

CAMBRIA CONNECTION

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In tough times, you want to know that you have the strength of a powerful brand behind you. This edition of the Cambria Connection highlights the strength of the brand and includes articles on our newest investment in the brand – our Field Sales Support team, which will be providing additional sales support in the trenches of your market.

We'll also cover our top notch training programs that have received incredible scores and comments from our property teams, new **Choice Privileges** guest promotions designed to drive guests to our hotels and increase market share, and recent industry awards for Cambria Suites marketing efforts.

Also in this issue, our first female franchisee and owner of our first Fort Worth property, Dr. Diana Driscoll, shares with us some interesting thoughts and comments on the brand.

As we continue to grow the Cambria Suites brand, I can assure you that your brand team is focused on the following goals:

- Putting heads in beds
- Reducing & tightening cost per key without negatively impacting our concept or the guest experience
- Increasing operational efficiency
- Maintaining our great guest satisfaction
- Growing the brand

You will hear more about these ongoing efforts as we release our 2009 Cambria Suites brand strategy plan and in subsequent brand communications.

As always, feel free to call or e-mail me or any member of the Cambria Suites team if you have any questions or if we can help you in any way.

Sincerely,

William Edmundson
President, Cambria Suites



Location Location Location

Cambria Suites is attracting top developers in major metropolitan areas across the country and even internationally. Here's a look at a few cities that will soon be home to at least one Cambria Suites hotel:

- Atlanta
- Chicago
- Denver
- Minneapolis
- New York
- Orlando
- Phoenix
- Pittsburgh
- San Antonio
- Toronto

If you're interested in talking with our sales team about developing a Cambria Suites hotel, please contact Brad LeBlanc, vice president, franchise development, at 301.592.6759 or brad_leblanc@choicehotels.com.

TRAINING TO BE THE BEST

Traditional wisdom suggests there are several elements that are critical to the success of any business, and the hospitality business is no exception. We've all heard the three key factors in a hotel's success are "location, location and location" but in fact, the three critical keys to success in our business are location, hiring, and training. In this issue, we're highlighting the third critical element to success... training.

Bob Taylor, CEO & Co-founder, OrgWide

"We feel privileged to be collaborating with Cambria's Hotel Performance Support team to develop state-of-the-art training experiences for this exciting new brand! While we're proud of partnerships with FedEx, International Paper, and other world-class organizations, Cambria's willingness to be thought leaders in the area of training has already shown a demonstrable return on investment. By implementing new innovative training methods such as self-paced computer-based training, team members participating in new property openings are being trained in critical operational knowledge and new skills more quickly and more efficiently than ever before. Cambria will lead the hospitality industry in the development and delivery of cutting-edge learning experiences and training that effectively and efficiently prepare its workforce to meet all of the challenges it will face as it grows its organization and brand recognition."

It takes more than a great location and an incredibly well-designed hotel to be successful—it takes an ability to go back to the basics, by providing outstanding genuine and individualized service, creating a unique connection with guests and presenting your brand in a thoughtful and sincere way. But extraordinary levels of service just don't happen; they come through hiring and training the right people.

To help our hotels through this process, the Cambria Suites brand team has worked with OrgWide to develop a number of training tools that reflect the brand's contemporary personality creating that memorable connection with guests.

CAMBRIA SUITES AS AN INDUSTRY EXPERT



As the Cambria Suites brand continues to grow, so does its presence within the industry. With the tenured and well-rounded experience of the Cambria Suites brand team, Cambria Suites team members are positioned as experts among their respective fields within the industry. From design to marketing, from real estate to franchising, Cambria Suites brand team members are staking their claim to be the industry's go-to experts.

In a recent effort, Cambria Suites Director of Interior Design Brenda Wulff wrote an article that appeared in the September 2008 issue of Hotel Design

Web Based Training – Cambria University

Cambria Suites training currently includes over 30 modules of interactive job skill and service training through the Cambria University eLearning tool. This web-based tool contains training modules for every hotel position, designed to reinforce learning and actual hands-on training led by hotel management through practice, role playing and discussion.

Instructional Videos

For select positions such as kitchen staff and housekeeping, we provide video demonstrations on DVD for detailed tasks such as food preparation and bed making, outlining recipes and activities step by step.

General Manager Leadership Workshop

Strong leadership is required to run a successful hotel, and that's why we require all General Managers to attend our five-day Cambria Suites Leadership Workshop, where they learn about Cambria Suites brand culture, tools, resources, and their own leadership style, capabilities, strengths and weaknesses using assessments and coaching.

Sales Success Workshop

To aid your sales team in executing a successful sales strategy, we've developed a highly interactive three-day workshop for sales professionals that introduces our recommendation for an effective sales plan using critical techniques to uncover the right business at the right price.

Owner's Orientation

For owners and operators to better understand the tools and resources available to them to build and operate a successful Cambria Suites, we've developed the one-and-a-half-day owner's orientation, providing an open forum for questions and answers from the brand and support teams working to make your hotel a success.

Our brand-wide quarterly conference call also helps to provide relevant tools and operations support that can add to your hotel's success. For more information, please visit the Cambria Suites Brand Page on ChoiceBuys.com, contact your Hotel Performance Support Director or email Senior Director of Operations Phil Beilke at phil_beilke@choicehotels.com.

magazine. The article, titled "The Evolution of Design: Preparing for the next generation," served as the inaugural column for a new section in the magazine that will feature a guest article from an industry expert every month.

Focusing on the design demands of the modern traveler, Wulff discussed many aspects of Cambria Suites. Wulff gave readers some choice advice, urging them to remember that design is fluid.

As an added benefit, the September issue of Hotel Design featured a bonus distribution at the HD Boutique conference in Miami – an annual industry event featuring the best and brightest of hotel design, with an estimated 4,000-plus attendees for 2008 – in addition to the magazine's more than 11,000 subscribers.

Cambria Suites Wins Top Marketing and Design Awards

Thanks to the constant, continued and creative efforts of the Cambria Suites team, the brand was recently recognized with several prominent marketing and design awards..



Cambria Suites earned three “2008 Creativity Annual Awards” for marketing from The Creativity Annual Awards, which have been showcasing the best of the best in global graphic

design and advertising for 38 years. Cambria Suites received a total of three awards for its “Wife/Rock Star” radio advertisement in the Radio Campaign category, for its “Birth Announcement” in the Cards and Invitations category and for the Roomforyourimagination.com Web site in the Viral Videos category.

But that’s not all! The brand also won a grand total of seven Travel Weekly Magellan Awards for design and marketing, which honors the best in travel, selecting less than 10 percent of all entries as winners of the Gold Magellan Award, the program’s top honor. This year’s judges included industry veteran Ian Schrager and NBC News’s Travel Editor Peter Greenberg, among many other experts. Cambria Suites and other award winners were featured in a special section of a September issue of Travel Weekly.



The seven awards consisted of:

- Gold Award – Advertising/marketing campaign consisting of print, online, broadcast, direct mail and the Roomforyourimagination.com Web site
- Gold Award – Roomforyourimagination.com Web site
- Silver Award – “Labeler” promotional video from Roomforyourimagination.com
- Silver Award – Web marketing/advertising online banner campaign
- Silver Award – Standard room design
- Silver Award – Lobby/common space design
- Silver Award – Fitness room design

Congratulations to Cambria Suites!

Cambria Suites Brand Attracts High-Profile Guests

When the Republican presidential ticket of Sen. John McCain and Gov. Sarah Palin chose to stay at the Green Bay, Wis. Cambria Suites property on September 18, theirs was the second high-profile group this month that opted for our newest brand. On September 8, the ESPN “Monday Night Football” crew – more than 80 strong – stayed at the same hotel and raved about the location.

For the GOP, the Cambria hotel offered not only excellent service and the finest amenities, but the floor plan was highly regarded by the United States Secret Service. Their advance scouting of the property showed that it offered excellent privacy and security for the more than 60 people in the entourage, as well as for the media. The CBS News program, “60 Minutes,” filmed an interview with Sen. McCain and Gov. Palin while at the Cambria Suites property. Scott Pelley, the “60 Minutes” reporter who interviewed the candidates, also had high praise for the hotel.

The appeal of Cambria Suites seems to be nonpartisan, as well. Democratic presidential nominee Sen. Barack Obama was scheduled to stay at a Cambria property, but inclement weather forced him and his team to reschedule at the last minute.

The “Monday Night Football” crew could not have been any more enthusiastic. Commentator Tony Kornheiser, in fact, sent a letter of commendation to the property and asked where other Cambria Suites hotels were located so he could try to ensure the crew stayed at one as often as possible this season and in the future.

“We set out to brand Cambria Suites as an impressive upmarket option for today’s traveler, and the evidence clearly indicates that we are succeeding,” said Cambria Suites President William Edmundson. “We are thrilled with the fact that both presidential nominees, as well as a well-traveled institution like ‘Monday Night Football’ have recognized our excellence. This speaks volumes about the quality of Choice, the Cambria team and the people who make it happen in the field.”

CAMBRIA SUITES PROMOTIONS KEEP GUESTS TRAVELING

Through the fall/winter 2008 season, Cambria Suites and Choice Hotels have put together a winning trifecta of promotions designed to keep guests traveling and keep the press talking about this exciting new brand.

CHOICEprivileges®

REWARDS PROGRAM

Most recently, the brand launched the One Million Choice Privileges Points Giveaway, in which 100,000 Choice Privileges points will be given

away to one lucky Cambria Suites guest each month for ten months until June 2009. All guests have to do is stay at a Cambria Suites hotel and sign up for the Choice Privileges promotion.

The Cambria Suites brand is also helping to not only get travelers in the door but also to help get them there with its Triple Airline and Amtrak Rewards promotion. From now through the end of the year, guests at every Cambria Suites hotel can choose to earn either triple the amount of Airline Rewards or Amtrak Guest Rewards points during their stays by simply providing their frequent flyer or Amtrak Guest Rewards number at check-in.

Finally, a promotion that includes the mid-market Comfort Inn, Comfort Suites, Sleep Inn, Quality and Clarion brands as well as Cambria

Suites, Choice Hotels is giving Choice Privileges rewards members the chance to earn up to \$250 in free gas. When guests book a stay for any time between September 1 through November 30 at choicehotels.com or 800.4CHOICE, they’ll earn rewards points with every third separate stay, which they can do up to five times, redeeming their points for up to \$250 in gas cards.

All three promotions have been tremendously successful so far and have received some great attention as well, being featured on popular Internet sites and blogs, prominent industry and consumer publications and even TV news broadcasts and viral video web sites. To learn more about these three promotions, visit cambriasuites.com.

FRANCHISEE Q&A

Dr. Diana Driscoll, president of Ridgeline Hospitality, LLC and owner of the future Cambria Suites Fort Worth



Q: How does it feel to be the first female developer for Cambria Suites?

A: I am more than thrilled to be the first female developer for Cambria Suites. Personally, I wanted to build something that I could be proud of, and the Cambria Suites is not only a trophy piece, it is a smart choice, for men or women.

Q: What attracted you to the Cambria Suites brand as a developer?

A: I could have chosen from a number of different brands but after exhaustive research, I knew that Cambria Suites was ideal. With the resources that Choice is providing for the brand, and the fact that Cambria offers everything I want in a hotel at a price that works well for me as a developer, I knew that Cambria was the one to choose.

Q: What's your favorite thing at Cambria Suites?

A: It is difficult to choose one aspect of Cambria that is most appealing. I just knew that I didn't want to build the "same old hotel", and I wanted to develop a hotel that offered numerous amenities, and would jump out among others as the place to stay. In an attempt to look down the road five to 10 years, I knew that style and social interaction would continue to be important, and Cambria offered both in a terrific package.

CAMBRIA ADDS LOCAL SALES SUPPORT TEAM

Regional Vice President of Hotel Field Sales Support Victoria Radke joins the brand from Marriott



As the Cambria Suites brand continues to grow and increase momentum, we have invested in an additional resource to help drive trial and top line revenue to our properties—the Cambria Suites Field Sales Support Team. This team, which supplements the support provided by the Hotel Performance Support team, is dedicated to helping with local sales efforts by supporting your sales efforts and working with you in the trenches of your local market,

side-by-side with your property sales team to fully capitalize on the tools available.

The new team is led by Victoria Radke, regional vice president, who recently joined Cambria Suites from Marriott, where she was very successful in a similar role, driving local sales efforts for Marriott brand hotels across the western United States. Joining Victoria is an all-star team of specialists from across the country, each with a proven track record for driving sales results throughout their careers.

Initial calls with owners and management of currently and soon-to-open Cambria Suites properties are underway in order to explain the new support program, its components, and their role. Look for announcements of team members and their property assignments in the near future. Welcome to Victoria and the entire Hotel Field Sales Support team!