the next few years.

Of course, on September 23rd Marriott completed the acquisition of Starwood Hotels & Resorts, creating not only the world's largest and most diversified hotel company, but also the largest and best hotel company in Canada. We now offer the broadest portfolio of strong brands across all segments of the industry. I am excited that we have 19 of our 30 brands in Canada, and look forward to bringing more of our brands to this country.

Closing on the purchase is just the beginning of the acquisition. While we're off to a good start, we have much hard work to do over the next couple of years to successfully integrate the Starwood and Marriott worlds. Rest assured that our highest priority during the transition is to minimize distractions on property and remain focused on taking care of business as usual. Throughout the integration process, we will remain laser focused on continuing to take care of our customers, owners, and employees.

In 2016 we were excited to have enhanced engagement and communication with our Canadian owners and franchisees. We initiated owner advisory councils in Canada and are working to ensure Canadian representation on all of Marriott's North American brand and discipline advisory councils, including conducting our first Delta brand advisory council in Toronto this coming February. We remain committed to furthering our goal of engagement, transparency and candor, and are grateful to our Canadian owners who are participating in these councils with time, input and expertise.

Finally, 2016 also brought us recognition for winning the AON Best Employer in Canada for the 12th year in a row. We know that it all begins with the hard working associates in our hotels and we are pleased to have been recognized as a great place to develop and further their careers.

Looking ahead to 2017, what better place to start than the great honour of being named the number one country to visit in 2017 by the world's top-rated travel magazine, Lonely Planet. That honor comes at a great moment for the country, which is poised to celebrate its 150th anniversary in 2017. At Marriott Hotels of Canada, we look forward to being a big part of the surge in international interest in Canadian travel and celebrating the anniversary.

In January we are welcoming new members to our Canadian team, with the addition of sales and revenue management associates. We are also adding two new resources dedicating to supporting our franchise community. These additions will enhance our ability to drive our Canadian results.

I'd like to conclude by thanking you for your partnership this past year and extending my best wishes for a wonderful holiday season. I look forward to working with you toward great success in 2017.

# “Ongoing Services”



- ❑ Operations
- ❑ Sales & Marketing
- ❑ Revenue Management
- ❑ Human Resources
- ❑ Tools & Technology
- ❑ Systems Installation



# “Training”



- ❑ Results-oriented curriculum fosters proficiency in meeting customers' expectations while supporting career advancement
- ❑ “myLearning” enterprise learning management system enables 24/7 access to more than 2,000 Marriott-offered training activities
- ❑ Success of training programs is measured by GuestVoice, Engagement Surveys and Quality Assurance metrics





## Business Objectives

- Brand Detractors
- Renovation Compliance
- Capital Asset Planning & Execution (CAPE)
- Tracking for Capital Investment Priorities

# Global Quality

Executive Orientation  
December 2016



# Changes for former Starwood properties

One, global, guest feedback and quality program to drive consistency, cost efficiency and continued innovation

**Q1 2017: Launch guestVoice**  
Transition all Starwood brands to guestVoice from GEI/CEI in Q1 2017 (Targeting Jan). All brands accountable for Intent to Recommend metric starting Q3 2017.

**GuestVoice  
(GSS)**

Combined GSS, BSA Brand, and BSA Ops scores along with capital improvement compliance drive accountability standing; replacing the elevation program.

**ACCOUNTABILITY**

**Brand  
Standards &  
Audit  
(BSA)**

**Q2 2017: Migrate Standards**  
Launch consolidated Standards in one global repository.  
**Q3 2017: Launch BSA**  
Transition to Marriott audit program beginning Q3 2017 (phased by brand). Group 1 accountable for BSA Brand and BSA Operations scores starting Q3 2018

**Major Capital  
Improvements  
/ CAPEX**

**Monitor Capital Improvements:**  
Rollout Renovation Program with delayed accountability; timeline is still TBD and will be communicated throughout 2017.

# What is guestVoice?

The guestVoice platform replaced Starwood's GEI and CEI programs in January 2017.

**THE FOUNDATION:**  
Guest Satisfaction Survey, Event  
Satisfaction Survey (FS only)

**SUPPLEMENTAL INSIGHTS:**  
Social Media

**GUEST RESPONSE:**  
Problem Resolution

- › One-stop shop for guest surveys, event surveys, and social media feedback
- › Measures 30+ key touch-points in the guest experience
- › Scrapes social media feedback from 20+ major global sites (over 95% of all social reviews)
- › In the future, it will offer a verified review platform for M.com
- › Allows for real-time guest response through email alerts and a 48 hour response requirement
- › Keeps guests engaged beyond their stay
- › Provides a breadth of feedback to drive property improvement

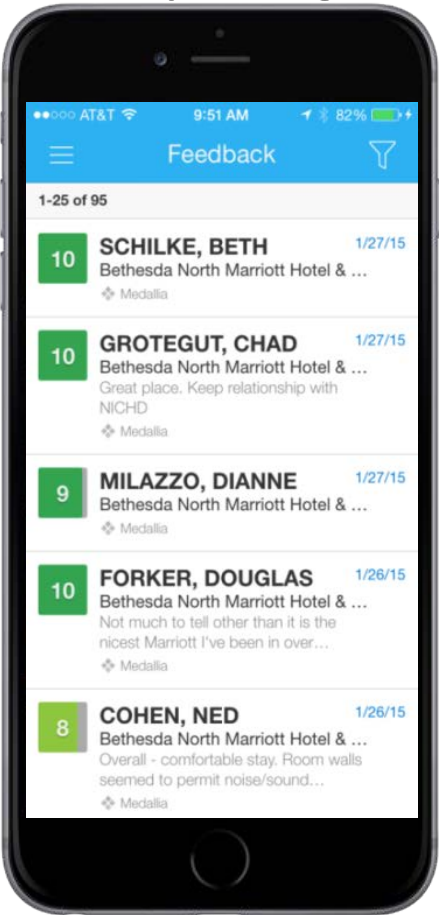


# guestVoice Mobile Application

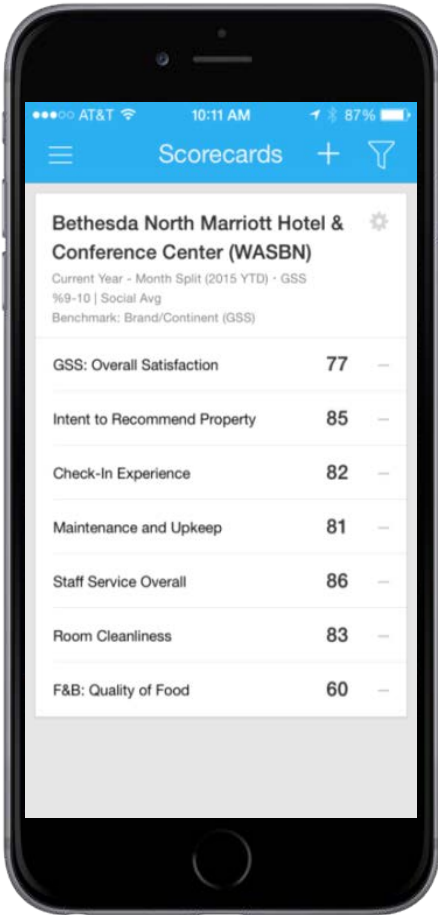


The mobile app allows property users to quickly and efficiently address guest satisfaction issues and get back to their daily operations

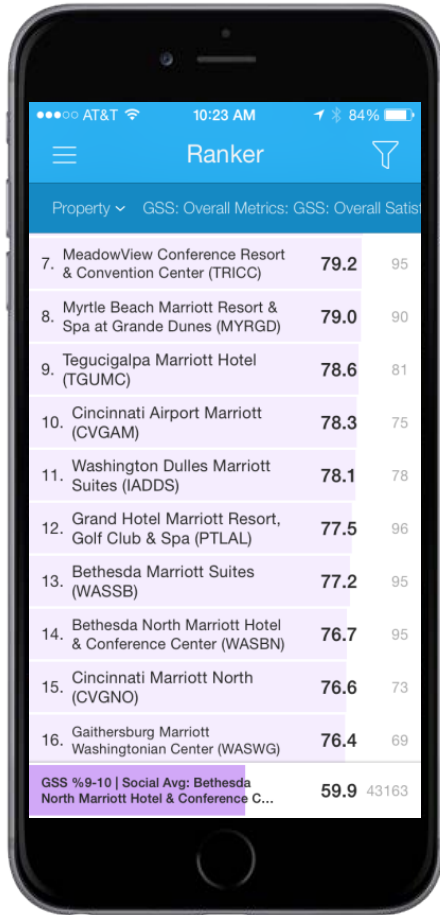
On-The-Go  
Responding



Quick View of Hotel  
Performance



Snapshot of My Hotel  
Performance Versus Peers





# Three Components to the Audit Process



The audit measurements align with the key drivers of guest satisfaction and brand differentiation

## Hotel Self-Audit (SA)

Optional, No Cost

Identifies Gaps  
Enables Action Planning  
Education

## Hotel Property Certification (PC)

Required (2x)  
July *and* January

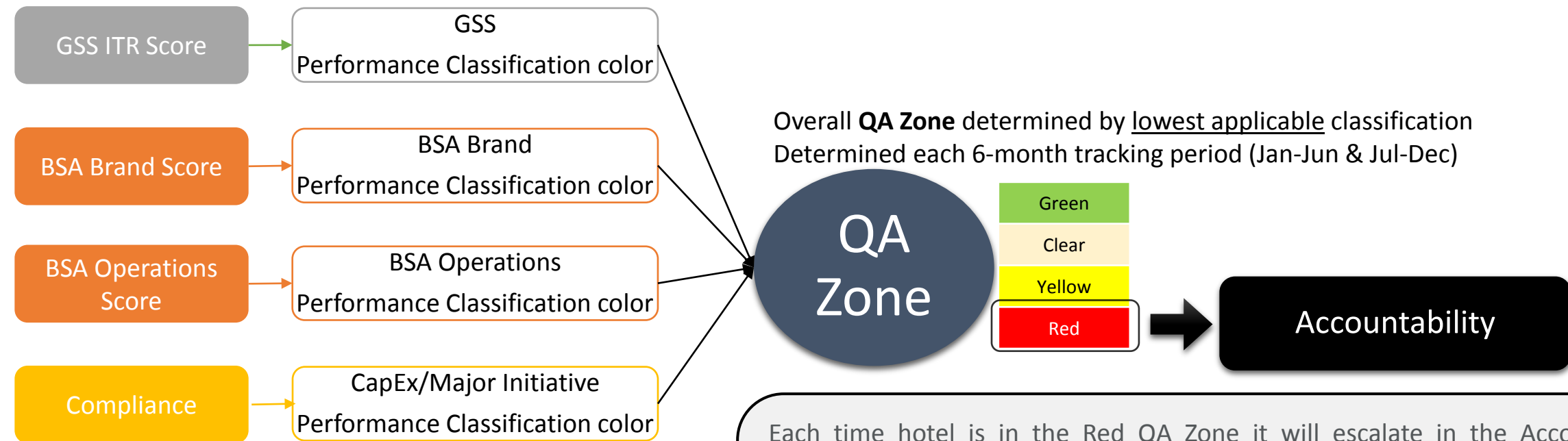
Complements BSA  
Fire/Life, & Food Safety  
New Standards

## Vendor Brand Standard Audit (BSA)

Required (1x) Annually  
(Autograph 2x)

Leading Indicator  
Service Evaluation  
Guest-centric

# QA Accountability Summarized



Each time hotel is in the Red QA Zone it will escalate in the Accountability Program; the hotel must go 4 tracking periods with a QA Zone that is Yellow/Clear/Green to earn a Clean Slate.

Another Red Zone occurrence during any of those 4 tracking periods will result in an additional escalation and cause the clean slate “clock” to reset, requiring the hotel to be out of the Red Zone for the next 4 tracking periods.



# 2017 Thresholds

## Global Quality - Accountability

GSS Metric has changed to Intent to Recommend

GSS Performance Classification				
GSS Intent to Recommend Metric				
	GREEN	CLEAR	YELLOW	RED
Americas	71.0+	70.9-59.0	58.9-55.0	Below 55.0
EU, MEA, AP	70.0+	69.9-51.0	50.9-48.0	Below 48.0
Customer Engagement				
RC	54.0+		53.9-44.0	Below 44

BSA Scores have been updated for Ops and Brand and consolidated into Luxury, Premium and Select

BSA Performance Classification				
Brand Section				
	GREEN	CLEAR	YELLOW	RED
Luxury, Premium	96.0+	95.9-82.0	81.9-79.0	Below 79.0
Select	92.0+	91.9-77.0	76.9-72.0	Below 72.0
Operations Section				
	GREEN	CLEAR	YELLOW	RED
Luxury, Premium	94.0+	93.9-82.0	81.9-79.0	Below 79.0
Select	90.0+	89.9-80.0	79.9-78.0	Below 78.0



# Operations Update

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## guestVoice

First surveys went live in guestVoice on January 10, 2017

Review items listed on The Platform with critical information, dates and direction

## Where do we go if we have questions?

Quality Assurance: [qa@marriott.com](mailto:qa@marriott.com)

Operations: [change.champions@marriott.com](mailto:change.champions@marriott.com) or [ask.ops@marriott.com](mailto:ask.ops@marriott.com)

guestVoice: [guestVoice@marriott.com](mailto:guestVoice@marriott.com)

Additional operations links are listed in the appendix



# DRIVE IMPROVEMENT - Best Practices



- **RELENTLESS Focus**
- Set Goals – Communicate these goal
- Celebrate Wins / Address issues
- GuestVoice / BSA Board
- Daily Meetings
- Build into team goals
- Use the tools to understand
- Attend webinars



# Key Takeaways



- Engage – Take full advantage of Marriott's tools, system and support
- READ EMAILS
- Relentless focus on QA and GuestVoice
- Run GREAT hotels







# Appendix



# Roz Winegrad Accounts



Brock Hotels

Canadian Niagara Hotels, Inc.

Concord Hospitality Enterprises Company

Crescent Hotels & Resorts

Easton's Group of Hotels

Fairmont Hotels & Resorts

Groupe Hoteilier Grand Chateau

Hospitality Inns Limited

Iber Management

Keck Seng Group

Larco Enterprises

New Castle Hotels, LLC

Northampton Group of Hotels

Ocean Properties - Atlific

O'Neill Hotels and Resorts Mgmt., Ltd.

Pivot Hospitality

Platinum Investments, Ltd.

Pomeroy Lodging

Retirement Concepts

Silver Hotel Group

SilverBirch Hotels & Resorts

Tarn Financial Corp.

Urgo Hotels & Resorts

Wall Financial Corporation

Westmont Hospitality Canada



# Don Lougheed Accounts



1701469 Alberta Ltd.  
2461764 Ontario Inc.  
9149-8329 Quebec Inc.  
Airline Hotels Ltd. a  
Astoria Enterprises  
Bhanji Brothers Investment, Inc.  
Bona Building and Management Co. Ltd.  
Cavalier Enterprises  
Centre Suite Hotel Holding  
Charltons Evergreen Court Limited  
Crown Group of Hotels  
Daisy Tse Cheung  
Diamond Hotels Canada Inc.  
DP Murphy Incorporated  
Ecoasis Group of Companies  
Esmail Bhanji  
Fallsview Group  
Genesis Hospitality  
Gestion Hoteliere M.B.A Inc.

Harbour View Inn, Inc.  
HHC Hotels, LLC  
Hollypark Organization, Inc. (The)  
Hornstein-Higgins Partnership  
Iliyan Hospitality Inc.  
INN-TRUST Hospitality  
Intrawest  
Itcan (Sault) Holdings Inc.  
J. Dass Investments Limited  
KRS Hospitality  
Lakeview Management  
LHMD Inc.  
Lixi Group  
M2K  
Manga Hotels  
Mel Dhaliwal  
Minaz Rahemtulla  
Niagara 21st Group, Inc.

Parkway Hotels and Convention Centre  
PHI Hotel Group  
Quint Trust  
RIMAP Hospitality  
Rosdev Group  
Sarup Enterprises, Inc.  
Sohal Family  
Southtoon Hospitality Group, Inc.  
Sunny Hospitality  
Tidan Group of Companies  
Vista Hospitality  
VJ Management  
Vrancor Group of Companies  
WeStar Holdings Ltd.  
Williams Hotels Ltd.  
Woodlawn Hospitality Group  
YQR Ventures Hotels and Resorts Inc

# Sales, Marketing & Revenue Management ‘SMR’ Resources

- General Inbox [RMS.Support@starwoodhotels.com](mailto:RMS.Support@starwoodhotels.com)
- For Installs, Training, Pre Go Live - [ROS-ProjectManagementTeam@starwoodhotels.com](mailto:ROS-ProjectManagementTeam@starwoodhotels.com)
- Billing Questions [ARFranchise@starwoodhotels.com](mailto:ARFranchise@starwoodhotels.com)
- Galaxy Lightspeed Support 800-434-9990 | [support@galaxyhotelsystems.com](mailto:support@galaxyhotelsystems.com)
- ISAC [ISAC.Support@Starwoodhotels.com](mailto:ISAC.Support@Starwoodhotels.com)
- Lanyon [Lanyon.support@starwoodhotels.com](mailto:Lanyon.support@starwoodhotels.com)
- SRS (Starwood Reservation Service) [SRSHelp@starwoodhotels.com](mailto:SRSHelp@starwoodhotels.com)
- Rate-Related Inquiries [grst@starwoodhotels.com](mailto:grst@starwoodhotels.com)
- Reservation Inquiries [ResInquiriesNAD@starwoodhotels.com](mailto:ResInquiriesNAD@starwoodhotels.com)
- ROS Group Support [ros-gosupport@starood.com](mailto:ros-gosupport@starood.com)
- ROS Support [ros-projectmanagementteam@starwood.com](mailto:ros-projectmanagementteam@starwood.com)
- StarCOM [salesprodhel@starwoodhotels.com](mailto:salesprodhel@starwoodhotels.com)
- Starboard Reports [business.intelligence@starwoodhotels.com](mailto:business.intelligence@starwoodhotels.com)
- Smith Travel Research [star.program@marriott.com](mailto:star.program@marriott.com)
- SPGPro [SPGPro@starwoodhotels.com](mailto:SPGPro@starwoodhotels.com)
- Valhalla Property Content (512) 821-6221 [Global.Content@starwoodhotels.com](mailto:Global.Content@starwoodhotels.com)
- Access to Valhalla [grst@starwoodhotels.com](mailto:grst@starwoodhotels.com)



# Operations Resources



**Rev Par, Financial, SPG, and high-level GEI data:** Go to Reflex via the etools menu on the Bridge.

<https://bridge.starwoodhotels.com/community/eTools/reflex>

**Channel Contribution:** download the Stewardship report via Microstrategy/Starboard reporting:

<https://bridge.starwoodhotels.com/community/eTools/starboard-reports>

**Detailed GEI data:** Go to the Guest Experience Index (GEI) portal via the etools menu on the Bridge. Data on the GEI portal will be available until February, 2017. <https://bridge.starwoodhotels.com/community/eTools/gei-portal>

**Master Arrival:** <https://sgr.starwoodhotels.com> use the Health Check to see property's SEI score including MAR (Master Arrival Report) run rate.

**Next Gen Service Culture Training:** <https://bridge.starwoodhotels.com/community/programs/service-culture-training/service-culture-training-the-americas/pages/reporting>

**Final 2016 NGSC Results** will be pulled Jan 2, 2017. So hotels should start getting all of their Rosters up to date and make sure everything is properly loaded into the DC before then. As a reminder, we are only looking at associates hired before July 1, 2016.

**RMI data:** <https://bridge.starwoodhotels.com/community/teams/social-media/reviews>

The November 2016 RMI report, with results per division and property, is now [available on the Bridge to download](#)

**Brand Health Results:** log onto the StarQA portal via the etools menu off of the Bridge: <https://bridge.starwoodhotels.com/community/eTools/starqa-portal> Former Starwood properties will be transitioning to Marriott's Brand Standard Audits (BSA) program in 2017. Under Marriott's BSA program, hotels receive an unannounced audit annually. The BSA program will be phased in by brand, beginning in Q3 2017.

Questions: [qa@marriott.com](mailto:qa@marriott.com)



# Operations Resources

**Sustainability:** go to the Sustainability Resource Center (SRC) to find information on Environmental Sustainability and Social Responsibility programs & initiatives.

<https://bridge.starwoodhotels.com/community/teams/global-citizenship/the-americas>

**Photography Report Card:** go to the Starwood Asset Library. StarwoodAssetLibrary.com is a marketing resource that contains all of our brands and properties marketing assets

TO VIEW A SPECIFIC HOTEL PHOTOGRAPHY SCORECARD go to the following link and type in the pin number at the end: <http://www.starwoodassetlibrary.com/reportcard/>

**Corporate Guest Complaints:** the GM and StarGuest Champion can access property summary and detail reports via Microstrategy/Starboard reporting: <https://bridge.starwoodhotels.com/community/eTools/starboard-reports>

Owners and management companies can ask their hotels to run and share reports.

**Customer Experience Index (CEI):** <https://bridge.starwoodhotels.com/community/eTools/cei-portal>

CEI Year End Memo Available | Please review the [CEI Memo](#) for a reminder of key year-end deadlines and instructions for downloading CEI results.

**Ratings & Reviews:** R&R will be integrated into guestVoice with a target date of end of February, 2017. In the meantime, there will be a gap in reporting. Please be on the lookout for additional details. Questions: Email [guestvoice@marriott.com](mailto:guestvoice@marriott.com)

**Team HOT:** <https://bridge.starwoodhotels.com/community/teams/sales>

The Team HOT Program has been extended through 2017 for eligible associates at former Starwood-branded hotels, with slightly modified guidelines as highlighted [here](#)