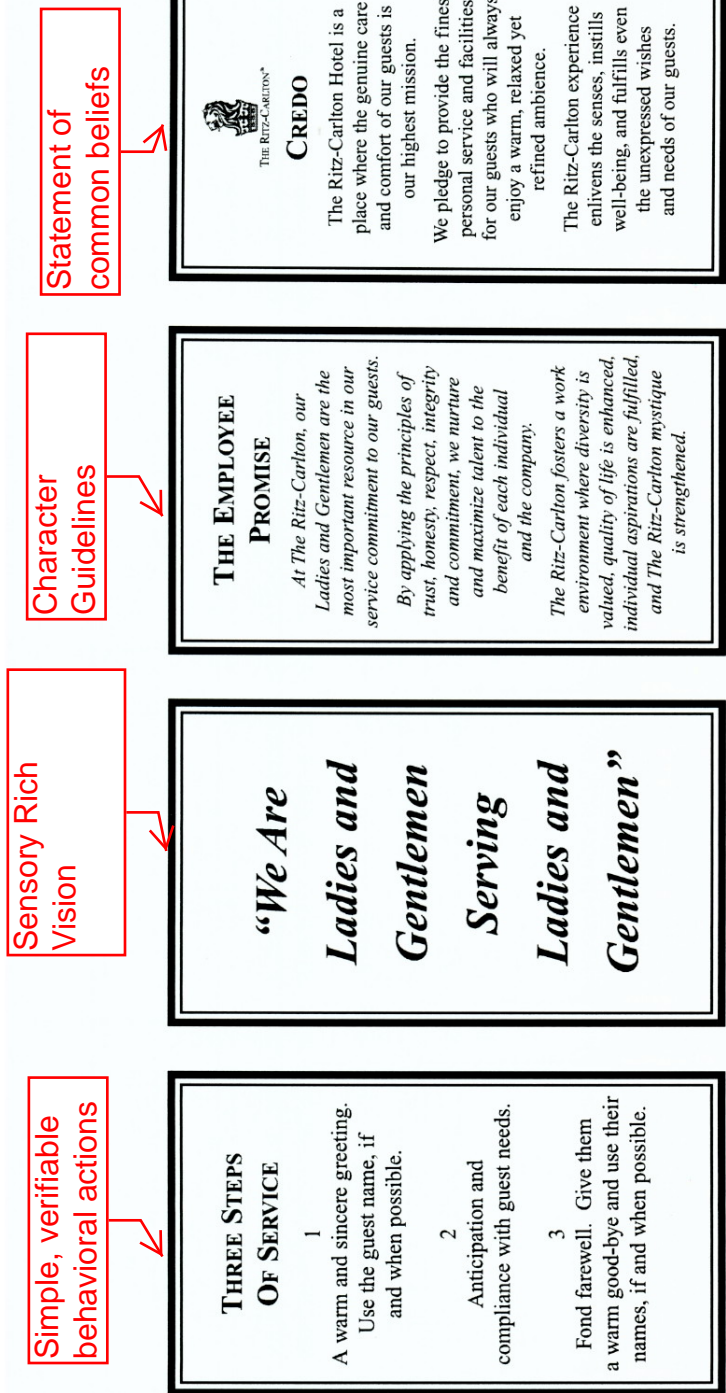


The Ritz-Carlton Hotel Company, L.L.C.
1999 Application Summary



Simple, verifiable behavioral actions

Sensory Rich Vision

Character Guidelines

Statement of common beliefs

THREE STEPS OF SERVICE

1. A warm and sincere greeting. Use the guest name, if and when possible.
2. Anticipation and compliance with guest needs.
3. Fond farewell. Give them a warm good-bye and use their names, if and when possible.

“We Are Ladies and Gentlemen Serving Ladies and Gentlemen”

THE EMPLOYEE PROMISE

At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests. By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company.

The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton mystique is strengthened.

CREDO

The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.

We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed yet refined ambience.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

The Ritz-Carlton® Basics

1. The Credo is the principal belief of our Company. It must be known, owned and energized by all.
2. Our Motto is: “We are Ladies and Gentlemen serving Ladies and Gentlemen.” As service professionals, we treat our guests and each other with respect and dignity.
3. The Three Steps of Service are the foundation of Ritz-Carlton hospitality. These steps must be used in every interaction to ensure satisfaction, retention and loyalty.
4. The Employee Promise is the basis for our Ritz-Carlton work environment. It will be honored by all employees.
5. All employees will successfully complete annual training certification for their position.
6. Company Objectives are communicated to all employees. It is everyone’s responsibility to support them.
7. To create pride and joy in the workplace, all employees have the right to be involved in the planning of the work that affects them.
8. Each employee will continuously identify defects (M.R. B.I.V.) throughout the Hotel.
9. It is the responsibility of each employee to create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
10. Each employee is empowered. For example, when a guest has a problem or needs something special, you should break away from your regular duties to address and resolve the issue.
11. Uncompromising levels of cleanliness are the responsibility of every employee.
12. To provide the finest personal service for our guests, each employee is responsible for identifying and recording individual guest preferences.
13. Never lose a guest. Instant guest pacification is the responsibility of each employee. Whoever receives a complaint will own it, resolve it to the guest’s satisfaction and record it.
14. “Smile – We are on stage.” Always maintain positive eye contact. Use the proper vocabulary with our guests and each other. (Use words like – “Good Morning,” “Certainly,” “I’ll be happy to” and “My pleasure.”)
15. Be an ambassador of your Hotel in and outside of the workplace. Always speak positively. Communicate any concerns to the appropriate person.
16. Escort guests rather than pointing out directions to another area of the Hotel.
17. Use Ritz-Carlton telephone etiquette. Answer within three rings with a “smile.” Use the guest’s name when possible. When necessary, ask the caller “May I place you on hold?”
18. Take pride in and care of your personal appearance. Everyone is responsible for conveying a professional image by adhering to Ritz-Carlton clothing and grooming standards.
19. Think safety first. Each employee is responsible for creating a safe, secure and accident free environment for all guests and each other. Be aware of all fire and safety emergency procedures and report any security risks immediately.
20. Protecting the assets of a Ritz-Carlton hotel is the responsibility of every employee. Conserve energy, properly maintain our Hotels and protect the environment.

Figure 1

Clear outline of expectations, behaviors and attitudes

Note: A system is in place to monitor adherence and cultural buyin: employees are required to memorize and are frequently spot tested. Employees must carry this card at all times