

# GUNG HO!

A publication for the associates and friends of The Generation Companies

Fall, 2007

**gung ho** (gung' ho')  
**adj. Slang** motto of certain U.S. marine forces in Asia during World War II, from Chinese (Mandarin) *gonghe*, to work together (short for *gongyehesuoshu*, *gong*, work + *he*, together). Dedicated and enthusiastic!

## Mark Your Calendar...

Generation celebrates Greatness January 28 - 31, 2008 at its tenth annual gala banquet, honoring associates for outstanding achievement in 12 categories. See you there!

## Words to Live By

*"We are here to serve."*  
—Lynn Folsom, GM, Suburban Extended-Stay/Hampton



GENERATION

## We're Growing (in Greatness!)

### Generation Properties Honored at Choice and IHG Conferences

Generation's commitment to moving the company from good to Great is paying off—in superior properties, excellent teams and national recognition. This fall, Generation was honored with a number of prestigious awards. The company received three of 10 Choice Hotel awards during the annual Choice Hotel Extended-Stay Summit in Atlanta in October. Of all Choice brand extended-stay hotels, Generation properties won the most awards for outstanding achievement. Generation honors included a Platinum Award for the second year in a row for Suburban Extended-Stay/Wilmington, NC, accepted by General Manager Frank Jones; a Platinum Award for Suburban Extended-Stay/Hampton, VA, accepted by General Manager Lynn Folsom; and a Gold Award for Suburban Extended-Stay/Sterling, VA, accepted by Regional Operations Manager Rick Stroud. The Choice Hotel Extended-Stay Summit is an annual fall event for the extended-stay brands of Choice Hotels, which includes Suburban Extended-Stay and MainStay Suites Hotels. The October meeting included a brand update, owners meeting and awards ceremony.

Generation was also honored with two prestigious international awards at the IHG Americas Investor Conference in Dallas in October. The event drew more than 4000 owners, general managers, management companies and potential investors. The Candlewood Suites/Yorktown won a Quality Excellence Award, given to the top five hotels in the Candlewood system with the highest quality excellence score. And Michelle Brown, Director of Sales for Candlewood Suites Durham/RTP won the coveted Director of Sales for the year, competing with 150 colleagues for the honor measuring best year-over-year revenue growth index for the Candlewood brand.

InterContinental Hotels Group (IHG), the world's largest hotel group by room count with more than half a million rooms in 100 countries, includes Candlewood Suites, Holiday Inn, Holiday Inn Express, Crowne Plaza, InterContinental Hotels & Resorts, and Hotel Indigo. Ten of Generation's 20 properties are a part of the IHG system. The annual investor conference recognized award-winners and updated attendees on new up-and-coming developments for the brands, including new prototypes, amenities and features. This year's focus was on the Holiday Inn prototype and standards.

"We are gratified to see our hotel teams recognized for their achievements in guest service, product quality, sales and overall excellence," stated H. Mark Daley III, Generation President. "Their enthusiasm and dedication define our corporate culture. Generation is committed to leading by example in the extended-stay segment, so it is great to get such concrete validation that we are doing just that."



The Candlewood Suites/Yorktown won a Quality Excellence Award at the IHG Americas Investor Conference. Pictured left to right: Robert Radomski, VP of Brand Management for Staybridge Suites, IHG, John Chisman, GM, Candlewood Suites/Yorktown; Kevin Famiglietta, Brand Management and Training; and Gina LaBarre, VP of Brand Management for Candlewood Suites, IHG.



Michelle Brown, Director of Sales for Candlewood Suites Durham/RTP won Director of Sales for the Year at the IHG Americas Investor Conference. Pictured left to right: Robert Radomski, VP of Brand Management for Staybridge Suites, IHG; Jimmy Taylor- VP Sales and Marketing for IHG; Michelle Brown, Director of Sales, Candlewood Suites Durham/RTP; and Gina LaBarre, VP of Brand Management for Candlewood Suites, IHG.



Suburban Extended-Stay General Manager Lynn Folsom accepts a Platinum Award for Outstanding Performance from Choice Hotels VP Kevin Lewis at the recent Choice Hotels Extended-Stay Summit in Atlanta.



Suburban Extended-Stay/Wilmington General Manager Frank Jones accepts a Platinum Award for Outstanding Performance for the second year in a row from Choice Hotels VP Kevin Lewis at the recent Choice Hotels Extended-Stay Summit in Atlanta, Georgia.

### ***Good Job!***

Special kudos to Steve Washington of Suburban Extended-Stay/Wilmington for being an all-around great achiever. While his official job title is Maintenance Engineer, he's also a great sales person and guest service pro, always willing to go not only the extra mile but the extra 10 miles for the property.

Suburban Extended-Stay/Hampton housekeeper, Debra Wilson, was a hero for a guest with a mobility disability who had fallen and hit her head on her wheelchair. Debra helped her up and assisted her in dressing, and even waited with the guest until her husband returned from work. Debra checks on that guest each day just to make sure all is well.

Candlewood Suites/Sterling's Brandi Serrano is a newer team member with a lot to give. She's been an asset in all positions at the hotel, whether it's as a Sales Coordinator, assisting with front desk operations signage or managing the guest activities calendar. Always willing, she's ready to take on any task, from doing laundry and cleaning rooms to driving the shuttle.

Staybridge Suites/Memphis is protecting new wallpaper in the hallways by outfitting the sharp rails on its linen carts with hot water insulating foam. Brilliant!

Alice Tallman of Suburban Extended-Stay/Jacksonville loves her job and it shows in her dedication and results. She started as Housekeeper and was promoted to Front Desk. She was given the job as night Front Desk to increase the hotel's Guest Satisfaction Index.

The Candlewood Suites/Lake Mary team loves doing more for guests. Dominic D'Agostino stopped work to help install a guest's windshield wipers, Laura Conway gave a guest a ride to work when the taxi didn't show up, and Rachid Alaoui took care of a guest who ran over a construction nail. Way to go!

### ***Kudos!***

Three Generation properties received honors at the Choice Hotels Extended-Stay Summit in Atlanta. Suburban Extended-Stay/Hampton was awarded a Platinum Award for outstanding achievement, Suburban Extended-Stay/Sterling took a Gold Award, and Suburban Extended-Stay/Wilmington won a Platinum Award for outstanding achievement for the second year in a row.

Congratulations Staybridge Suites/Memphis for passing all five units on the Brand Hallmark audit on the first inspection. Only 30% of Staybridges pass the first time.

### ***Good Luck!***

Chris Rooks, Operations Manager of Candlewood Suites/Lake Mary, is moving to a sales position at the Staybridge Suites in Orlando. He will be missed by his Candlewood team.

### ***At Work in the Community***

Candlewood Suites/RTP held a bake sale and raised approximately \$500 to benefit Habitat for Humanity.

The Candlewood Suites/Lake Mary donated rooms to the charity auction supporting The Christian Sharing Center, which benefits families in need of medical care, clothing and food. This team also collects printer cartridges for Habitat for Humanity—and even recruited guests to participate.

When Candlewood Suites/Richmond West refurbished rooms with new mattresses and furniture, Marvin Brown helped recycle the old bedding to a homeless shelter and families who needed them, going as far as to set items aside and load them into trucks for transport. The hotel was also a joint sponsor of a Richmond golf tournament benefitting a local girl badly wounded in an attack.

Candlewood Suites/Sterling is supporting IHG's focus on Habitat for Humanity by baking and selling cookies, with all proceeds benefitting the home-building non-profit organization.

Candlewood Suites/Fairfax has raised more than \$500 for Habitat for Humanity.

### ***Property Enhancements***

Suburban Extended-Stay/Wilmington updated their look by re-wrapping the columns in front of guest rooms with a new covering and replacing the gutters.

Suburban Extended-Stay/Hampton has renovated all rooms, including carpet, paint, kitchens, baths, floors, and furniture, where needed. They also re-carpeted all halls.

Candlewood Suites/Richmond West has put in new room carpet and vinyl flooring in kitchen areas; new executive chairs, sleeper sofas, bedding and hallway carpet; and recovered straight-back chairs.

Candlewood Suites/Sterling is adding a picnic table by their gazebo, a favorite spot for guests to relax.

Staybridge Suites/Memphis has done a total renovation on the property.

Candlewood Suites/Fairfax has implemented the OPERA system, installed a new front desk, and put in a new bedding package in guest rooms.

Suburban Extended-Stay/Jacksonville has upgraded to 27-inch TVs in all guest rooms, put in new furniture and beds, had the building exterior pressure-washed, added a hotel laundry room for guests, and noted that all air conditioners are 4 years old or better.

Candlewood Suites/Lake Mary has refurbished rooms with new pillow-top mattresses and duvet bedding sets. They've also installed state-of-the-art acoustical plantation shutters, new floors in the Cupboard and elevator, and a new outdoor paint scheme.

Suburban Extended-Stay/Greensboro is improving their curb appeal by repainting sidewalks.

Suburban Extended-Stay/Fayetteville has converted 17 rooms to better accommodate families, connecting two rooms with doors and providing three beds. This gives children their own room and parents the privacy they need.

### ***Employee Profile: Emma Hester***

Pride is the secret to success, says Emma Hester, Housekeeping Lead at Candlewood Suites/RTP. "Doing my very best, doing things correctly and not halfway, that's how I like to work." Emma brings this philosophy to everything she does for the Generation property. As Housekeeping Lead, her average day begins with reviewing the schedule on the computer, tracking which rooms need to be cleaned and inspected. Next she makes the schedule and assigns jobs to her team. Emma does more than just manage: she also preps, cleans and stocks rooms; helps make beds; inspects rooms; manages inventory; and organizes her team's (now immaculate!) storage areas.



## Celebrate Our People and Properties

Emma recently switched roles at the property, moving from Guest Services Representative to Housekeeping Lead and, according to Candlewood/RTP General Manager Jonathan Allard, it was a smart move—for Emma and the property. “Emma has made a huge impact in that department,” Jonathan explained. “The QA score for room cleanliness went from 69% to 83.3%. This is a huge jump in one year. Her focus is on good training of the housekeeping staff and thorough room inspections. She plans on raising the scores even more on the next QA, and we couldn’t be happier.”

“I love my job,” Emma concludes. “The best part is coming in and seeing the smiling faces of my girls every morning, ready for work. The people I work with are great. We’re always laughing. Having fun on the job is important. I don’t want to work where everybody’s grumpy and snapping at each other. That doesn’t happen here. We’re a good team.”

**Favorite dessert:** Chocolate

**Dream vacation:** Hawaii

**Person she’d most like to meet:** Antonio Banderas

**Favorite way to spend a day off:** Working in the yard in the summer and reading in the winter.

Emma isn’t the only star employee at Generation. Congratulations to all the high performers for being Great assets to Generation. Following is a list of other nominees for this column.

- All staff at Suburban Extended-Stay/Wilmington for working hard all year and winning a Choice award for a second time.
- Margaret Lawrence, Housekeeper, Suburban Extended-Stay/Hampton.
- Mike Cook, Accountant, CSC.
- Saruon Chuon, Driver, Sterling Hotel Campus.
- Randy Coupland, CFO, CSC.
- Alice Tallman, Front Desk, Brand Coordinator, CSC.
- Danijelia Kohnic, Room Attendant, Suburban Extended-Stay/Greensboro.
- James Bowman, Brand Coordinator, CSC.
- Peter Leonhardt, Weekend Manager, Candlewood Suites/Lake Mary.

### Marketplace Chaplains USA Invaluable Generation Benefit

Walter Kriner has helped a lot of people in the last 30 years. He’s made hospital visits and officiated at weddings, conducted funerals and comforted military moms whose sons are in Iraq. Many of the people he’s helped over the last few years have been Generation team members in Virginia. Walter is a chaplain with Marketplace Chaplains USA, one of many care providers serving all Generation properties and associates free of charge as part of the Employee Assistance Program. A trained professional offering non-denominational spiritual support to Generation—Christian to Jewish to Muslim to unchurched—Walter has a passion for service. “I love working with people,” he comments. “I’m called to touch lives and help people in times of need.”

His average day is informal, exactly the way he likes it—and exactly the way the Spirit can move through an organization. “This is a presence ministry,” he explained about his weekly visits to the Candlewood Suites/Yorktown and Suburban Extended-Stay/Hampton. “I come to the hotels once a week and walk the halls. I’m not there to pray, preach or even speak beyond saying hello to folks, but, when you need me, I’m there for you. Just ask.” Walter makes sure he connects with everyone he can each visit. This presence results in trust, which results in the service Walter strives—and yearns—to deliver. “After a few months of being on-site each week, people get to know me, get comfortable talking, and, the next thing you know, I’m able to help when someone needs a shoulder to lean on.”

Whether he’s listening, counseling, or praying, it always feels right to Walter. “I’m available 24 hours a day, seven days a week to Generation,” he concludes. “With Generation, I’ve done hospital visits to family members, presided over funerals, and united couples in marriage. But I’m also there for workplace issues, such as the time a suicide occurred in one of the properties. I was there within 15 minutes of the call to help management talk with team members about the event and support folks if they needed me. Helping people become stronger in their own relationship with God, working with a company that cares about their employees enough to give this benefit, and knowing the kind of difference it makes in their lives, is wonderful. I compliment Generation for seeing the need for this kind of spiritual strength and support and to make it available to employees.”

The Employee Assistance Program is a confidential service available to SCI employees and their families 24 hours a day, 365 days a year. Along with Marketplace Chaplains USA, services include professional counseling for stress, anxiety, depression, alcohol and drug abuse, and relationship issues such as marriage, divorce, and parenting/family; crisis intervention; violence and threats; and other emotionally troubling challenges. To learn more about your EAP and to access these services, call 800-653-7281.

### Guests Speak Out

Our business begins and ends with guests, their experiences at our properties, how they’re treated, whether or not they come back. This column features guest comments and letters about our hotels. Enjoy!

*This is our third year at (Candlewood Suites) Lake Mary, FL and I cannot believe our stay is so much better every year. It is so unusual to go into a hotel-motel from one year to another and find the same employees each year. Talk about family! So, you know you are really doing something right or the employees would not be there that long. They are always so happy to see you, they remember your needs and wants, and they love my dog!! What else is necessary?! Most people we speak to about staying at the Candlewood have been so impressed about the free laundry, health machines, grills, heated pool, housekeeping, etc. that we have a neighbor staying there next year for one month. They recently retired and stayed three weeks this year. Well, Deana, Laura, Chris, Peter and Rolf, thank you for another wonderful winter. I’m glad to be home with our new great-grandson, but I do miss all of you. Thanks for automatically setting up our vacation time with you in 2008!*

—Pam K.



## Advice From the Pros: Team-Building for Excellent Guest Satisfaction

“You need to have a Disney mentality—you’re always on stage. Be willing to assist the guest with concerns immediately and have a do-what-it-takes attitude.” —Jonathan Allard, General Manager, Candlewood Suites/RTP

“Keep the right people around you, give them responsibility, and continue to show them progress of where you are and where you want to be.” —Frank Jones, GM, Suburban Extended-Stay/Wilmington

“We remember our motto: We are here to serve. We also ask, how is your stay, your room? (And not just at check-out.) And, last, we fix issues ASAP, satisfying the guest NOW.” —Lynn Folsom, GM, Suburban Extended-Stay/Hampton

“Our strategy is to hire the best people, train them Great, treat them Great and then watch how they treat guests the same way.” —Jason Liesegang, General Manager, Candlewood Suites/Richmond West

“Our best practices include calling a guest within 15 minutes of check-in to make sure everything is perfect, always greeting the guest and offering assistance, and giving our full attention to guests at the moment they need us. Going above and beyond works.” —Richard Menster, General Manager, Candlewood Suites/Fairfax

“Always speak to a guest—don’t just smile and keep walking. When a guest calls for assistance, whether it’s maintenance or housekeeping, we always follow up. We have a policy of having the staff member handling the job call the front desk when it’s finished so the desk can call the guest to make sure it was done in a timely manner and to the guest’s satisfaction. Last, if there is a problem, we apologize first, taking ownership of the problem sincerely, then we fix it.” —Kelly Anderson, General Manager, Suburban Extended-Stay/Jacksonville

“Our tactics for satisfying guests include remembering and personally recognizing repeat guests, taking special care of guests with pets and children, checking on long-term guests during their stay, keeping the property super-clean, and recognizing guest complaints with managerial service.” —Deana Locke, Guest Services Representative, Candlewood Suites/Lake Mary

“Thank your team for their hard work and don’t forget to recognize them when they do an excellent job. Guests appreciate an appreciated team member!” —Tara White, General Manager, Suburban Extended-Stay/Greensboro

“We strive for Greatness through humility. Show you care, show respect, and provide a safe and caring environment.” —Ingrid Payne, General Manager, Suburban Extended-Stay/Fayetteville

## Core Value: Faith

By H. Mark Daley

Of our list of core values, Faith may be the one that defines us the most, partly because it is one of the most unusual core values for a for-profit organization to have. Other values we hold just as dear such as Respect or Growth can be found at many companies, but Faith? What is Faith and what does it have to do with our company?

We live in a time and culture that is heavily influenced by scientific thought and we have benefitted tremendously from the discoveries and knowledge gained from this type of reasoning. However, with all of the good scientific thought has brought it can lead to a dangerous belief that if something cannot be proven scientifically then it is not true. But we believe that there is a whole realm which is not governed by the laws of science. This realm consists of realities such as forgiveness, redemption, and love. How does one scientifically prove forgiveness exists in a particular situation, or redemption, or love? It isn’t that science isn’t important, it is just that science is not adequate to evaluate certain aspects of life. When we reach the limits of science, we enter the realm of faith.

A dictionary definition for faith is trust or confidence, specifically with the connotation that this trust or confidence is in a truth that cannot be proved. So, in the most general sense we can have faith in anything or anyone where we choose to trust or place confidence. And, of course, we need to have faith in each other to do a good job, faith in our manager to treat us fairly, etc. This type of faith is meaningful, but it is not what we are specifically referring to as our core value. In reference to Faith, our employee handbook encourages us to “internalize a commitment to be part of an eternal plan”. To zero in on the core value Faith, we must concentrate on the parts of the above definitions which are “truth that cannot be proved” and “be part of an eternal plan”.

The fact that faith relies on “truth that cannot be proved” also presents a danger – that faith will be misplaced. If we cannot prove something how do we know it is true and worthy of our faith? Many books have been written and even wars fought over such a question. We each individually have to decide what and who we will believe when it comes to these matters. The choices we each make in this regard determine in large part who we are and who we will become.

We believe that each of us is created by a God who loves us and has an eternal plan for our lives, of which our life on this earth is one small part. We also believe that we can each choose to “internalize a commitment to be part of an eternal plan” by choosing to place our confidence in our Creator and Master Planner, the Maker and Sustainer of the universe. By doing this we tap into meaning and purpose that science alone can never provide.

Therefore, when we say we value Faith here at Generation we mean that we believe that we as individuals, and working together as a group, are part of a master plan that has eternal implications. We may not know the details of this plan in advance, but we have confidence in the Master Planner. Our time and energy spent as part of the Generation team is to serve our guests, investors and each other in tangible ways. It is also to invest ourselves in a way that benefits us and those we serve in ways that cannot be measured, that has meaning for everyone involved long after this life on earth. So join us in our core value of Faith – and enjoy the benefits!



Generation has more than 2700 rooms and \$200 million in real estate assets under management, and employs over 350 associates at 20 properties.

