## Standards of Service and Operation

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Introduction

This manual identifies the minimum brand standards and services that characterize a Radisson Hotel. As a licensee or a general manager (GM), you are required to do the following:

- Implement the required policies and standards.
- Communicate policies and standards to your management team.
- Ensure these policies are evident throughout your hotel.
- Keep the manual accessible and current with the revisions issued by Radisson.

The Radisson Standards of Service and Operation includes a convenient cross-reference to supporting materials for some standards as represented in the example below. This documentation is often a related Program Implementation Kit, also available on Connect. This cross-reference is provided as a convenience and does not represent all material that may be available for that standard, nor do standards that are not cross-referenced indicate that further program execution detail is not available.

Information contained in this manual is confidential and proprietary. The manual, which is the property of Radisson, is provided to hotels on a temporary basis. If for any reason, your hotel ceases to be a Radisson hotel, you must return all copies of all Radisson manuals in your possession to Radisson, including but not limited to this Standards of Service and Operation.

Radisson reserves the right to eliminate or modify any part of the Standards of Service and Operation, to add new sections and to waive or make exceptions to any of the standards and requirements in the Standards of Service and Operation for any particular hotel. All of this may be done at any time and at Radisson’s sole discretion.

This manual is for general use in the countries where Radisson hotels operate. Local laws, codes and regulations, if stricter than this manual, must take precedence.

Hotel questions relating to interpretation or execution of brand standards and programs should be directed to the Hospitality Support Services Center (HSSC) at +1 (402) 501-9999 or hssc@carlsonrezidor.com.

Radisson Hotels International, Inc. is the licensor of Radisson hotels, and hereinafter referred to as “Radisson.” The use of the word “hotel” throughout this manual is generic and applies to all Radisson lodging facilities. The use of the words “Radisson hotel” applies to all properties under license to Radisson Hotels International, Inc. Carlson Rezidor Hotel Group is Radisson’s parent company and is hereinafter referred to as “Carlson Rezidor.”
Standards of Service and Operation

Introduction

101 GENERAL MANAGER

Each property must have a full-time dedicated GM who is responsible for only one property.

101.2 Each hotel must have a General Manager that meets the below minimum qualifications:

- Must hold an undergraduate hospitality field degree from an accredited institute OR a valid Certified Hotel Administrator (CHA) certification from AH&LA or if not meeting prerequisite experience requirements for CHA, then must successfully pass the CHA exam.

  (For USA: accredited by the US Department of Education or Council for Higher Education or by regional accreditation agencies recognized by them. For Canada: accredited by Association of Universities and Colleges Canada. For Non USA: degree to be equivalent).

- Existing GMs that do not meet the above criteria must do so by 3/31/2013
- New GMs hired that do not meet the criteria must do so within 12 months of appointment
- GM position cannot be vacant for more than 6 months
- Must attend Radisson Brand Certification (RBC) within 90 days of starting in the GM role

102 GENERAL RESPONSIBILITIES OF MANAGEMENT

102.1 Every property must provide an attractive, clean, safe and secure facility, with a well-trained, uniformed and professional staff.

102.2 Hotels must maintain the integrity of the Radisson brand image.

102.3 Management of each property must ensure that guest satisfaction is maintained by suppliers and tenants that provide services to guests of the hotel (i.e., laundry and dry cleaning services, retail area, vending and other tenants). If space in the property is leased to others, the lease space must also support or enhance Radisson’s image.

102.4 All guests will be treated equally, and the employees must make sure that a non-discriminatory environment exists.

102.5 The general manager is responsible for ensuring that all employees are thoroughly trained and effective in all aspects of their positions.
Guests must be able to reach the general manager while he/she is on the property and the "manager on duty" at other times. The "manager on duty" or dedicated front desk agent should be authorized to handle guest refunds and customer service issues.

Every general manager must visit all public areas (front desk, restaurants, pools, etc.) routinely and ensure that proper procedures are being followed and that guests are receiving quality service. The general manager must also inspect guest rooms for cleanliness and overall maintenance on a regular basis.

It is the responsibility of the general manager to ensure the property is viewed positively by the community in which it is located and that the hotel's Responsible Business objectives are achieved.

The general manager should be involved in the community and civic activities that will reflect positively on the Radisson name.

The general manager is required to check, or delegate to someone to check, the property's Radisson email at least once a day.

It is the responsibility of the general manager to review all required corporate communication posted on Connect. Connect is required to be the property's internet home page.

It is the responsibility of the general manager to ensure the Lanyon Property Profile is updated annually and checked daily for new bids and messages. In addition, leads from the Carlson Rezidor Sales Office must be responded to within 24 hours.

Management companies or owners who want access to reports, manuals, forms and communications through Connect will be required to request access from the Hospitality Support Services Center (HSSC) at +1 (402) 501-9999 or hssc@carlsonrezidor.com.

Management or other designated staff must check for customer service memos every day in the customer service application (CSA).

Management and department leaders must maintain a commitment to service excellence, and ensure all employees are trained and demonstrate a Yes I Can!SM positive service attitude and provide 100% Guest Satisfaction.
Standards of Service and Operation

Introduction

102.16 Every property is required to comply with all Radisson brand standards applicable to their hotel. The Radisson brand standards are organized and published in various manuals and include the following, each of which is available on Connect. Future updates to these documents will be communicated through Connect.

- Radisson Standards of Service and Operation
- Radisson Technical Brand Standards
- Radisson Brand Identity and Graphic Standards
- Radisson Promotional Programs Catalog

102.17 Failure to comply with any applicable Radisson brand standard, including but not limited to the standards related to Guest Satisfaction, Quality Performance Reviews, Customer Feedback, and Complaint handling and required training, is grounds for a default notice to be issued and, if not timely cured, suspension of reservations services or termination of the license agreement for the hotel.

103 QUALITY ASSURANCE

Radisson understands the significance of measuring the experience of our guests. We have comprehensive tools in place to analyze and evaluate guest satisfaction, wants and needs. The Guest Satisfaction Index, Problem Resolution Rate, Problem Incident Rate and Complaint per Thousand Rooms Score are essential measures that we have identified through Medallia, our guest satisfaction tool. These tools help us understand if hotels have met our goal of providing the highest quality experience and where hotels have opportunities for improvement.

Standards for Radisson Hotels, Americas:

Hotels are required to maintain a minimum Medallia Guest Satisfaction Index (GSI) rating of 8.0. This rating is calculated as a rolling 6-month average and is measured on the last day of each calendar month. New hotels entering the brand will be reviewed for Medallia GSI results upon completion of three full calendar months. If after three full calendar months the hotel has fewer than 70 Medallia responses, Radisson will wait to review the GSI until the sample size reaches 70 responses.

Hotels are required to maintain a maximum Medallia Problem Incidence Rate of 35.0 percent or above. This rating is calculated as a rolling 6-month average and is measured on the last day of each calendar month. The Problem Incidence Rate is the percentage of guests responding yes to the Medallia survey question "Did you experience any problems during your stay at this hotel?"
Standards of Service and Operation

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Hotels are required to maintain a minimum Medallia Problem Resolution Rate of 38.0 percent or above. This rating is calculated as a rolling 6-month average and is measured on the last day of each calendar month. The Problem Resolution Rate is the percentage of guests responding with ‘Met Expectations’ and ‘Exceeded Expectations’ in response to the hotel’s problem remediation.

In some instances, survey responses may indicate an alert condition within Medallia. An alert is a survey condition created by an exceptionally low guest-satisfaction rating by a high-value guest, an unreported problem experienced during the guest’s stay, or a reported problem that was unsatisfactorily responded to during the guest’s stay. Alerts must be reviewed and responded to by the hotel in an appropriate manner that is aligned with Radisson’s culture of 100% Guest Satisfaction and Yes I Can!SM service. Should the hotel not respond to an alert within the required timeframe, Customer Service will take over the alert and charge the hotel an administrative fee when Corporate Customer Care resolves any non one-stop issue within 24 hours on behalf of the hotel, or the hotel fails to respond to a Medallia alert within 96 hours. The administrative fee is:

- 100% Customer Satisfaction Satisfaction Administrative Fee
  - USD 125 -- Base or non Club Carlson members
  - USD 150 -- Silver and Gold Club Carlson members
  - USD 200 -- Concierge Club Carlson members

Customer Service will follow standard resolution procedures, utilizing the One Stop process and guidelines (refer to Radisson Customer Feedback and Complaint Handling in the Standards of Service and Operation manual). Additionally, any compensation awarded to the guest to ensure guest satisfaction will be charged to the hotel. All alerts will be responded to through Medallia and documented in the Customer Service Application (CSA).

Complaints per Thousand Rooms (CTR): A hotel’s CTR must not exceed 1.20 over any 30-day period. Hotels must actively work to continually improve their CTR scores.
Standards of Service and Operation

Introduction

104 QUALITY PERFORMANCE REVIEW (QPR)

Radisson will conduct two Quality Performance Reviews (QPR) per year at every hotel, either directly or through an independent consulting company. The QPR program aids the consistent delivery of the brand promise. It is an open quality inspection developed around specific brand operating and service standards, and focuses exclusively on the customer experience in relation to product, service and brand standards.

104.1 The QPR program is designed to bring the management team’s attention to those areas where improvement is needed with respect to the hotel's compliance with Radisson standards of service and operation in order to achieve the highest level of guest satisfaction.

104.2 Radisson or its QPR consultant will inspect guest rooms, meeting rooms and public areas. The management team is encouraged to be part of the entire inspection process. The QPR consultants will have a review meeting with the general manager to brief him/her on the outcome of the inspection. Following the inspection, hotels will receive a comprehensive report detailing individual category and overall scores.

104.3 Hotels are encouraged to perform self-audits at least two times a year to keep current with the brand standards.

104.4 For further information on the QPR application, contact the Hospitality Support Services Center (HSSC).

104.5 Radisson reserves the right to modify the content and process of the Quality Performance Reviews.

104.6 Properties must attain a minimum rating of 85% Overall, 90% in the area of Cleanliness, 85% in Conditions and 80% in Brand Standards and Service Concepts.

104.7 If a property does not receive a passing score, the QPR consultant or Radisson representative may revisit the property. If a revisit takes place, a revisit fee will apply.

104.8 Hotels are required to reverse folio charges for the QPR consultant including room, taxes, fees and tested services (i.e., food and beverage, 3 Hour Express Laundry, etc.)

105 CUSTOMER FEEDBACK AND COMPLAINT HANDLING

105.1 Obtain Guest Feedback: Medallia and Customer Service

Listening to your guests and positively responding to their concerns will allow you the opportunity to reinforce Radisson’s culture of service and its commitment to 100% Guest Satisfaction. To achieve 100% Guest Satisfaction, hotel staff and managers must commit to obtaining guest feedback and responding to this feedback before the conclusion of the guest’s stay.
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Introduction

In order to develop consistency in measuring guest satisfaction and reduce the risk of communicating incorrectly, hotels must use the guest-feedback tools as designated and approved by Radisson. The current service provider for electronic guest feedback services for hotels in the Americas is Medallia. The required Radisson-provided training course is Introduction to Medallia.

Hotels are required to ensure the integrity of all data entered into Medallia. It is unacceptable for a hotel to erroneously insert data or to engage in any practice of data manipulation. Guest email addresses collected cannot be used for marketing purposes as outlined by the Information Security for Carlson Rezidor (Section 1300) in this document. In order to trigger a Medallia survey, a valid guest email address is required. Survey results should be shared with all appropriate staff for positive reinforcement and corrective actions as necessary. If an alert necessitates a monetary or other remediation action by the hotel, the hotel must log the issue in the CSA. This helps reduce the potential for a guest to receive duplicate compensation.

Hotels must monitor their Medallia results several times daily in order to identify deficient areas of guest satisfaction, and to develop and execute guest satisfaction improvement plans.

Supporting information: Medallia FAQ

105.2 Customer Service will transmit to the hotel a summary of the guest's concerns via CSA. CSA should be monitored at least twice a day and all guest-service memos must be responded to within 24 hours of transmission receipt.

105.3 Refer to Section 300 for CSA Guest Issues training requirements.

105.4 One Stop Resolution (Service and Facility complaints)

Guests at the hotel property who are not satisfied regarding facilities or service and who choose to contact Customer Service will have their issue reviewed and immediately resolved by the Customer Service Department. The Customer Service Department will utilize the One Stop Resolution Process. The hotel will be charged any applicable compensation provided to the guest.

105.5 Hotel Resolution

All other issues not related to facilities or services will be forwarded to the hotels for 24-hour resolution. The hotel is required to investigate the complaint, respond to the guest and enter proper documentation in CSA. The hotel will be charged the following administrative fee of: Club Carlson Red (Base) or non Club Carlson members – USD 125, Club Carlson
Standards of Service and Operation

Introduction

Silver and Gold members – USD 150, Club Carlson Concierge members – USD 200 for each issue not responded to by the hotel within the required timeframe - including issues raised by phone, letter, email, and social media resources.

105.6 Responding to Feedback

Hotel GMs should proactively address guest issues if the brand promise of 100% Guest Satisfaction is not met. One call or letter can recapture a guest who might otherwise not return to Radisson. Hotels are required to respond promptly to a guest complaint, a commission issue or a guest survey alert. Respond to the guest within 24 hours of receipt of the complaint, and provide compensation and/or adjustments. Neutral issues not responded to in 24 hours are changed to a complaint and count toward the hotel's CTR measurement captured by the Curtis-C service issue report.

Phoning the guest

Contact the guest immediately to discuss and resolve the concern(s). After resolving the issue, document the resolution in the CSA. Document the specifics, explaining to Customer Service what action was taken and indicate any compensation offered to the guest.

Writing guest letters

When responding to a guest’s concern(s) by letter, letters must be printed on hotel letterhead and written in a tone that is polite, professional and diplomatic to reflect the Radisson image. Letters must be grammatically correct and free of misspelled words.

The letter should address the guest’s specific concern(s). Include the appropriate action to be taken and any compensation (e.g., refund, adjustment, gift certificate, etc.), up to and including honoring the 100% Guest Satisfaction Guarantee. The guest always determines whether satisfaction has been met.

Replying by email

When responding to a guest's concern(s) by email, the email must be written in a tone that is polite, professional and diplomatic to reflect the Radisson image. Emails must be grammatically correct and free of misspelled words.

The email should address the guest’s specific concern(s). Include the appropriate action to be taken and any compensation (e.g., refund, adjustment, gift certificate, etc.), up to and including honoring the 100% Guest Satisfaction Guarantee. The guest always determines whether satisfaction has been met.

Replying to Social Media

When responding to a guest's concern(s) on a Social Media site, the response must be written in a tone that is polite, professional and diplomatic to reflect the Radisson image. The response should focus on the review with no additional
Standards of Service and Operation

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marketing or promotion of your property. The tone should be appropriate for all readers. The response should be empathic, friendly and welcoming the guest to contact you offline if necessary to resolve their concern.

Supporting information: Customer Care

106 CORPORATE MONTH-END REPORTING

106.1 Month-end reporting must be submitted via the Property Month End (PME) application accessed via Connect or data extract to the Radisson corporate office by the fifth of each month.

106.2 It is the GM’s responsibility to ensure the number of rooms sold and revenue is accurate at month’s end in the property management system (PMS). Adjustments should be made directly in the PMS.

106.3 Radisson may periodically require that other reports be submitted from the property.

107 RADISSON BRAND CERTIFICATION

107.1 All general managers and the most senior sales person on staff of new construction, or properties converting to Radisson, must attend certification prior to or within 90 days after the opening or conversion of a hotel to the system.

107.2 All general managers who begin working at an existing Radisson location must attend certification within 90 days of hire. Any interim general manager and the most senior sales person on staff that is responsible for the property must attend certification if they are in that position for more than 90 days.

107.3 Each participant's property is billed a seminar fee to cover materials, breaks, etc. Transportation, lodging and meals are not included in the certification fee and are at the expense of the licensed location participating in the orientation.

Supporting information: Budget Guide - Radisson
Budget Guide - Radisson Blu
Standards of Service and Operation

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108 CARLSON REZIDOR HOTELS GLOBAL ANNUAL CONFERENCE

108.1 All GMs are required to attend the Carlson Rezidor Hotels Global Business Conference. Licensees may also attend. The registration fee for the GM is charged to all hotels, regardless of actual attendance, to encourage participation (Americas only). The registration fee does not include travel, hotel accommodations or incidentals, which are the hotel's responsibility.

In the event that a hotel is not represented at the conference, the hotel will be charged a non-participation registration fee. This fee will be charged on the hotel's consolidated invoice within 60 days following the completion of the conference (Americas only).

108.2 Regional Meetings - All GMs are required to attend any meetings offered in their region throughout the year. Licensees may also attend. The registration fee for the GM's participation will be charged to all hotels regardless of attendance. (Americas only)

Supporting information: Budget Guide - Radisson
Budget Guide - Radisson Blu

109 ANNUAL RECOGNITION REWARDS

109.1 Recipients may prominently display their annual awards in the hotel lobby. Awards received more than three years ago must be hung in the back of the house or in another area not accessible to guests.

110 LICENSEES

110.1 Licensed hotels must prominently display the approved Radisson licensee plaque behind the front desk in the registration area. (NOTE: The plaque must include the legal name of the licensed entity.)

Purchase orders, invoices and supply requisitions must include the name of the licensed entity or management company, and list the name of the franchised hotel as follows: Radisson Hotel (location), a licensee of Radisson Hotels International, Inc.

Payroll checks for employees must bear the name of the actual employer and must not contain the Radisson name or logo. Additionally, a notice must be posted to the employees indicating the identity of the actual employer and clearly stating that Radisson or Radisson Hotels International, Inc. is not the employer.
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110.2 Locally mandated licenses for areas such as restaurants, bars, the pool occupancy, etc., must be kept current and professionally presented in the proper location according to local regulations.

111 NON-SMOKING AREAS

Hotels must comply with all applicable laws and legislation related to smoke-free policies.

111.1 Hotels designated as 80 percent smoke-free rooms must meet the following standards:

A minimum of 80 percent of guest rooms must be designated as non-smoking. Regarding these rooms, you must do the following:

If an entire floor is designated as non-smoking, post a sign about this outside the elevator. If individual rooms are so designated, post at least one notification inside the room itself.

To enable guest confirmation of this room type upon reservation, you must submit an inventory of non-smoking room types to the Worldwide Reservation Service Center (WRS).

111.2 Hotels designated as 100 percent smoke free must meet the following standards:

New construction hotels with an opening date of Jan. 1, 2009, or later, must operate as smoke-free hotels in accordance with the Radisson smoke-free standards.

Other hotels electing to operate as smoke-free hotels must comply with the smoke-free standards.

Hotels electing to operate as a smoke-free hotel must submit a standards waiver request through the QPR application and may only proceed with a smoke-free conversion upon brand approval.

Smoking is not permitted within the hotel including guest rooms, public spaces and back-of-house areas.

If allowed by local code or ordinance, hotels must provide a designated brand-approved exterior guest smoking area with designated signage.

If allowed by local code or ordinance, hotels may provide a designated exterior employee smoking area that is not visible or co-mingled with guests.

All groups with executed contracts and tentative proposals for a date after the hotel’s smoke-free conversion must receive advance written communication informing the group or meeting planner of the hotel’s conversion to smoke free as soon as a date is established.

The hotel may charge a fee for guests not complying with the hotel’s smoke-free environment in guest rooms.
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Introduction

Smoke-free guest rooms that have been smoked in may not be reserved for new guests until appropriate deep-cleaning remediation steps have been completed.

Hotel collateral, confirmations and group contract templates are updated to reflect the hotel’s smoke-free offering.

112 WAIVERS
In some cases, local circumstances prevent the general manager from complying with Radisson standards. You must request approval for a deviation from established standards through the QPR (Quality Performance Review) application located on Connect. All approved waivers are valid for one year unless otherwise noted. Final approval of all waivers is at the discretion of Radisson's chief operating officer(s).

113 FIXTURES, FURNITURE & EQUIPMENT REPLACEMENT, RENOVATION AND NEW CONSTRUCTION

113.1 Furniture, fixtures & equipment (FF&E) are the decorative elements to a hotel for which you must work with a designer to select each item and submit for approval to the Radisson Technical Services Department. Examples include:

- Floor covering
- Wall covering
- Soft goods (window treatments and bedding)
- Seating
- Fabrics (for soft goods and seating)
- Casegoods
- Lighting
- Artwork/mirrors/accessories
- Bed sets

113.2 Before a hotel undertakes a new build, renovation, or a substantial alteration including changes to equipment, furnishings, facilities, and landscaping, it must submit the proposed preliminary plans, specifications, scheme boards and drawings for the project to Radisson for its pre-approval.

113.3 The hotel may not begin the project unless and until Radisson has given its consent in writing. Radisson will have access to the project at all reasonable times to determine whether the project is proceeding on schedule and in accordance with approved plans.
## Standards of Service and Operation

### Introduction

113.4 In its review and consent to plans, Radisson only seeks to secure operational, technical compliance with standards, and aesthetic considerations and does not intend to address issues related to construction or to the applicable building codes. However, all applicable building codes, including safety and security regulations, regulations regarding ADA, etc., must be followed by all Radisson hotels. It is the responsibility of the ownership and management of each hotel, in any location, to contact the appropriate professionals for review and recommendations concerning compliance with all applicable laws, codes and regulations or any other country specific regulations and to take all actions necessary to ensure that the property complies with all.

113.5 All FF&E submittals for renovation and replacement projects must include product samples with specifications for those items being replaced or added as well as samples or clear photographs detailing the current surrounding interior design, as outlined in the Radisson Technical Brand Standards.

113.6 Non-compliance with FF&E specifications and/or non-submittal of FF&E products and/or packages in a timely manner may lead to a failure on the QPR visit, a default notice being issued and/or tear out of the non-compliant items.

113.7 If a change of ownership occurs, a Product Improvement Plan (PIP) will be required and the hotel charged the PIP fee.

| Supporting information: | Budget Guide - Radisson  
| Budget Guide - Radisson Blu |

### RESPONSIBLE BUSINESS

Radisson believes that by managing our business in a responsible manner we build trust, build relationships and achieve great hospitality! And when we operate in a way that is respectful of human rights, socially equitable and environmentally sustainable, we can better meet our social and economic responsibilities.
Standards of Service and Operation

Introduction

114.1 In keeping with our commitment to Responsible Business, it is required that all hotels implement and maintain ongoing training for Living and Leading Responsible Business.

All hotels must have a certified Responsible Business trainer available to provide Living and Leading Responsible Business training. Trainer certification is available at the quarterly Carlson Rezidor Business School.

All new and current employees must attend Living Responsible Business training and all new and current employees in a supervisory role must also attend Leading Responsible Business training. The hotel must document each employee’s attendance in Living and Leading Responsible Business training.

Each Radisson hotel is responsible to implement any new Responsible Business training upgrades annually as they become available.

114.2 All hotels must appoint a Responsible Business Coordinator and register that person with the Carlson Rezidor Responsible Business department at responsiblebusiness@carlsonrezidor.com.

Supporting information: Responsible Business Handbook
Responsible Business Appendices

114.3 Responsible Business Action Month
Each September, Carlson Rezidor celebrates Responsible Business Action Month. Hotels are encouraged to use this opportunity to highlight their efforts to make their community and environment a better place to live and work.

114.4 Radisson strives to celebrate and seek diversity in all aspects of business. We earnestly strive to create a culture where our differences are celebrated by appreciating and drawing upon each individual’s uniqueness, talents, skills, background and experience.

114.5 Hotels must follow all applicable local and federal laws prohibiting discrimination on the grounds of race, color, religion, gender, age, sexual orientation, physical ability, nationality, political affiliation or any other basis prohibited by law.

114.6 As a founding member of the World Childhood Foundation (Childhood), Carlson Rezidor is committed to preserving the rights of abused and exploited children. Hotels are encouraged to participate in Childhood campaigns.

Participating hotels should ensure their staff understands the objective and the process for administering the campaigns, including the process for properly submitting donations to Childhood.
114.7 Carlson Rezidor supports The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code). Recognizing the connection between tourism and increasing sexual exploitation of children, Carlson Rezidor has committed to provide awareness training, supporting information and a clause in contracts with suppliers; all in support of the campaign to end child sexual exploitation. Hotels are responsible to conduct business according to the guidelines of The Code, which include awareness training of all staff. This awareness training has been incorporated into the required course, Living Responsible Business.

Supporting Information: The Code

114.8 Carlson is a signatory of the United Nations Global Compact and supports its 10 principles in the areas of Human rights, Labor, Environment and Anti-corruption. Hotels are responsible to abide by these 10 principles.

Supporting Information: United Nations Global Compact

114.9 It is recommended that each hotel demonstrate its concern for the environment by utilizing products and programs that are environmentally friendly and by seeking a third party ‘green’ certification.

Radisson provides tools and resources to assist hotels with environmentally responsible practices and has partnered with Green Key Global to offer hotels a discounted rate for their eco-labeling program.

Whenever possible, recycled or other environmentally friendly products should be utilized.

Hotels must take advantage of all local recycling programs that do not require undue time or money.

Hotels must dispose of electronic waste in a safe and proper manner.

Supporting Information: Green Key Global Information
Standards of Service and Operation

**Personnel**

**200 PERSONNEL**

**201 UNIFORMS AND GROOMING**

201.1 All front desk and bell staff must wear a complete Radisson-approved uniform. All other staff must be outfitted in a uniform matching the image of the brand and the service area in which they work. All staff must also wear a Radisson-approved engraved name badge, and the Radisson *Yes I Can℠* pin. Gluing the *Yes I Can℠* pin to the name tag is not allowed.

202.2 The image an employee projects is essential to reinforcing the guest's positive view of the property. Personal appearance standards are as follows:

- Employees must be immaculate in their hygiene with a clean body, hands, fingernails, hair and face.
- Uniforms must be clean, pressed and free of spots, tears or worn spots.

201.3 Compliance with the brand uniform, name badge, and *Yes I Can℠* programs is an important brand standard item for the QPR.

201.4 Any hotel staff identified as "management" or "supervisory" that is not in constant visual or verbal interaction with hotel guests may wear appropriate business attire rather than garments from the brand uniform program.

**Supporting information:**

- Employee Uniforms
- Name Badges
- *Yes I Can℠*

**202 SELECTION AND RECRUITMENT STANDARDS**

The success of any hotel is dependent upon the selection of guest service-oriented people hired to serve the needs of the guests. It is imperative that management and ownership direct its efforts toward recruiting, hiring, motivating, developing and retaining guest service oriented staff.

202.1 Properties must post, in a conspicuous location, all current approved job openings for the purpose of informing employees of current available job openings. Property management must ensure that a fair and consistent interview and selection procedure is used to select the best available candidate.
Standards of Service and Operation

Personnel

203 EMPLOYEES AREAS

To ensure that all employees see that the Radisson goal of 100% Guest Satisfaction and the Yes I Can! service culture applies to them too, it is required that all employee work areas are clean, well maintained and provide a safe and productive work environment.

203.1 Maintain the employee locker facilities area, the shower facilities and the employee restrooms at the same level of cleanliness as public areas.

203.2 Provide a dining facility or an area designated for employees to take their meals and breaks.

203.3 Keep these areas clean and attractive, and offer both non-smoking and smoking areas.

203.4 Provide adequate seating in the break room.

203.5 Have a First Aid kit fully stocked and available for easy access.

203.6 Keep fire exits clearly marked and unobstructed.

203.7 As required by local ordinances, have fire extinguishers available for emergency use.

203.8 Prominently display the 100% Guest Satisfaction Guarantee poster in the back of the house.
Standards of Service and Operation

### Training

300 **TRAINING**

Radisson provides learning curriculum to hotel employee positions via the Carlson Learning Network (CLN). Other than those courses required by Radisson, hotels may elect to take optional learning opportunities offered by Radisson such as the Business School, the Educational Institute, or other sources. Radisson may require other training on topics not provided by Radisson, such as health and safety training, privacy and security, general employee and administration, and other matters for which the hotels are responsible.

301 **BRAND PROVIDED LEARNING REQUIREMENTS**

Radisson requires the following curriculum:

<table>
<thead>
<tr>
<th>Course</th>
<th>Positions required to complete</th>
<th>Time Requirements</th>
<th>New Hotels: Required prior to Hotel Opening Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radisson Brand Certification</td>
<td>GM and most senior sales person on staff</td>
<td>90 days of hire</td>
<td>X</td>
</tr>
<tr>
<td><em>Yes I Can™</em> The Heart of Radisson</td>
<td>All employees</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Coaching for <em>Yes I Can™</em> Success</td>
<td>All managers and supervisors</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td><em>Yes I Can™</em> Hotel Trainer Certification</td>
<td><em>Yes I Can™</em> Hotel Trainer</td>
<td>90 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Living Responsible Business</td>
<td>All employees</td>
<td>30 days of hire</td>
<td></td>
</tr>
<tr>
<td>Leading Responsible Business</td>
<td>All managers and supervisors</td>
<td>30 days of hire</td>
<td></td>
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## Training

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</thead>
<tbody>
<tr>
<td>Customer Service Application (CSA) Training System</td>
<td>Front Office Manager</td>
<td>30 days of hire</td>
<td></td>
</tr>
<tr>
<td>Club Carlson Challenge</td>
<td>All employees</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Hotel Security Application (HSA)</td>
<td>Front Office Manager or designated HSA Administrator</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Invoice On Line (IOL) Application Training</td>
<td>Controller/Accounting Manager</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>CHW eXpress Application Training (11 modules)</td>
<td>Assistant General Manager/Rooms Executive, Front Office Manager, Reservations/Revenue Manager</td>
<td>90 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Lanyon 3C Request for Proposal</td>
<td>Director of Sales</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Meeting Broker Application Training</td>
<td>Director of Sales, Sales Manager, Account Executives</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Advertising Design Services (ADS) and Brand Image Library (BIL)</td>
<td>Director of Sales</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Pegasus TravelCom: Hotel Employees</td>
<td>Controller/Accounting Manager, Front Office Manager</td>
<td>30 days of hire</td>
<td>X</td>
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<td>Controller/Accounting Manager, Front Office Manager</td>
<td>30 days of hire</td>
<td>X</td>
</tr>
<tr>
<td>Carlson Lead Star Recorded Webinar</td>
<td>Director of Sales</td>
<td>30 days of hire</td>
<td></td>
</tr>
<tr>
<td>Stay Night Automated Pricing (SNAP) Training</td>
<td>Revenue Manager</td>
<td>30 days of hire</td>
<td></td>
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<tr>
<td>• Success with SNAP (6 modules)</td>
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<tr>
<td>• SNAP Application Training (3 modules)</td>
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</tr>
<tr>
<td>Information Security and Data Privacy Training</td>
<td>General Manager, Front Office Employees, Night Audit, and any other employees involved with credit card transactions or reporting Note: The General Manager must also acknowledge training has been delivered for hotel employees without access to CLN.</td>
<td>30 days of hire</td>
<td></td>
</tr>
</tbody>
</table>

**Supporting information:** Carlson Learning Network
Standards of Service and Operation

Training

302 PROPERTY TRAINING
302.1 Each property is responsible for conducting its own additional training as necessary to comply with applicable laws, codes and requirements.
302.2 For all training classes and employee meetings, an agenda or a simple list of topics, and a sign-in sheet showing all employees in attendance must be kept on file.
302.3 It is recommended that all employees receive training in emergency procedures.
302.4 It is recommended that employees receive CPR and First Aid training.
302.5 It is recommended that Bloodborne Pathogen and Right-to-Know training be provided for all employees where required by law.

303 RADISSON EMPLOYEE SURVEY
303.1 All Radisson hotels must pay for and conduct the employee survey annually using Kenexa, our required vendor. 
(Americas only)
303.2 The survey must be provided to all regular full and part-time employees at the hotel, including all management personnel. The survey must be implemented at the time designated by Radisson. This is typically in the fall of each year.
303.3 Included in the cost of the survey is access to online reports specific to your hotel(s), access to online site kits to help you prepare for and administer the survey, and access to online materials to help you interpret the data, communicate the results to your employees and develop action plans. This price is subject to change based on the total number of persons in the system taking the survey.
303.4 Survey results will be provided to each respective hotel. Each hotel is required to complete an action plan after the annual survey results are received. The action plan must be published to the designated Website no later than 60 days after the results arrive. Resources to help in this process will be provided.

Supporting information: Budget Guide - Radisson
Budget Guide - Radisson Blu
Service Concepts

Radisson distinguishes itself from its competitors with unique service concepts. The following service concepts are mandatory for all Radisson Hotels:

401  

**YES I CAN**<sup>SM</sup>

Yes I Can<sup>SM</sup> is a system-wide service culture. It fosters a positive service attitude that each one of us chooses to adopt when we deal with every guest, every day. In this broad context, guests can include colleagues, suppliers and anyone else we come in contact with everyday while representing the brand.

At Radisson, our commitment to providing 100% Guest Satisfaction is the heart and soul of our brand. We promise guest satisfaction and back it up with training in customer service and guest retention for all employees.

Employees of Radisson hotels must do everything to ensure that our guests leave the hotel happy, and if there is a complaint we will respond speedily.

In keeping with the Yes I Can<sup>SM</sup> vision and emphasis on 100% Guest Satisfaction, it is required that all hotels implement and maintain ongoing training for the Yes I Can<sup>SM</sup> program. Our Yes I Can<sup>SM</sup> training program and tools support our commitment to service excellence.
Standards of Service and Operation

Service Concepts

All new and current employees must attend all components of the Yes I Can℠ training.

- Yes I Can℠ - All employees within 30 days of hire
- Coaching for Yes I Can℠ Success - All managers and supervisors within 30 days of hire
- Yes I Can℠ Trainer Certification - Yes I Can℠ Hotel Trainer within 90 days of hire
- Yes I Can℠ Bi-monthly Service Activities within 60 days of receiving activity from Carlson Rezidor.

The hotel must document each employee’s attendance in Yes I Can℠ training. Every Radisson hotel is responsible to implement any new Yes I Can℠ training upgrades annually, as they become available.

Each hotel must have a certified YIC Trainer. If position is vacated then another trainer must be nominated and register to attend certification at the next available opportunity offered by Carlson.

Every Radisson employee must wear the Yes I Can℠ pin as part of their uniform.

Supporting information:
Yes I Can℠
Yes I Can℠ Sign-in Sheet

100% GUEST SATISFACTION

402 100% GUEST SATISFACTION GUARANTEE

The vision for Radisson hotels is to be a brand that our customers trust and return to. Our focus is on quality, flexibility, and our product and service delivery. Our strategy and tool to accomplish this is the 100% Guest Satisfaction Guarantee.

Increasing guest loyalty, enhancing market share and building greater brand equity is our goal.

Our goal at Radisson is 100% Guest Satisfaction. The guarantee states:

*If you aren’t satisfied with something, please let one of our staff know during your stay and we’ll make it right or you won’t pay. It’s guaranteed.*
Standards of Service and Operation

Service Concepts

Minimum Requirements of the 100% Guest Satisfaction Guarantee

402.1. The guarantee applies to every Radisson guest who stays in a Radisson hotel and who utilizes any of the hotel’s services. If a Radisson guest invokes the guarantee, the hotel must attempt to resolve the issue to the guest's satisfaction. If the issue cannot be resolved to the guest's satisfaction, then the hotel must compensate the full amount of the product or service in question, up to and including reimbursement for their stay.

402.2 The 100% Guest Satisfaction Guarantee program requires leadership, commitment, support and ownership from the general manager and management team within the hotel. The management team sets the example on providing 100% Guest Satisfaction to every guest, every day.

402.3 Every Radisson employee is responsible for providing 100% Guest Satisfaction, knowing how to respond to guests who have issues with the hotel (Making it Right) and invoking the guarantee, if appropriate. Every Radisson employee will make every effort to respond to a guest's concern prior to the guest leaving the property.

Making It Right (MIR) guidelines should be established for each department and kept on hand to ensure employees know the proper procedures and options for guest issue resolution.

The Making it Right (MIR) log must be kept and reviewed by supervisory staff to ensure response times and actions are appropriate, and to prevent reoccurrence of future guest inconveniences.

Copies of the MIR guidelines and logs should be kept for review by Radisson corporate and/or quality assurance staff.

For more information on the Making It Right log and guest service, please refer to section 1204.

Supporting information: Making It Right Rapid Response Log
Making It Right Resolution Guidelines

402.4 Every Radisson hotel and affiliated office is required to learn how to improve service from the guest feedback on 100% Guest Satisfaction and take action necessary to ensure service and product deficiencies are corrected in a timely manner and quality improvement is happening and evident at the property.

402.5 All hotels will be inspected, reviewed and evaluated on the 100% Guest Satisfaction Guarantee periodically as part of the Radisson QPR.

402.6 Customer Service Application (CSA) should be used by all hotels to work with and report guest issues. CSA allows the hotel to enter all guest issues and track their responses. It also lets Radisson Customer Service know how the hotel has
Standards of Service and Operation

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resolved the issue, and allow them to act accordingly if the issue was also raised with the Radisson Customer Service Department.

403 SUPER BREAKFAST

Breakfast is the most important meal of the day and the last impression a guest has before leaving the hotel. Every Radisson hotel is required to offer the following minimum requirements for Super Breakfast.

403.1 Ensure that the entire setup is finished 15 minutes before the published opening hours.

403.2 The staff should demonstrate a Yes I Can!SM service attitude at all times.

403.3 If offering a buffet, it must be set up in a logical, appetizing manner reflecting local flavors and demands. Local adaptations are required while maintaining a minimum number of standard items for both a la carte and buffet. All must include, at a minimum, an assortment of cereals, a warm egg dish(es), juices, coffee, tea, milk, bread with fiber, low-fat yogurts, cage-free eggs, and fresh-cut fruit.

403.4 The food served must be fresh and of excellent quality. Buffet dishes should be identified using business card-sized laminated labels with a stainless stand.

403.5 All relevant cold and hot items should be checked and refreshed as appropriate to ensure the hot items are served hot and the cold items remain cold.

403.6 Keep table linens ironed, color coordinated, and free of holes and stains.

403.7 Cloth or woven napkins and tablecloths or placemats are required for lunch and dinner. If the look and feel of the restaurant does not warrant tablecloths or placemats, hotels may request a waiver through the QPR application. For breakfast, high-grade paper placemats and napkins are acceptable.

403.8 Maintain a matched pattern of china and glassware. Keep this clean, spot free, and free of chips or cracks.
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403.9 When using special service plates or pieces, be sure the pattern matches and that it complements the china service.

403.10 Use good quality, nicely designed flatware with a matched pattern. Keep flatware clean and free of spots.

403.11 The clearing and setting of tables during the meal period should be done in a professional and timely manner.

403.12 The minimum opening hours for breakfast are: 6:30 a.m. to 10:30 a.m. (0630 hrs. to 1030 hrs.) during the week and 6:30 a.m. to 11 a.m. (0630 hrs. to 1100 hrs.) on the weekends.

403.13 All the menus should offer a minimum of 10 percent healthy options, which can be defined as low fat, low cholesterol, low sugar, low carbohydrates, low sodium, organic and local dishes. Staff should be prepared to offer vegetarian, vegan, gluten-free and sugar-free options.

403.14 Complimentary daily newspapers must be available to guests in the restaurant during breakfast hours.

403.15 Breakfast menus must follow the same guidelines as outlined in Section 1204 - Restaurant Menu.

404 GRAB & RUN

Grab & Run provides complimentary breakfast options for our guests prior to the hotel’s restaurant opening. Every Radisson hotel is required to offer the following minimum requirements for Grab & Run.

404.1 Grab & Run service will be available from at least 5 a.m. to 6:30 a.m. (0500 hrs. to 0630 hrs.) or until the opening of the restaurant.

404.2 Grab & Run must be placed in the lobby visible to the guests as they leave, and must include the required Grab & Run counter and air pot signs.

404.3 Service must be complimentary for the guests.
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404.4 Grab & Run menu must include: Coffee, tea, bottles of water, fruit, and breakfast energy bars, Grab & Run disposable logo cups and lids, and Grab & Run logo bags.

Supporting information: Grab & Run

3 HOUR EXPRESS LAUNDRY

The average guest stay at a hotel is less than two days, which makes laundry service a complicated matter. To address this complication we have developed 3 Hour Express Laundry. All shirts, blouses, socks, and underwear handed in before 8 p.m. will be returned fresh and clean within three hours.

Every Radisson hotel is required to offer the following for 3 Hour Express Laundry:

405.1 3 Hour Express Laundry Service is offered seven days a week from 8 a.m. to 8 p.m. (0800 hrs. to 2000 hrs.).
405.2 Hotel employee must pick-up laundry within 15 minutes of the guest's call.
405.3 The laundry must be returned within the limit of three hours.
405.4 3 Hour Express Laundry must be laundered, dried, and ironed prior to returning the items to the guest.
405.5 Must use the approved Radisson 3 Hour Express Laundry form and ensure information on 3 Hour Express Laundry is available in all guest rooms.

Supporting information: 3 Hour Express Laundry
Standards of Service and Operation

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406 LATE CHECK-OUT
Check-out from Radisson hotels can be as late as 6 p.m. (1800 hrs.) (subject to availability) instead of the normal check-out time at no additional cost. Our aim is to accommodate the needs of our guests and offer tailor-made flexible solutions.

407 EXPRESS CHECK-OUT
Every Radisson hotel is required to offer Radisson Express Check-out Service to all guests who have provided an imprint of a valid credit card, or who have been approved for direct billing.

Hotels are required to:

407.1 Obtain credit card for authorization purposes at check-in. At that time, have the guest sign the registration card (for signature-on-file purposes).

407.2 Hotels should offer email as a delivery option to guests for their folio. If guest would like to receive the folio via email, the below process should be followed:

- During the check-in process, offer the guest Express Checkout via email.
- In the "Specials" box on the reservation screen, enter EF (email Folio) and select "Yes" when asked if the request should be attached to profile.
- The associate must enter and save the guest's email information on their profile.
- Every day the designated associate should print the email checkout list and email each guest a final copy of their bill. To print a list of email checkouts from Opera, go to to: Miscellaneous/Reports/Departures/Checkout Date/Enter EF in the special field.
- If email is the chosen delivery method, the guest's credit card number must be masked due to data privacy issues.
Standards of Service and Operation

Service Concepts

407.3 If the guest does not opt for email delivery of the folio, print the guest's bill at the close of the night audit and deliver the guest's bill in the required Radisson presentation folio. The folio should be delivered under the guestroom door before 4 a.m. (0400 hrs.) on the morning of the guest's scheduled departure. For security reasons, it is required that the guest's credit card number is masked on the printed folio. When delivering the guest's folio, slide the folio completely inside the guest room. Include instructions on how guests can utilize the Express Checkout service.

BUSINESS CLASS

Business Class is an upgraded room type designed with the business traveler in mind and provides access to upgraded amenities, services, and benefits that help guests work. Business Class also provides the hotel with an opportunity to maximize revenue.

408.1 Below is a list of global required elements of Business Class rooms:

- Breakfast for one included
- Newspaper delivered to room
- Upgraded room amenities, including bathrobe and slippers
- Turndown service
- Upgraded room
- Internet service included (must provide the fastest tier of internet service if bandwidth tiering is used)

408.2 Below are the additional Business Class Room requirements within the Americas:

- In-room laptop safe
- One drink coupon per night
- i-Home clock radio with iPod/MP3 connection
- Early Check-In service (based on availability)
- 2 bottles of water (16.9 oz size) refreshed daily
- Minimum four (4) outlets at desk level
- 1,000 bonus Gold points per night
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Each geographic theater has additional elements of Business Class rooms; hotels are required to implement all elements in their respective theaters.

Supporting information: Business Class

409 ATTENTION TO DETAIL

Attention to Detail speaks to the sum of the smaller things that make a difference in our hotels. There are two standards currently included in Attention to Detail: Music Moods and Extra Thoughtful Care (ETC).

409.1 Music Moods

Music transmits different things to different people at different times - to make you feel good, to enjoy yourself, to hope, to dream, to relax - in short, the soundtrack to people’s lives. It is all about added value and giving you the edge with your guests. Let music set the mood.

Few things are better able to communicate our message, vision and surroundings than music. Through music, Radisson is committed to providing our guests with a holistic sensory experience during their stay in our hotels.

'Music Moods' looks at tailor-made, stylized music playlists for all areas of our hotels. It enables the hotel to play the most suitable music in the bar, restaurant and lobby at any time of the day.

409.1.1 All Radisson Hotels in the Americas must have the Music Moods system from the Radisson designated supplier playing in a minimum of two (2) zones.

The two required zones for each hotel include:

- Lobby
- Restaurant

Hotels with existing music contracts must get a waiver for the term of that contract, and must install Music Moods from the Radisson-designated supplier when the current music contract expires.

Supporting information: Music Moods
Service Concepts

409.2 Extra Thoughtful Care

Attention to detail is a way of life at Radisson for all our guests. However, guests staying away from home for a longer duration have special needs with regards to replenishment of the in-room amenities, special housekeeping requests, arrangement of the rooms and guests’ personal items. At Radisson, our aim is to make guests feel at home, at all times. We encourage each hotel to view the Extra Thoughtful Care video through the Carlson Learning Network on CONNECT.

All Radisson hotels are required to offer the following Extra Thoughtful Care (ETC) facilities.

409.2.1 In stay-over rooms, exhibit all the cleaning and maintenance standards described.

409.2.2 Replace amenities when the original supply is depleted. Place an extra unopened bar of soap in the room when the original bar is half-used. (Do not throw away the original bar).

409.2.3 In the bathroom, arrange the guest’s personal items neatly on a folded hand towel. Replace the hand towel with a fresh towel as necessary.

409.2.4 In the guest room, arrange the guest’s personal items neatly but do not remove or relocate them from their original location.

Supporting information: Extra Thoughtful Care
410 HIGH-SPEED INTERNET ACCESS

The hotel’s internet service must provide:

- Wireless high speed Internet connectivity in all guest rooms (wired connections can be included to complement the 100% wireless coverage within the hotel).
- Wireless high speed Internet connectivity in all public areas (lobby, lounge, restaurant, business center, and meeting pre-function areas).

410.1 High Speed Internet Service Requirements:

- **Hotels are required to provide free High Speed Internet access to all levels of Club Carlson™ loyalty members.**
- **Option to Charge for Internet Service.** Hotels have the option to charge non-Club Carlson™ and non-contracted rate guests based on system costs and market pricing for their market segment. Hotels cannot charge guests for Internet service with corporate or local negotiated accounts or Consortias who have free Internet included in the contract or rates.
- **Minimum data circuit size.** Provide the **minimum** data circuit size per standards below. One T1 line is recommended for base stability, with additional data circuits such as cable, ethernet or DSL added to the T1 to increase circuit size to meet minimum guest satisfaction requirements. Additional bandwidth may be required to meet guest expectations specific to your particular property and customer demographic.

<table>
<thead>
<tr>
<th>Rooms</th>
<th>Circuit Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 149</td>
<td>7.5MB</td>
</tr>
<tr>
<td>150 – 225</td>
<td>10.5MB</td>
</tr>
<tr>
<td>226 and up</td>
<td>Add 3.0MB for every 75 rooms</td>
</tr>
</tbody>
</table>
Standards of Service and Operation

Service Concepts

- **New Radisson Hotels.** All new hotels entering the Radisson system as of 6/1/2011 must procure High Speed Internet Access services from one of the Radisson Preferred Suppliers as defined in the Program Implementation Kit.
- **Existing Radisson Hotels.** Existing hotels electing to change high speed Internet service providers or have major equipment lifecycle replacement must procure High Speed Internet from one of the Radisson Preferred Suppliers as defined in the Program Implementation Kit.
- **Minimum Medallia Rating.** All Radisson hotels are required to maintain a minimum Medallia High Speed Internet rating of 7.8. This rating is calculated on a rolling 6 month period.
- **Separate Connections.** The guest network must be physically separate from the Harmony Data Network (not share the same connection).
- **Plug 'n Play.** Service provided must allow guests to use their own computing device and not require changes to the computing device’s settings or configuration.
- **Secure Links.** The service must provide a secure link to the Internet. All guest connections must be secure from one another. Guests must not be able to "see" other guests' computers on the network.
- **Speed.** Minimum bandwidth (speed) "experienced" by guest should not drop below 128k.
- **VPN Protocols.** Service must support guest use of VPN (virtual private network) protocols including "PPTP" and "IPSec".
- **Toll-Free Support** - 24 hrs/day, 7 days/week, 365 days/year

410.2 **Home Page Requirements:**

- Hotels that do charge for High-Speed Internet service within the hotel must have the Radisson preferred Internet Service Provider (ISP) following the specs provided for the landing page. The specs can be found on the ADS Tool under On-Line Assets. This page provides fee information and encourages non Club Carlson members to enroll.

- Hotels that do not charge for High-Speed Internet should make their homepage the Local Area page of their hotel's Web Extra site.
Standards of Service and Operation

Service Concepts

410.3 Hotels charging for High-Speed Internet Service:

- Cannot charge Club Carlson members, Business Class guests, or guests with a corporate, locally negotiated, or Consortia rate for Internet service.
- Must have an interface from their ISP provider to the hotel's PMS system.
- Must have an invite for guests to join Club Carlson on the opening or pricing page of their Internet service from the Internet Service Provider.
- Must provide free Internet connectivity in all public areas of the hotel such as the lobby, restaurant, bar and business center.
- If a hotel is using Internet bandwidth tiering, Club Carlson and Business Class guests must receive the fastest tier of internet service available, free of charge.
- If a hotel has multiple tiers of Internet service at different prices:
  - The default "free option" high-speed internet service must provide a minimum of 768KB down and 386KB up service per user (dynamic capacity provisioning).
  - Club Carlson members and Business Class guests must receive the fastest tier of Internet service free of charge.

Supporting information: High-Speed Internet

411 Meeting Success

Utilize Radisson's meeting planning services featuring professionally tailored events and cutting edge technology.

- See Section 1211 for Catering and Convention Services standards
- New standards for the Meetings Success Service Concept will be introduced in 2013.
Radisson provides graphic standards to ensure correct and consistent application of the visual elements related to the Radisson brand. Each property shares a responsibility to safeguard the brand. Compromising consistency, in any manner, compromises the equity of the corporate identity and brand. Preserve the value of the Radisson brand by checking that every element appears correctly. Any deviation from the graphic standards must be approved by an authorized representative of the brand.

**BRAND IDENTITY AND GRAPHIC STANDARDS**

501.1 All advertisements and collateral materials must conform to the Radisson Brand Identity and Graphic Standards as set forth in the *Brand Identity and Graphic Standards* manual.

501.2 Before producing any printed material or advertisements using the Radisson name and marks, you must submit a mockup to the Hospitality Support Services Center (HSSC) for approval or appropriate support entity within geographic theater.

501.3 All marketing initiatives, online and offline, must use approved Radisson formats.

501.4 All advertisements and collateral materials must display the Radisson web site (radisson.com) or Hotel WebExtra address (pretty url). It is also recommended that the Radisson approved toll-free numbers: +1-800-333-3333 or for meetings +1-800-444-3344, appear if space permits at the end.

501.5 The use of any other toll-free number or website addresses are strictly prohibited.

501.6 All marketing materials must use the approved Radisson brand logo or the individual property Radisson logo Refer to the Radisson *Brand Identity and Graphic Standards* manual for specific standards.

501.7 The Advertising and Design Services (ADS) Tool available on Connect is where brand approved advertising materials are available. The tool allows you to interface with vendors, produce quality marketing communications and comply with brand identity and graphic standards.

501.8 Hotels in the Americas are required to procure printed collateral materials through DataSource.

**Supporting information:**

- Radisson Brand Identity and Graphic Standards
- Radisson Collateral Touchpoint Catalog
- Radisson Blu Graphic Standards and Visual Identity
- Radisson Blu Touchpoint Collateral Catalog
502  ADVERTISING AND DESIGN SERVICES (ADS) TOOL - AMERICA’S ONLY
502.1  The ADS Tool is an online tool that allows your hotel to create and customize advertising and marketing materials through the use of templates.
502.2  The ADS Tool should be used to create all advertising and hotel collateral. Beginning June 1, 2013, usage of the ADS Tool will be mandatory and ALL advertising and collateral must be produced on the ADS Tool. All advertising and collateral must be produced on the ADS Tool.
502.3  While use of the ADS Tool is provided by the brand at no cost to hotels, printing costs are the responsibility of the hotel. Hotels may choose to use the preferred printer linked to the ADS Tool or a local printer.
502.4  For custom work not available in the ADS Tool, contact your Hotel Specialist for a list of preferred graphic designers. All custom work by an approved designer must be approved by brand marketing.

503  BRAND IMAGE LIBRARY (BIL)

The Brand Image Library (BIL) houses brand stock photos as well as the hotel’s own professional hotel photography. This online library tool provides hotels access to all photos, logos, maps and artwork that have been approved by Radisson. Be sure only your very best high-resolution imagery is placed in the BIL. This is important since it serves as a critical link to the Global Distribution System (GDS), Carlson Rezidor Hotels National Sales team and public relations, all of whom use hotel photos from BIL. In addition, high-resolution photography from BIL is linked to the ADS tool where you are able to create local advertising.

Hotel advertising photography requirements

Each hotel is required to provide professional-quality photography that best promotes the architecture and design, services and amenities, meeting and conference facilities, and food and beverage outlets at the hotel. The photography must meet the following requirements: Images must be in color; size and resolution requirements are 300 dots per inch (dpi) at minimum size of 6 x 6 inches (15.24 centimeters x 15.24 centimeters).

At a minimum, hotels are required to upload to the BIL one quality representation of each of the following:

- Hotel exterior
- Guest room
- Lobby
- Food and beverage outlet(s)
- Meeting space
Standards of Service and Operation

Graphic Standards

Additional recommended options include:

- Other room types, including:
  - Business Class
  - Suites
  - Presidential Suites
- Swimming pool and/or spa
- Fitness Center
- Business Center
- Differentiating service or amenity

Hotels must obtain all necessary image usage rights and releases from professional photographers for the use of the images used by the hotel, by Radisson and by its affiliates.

Hotels must ensure that submitted photos represent brand standards. It is required that hotels hire a professional photographer for photography needs as these images may be used by brand web sites, marketing and GDS/IDS.

Radisson strictly prohibits the use of deceptive bait-and-switch advertising, other inappropriate advertising, or any advertising that might be considered illegal, improper or detrimental to the Radisson reputation.

Regardless of any management or ownership involvement in non-Radisson interests, Radisson strictly prohibits the promotion of any non-Radisson lodging facility at your hotel or in conjunction with advertising of the hotel.

Radisson strictly prohibits the use of the 100% Guest Satisfaction Guarantee logo in any non-brand produced advertisement or collateral materials. The guarantee may be mentioned in copy without using the Guest Satisfaction logo.

504 PROPERTY BROCHURES

It is required that every property maintain a current property brochure in the required format. Every Radisson property is required to develop one of the following: Hotel Fact Sheet, Rack Brochure or a Tri-fold Brochure to use in all sales and marketing efforts. The templates for all three of these are available on the ADS Tool and may be customized by the hotel for its use, subject to approval by Radisson. Hotels are responsible for any professional print costs. Hotels should maintain a digital copy of their brochure or fact sheet for electronic correspondence and promotion.
Standards of Service and Operation

Graphic Standards

505 HOTEL DIRECTORY
The Radisson Hotel Directory is an excellent tool for promoting individual Radisson hotels and resorts and the global Radisson portfolio of hotels worldwide.

505.1 Current brand directories must be available at the front desk and provided to guests upon request. The brand directory should not be placed on the front desk.

505.2 Properties open or under construction at the time of production (footings in the ground with walls up) receive the opportunity to have full listings. Properties not under construction (but under license) are listed as a "Future Location," in alphabetical order in the Radisson Hotel Directory.

505.3 Select Resort properties may also be featured in an annual Resorts Directory that showcases resort properties in specific key destination areas as deemed appropriate by Radisson.

505.4 The hotel directories may be updated as often as necessary.

505.4 To maximize exposure for new hotels, old directories are to be removed and recycled when new directories are received.
Standards of Service and Operation

Revenue Generation

600 REVENUE GENERATION

Carlson Rezidor provides a number of programs, tools and resources for revenue generation. Hotels are expected to participate in loyalty, revenue and rate programs that have been created and made available.

601 MARKETING/CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

601.1 Club Carlson\textsuperscript{SM} Rewards Program

Radisson values frequent and loyal customers. Increased loyalty program enrollments and loyalty stays drive increased sales and repeat visits to your hotel. All hotels are required to participate in Club Carlson\textsuperscript{SM} and all components of Club Carlson must be followed.

Enrollment

601.1.1 All non-member guests with a point-earning eligible stay must be asked if they would like to enroll in Club Carlson. Upon guest consent, their enrollment must be completed during the point of contact with the guest so the guest may be provided his/her Club Carlson membership card and number, including the program terms and conditions and privacy policy upon request. The new membership number must be added to the stay record prior to checkout to ensure proper point issuance.

In the event a system limitation prevents enrolling a guest at the immediate point of contact, the enrollment must be entered in the Customer Service Application (CSA) prior to checkout. Confirmation of enrollment and new member card should be provided to the guest on or before checkout. The new membership number must be added to the stay record prior to checkout to ensure proper point issuance.

Hotel Redemption Categories

601.1.2 Hotels are assigned to, and must participate in a program category, which is based on the hotel’s Average Daily Rate as calculated for the previous calendar year. Category ADR ranges will be revised and communicated annually.
Member Benefits Delivery

Members receive benefits in Club Carlson based on their membership tier. A full list of benefits is listed in the program Resource Guide.

Hotels are required to deliver member benefits as follows:

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Base</th>
<th>Silver</th>
<th>Gold</th>
<th>Concierge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Points: Room Revenue</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Points: Food &amp; Beverage</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Hotel Redemption Offers (Standard, Points + Cash)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Partner Redemption Offers (Airlines, Prepaid Cards)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Free Internet</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>No Blackout Dates</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Online Booking Point Bonus</td>
<td>1,000 points</td>
<td>2,000 points</td>
<td>2,000 points</td>
<td>3,000 points</td>
</tr>
<tr>
<td>Complimentary Room Upgrade</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Point Bonus</td>
<td>25%</td>
<td>50%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Elite Roll Over Nights</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Early Check-In/Late Checkout</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Elite-Only Customer Service Line</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>In-Room Welcome Gift</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Room Availability Guarantee</td>
<td>72hrs</td>
<td></td>
<td>48hrs</td>
<td></td>
</tr>
<tr>
<td>Free Continental Breakfast (restaurant only)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Global Concierge Service</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

**SILVER STATUS** – 15 nights or 10 stays per calendar year

**GOLD STATUS** – 35 nights or 20 stays per calendar year

**CONCIERGE STATUS** – 75 nights or 30 stays per calendar year
Standards of Service and Operation

Revenue Generation

601.1.3 **Points - Room Revenue:** Base points are awarded to members at 20 Gold Points per USD of room revenue excluding tax on all Club Carlson qualifying rates.

601.1.4 **Points - Food and Beverage Revenue:** Base points are awarded at 20 points per USD of food and beverage revenue for in-hotel purchases charged to the room excluding tax (stay must be on a non-Club Carlson qualifying rate).

601.1.5 **Free Night Awards:** Hotels must accept free night stay award reservations based on the Hotel Category assigned and the associated points required. The free night award rate for standard rooms is in the Q Rate Tier and therefore must be open for last room availability. Hotels are not permitted to close out the free night award rate in the Q Rate Tier.

<table>
<thead>
<tr>
<th>Hotel Category</th>
<th>Free Night Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9,000</td>
</tr>
<tr>
<td>2</td>
<td>15,000</td>
</tr>
<tr>
<td>3</td>
<td>28,000</td>
</tr>
<tr>
<td>4</td>
<td>38,000</td>
</tr>
<tr>
<td>5</td>
<td>44,000</td>
</tr>
<tr>
<td>6</td>
<td>50,000</td>
</tr>
</tbody>
</table>

601.1.6 **Points + Cash Awards:** Hotels must accept Points + Cash award night reservations based on the Hotel Category assigned and associated points required.

<table>
<thead>
<tr>
<th>Hotel Category</th>
<th>Points + Cash Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5,000</td>
</tr>
<tr>
<td>2</td>
<td>5,000</td>
</tr>
<tr>
<td>3</td>
<td>5,000</td>
</tr>
</tbody>
</table>
Standards of Service and Operation

Revenue Generation

<table>
<thead>
<tr>
<th>Hotel Category</th>
<th>Points + Cash Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>10,000</td>
</tr>
<tr>
<td>5</td>
<td>10,000</td>
</tr>
<tr>
<td>6</td>
<td>15,000</td>
</tr>
</tbody>
</table>

601.1.7 **Express Awards:** Hotels must participate in Express Awards. Express Awards provide members an opportunity to redeem points for hotel amenities in categories including Food and Beverage, Hotel Services, Upgrades (do not offer room upgrades to Elite members), and local Hotel Choice.

Radisson Express Awards and recommended point redemption values:

<table>
<thead>
<tr>
<th>Awards</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3000</td>
</tr>
<tr>
<td>USD 4 Laundry Service</td>
<td>X</td>
</tr>
<tr>
<td>Pay TV Movie</td>
<td>X</td>
</tr>
<tr>
<td>Choice of Drink, Appetizer or Dessert</td>
<td>X</td>
</tr>
<tr>
<td>One night parking</td>
<td>Base on value</td>
</tr>
<tr>
<td>Bottle of Wine</td>
<td></td>
</tr>
<tr>
<td>Instant Room Upgrade</td>
<td></td>
</tr>
<tr>
<td>Hotel Choice</td>
<td>X</td>
</tr>
</tbody>
</table>

- Express Awards are available in the following denominations: 1000; 3000; 5000; 6000; 8000; 10000; 12000; 14000; 15000; 20000; 25000; 30000; 35000; 40000; 50000; 60000
- Hotels are to select the point denomination where the reimbursement value is closest to the hotel cost for the award. In all cases, hotels must provide appropriate value for the offering relative to points charged. For example, in most markets, a Pay TV movie redeemed for 6,000 points is appropriate. A Pay TV movie redeemed for 35,000 points would be inappropriate.
- Hotels must develop a minimum of three Express Awards.
Standards of Service and Operation

Revenue Generation

- Express Awards are to be available at the Front Desk for members.
- Express Awards must be redeemed directly at the hotel. Specific awards are subject to availability at each hotel and local laws.
- Hotels are required to develop and procure the designated Express Awards hotel ‘menu’ of Express Awards offered by that hotel based on the Express Award Menu template found in the ADS Tool. The Express Award Menu Card must be printed in color on a minimum white 80# cover stock.
- If used, the Express Award Redemption Voucher and Discretionary Points Voucher must be printed in color.
- Hotels are reimbursed for Express Award redemptions.

601.1.8 Free High Speed Internet: Hotels are required to provide free high speed Internet access for all members of Club Carlson

601.1.9 Room Upgrade: Elite members must be assigned a room upgrade. The upgraded room for Silver and Gold Elite may include a preferred view, higher floor, newly renovated or corner location. Concierge Elite members should be upgraded to the next room category whenever possible, including standard suites. Room upgrades are limited to one room per member per stay. Upgraded rooms should be assigned in the order as listed on the Pre-arrivals Report.

601.1.10 Early Check-In/Late Check Out: Elite members with reservations with a credit card on file are eligible for priority early check-in. Priority early check-in is to be honored up to 2 hours prior to the hotel’s published check-in time. Late check-out is to be honored up to 2 hours past the hotel’s published check-out time when the request is made the morning of check-out date. Hotels should honor longer late check-out requests based on availability.

601.1.11 Welcome Gift:
- All Gold and Concierge Elite members are to receive a welcome gift.
- The Welcome Gift must be appropriately prepared in a visually appealing manner and delivered to the guest room prior to the guest’s arrival.
- The Welcome Gift must include a personal letter or note from the General Manager.
- The Welcome Gift cost to the hotel should range from USD 2-USD 4.
- Welcome Gifts may not include components that are already included in the Complimentary Care products program.

601.1.12 Availability Guarantee:
- Guaranteed room availability is offered for Gold Elite members reserving a room 72 hours prior to the intended arrival day and Concierge Elite members reserving a room 48 hours prior to the intended arrival day. 72/48 hours is calculated from 12 Noon, hotel time, on the intended arrival day.
Standards of Service and Operation

Revenue Generation

- This benefit may only be requested via the Elite Member Service Center and is valid only for a Gold or Concierge Elite member’s personal guest room. Should a participating property be sold out, the property must make a standard room available at the prevailing rack rate when the reservation is guaranteed in accordance with the hotel’s then-current guarantee and cancel policy for the stay.
- Upgrade benefits and free night award redemption do not apply when using this benefit.
- Limited exceptions to the Availability Guarantee may be requested on a temporary basis from Club Carlson, but will only be considered in the case of extreme circumstances. Contact your Hotel Specialist at the Hospitality Support Services Center (HSSC) to request an exception.

601.1.13 Free Continental Breakfast: Hotels are required to provide one free continental breakfast to Concierge Elite members for each night of their stay. The continental breakfast must include at a minimum, an assortment of cereals, breads, fresh fruit, juices, and coffee, tea, and milk. These breakfast offerings may be provided either via a buffet or from the menu for in-restaurant dining. This benefit does not apply to room service. A Concierge Elite member can simply show their membership card to receive this benefit.

Other Club Carlson Programs

601.1.14 Club Carlson for Business: Businesses without existing corporate sales agreements with Carlson Rezidor hotels can request to participate in the program. If approved, the business earns Gold Points for room revenue spent by employees, contractors or business partners that provide the business’s Corporate Account ID in their reservation at all Carlson Rezidor hotels. Points are awarded at a rate of:
- 10 Gold Points per USD when the reservations are made on one of the brand web sites or
- 8 points per USD when the reservations are made directly with the hotel or by calling one of the brand toll-free reservation numbers

These points are in addition to the Gold Points that may be earned by the individual traveler. Follow all program procedures as defined by the Club Carlson Resource Guide.

Participating businesses will also receive a 5% discount through the Preferred Corporate Rate (PCR) program (Section 603.3)

601.1.15 Club Carlson for Planners: Hotels are required to participate in Club Carlson for Planners. Meeting planners with Club Carlson membership are awarded Gold Points for consumed meetings and events. Points are awarded at a rate of:
- 3 Gold Points per USD for meetings and/or events resulting in revenue < USD 5,000;
- 5 Gold Points per USD for meetings and/or events resulting in revenue > USD 5,000
- Follow all program procedures as defined in the Club Carlson Resource Guide.
Standards of Service and Operation

Revenue Generation

601.1.16 **Club Carlson for Employees (Hotel):** All hotels in the Americas should actively participate in Club Carlson for Employees, which rewards hotel Front Desk employees to earn Gold Points by completing training, submitting qualified new Club Carlson enrollments and other incentives as communicated to hotels.

Gold Points awarded to employees through the defined Club Carlson for Employees program are funded within the program cost.

The hotel and individual employee are responsible for any applicable taxes or reporting requirements on any points awarded. Employees are required to provide a valid mailing address and social security number via a secure Web site if they earn more than 375,000 points in a calendar year.

Employee transactions will be monitored for any questionable or fraudulent activity. Hotel management as well as Radisson corporate will be notified should any suspected fraudulent or improper activity be observed. At the discretion of the brand, Club Carlson accounts associated with such activity may be closed and/or all points removed from the individual accounts.

Follow the program set-up and processing procedures as defined in the Club Carlson Resource Guide.

601.1.17 Hotels are required to participate in other Club Carlson programs available in their region. Refer to the Program Implementation Kit for your region for applicable programs.

**Club Carlson Hotel Costs**

601.1.18 Hotels are charged 4.75% of Gross Room Revenue or the total package revenue in the case of hotel packages or special offers that include lodging accommodations sold in conjunction with other services provided by either the hotel or third parties as part of a single transaction (“Package Revenue”), if applicable, for the first USD 300 per night and 3% on any Room Revenue or Package Revenue on USD 301 and above, as averaged for the member’s stay.

601.1.19 Hotels are charged 4.75% of Gross Food and Beverage Revenue for in-hotel purchases charged to the room excluding taxes for the first USD 300 per night and 3% on any Food and Beverage Revenue on USD 301 and above, as averaged for the member’s stay.

601.1.20 Club Carlson for Planners points, hotel bonus and discretionary points awards are charged to the hotel at a rate of USD 0.002 per point.
Revenue Generation

Hotel Compensation

**Free Night Awards:** Hotels are reimbursed for valid Free Night Award redemptions based on the assigned hotel Category via a credit to the hotel’s brand payables loyalty invoice. The amount reimbursed is a fixed compensation amount per night for all nights where the occupancy is <95%. If any night of a redemption stay is = or >95% occupied, the hotel will be reimbursed the average daily rate (ADR) for that night. The following chart outlines the standard award reimbursement dollar amount by Hotel Category:

<table>
<thead>
<tr>
<th>Hotel Category</th>
<th>1 Reward Night</th>
<th>Hotel Reimbursement</th>
<th>Reimbursement if &gt; or =95% Occupied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9,000</td>
<td>USD 26.00</td>
<td>Hotel ADR</td>
</tr>
<tr>
<td>2</td>
<td>15,000</td>
<td>USD 33.00</td>
<td>Hotel ADR</td>
</tr>
<tr>
<td>3</td>
<td>28,000</td>
<td>USD 40.00</td>
<td>Hotel ADR</td>
</tr>
<tr>
<td>4</td>
<td>38,000</td>
<td>USD 50.00</td>
<td>Hotel ADR</td>
</tr>
<tr>
<td>5</td>
<td>44,000</td>
<td>USD 71.00</td>
<td>Hotel ADR</td>
</tr>
<tr>
<td>6</td>
<td>50,000</td>
<td>USD 118.00</td>
<td>Hotel ADR</td>
</tr>
</tbody>
</table>
601.1.22 **Points + Cash Awards:** Hotels are reimbursed for Points + Cash Award redemptions based on the hotel Category via a credit to the hotel's brand payables loyalty invoice. The amount reimbursed is a fixed compensation amount per night for each Hotel Category as defined below:

<table>
<thead>
<tr>
<th>Hotel Category</th>
<th>Gold Points Required</th>
<th>Member Cash Required</th>
<th>Program Reimbursement to Hotel</th>
<th>Total Hotel Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5,000</td>
<td>40% off Rack Rate</td>
<td>USD 8.00</td>
<td>40% off Rack Rate + USD 8</td>
</tr>
<tr>
<td>2</td>
<td>5,000</td>
<td>40% off Rack Rate</td>
<td>USD 8.00</td>
<td>40% off Rack Rate + USD 8</td>
</tr>
<tr>
<td>3</td>
<td>5,000</td>
<td>40% off Rack Rate</td>
<td>USD 8.00</td>
<td>40% off Rack Rate + USD 8</td>
</tr>
<tr>
<td>4</td>
<td>10,000</td>
<td>40% off Rack Rate</td>
<td>USD 16.00</td>
<td>40% off Rack Rate + USD 16</td>
</tr>
<tr>
<td>5</td>
<td>10,000</td>
<td>40% off Rack Rate</td>
<td>USD 16.00</td>
<td>40% off Rack Rate + USD 16</td>
</tr>
<tr>
<td>6</td>
<td>15,000</td>
<td>40% off Rack Rate</td>
<td>USD 24.00</td>
<td>40% off Rack Rate + USD 24</td>
</tr>
</tbody>
</table>
601.1.23 **Express Awards:** Hotels are reimbursed for Express Awards based on the reimbursement value for each fixed point level award.

<table>
<thead>
<tr>
<th>Points</th>
<th>Hotel Reimbursement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,000</td>
<td>USD 1.60</td>
</tr>
<tr>
<td>3,000</td>
<td>USD 4.80</td>
</tr>
<tr>
<td>5,000</td>
<td>USD 8.00</td>
</tr>
<tr>
<td>6,000</td>
<td>USD 9.60</td>
</tr>
<tr>
<td>8,000</td>
<td>USD 12.80</td>
</tr>
<tr>
<td>10,000</td>
<td>USD 16.00</td>
</tr>
<tr>
<td>12,000</td>
<td>USD 19.20</td>
</tr>
<tr>
<td>14,000</td>
<td>USD 22.40</td>
</tr>
<tr>
<td>15,000</td>
<td>USD 24.00</td>
</tr>
<tr>
<td>20,000</td>
<td>USD 32.00</td>
</tr>
<tr>
<td>25,000</td>
<td>USD 40.00</td>
</tr>
<tr>
<td>30,000</td>
<td>USD 48.00</td>
</tr>
<tr>
<td>35,000</td>
<td>USD 56.00</td>
</tr>
<tr>
<td>40,000</td>
<td>USD 64.00</td>
</tr>
<tr>
<td>50,000</td>
<td>USD 80.00</td>
</tr>
<tr>
<td>60,000</td>
<td>USD 96.00</td>
</tr>
</tbody>
</table>
Standards of Service and Operation

Revenue Generation

Club Carlson Collateral

601.1.24 Program collateral must be displayed in each hotel as designated by the Club Carlson Resource Guide. Program collateral includes table tents, lobby displays, back of house posters, and other materials as defined by the Club Carlson Resource Guide.

Other Standards and Procedures

601.1.25 All guest-facing employees must be familiar with the guest value and benefit components of Club Carlson.

601.1.26 All customer-facing Sales staff must be familiar with the value and benefits of Club Carlson, and proficient in communicating these value-selling benefits to customers, including Club Carlson for Planners.

601.1.27 All hotel staff must complete required Club Carlson training as designated in the Brand Provided Learning Requirements.

601.1.28 All member redemption stays booked by the hotel must be booked, adjusted, or cancelled via Curtis-C.com.

601.1.29 All guest check-ins must include Club Carlson check-in procedures as described in SOP Section 1008: Check-in.

601.1.30 A current copy of the program Terms and Conditions and Privacy Policy must always be available behind the front desk to provide upon request. Copies may be printed from clubcarlson.com. Hotels are responsible for providing the latest version to guests via clubcarlson.com

601.1.31 Hotels are required to achieve hotel specific program enrollment goals each year.

601.1.32 To support cardholder benefits associated with the Club Carlson branded credit card, hotels are required to provide Radisson with its VISA merchant ID(s).

Supporting information: Club Carlson
Look To Book℠ is an online travel agent loyalty awards program. All worldwide Radisson hotels are required to participate. Maximize your travel agent business by using Look To Book to generate revenue to your hotel. Travel agents may participate in the program, which allows them to earn 10 points per USD for every reservation booked and consumed through their GDS or brand Web sites.

Points can be redeemed for Prepaid Cards, free award night stays and more. In order to fund the Look To Book program, each hotel must pay Radisson a percentage of gross room revenue generated from reservations delivered by a LookTo Book member to your hotel. Hotels are reimbursed at a set rate for member redemptions for free award night stays at their hotel.

### Supporting information: Look To Book

**601.3 Corporate Promotions**

Hotels must support and participate in brand-wide promotions and offers. Brand-wide support of the promotions and offers helps to ensure their success. No hotel may substitute or modify these programs.

Radisson will issue other special promotional programs as appropriate. Hotels are required to participate in and comply with all brand promotions, rate programs and corresponding rate rules as defined in the Promotional Programs Catalog. To ensure the success of these promotional programs, follow the requirements below:

- Fully train all Front Office personnel to properly handle all Radisson system-wide promotions and offers.
- Encourage guest participation in all Radisson marketing promotions and offers.
- Award Gold Points®, Look To Book℠ points and travel professional commissions to all promotional packages IF the promotions and offers require this.
Standards of Service and Operation

Revenue Generation

601.3.1 Value Added Package Program

In addition to the above-mentioned corporate promotions, hotels must support and participate in the Value Added Package Program. The Package Program consists of six brand-supported Value Added Packages. Hotels must participate by offering at least two of the six Packages throughout the year and complying with the minimum requirements of each Package. The Package types, minimum requirements, and all other information on how to participate can be found in the Requirements documents:

- Bed & Breakfast for Two
- Bed & Breakfast for Four
- Romance Package
- Shopping Package
- Park & Stay Package
- Local Attraction Packages

Supporting information: Promotional Programs

601.4 Hotel Brand Site

**WebExtra**

Radisson hotel websites are a cost effective way to generate room revenue. The Internet is a key distribution channel for Radisson hotels, projecting the brand and processing reservations. In order to optimize the brand's Internet presence and to maintain a consistent experience from hotel to hotel, the WeExtra Program has been developed. Radisson hotels must follow these standards for establishing and maintaining their hotel website:

601.4.1 All Radisson hotels are required to participate in the WebExtra Program. The WebExtra Program manages the development, maintenance and optimization of each hotel website.

601.4.2 All Radisson hotels are required to execute the Annual Hotel WebExtra Agreement with Carlson Rezidor's designated content management services provider ("provider"), prior to the hotel's online date. The WebExtra website must be active within 30 days of going online with the Curtis-C reservation system.

601.4.3 Carlson Rezidor's' designated provider will work in conjunction with each hotel to produce a personalized website, using the brand design template, ensuring a consistent experience for Radisson® guests.
Standards of Service and Operation

Revenue Generation

601.4.4 A one-time development or set up fee is due to the provider in addition to the Annual Hotel WebExtra Agreement, prior to the site being created by Carlson Rezidor’s provider.

601.4.5 Hotels are required to pay the Annual Service Plan (ASP) fee to Carlson Rezidor’s provider, covering all WebExtra updates, as well as the hotel’s participation in all sponsored e-commerce initiatives. Additional fees will apply if hotels request translation of website content or for other optional WebExtra services.

601.4.6 Radisson prohibits the promotion, establishment and/or use of any non-WebExtra websites by hotels. The creation and use of any other website, including but not limited to brand domains, unbranded domains, and vanity URLs, regardless of whether or not the site(s) point to the official WebExtra site may lead to a default being issued to the owner/management company for the hotel or subject the hotel to suspension of the services of the reservation system.

601.4.7 Radisson hotels may, but are not required to, include virtual or video tours on their WebExtra site. Any Radisson hotel that elects to include a virtual or video tour on its WebExtra site is required to use a Radisson-designated supplier for the virtual or video tour. Use of non-designated suppliers is prohibited unless prior written consent is obtained from Radisson.

601.4.8 Radisson prohibits hotel offers and any content that links from the Radisson and/or WebExtra sites to other sites that offer competing hotel booking functionality.

601.4.9 Images for hotel WebExtra websites need to be in a landscape layout (versus portrait) for the current template. Hotels must obtain all necessary image usage rights, releases and permissions before using or displaying images on the WebExtra website.

601.4.10 Radisson provides detailed monthly reporting on each hotel’s WebExtra site via CONNECT>Document Library>Search for Hotel Specific Documents>WebExtra Dashboard. Radisson prohibits the placement of additional tracking codes on any WebExtra site.

601.4.11 Additional details, including the Annual Hotel WebExtra Agreement are located on Connect>Document Library>Carlson Rezidor’s Americas.Radisson>Marketing>WebExtra.
Revenue Generation

601.5 WebExtra e-Partnerships – Pay for Performance

In an effort to further leverage the Web to drive more revenue to your hotel, we have entered into several WebExtra e-Partnerships. These partnerships offer marketing opportunities that may dramatically increase the online reach and revenue of your hotel on numerous web sites, with all bookings taking place on the hotel brand Web sites.

The dollars that hotels contribute to the general marketing fund are not used for this program. The Marketing Fund is used to promote the brand as a whole. In contrast, the intent of this program is to advertise individual hotel listings, and these partnerships offer unique opportunities to drive more room nights specifically to your hotel, with all bookings taking place directly on the brand Web sites.

601.5.1 WebExtra e-Partnership Program Costs

The WebExtra e-Partnership opportunities operate as “pay for performance” marketing programs.

Hotels will pay 10 percent of room revenue on consumed reservations that originated from these sites in addition to all other fees payable under the terms of your License Agreement or Management Contract.

Hotels are only charged when you get consumed reservations from these WebExtra e-Partnership sites.

Any portion of the 10% fee not paid as commissions to the WebExtra e-Partners directly will be retained by Carlson Rezidor’s, Inc. to pay for the development, maintenance, and optimization of these WebExtra e-Partnership programs.

All reservations are booked on the brand Web sites that promote your normal Curtis-C rates. There are no GDS fees on these bookings.

Note: Hotels connected to Pegasus will be direct billed via their monthly consolidated invoice.

601.5.2 WebExtra e-Partnership Opportunities Enrollment

Hotels will be automatically enrolled in these WebExtra e-Partnership opportunities as they become available. Hotels may elect to opt-out of many of these WebExtra e-Partnerships by contacting their Hotel Specialist and specifying in writing which WebExtra e-Partnership opportunities they do not want to participate in.

601.5.3 WebExtra e-Partnership Opportunities Reporting

Each WebExtra e-Partner and its respective gross revenue are included in the Curtis-C Business Source Report by Hotel (available monthly and year-to-date).
601.5.4 WebExtra e-Partnerships:
The brand will continue to expand this program and will notify hotels as new WebExtra e-Partners join the program. The WebExtra e-Partnership program will continue to increase your online reach and only charges 10 percent on business that is consumed at your hotel.

For the most current WebExtra e-Partnership Pay for Performance program sites, please reference the Travel Website Matrix.

Supporting information: WebExtra

601.6 Social Media
Hotels who wish to participate with their own Social Media initiatives (such as hotel pages on Facebook, Twitter, YouTube or blogs), must comply with Brand Standards as outlined in the Carlson Rezidor Hotel Group Social Media Reference Guide at all times. Hotels must also receive prior written approval from the brand before launching any Social Media initiatives publicly. Written approval can be requested by completing and emailing the Social Media Participation Approval form to the proper brand email listed on the form. Hotels must comply with the Brand approved Social Media enhancements and should not edit, adjust, revise or remove these enhancements unless directed by the Brand. The form and the Social Media Reference Guide can be found on Connect>Document Library>Radisson>Marketing> Social Media Reference Guide.

Supporting information Social Media Reference Guide

601.7 AAA/CAA
For hotels in the Americas only:
The American Automobile Association (AAA) and Canadian Automobile Association (CAA) contribute significantly to the brand’s leisure market.
Each property is subject to inspection by AAA and must be approved, earn and maintain a minimum 3-diamond rating.
Worldwide Reservations Services (WRS)

To ensure excellent service and reliability to consumers and to maximize hotel sales, all hotels must work closely with Worldwide Reservation Services (WRS) departments that are part of each regional call center.

All hotels are required to prominently display the applicable toll-free number for WRS in all communications and advertising materials. The toll-free number must always appear in a larger font than the hotel number. The WRS toll-free number must be in the approved format (refer to the Brand Identity and Graphics Standards manual for format and application).

All properties are recommended to purchase a bold listing in their Yellow Pages or telephone directories that includes the brand's toll-free number. If a display ad is purchased, it must comply with the Brand Identity and Graphics Standards manual.

All properties are strictly prohibited from using, promoting, or listing any other toll-free number, reservation system, GDS chain code, or Web site other than Radisson — www.radisson.com, www.radissonblu.com or the appropriate Radisson local domain, (i.e., www.radissonblu.se) — on all marketing and communication pieces.

Radisson toll-free numbers, Radisson.com, and the hotel's WebExtra address are the only telephone numbers or Web sites that may be promoted for making reservations.

Radisson prohibits hotels from referring business from WRS to a non-Carlson hotel.

All hotels must ensure that rates sold at the hotel are the same rates listed with WRS.

It is the policy of WRS to encourage a guest to receive confirmation of their stay via email. However, if a customer requests written confirmation and declines email, WRS will request a written confirmation in Curtis-C. A request for written confirmation is indicated with a WR. It is the responsibility of the hotel to respond to the customer’s request by sending a written confirmation to the address provided within seven (7) days from the date the reservation is made.

It is recommended that each hotel subscribe to Travelclick’s Hotelligence, Internet Hotelligence and Review Report which provide individual hotel production reports via electronic distribution channels allowing you to manage sales, marketing and revenue management efforts.
Standards of Service and Operation

Revenue Generation

602.1.9 Sellable rooms are required to be indicated accurately in Curtis-C. This includes all meeting and groups. WRS will use rate code “Rate Requested Not Found” (Q-RNFR*) for a rate that is not loaded in CEX(CHW eXpress)/Curtis-C and has been requested by a customer. Rate Requested Not Found is used to confirm the customer a room without confirming a rate when the guest insists the rate was advertised or otherwise offered. WRS will provide the hotel information on the requested rate name, rate and source of information. WRS will check all available rate options before completing Rate Requested Not Found. If a rate is loaded but restricted, or the customer does not know the exact rate they are inquiring about, a Rate Requested Not Found request will not be processed by WRS. WRS will inform the customer that they are requesting a rate that is not available. A written confirmation (WR) request will accompany a Rate Requested Not Found request. It is the responsibility of the hotel to confirm or deny the requested rate by either calling the guest or sending a written confirmation to the address provided, to be received within seven (7) days from the date the reservation is made.

602.1.10 Hotels are required to maintain a minimum of 18 months of valid rates and inventory via the Curtis-C network. Failure to maintain rates and inventory can result in missed reservation opportunities due to lack of availability in all distribution channels.

602.1.11 Hotels must honor all existing and new reservations made through Curtis-C, the brand Web sites, global distribution systems or other Radisson-approved channels.

602.1.12 The transfer of reservation data through Curtis-C or other means may only be used by the recipient in compliance with Radisson’s privacy policy.

602.2 Channel Distribution
Radisson provides a central reservation system to process, store and transmit reservations via a hardware and software package called the Curtis-C Reservation System. Curtis-C is located in Omaha, Neb., USA. Additional locations provide regional service throughout the world, including Dublin, Ireland; Meishan, China; and Delhi, India.

Rates, hotel information, package plans, etc. make up the hotel's reservation system database. Each hotel is responsible for ensuring that their database in the reservation system is complete and accurate. Hotels are assigned a channel distribution specialist in Dublin, a database supervisor in Sydney, or a hotel specialist in Omaha, depending on the location of the hotel.

602.2.1 All hotels must present WRS with a typed set or an electronic copy of database worksheets at least one month prior to their opening date. A set of database worksheets is included in the pre-opening materials.
Standards of Service and Operation

Revenue Generation

602.2.2 All hotels are required to make rate changes, package plans, and/or policy changes that affect the distribution channels sales efforts by using the CHW eXpress system. All rate changes will be active until future rate changes are made. Hotels without access to the CHW eXpress system must submit *in writing* to WRS all changes, rate changes, package plans, and/or policy changes that affect the distribution channels sales efforts. Hotels must submit changes to WRS at least 10 days in advance of the change and all changes must be typewritten using an approved electronic database worksheet. All rate changes will be active until future rate changes are made.

602.2.3 Hotels must ensure that guests receive the room type, bed type, and room rate, which were confirmed to the guest through the reservation system.

602.2.4 Each hotel is required to keep WRS and CHW eXpress updated of any meetings or groups that may call WRS to book or ask for information. This should include all meetings and groups that are booked at the hotel for the next 12 to 18 months.

602.2.5 Hotels are also required to load promotional or preferred rates into CHW eXpress. These are listed as confidential rates in reservation system and are only given to guests requesting them.

602.3 Global Distribution Systems (GDS)
Around the world, travel agencies book airline seats, hotel rooms, and rental cars. To do so, they use global distribution systems (GDS), which are computer systems provided by airline companies. You will find that many of the reservation system reservations booked by travel agencies are processed through a GDS.

602.3.1 GDS reservations are confirmed at the hotel level.

602.3.2 Hotels must participate in all GDS programs used by Radisson.

602.3.3 Each GDS assesses a reservation charge which each hotel is required to pay. The fee is blended based on all third-party intermediary fees.

602.3.4 Radisson currently uses the following primary GDSs:

- Sabre
- TravelPort = Apollo/Galileo and Worldspan
- Amadeus

All hotel rates are loaded into the GDS system. A GDS may be added or removed by Radisson at any time.
Standards of Service and Operation

Revenue Generation

602.3.5 Hotels are responsible for ensuring all hotel information in the GDS is accurate and should conduct a quarterly review of their hotel information as it displays in GDS and other channels. Contact the Hospitality Support Services Center (HSSC) in the Americas or your database supervisor if in Asia-Pacific or Europe, Middle East or Africa for information on how to obtain this information.

602.4 Reservation Transmission

602.4.1 When a reservation, cancellation or adjustment is made, depending upon the property’s approved operational method to receive reservations, Curtis-C will deliver that reservation to an approved property management interface (i.e., OXI, the Opera interface to Curtis-C). Additionally, the hotel may view guest arrivals via the CSA or Web Reservation Delivery (WRD).

602.4.2 Each hotel must maintain the approved PMS (i.e., Opera or Opera Express) that is interfaced with Curtis-C for receiving reservations.

602.4.3 Hotels are responsible for ensuring that all hotel information in the reservation system is accurate. Hotels should monitor the OXI interface log and resolve any failed messages in a timely manner. NOTE: The OXI interface log purges messages after a specified number of days within the configuration of that interface.

602.4.4 All reservations must include a confirmation number. Multi-room reservations will have one confirmation number to give the guest, but will have a different eight-digit number on each multi-reservation to distinguish it as a multi-room stay for the property.

602.4.5 In connection with a reservation, cancellation or adjustment, guest requests are entered into Curtis-C utilizing special request codes to condense the information printed on each reservation. Hotels should use every effort to accommodate guest requests when possible. Special request codes are subject to change, but the current codes are:

AD    ADJOINING ROOMS PREFERRED
CI    CRIB IN ROOM
CP    AWARE OF CANCELLATION POLICY
CR    CONNECTING ROOMS PREFERRED
EC    EARLY CHECK-IN <NOTE TIME IN COMMENTS>
GS    GENERIC, SEE COMMENTS
HF    HIGH FLOOR PREFERRED
## Revenue Generation

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HM</td>
<td>HOLDING MULTIPLE ROOMS IN SAME NAME</td>
</tr>
<tr>
<td>HS</td>
<td>HIGH SPEED INTERNET ACCESS &lt;CHARGES MAY APPLY&gt;</td>
</tr>
<tr>
<td>ID</td>
<td>ID/CERT REQUIRED AT CHECK-IN</td>
</tr>
<tr>
<td>LF</td>
<td>LOW FLOOR PREFERRED</td>
</tr>
<tr>
<td>LO</td>
<td>LATE CHECK-OUT PREFERRED &lt;NOTE TIME IN COMMENTS&gt;</td>
</tr>
<tr>
<td>LV</td>
<td>LOCATION VERIFIED</td>
</tr>
<tr>
<td>MV</td>
<td>MICROWAVE &lt;ON REQUEST ONLY&gt;</td>
</tr>
<tr>
<td>NE</td>
<td>NEAR ELEVATOR</td>
</tr>
<tr>
<td>NS</td>
<td>NON-SMOKING</td>
</tr>
<tr>
<td>NT</td>
<td>NO TRANSFERS REQUIRED</td>
</tr>
<tr>
<td>P1</td>
<td>INDOOR PARKING</td>
</tr>
<tr>
<td>P2</td>
<td>OUTDOOR PARKING</td>
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<tr>
<td>P3</td>
<td>VALET PARKING</td>
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<tr>
<td>P4</td>
<td>LONG TERM PARKING</td>
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<tr>
<td>PR</td>
<td>PET IN ROOM &lt;SEE PET POLICY&gt;</td>
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<tr>
<td>QL</td>
<td>QUIET LOCATION</td>
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<tr>
<td>RF</td>
<td>REFRIGERATOR &lt;NOTE COST PER NIGHT IN COMMENT&gt;</td>
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<tr>
<td>RL</td>
<td>ROLLAWAY &lt;NOTE COST PER NIGHT IN COMMENTS&gt;</td>
</tr>
<tr>
<td>SR</td>
<td>SMOKING ROOM</td>
</tr>
<tr>
<td>T1</td>
<td>ONE-WAY AIRPORT TRANSFERS REQUESTED</td>
</tr>
<tr>
<td>T2</td>
<td>TWO-WAY AIRPORT TRANSFERS REQUESTED</td>
</tr>
<tr>
<td>UT</td>
<td>USA TODAY NEWSPAPER</td>
</tr>
<tr>
<td>V1</td>
<td>CAR/TRUCK</td>
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</tbody>
</table>
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V2    RVBUS
WC    WHEELCHAIR
WR    WRITTEN CONFIRMATION
WS    WALL STREET JOURNAL NEWSPAPER
WU    WAKE-UP CALL REQUESTED

602.5  Inventory Status
602.5.1 The reservation system is open for sale on all room types and rates unless hotels notify WRS otherwise. Rates, room types and availability can be restricted each day. When you wish to restrict or close a rate, room type, or other availability, utilize CHW eXpress, or contact the Hospitality Support Services Center (HSSC) in the Americas or your database supervisor if in Asia-Pacific or Europe, Middle East or Africa.

602.5.2 All room types must be listed as available for booking through all distribution channels. If a hotel has six (6) or more rooms of a type, it must be sold through all distribution channels. If there are fewer rooms (specialty suites, accessible rooms), the room type must be available for sale in the reservation system, but an allotment on that room type should be used. It is the hotel's responsibility to manage inventory of these limited room types.

602.6  Travel Agents and Commissions
Travel Agents represent an important source of business for Radisson. Therefore, Radisson requires that all hotels cooperate fully with travel agents, strongly encourage their use of your hotel and participate in the Radisson travel agent commission processing program, including compliance with the following policies and procedures:

- Hotels must pay a 10% commission to travel agents on the net room revenue (excluding room tax, VAT, food and beverage or other incidental charges where applicable) of all consumed room nights at eligible rates generated by travel agents unless negotiated with an agent prior to booking.
- Commissions are required to be paid on all rates as defined and designated in the Promotional Programs catalog.
- All travel agent commissions are centrally funded by Radisson, and processed and paid through Pegasus Solutions (Pegasus) TravelCom application. The Pegasus process works in conjunction with the data extract from the hotel's PMS or Curtis-C booked data. All hotels with Opera PMS are required to purchase and install the commission payments interface. Radisson uses stay data from the hotel's front office system and Curtis-C to calculate the commissions due. For hotels where stay data is not available, Curtis-C reservation data is used to calculate the
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commissions due. In such cases, it is then the hotel's responsibility to add, review and update transactions using the TravelCom application.

- Travel agent commissions are processed bi-weekly, but are posted on a weekly basis for review on TravelCom according to the Pegasus Processing Calendar for each hotel. Please see the Pegasus Processing Calendar posted on CONNECT for the schedule. Hotels are required to review and update transactions within five (5) calendar days once they are posted on TravelCom (review period). At the end of the review period, transactions are processed and Radisson will issue payment for these transactions. If a hotel fails to update or correct transactions in TravelCom during the review period, those transactions are deemed approved by the hotel and the hotel will be liable for those transactions.

602.7 Travel Web sites (Third Party)

Third-party Travel Web sites are able to provide your hotel with increased online exposure, as well as additional channels for distributing your inventory to generate revenue. Recommendations and several tools have been implemented to help you optimize your revenue from third-party Web sites.

602.7.1 Preferred connectivity

Hotels may only participate with online suppliers/vendors offering connectivity to the Curtis-C system either through a direct connection, a GDS system or through network switch services such as Pegasus. Once connectivity is provided by Radisson for the hotels, this is the only participation option available to the hotels.

602.7.2 Preferred supplier and vendor selection standards

Preferred supplier and vendor selection standards support Radisson’s efforts to build consumer confidence in the hotels while offering Radisson hotels more favorable participation terms. Radisson preferred suppliers and vendors must operate under the following guidelines as described in this policy in order to be deemed a “Radisson preferred supplier/vendor.”

Preferred suppliers/vendors must support:

- Best online rate guarantee
- Brand negotiated margins guarantee
- Limited most-favored nations clauses
- Yieldable inventory management
- Direct connectivity
- Content management guarantee
- Radisson’s trademark rights
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- Marketing opportunities (positioning) guarantee
- Brand protection clause
- Discount or margin restrictions to brand limits
- Maximum one-year term (1) without automatic renewal
- No allocations
- Flexible pricing

602.7.3 Content management guarantee

Research indicates travelers prefer to research air and hotel travel online before making reservations. This research confirms the importance of current and accurate hotel content. Channels of distribution who utilize outdated means, such as extranet or manual content tools which prevent real-time updates online, fail to provide travelers with current and accurate content and/or images. Preferred suppliers and vendors must receive and accept online content updates according to industry standards. Property updates, such as renovations and images, must be accepted real-time, and suppliers and vendors must be held responsible for ensuring this data is available on their sites to consumers once provided by Radisson hotels.

602.7.4 Third-party supplier and vendor management

Brand hotels can find information on travel Web sites from the following sources:

- Document Library Home >Carlson Rezidor's The Americas>Radisson>Reservation and Distribution Services>Travel Website Opportunities
- The e-distribution team currently tracks all Web site agreements and programs within the Travel Website Matrix, which can be found on Connect. This matrix is frequently updated.

602.7.5 Distributor source with direct connect to Curtis-C

In the case of a travel Web site accessing seamless rates via GDS or Pegasus, hotels are automatically shown on these sites. Hotels should work with these sites on a regular basis to be aware of appropriate additional promotional opportunities.

602.7.6 Assessing a travel Web site

There are various considerations which must be made when assessing a Web site distributor or advertising opportunity. Some main points to consider before requesting approval for participation include, but are not limited to:

- Research the connectivity.
- Research the business model (retail, merchant/net, last minute and opaque).
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- Research sign-up costs, commissions, markups or other fees associated with the supplier or vendor.
- Research the relation the proposed site has with your targeted customer.
- Analyze the ADR you expect to achieve through this channel and the average ADR for your specific market on the site.
- Refer to your hotel’s Business Source Report as a resource tool.
- Research current placement on travel websites to determine if a special rate is required for better placement.
- Research if the site has promotional opportunities via sales, destination pages or other marketing opportunities to extend the reach of your hotel.

602.7.7 Brand trademarks on third-party Web sites

A preferred supplier or vendor recognizes that Radisson values its trademark. This clause is mandatory in all wholesale agreements, including those with offline wholesalers.

The contract should clearly state:

Preferred supplier/vendor recognizes that owner/operator of the hotel has a non-exclusive right to use the “Radisson” (herein each a “Brand”) name and trademarks, as applicable, in connection with the operation and marketing of the Brand hotel, subject to certain conditions imposed by a license agreement between it and the Brand. Any use of the Brand trademarks by the preferred supplier/vendor is strictly prohibited in connection with any radio, television or Internet marketing, or advertising including the use of the Brand in conjunction with paid listings in search engines, meta tags, keywords, links, and any other means intended to influence search engine results for Internet searches invoking the Brands.

602.8 Revenue Optimization

602.8.1 Hotels are expected to participate in revenue and rate programs that have been created and made available. Revenue and rate programs such as Stay Night Automated Pricing (SNAP) system, Demand Marketing and eStandby were developed and implemented based on facts, data and concise analysis to address revenue opportunities, business needs, staying competitive and improving guest satisfaction for hotels. Hotels are also strongly encouraged to follow the brand’s pricing guidelines. Each hotel must pay a monthly Revenue Optimization Fee. This fee includes: Stay Night Automated Pricing (SNAP) system, continued maintenance and periodic updates, revenue support, customized forecast reports, and targeted revenue optimization campaigns, including Demand Marketing and other programs.
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602.8.2 All reservations made at the property should go through the appropriate rate query function in the hotel's PMS. This ensures the hotel is selling the intended, available rates that are controlled using SNAP and/or HDM/CEX. Hotels are required to make full use of the HDM/CEX systems capabilities in order to ensure guest satisfaction and to maximize room revenues.

602.8.3 The Stay Night Automated Pricing (SNAP) system is Carlson Rezidor's required forward-looking price optimization solution. SNAP uses each individual hotel's price sensitive demand, available inventory, and competitor prices to recommend a selling price for each day within a 120 day forecast window. The system is web-based and requires no additional hardware or software. Hotels are strongly encouraged to follow the recommendations from SNAP to optimize revenue.

- At least one person on staff per hotel must have completed the required Success with SNAP training videos available on the Carlson Learning Network. It is recommended that more than one person be well-versed in the SNAP application.
- Carlson Rezidor will not allow a connection between an outside vendor and Opera. Therefore, hotels are strongly discouraged from partnering with outside vendors.

602.8.4 Demand Marketing identifies a hotel's need periods and uses a confidential email campaign to target potential customers with a deep discount promotion. Hotels that are identified by Radisson in its discretion are opted-in to email campaign automatically; however, hotels do have the option to opt-out of the campaign, if they choose.

602.8.5 The revenue support group is available to assist hotels with revenue-related decisions. This team of experts is in place to answer questions, provide guidance, and analyze data to help the hotels make decisions in many areas including pricing, promotion participation and revenue strategy. When hotels have revenue-related questions, they need to proactively reach out to their District Revenue Specialist (DRS).

602.8.6 eStandby Upgrade is a post-confirmation upgrade option that is available for hotels. This revenue share program is a joint venture between Carlson Rezidor and Nor1. To sign up for this program, contact your DRS or email participation@nor1.com

602.8.7 Revenue Optimization Performance Enhancement Services (ROPES)
Hotels in the Americas have the option to participate in the Revenue Optimization Performance Enhancement Services (ROPES) hands on revenue optimization program for an additional monthly fee. The fee for participation in the ROPES program will vary depending on a number of factors, including, the size of the property, customer complexity and the market dynamics of each property.
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To request a service contract or for more information, contact your District Director, or email at ropes@carlson.com.

Supporting Information: ROPES Brochure

602.9 Best Online Rate Guarantee

Radisson requires all hotels to honor the Best Online Rate Guarantee policy. The intent of this policy is to support the distribution strategy to drive more customers to Radisson.com. Research shows that customers who book direct tend to be more loyal. The brand web site also offers the opportunity to showcase each hotel property and allow the customer to better understand our brand essence.

The Policy: Best Online Rate Guarantee

The policy states that any customer finding a rate for a Radisson hotel on a third-party Web site that is lower than the lowest rate for that same hotel on the Radisson Web site will receive the lower rate, plus a 25 percent discount.

Policy Terms: Best Online Rate Guarantee Terms

The following stipulations apply to the guarantee:

- The guarantee is valid for rates listed at Radisson.com.
- The guarantee is valid for lower rates found online at least 48 hours prior to arrival.
- The guarantee is valid for claims submitted within 24 hours of original booking.
- The guarantee is valid for claims submitted using the same hotel, dates, room type, bed type, number of guests, and length of stay.
- There are no exceptions to this policy due to restrictions, rates or packages.
- The guarantee does not apply to negotiated rates; opaque rates found on opaque Web sites (Priceline, Hotwire, etc.) or packaged rates.
- Valid claims will be processed by Customer Care as a "complaint" with the 25 percent discount administered via Customer Care. An administrative fee will be charged for all valid claims based on the following schedule:
  - USD 125 - Base or non Club Carlson members
  - USD 150 - Silver and Gold Club Carlson members
  - USD 200 - Concierge Club Carlson members
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Hotel Procedures for Implementation

Hotels must adhere to the following procedures to ensure the success of this policy:

- Ensure your hotel rates on the Radisson Brand Web site are equal to or lower than any rates for your hotel available via a third-party Web site.
- Hotels must review the CSA for Best Online Rate Guarantee issues on a daily basis.
- If a Best Online Rate Guarantee issue has been identified, hotels should immediately resolve the issue by correcting the rate in CHW eXpress or by contacting the hotel's Specialist at (402) 501-9999, option 2, for help in adjusting rates appropriately. Hotels must honor reservations that were booked or adjusted in Curtis-C. Be sure to review the comments section of the adjusted reservation for web site rate and rate information as the rate will have been adjusted to reflect the additional 25 percent discount.

602.10 E-Marketing

In an effort to drive more revenue to hotels, Carlson manages a highly sophisticated, targeted customer-direct email program at the corporate level. Hotels utilizing their own email marketing must do so in compliance with the hotel's privacy policy, Radisson’s Privacy Promises, and all applicable legal requirements, including but not limited to all privacy and security laws and regulations. Hotels email marketing must also provide customers the opportunity to choose their communication preferences, including the ability to opt out of email campaigns.

- Radisson hotels are responsible for complying, and engaging with email service providers that comply with all legal requirements and privacy laws, including but not limited to the provisions of the CAN-SPAM Act and subscribing to a bonded sender program certification. Hotels cannot send promotional emails from their own system. Radisson hotels engaging in their own email program may only send to their own guests and are prohibited from sending email beyond their guest database.

- Email sent by hotels must follow brand standards and all applicable laws, and clearly note that the email is coming from an individual or legal entity that owns/operates the hotel, and not Radisson. Third-party email service providers may be able to provide this service to hotels. Hotels conducting email campaigns through a third party must obtain the appropriate permissions and consents from any recipients prior to the campaign and must include, at a minimum, the following disclaimer in their campaign communications:

  “You have received this email from <hotel name/sender of email> as a result of <how the hotel got the email address>. This correspondence is not governed by any permission you have or have not granted for receiving e-communications from Radisson Hotels or its affiliates and subsidiaries. By opting out here, you will be
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asking to be removed from the < hotel name/sender of email>’s distribution list. Choosing to opt out will not affect any current permission you have set with Radisson Hotels.”

Radisson privacy and security policies describe what Guest Data Radisson and its Affiliates collect, how it is used, with whom it is shared and for what purposes. All Radisson hotels are required to use that Guest Data only for the purposes for which Radisson provides it to them and are required to take reasonable measures to protect it against unauthorized access or misuse. Any email or other marking must be in compliance with Radisson’s Privacy and Security policies, and its Privacy Principles. As the owner or operator of a Radisson hotel, you are responsible for adopting and implementing privacy policies and procedures governing the collection, use and disclosure of email addresses, and all other Guest Data that is consistent with Radisson's privacy principles and ensure your and the hotel's compliance with all applicable privacy and data protection laws.

602.11 Redirected Call Program

Hotels in the Americas are required to maintain proficient in-house reservation capabilities to service guest reservation related calls when needed. Hotels anticipating the need to transfer any reservation calls to Worldwide Reservation Services (WRS) must be a member of the Redirected Call Program (RCP) and pay the associated fees. This program provides hotels with an efficient alternative method for handling their reservation calls. The RCP program:

- Allows individual hotels to direct their calls to the WRS center as the hotel’s business necessitates.
- Allows calls to be answered as if they were being serviced at the hotel.
- Allows the hotel to focus on servicing the guests on site while RCP sells the hotel and satisfies the guest on the phone.
- Provides an established disaster recovery plan for a hotel that is experiencing PMS downtime or other system issues preventing calls from being booked at the property.
- Hotels electing to participate in the RCP are required to adhere to the processes and pay program fees as defined in the Program Implementation Kit for the RCP.
- Calls transferred to brand 800 telephone number (Non-RCP) will be charged USD 3 per call for calls transferred to brand’s toll-free number.

Supporting Information: Redirected Call Program (RCP)
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603  SALES

603.1  Carlson Rezidor Global Sales Organization

The Carlson Rezidor Global Sales Organization is responsible for selling all Radisson Hotels on a global basis. This organization is responsible for proactively soliciting companies, individuals and organizations that plan and book hotel rooms on a theater as well as global sales basis in order to deliver business opportunities to our hotels in both the group and transient segments to respond to and follow up on in order to secure business that is in alignment with the financial objectives of the hotel.

Your hotel may receive requests for proposals (RFPs) for both group and transient business from the Carlson sales organization. You must respond to those RFPs within the timeframes referenced in the RFP as those timelines are set by the client. Your hotel is expected to participate in the global agreements negotiated on behalf of all Carlson Rezidor hotels. Hotels interested in gaining preferred status with key corporate transient accounts where they are not currently preferred should review the FAQ document for that key account on Connect. It will provide you with the requirements each company has for participating in their program as a preferred hotel.

Supporting Documentation: Carlson Key Account List - Corporate Segment

Once you have reviewed the document and have determined you can meet those requirements, you should conduct local research to gather information about the company’s volume into your city and the hotels within your comp set where they are currently staying. A great source for local intelligence is through TravelCLICK’s Hotelligence report which will require you to subscribe on a monthly basis. Then, after validating the market intelligence from your comp set, you will need to develop a compelling "business case" that would allow a solid value proposition for the company to move their business to your hotel from where their travelers are currently staying within your comp set. Then, review this information with your district director (DD).

Once the DD has approved the business case, complete a Corporate Consideration Form (found on Connect) and return it to the DD, who will forward to the appropriate director of Carlson Rezidor sales. The director will work with the travel buyer to try to gain preferred status for your hotel based on the strength of the volume in your market and how compelling your business case is to get them to add another preferred hotel or drop the one they are currently using. Complete details regarding the Corporate Consideration Form process can be found on Connect using the path below.

Supporting Documentation: Corporate Consideration Form

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Hotels are required to maintain a minimum of one person trained and proficient to perform the standard requirements of Lanyon 3C training course. There are two different Lanyon trainings offered:

- Lanyon 3C RFP Web-based training is located in Connect > My Applications > CLN - Carlson Learning Network > Catalog > Technology. This self-study course teaches participants how to use Lanyon 3C to process RFPs.
- Lanyon 3C overview Webinar training sessions are conducted by the Hospitality Support Services Center (HSSC) department in July and August before the majority of corporate RFPs are released. A schedule of these Webinars is located in Connect > My Applications > CLN - Carlson Learning Network > Catalog > Calendar of Offerings. Registration is conducted online or by contacting the Hospitality Support Services Center (HSSC) for further information.

Hotels are required to maintain the My Property section of Lanyon 3C with complete and accurate information for your hotel. In addition to populating corporate and consortia RFPs received via Lanyon, the information contained in this section is also used for populating information in several third-party meeting sites (e.g., Starcite).

Hotels are prohibited from redirecting reservations, business or group leads provided by Radisson channels to non-Radisson hotels.

603.2 Local Hotel Sales
In order for properties to be successful and remain competitive in their marketplace, Radisson recommends establishing an active sales call program, which includes appointing a designated person responsible for sales activities at each property.

603.2.1 The designated sales person should routinely conduct sales calls.
603.2.2 Sales activities should be documented.
603.2.3 A sales call report file should be established with a sales call trace system in place. Alternatively, you may choose to maintain your files and account information in one of the several contact management software programs that are available.
603.2.4 Follow-up communications to all sales calls should be generated in a timely manner.
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603.3 Preferred Corporate Rate (PCR) Program
The Carlson Rezidor Preferred Corporate Rate program is a "tiered" program that provides increase in value to corporate customers who do volume business with Carlson Rezidor on a global and theater basis. The PCR number assigned to each account provides tracking of reservation activity, and insures corporate travel managers' access to discounted corporate rates on a brand-wide basis. Discount levels are for hotels outside of volume negotiated hotels and are off the BAR rate, which are established hotel by hotel. The PCR level a corporate account receives and thus the discount level is based upon the volume each account generates for our hotels and their corporate travel policies. This helps promote a stronger relationship with corporate travel programs and is intended to drive incremental business on a theater and global level. Hotels are required to participate in the PCR program. For specific details of the PCR program, please refer to the PCR program overview and Pricing guidelines on Connect.

The activity of PCR accounts is tracked across all hotels in order to measure the volume of their reservation activity. This information is included in your hotel's monthly Curtis-C report. This shows on a monthly and year-to-date basis, the Curtis-C reservation activity of PCR accounts for the hotel. It does not track reservation activity from PCR accounts calling the hotel directly.

In order for a hotel to offer a confidential, locally negotiated rate through PCR, ("volume negotiated" as referenced above) complete and submit a GDS Negotiated Rate Request form. The PCR account number from the PCR account name report is required to load a rate. If an account number has not been assigned, fill out a PCR enrollment form found in the PCR Resource Guide on Connect. Fax it or email it according to the instructions on the bottom of the form. An account number will be assigned and returned to you within five to seven (5 to 7) business days.

603.4 Group Leads
Group leads are sent to your hotel from the Carlson Rezidor sales department and the sales specialists located in Omaha. These leads are delivered via Meeting Broker to a designated contact at your hotel.

Leads are to be reviewed and the hotel must respond to the client within four hours after receiving the lead. Hotels are encouraged to respond within one hour to provide them the best opportunity to win the business.

Group leads sent to your hotel via Meeting Broker represent prospective business from a member of Carlson Rezidor sales team, sales specialists, the brand web, and independent meeting planners such as HelmsBriscoe and through Starcite. In the body of the email, there will be a link that will take you directly to Meeting Broker where you will find full details about the lead. All responses to a lead are to be done through Meeting Broker.
It is the responsibility of the hotel to contact the group with your decision to accept or decline the bid. Meeting Broker has a proposal built into the system for you to use when replying favorably to the customer. This proposal can be sent to the customer through Meeting Broker. When declining a piece of business, there is a turndown button in Meeting Broker that will generate a decline notice to the customer.

Hotels are required to maintain the status and related status codes of all business in Meeting Broker.

Hotels are charged a 5 percent fee on all consumed business that was generated via Meeting Broker. This fee applies to all group business delivered via Meeting Broker with the exception of third-party business such as HelmsBriscoe and wholesale tour and travel business. This fee will be charged on consumed room revenue production and assessed after the group departs. Hotels have the option to decline a lead for any piece of business that does not meet their revenue expectations. Hotels are at all times in full control of the pricing and terms and conditions for any group booking.

It is the hotel’s responsibility to update consumed room nights after the group has checked out. Once the billing cycle has run and your hotel has been invoiced you will be unable to go back and adjust actual room night pick-up, and will be billed accordingly.

All DOSS must complete required program training. Hotels are required to maintain a minimum of one person trained and proficient to perform to standard requirements. The training modules include Meeting Broker Application Training (Web-based)

603.5 Lanyon Property 3C

This program is imperative to the success of your hotel. The global sales team is constantly soliciting business on behalf of Radisson. A bid sent to your hotel should always be considered and your best rate should be offered commensurate with expected volumes, stay patterns and other considerations. The sales team can assist you with all aspects of this program and can outline the importance of participating.

603.5.1 Lanyon Property 3C is a Web-based application that contains your property’s profile and transfers it into an electronic file to submit bids. This program is used to submit bids for all travel agent consortium programs.

603.5.2 All information regarding programs and bids will be sent to the hotel by use of the message system within Lanyon.

Hotels must check Lanyon daily.

There must be at least one person at the hotel trained on the Lanyon system at all times.

A Web-based course for information on accessing Lanyon Property 3C and the RFP process is available. This self-paced course provides information to help navigate Lanyon and maximize your sales efforts.
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The hotel must accept or decline each bid received. If the bid is accepted by the client, then hotel must adhere to the guidelines included in the RFP.

603.5.3 Consortia and Travel Management Companies

Consortia/Travel Management Companies (TMC) business is negotiated by Carlson Sales each year and can provide significant business to the brand. Hotels are required to participate in all “Pay for Performance” programs that have been negotiated by Carlson. Several other programs will be offered for hotels for a listing fee. Hotels have an option of whether or not to participate in these programs.

Participation in TMC program entails a fee or a “Pay for Performance Fee” in addition to any commission paid per room night consumed.

Supporting Documentation: Processing Global Commission Payments
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Safety, Security and Insurance

700  SAFETY, SECURITY AND INSURANCE

Carlson Rezidor provides a monthly TRIC=S report located in the Safety and Security folder on Connect.

T+R+I+C=S
- T: Threat Assessments +
- R: Risk Mitigation +
- I: Incident Reports +
- C: Crisis Management =
- S: Safe, Secure, Saleable Hotels

701  EMERGENCY PLANS AND PROGRAMS

To ensure that all employees know their individual responsibilities and duties in the event of an emergency or accident, emergency plans and programs must be developed and training programs must be implemented and documented.

701.1 Each property must develop a program that includes, at a minimum, the following items and assigns responsibility to a manager-on-duty during any period when the general manager or assistant general manager is off duty.

- Emergency plans
- Accident procedures and forms for guest or employee accident or theft
- Key control procedures for guest room and master keys
- Procedures for accepting guests’ valuables
- Description of the authority an employee has in the absence of the general manager or assistant general manager
- Crisis response and communications plan
- Contact information for key management
- Guest relocation procedure

701.2 All emergency plans should include the responsibilities of each employee of the property.

701.3 Work with local fire officials to develop your emergency plans and emergency action team responsibilities. Fire drills should be conducted at least once every six (6) months and documented.
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701.4 Fire extinguishers must be located in the laundry, front office, housekeeping, kitchen, maintenance and all other areas required by local regulations. A spare extinguisher must be kept on the property.

701.5 Emergency plans must be on file in all departments.

701.6 All training pertaining to “Safety and Security” should be documented, on file and available for review.

702 CORPORATE NOTIFICATION

702.1 Hotels must notify Radisson if a crisis situation occurs in the hotel.

702.2 Emergencies which require immediate notification to Radisson include, at minimum, the following:

- Guest death resulting from crime or accident.
- Information and data breach which causes the hotel to receive a “Common Point of Purchase” report (CPP) from any credit card company or any other suspected security breach that involves credit card or other sensitive guest data.
- Employee work-related death.
- Major fire, explosion or construction mishap resulting in loss of life or causing the business to shut down.
- Natural disasters resulting in loss of life or extensive property damage (e.g., flood, hurricane, earthquake, etc.).
- Major illness outbreak which creates an emergency situation and in which the hotel or restaurant is a possible source.

702.3 Hotels are to notify the Worldwide Reservation Center in Omaha, Neb., USA, at +1 (888) 500-0758 to report a major crisis situation.

702.4 All Radisson hotels are to have a crisis communications plan developed and in place in advance, and a designated spokesperson (typically the hotel’s GM), to handle media and public inquiries.

702.5 Whenever possible, hotels should disclose proposed press statements or other communications regarding the incident to the regional vice president of operations.

703 ACCIDENTS

703.1 All guest accidents must be handled in a professional and expeditious manner, providing emergency first aid and complete documentation of the incident.
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703.2 All employees are immediately to report any on-the-job accident to their supervisor or general manager. The general manager must document the accident, conduct a thorough investigation and file the report as required by the insurance carrier and state law. Blank accident forms should be on-hand at all times.

703.3 A Cardiopulmonary Resuscitation (CPR), First Aid, and Automated External Defibrillator (AED)-trained employee must be available 24 hours a day, 365 days a year.

703.4 It is the responsibility of all general managers to seek assistance from the Red Cross or other training facility to train your designated employees in First Aid, CPR, and AED (if applicable).

703.5 A fully-stocked first aid kit must be available and easily accessible at the hotel. No medications, including aspirin, should be stocked or distributed to hotel guests or employees.

703.6 It is the responsibility of hotel management to ensure that corrective actions are taken to safeguard against the reoccurrence of any accident or potentially dangerous incident.

704 KEY CONTROL

All keys must be strictly controlled at all times, without exception. Keys must be issued only to authorized individuals on the basis of necessity.

704.1 All property and guestroom keys must be strictly controlled at all times.

704.2 Authorized employees must be trained in the proper procedures for entering a guest room. See section 710 of this manual.

704.3 Upon the occurrence of any guestroom theft, at least the following three steps must be taken:

- The general manager must be notified.
- The incident must be documented using a property incident report form (normally provided by property's insurance carrier).
- All entries in the guest room must be reviewed using the electronic lock reader device and the lock on the involved guest room must be re-programmed.

704.4 The general manager must be involved in any decision to "lock out" a guest room. Only the general manager or MOD can make this decision.

704.5 All linen closets, trash and linen chutes will be secured at all times.
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704.6 Emergency and master keys are to be issued to designated personnel only with the approval of the general manager or his/her designee. Each property must have a written document that defines the procedure for issuing emergency and master keys. A log must be maintained to record each issue of these keys. All housekeeping and maintenance master key issuance must be recorded in this log. Each key transaction must be witnessed and documented. These keys will not leave the property under any circumstance.

704.7 It is essential that the number of outstanding master keys be kept to a minimum. If a master key is lost, then all rooms affected must be re-keyed.

704.8 No individual shall be issued a guestroom key unless they can identify themselves as being registered to that room or are authorized, in person, by the registrant to receive a key.

704.9 A master key list must be maintained and inventoried monthly. Master keys must be numbered and stamped “Do Not Duplicate”.

704.10 A master e-key must be available in an emergency lock box on the property that can be accessed by the fire department, police or staff member in the case of an emergency.

704.11 Each property will limit the number of master keys that open all guest rooms. Each property must have a system of floor sub-masters in place. This will allow a housekeeper to enter guest rooms only in their section.

705 LEGAL OBLIGATIONS

Every Radisson hotel must report to the Radisson corporate office any legal action being taken by the hotel or against the hotel within ten business days.

705.1 Carlson Rezidor Hotel Group, and its affiliates and subsidiaries must be “additionally insured” on all hotel insurance policies.

705.2 No hotel may enter into any contract or agreement that includes or infers any responsibility or obligation on the part of Radisson.

705.3 Hotels must strictly comply with all laws, regulations and codes; federal, state, province or local that apply to the operation of a hotel or its parts. Additionally, all applicable regulations and codes of the Office of Safety and Health Administration (OSHA), the Americans with Disabilities Act (ADA), Federal Communication Commission (FCC), Federal Trade Commission (FTC) and all federal and state/provincial equal employment opportunity, human rights, rules and regulations, wage and hour laws and labor laws must be strictly observed.
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705.4 It is the responsibility of the licensee and the hotel to comply with the data protection, security and privacy laws of the countries in which they are located and the current privacy policy of Radisson. The Radisson privacy policy is posted online and can be found at www.radisson.com. Each licensee is encouraged and expected to obtain its own legal counsel to make sure that licensee and the hotel are in such compliance. Radisson provides no advice or counsel, legal or otherwise, with respect to the steps that licensee and the hotel must take to comply with applicable laws or regulations or the Radisson privacy policy.

705.5 If the hotel is operated under a license agreement, a sign must be posted in the front desk area advising guests, “This hotel is independently owned and operated under a license agreement with Radisson Hotels and Resorts.”

706 SECURITY OF VALUABLES

Guests must be able to secure their valuables in a hotel safe deposit box or an in-room safe as provided by applicable law.

706.1 Safe deposit boxes must be available at no charge in the front desk area of every hotel for the security of guests’ valuables.

706.2 Only one key will exist for each safe deposit box. Duplicate keys must be destroyed.

706.3 A notice that safe deposit boxes are available must be posted in accordance with applicable statues.

706.4 A safety deposit sign-out card form must be completed by the guest and kept on file. A surrender signature must be obtained upon surrender of box.

706.5 There is no charge for an in-room safe.

706.6 For safe style and location specifications please refer to the Radisson Technical Brand Standards available on Connect.

707 EMPLOYEE THEFT

All violators of the law will be handled in a firm, objective and consistent manner, ensuring a safe and secure environment for the benefit of all other employees, guests and for the protection of all hotel assets.

707.1 It is Radisson policy that any employee involved in the proven theft of property from a guest or the hotel, or any other criminal action could be prosecuted.

707.2 Employees should be informed that any and all forms of “kickbacks” are strictly prohibited and cause for severe disciplinary action.
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707.3 Hotels should review Club Carlson reports monthly for suspicious activity.
707.4 Travel agent commission payment reports should be reviewed regularly for suspicious activity.

708 GUESTS’ RECORDS AND INFORMATION
708.1 It is the policy of Radisson to ensure the privacy and security of guests.
708.2 Guest room numbers and names will not be given out.
708.3 The hotel must ensure that public telephones or other public systems do not display any guest information.
708.4 All guestroom information, guest data and any personally identifiable information is considered confidential and must not be given out.
708.5 The transfer of reservation data through Curtis-C or other means may only be used by the recipient in compliance with the then brand’s current data privacy and security policies.
708.6 The licensee is required to create, publish, implement and enforce a data privacy policy and procedures for the hotel. Refer to section 1300 Data Privacy.
708.7 Hotels are prohibited from requesting, using or storing credit card Security Code numbers. The Security Code number is located on the back of the credit card. It is also sometimes referred to as the Card Verification Value (CVV) or Card Verification Value Code (CVV2), Verification Code (V-Code or V Code) or Card Code Verification (CCV).

709 LOST AND FOUND
Each property must maintain a “lost and found” record and listing of items. The records must contain the location in which the item was found, by whom, and at what date and time.
709.1 Items must be kept under lock and key for 90 days, at the minimum, or as required by local law.
709.2 The general manager, assistant general manager, or designee must handle inquiries relating to lost items.
709.3 Even though an item can be identified with a particular guest, the property must not call the guest or mail items without permission from the guest to ensure privacy and confidentiality to guests.
709.4 Items identified by former guests must be expeditiously returned to the guest.
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710 GUEST ROOM ENTRY

It must always be kept in mind that a rented guest room belongs to the guest and his/her privacy must be respected. Good judgment must be used and a level of care provided that ensures the safety and security of the hotel guest and his/her possessions.

710.1 All employees must be aware of and familiar with the proper procedure for entering a guest room.

710.2 For normal cleaning, repair or preventative maintenance, the hotel employee should knock two times and identify themselves (housekeeping, maintenance). After allowing a reasonable time for the guest to respond (5-8 seconds), the employee may unlock the door and crack it open (6 to 8 inches/15 to 20.3 centimeters). Once again, the employee should knock twice and state the appropriate department. At this point, the employee may enter the room. The same procedures apply to occupied or unoccupied rooms.

710.3 If a door is found with a key in the lock, or if the door is ajar, follow the procedure in 710.2 above. If the guest responds, point out the concern and remind them that the door should always be closed for their safety and security. If the guest does not respond, pull the door shut, remove the key and turn it in to the front desk. The front desk should contact the guest to let them know of the situation.

711 GUEST PROTECTION

711.1 Guestroom corridors should be checked at least once per shift.

711.2 All suspicious persons should be tactfully approached. If they are not a registered guest of the hotel, are creating a disturbance, or have accessed a guestroom floor with no apparent purpose, they should be escorted from the hotel.

711.3 Contract guard services may be used when hotel management deems it necessary. The following guidelines should be followed:

- The guard service should be checked to ensure it is licensed to do business in the city, county or state/province.
- Conduct a reference check to verify professional business experience.
- All guard services will be required to provide a Certificate of Insurance for at least USD 2 million in general liability insurance to cover property damage and bodily injury. All workers’ compensation claims must be covered by the guard service’s insurance.
- Guard services should not be allowed to carry weapons. The guard service may act as an independent contractor for a function in the hotel. The guard service employees will, under no circumstances, be considered agents or
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employees of the hotel. The hotel will not be responsible for loss or damage to any property belonging to a guest utilizing this service. A release of liability must also be signed by the party contracting the guard services, acknowledging these limitations of liability.

711.4 The front desk must be staffed 24 hours a day and front desk employees must always be observant to individuals who may be entering and leaving the property. All suspicious individuals or activity should be reported to the general manager, assistant general manager or the police department.

711.5 A 180-degree one-way door viewer should be installed on all guestroom doors. Handicapped accessible rooms must contain an additional door viewer located 3 feet, 10 inches (1.17 meters) from the floor.

711.6 All guestroom doors should be equipped with a deadbolt lock and collar lock. All connecting doors must have an internal deadbolt lock.

711.7 Main entrance doors should be locked at night. Key card access and a direct telephone line to the front desk are required. Auxiliary entrance doors should be locked 24 hours and have accessibility instructions posted.

712 SAFETY AND SECURITY CARD

712.1 Every hotel is required to post a “Safety and Security Card” (Evacuation) on the inside of the entrance door or the wall adjacent to the door in each guest room. This card must include state/provincial innkeeper’s laws, floor plan, evacuation instructions and other information pertinent to guest safety. This Safety and Security Card (Evacuation) must be in the proper format and must be approved by Radisson.

713 INSURANCE COVERAGE AND PROOF OF INSURANCE

All Radisson hotels are required to have adequate insurance coverage and to obtain, and maintain, certificates of insurance as proof of coverage.

713.1 All insurance policies must be in the name of the Licensee.

713.2 Radisson and its affiliates must be named as an additional insured on all liability policies.

713.3 Radisson must receive a certificate of insurance evidencing the required coverage is in effect for the hotel prior to the hotel going on-line with Radisson.

713.4 In order to remain on-line with Radisson, updated certificates of insurance must be provided to Radisson on an annual basis, or sooner if any policies are renewed, carriers changed, or coverage is otherwise modified.
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713.5 All insurance policies must contain limits, endorsements, and riders necessary to adequately protect Radisson’s interests that meet or exceed the minimum requirements contained in the hotel's license, management, and operating agreement, and that meet the minimum standards applicable to the hotel as set forth in the Insurance Implementation Kit.

Supporting information: Insurance Coverage

714 EMERGENCY TEST SYSTEMS
714.1 Emergency lights and exit lights must be tested monthly. All tests must be documented.
714.2 Smoke detectors are to be tested quarterly. All tests must be documented.
714.3 The fire alarm and sprinkler systems must be tested and inspected annually by a licensed contractor. All tests must be documented.
714.4 Fire extinguishers must be inspected monthly. All inspections must be documented.
714.5 Fire drills should be conducted with all staff once every six (6) months. This training must be documented.

715 BUILDING EXTERIOR AND GROUNDS
715.1 The exterior of the building must be well maintained, clean, debris free and attractive.
715.2 Maintain the landscaping and grounds so they enhance the appearance of your hotel.
715.3 Provide sufficient lighting in all parking areas in accordance with the Radisson Technical Brand Standards.
715.4 Keep all parking areas and driveways clean, well maintained and in a good state of repair, without holes or excessive cracking.
715.5 All parking lots and driveways must be edged with concrete curbing.
715.6 Identify and add directional signage for properties that include multiple buildings.
715.7 Refer to the Brand Identity and Graphic Standards Manual for Exterior Signage requirements. The Carlson Rezidor vendor for Exterior signage is:

The InSite Group
7675 Oak Ridge Highway  Knoxville, TN 37931
(865) 342-8200 Office  (865) 539-6311 Fax
www.theinsitegroup.com
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Supporting information: Radisson Technical Brand Standards
Brand Identity and Graphic Standards Manual

716  MANAGER ON DUTY PROGRAM
A manager who is familiar with all aspects of the hotel operation, policies, and practices, must be on duty and available to assist guests and employees at all times. Designate this manager on duty (MOD) to be responsible for the hotel during any period of time that the general manager is not readily available.

To ensure that someone in management is always available to guests and employees of each Radisson hotel, the following policies and procedures are recommended:

Develop and maintain a MOD manual that addresses, at minimum, the following subjects:

- Accidents
- Acts of terrorism
- Information and data breach
- Building engineering processes
- Check-in/check-out
- Complaint handling
- Emergency procedures
- Guest relocation policy
- Housekeeping and maintenance procedures
- Intoxicated persons
- Key management
- Maintenance of the hotel entrance and public area
- Meeting room/banquet facilities
- Radisson's 100% Guest Satisfaction Guarantee
- Security of valuables

Ensure that MODs are well versed in all aspects of hotel policy, especially pertaining to issues of safety, guest service and ensuring 100% Guest Satisfaction. Conduct regular training sessions for MODs and document this training.
AUTOMATED EXTERNAL DEFIBRILLATOR (AED) PROGRAM

If you choose to provide this service, Radisson has engaged the services of Physio-Control (Medtronic) to provide an option for hotels. Through this option, hotels may purchase the AED equipment which includes comprehensive training, maintenance and on-going program management.

While an AED program is not currently a requirement of Radisson, you should consult an attorney as it may be a legal requirement in your jurisdiction. Hotels are required to comply with any such legal requirements.
Standards of Service and Operation

Accounting and Control

800 ACCOUNTING AND CONTROL

801 PAYABLES
801.1 Ensure that accounts payable staff members have access to and are fully trained on Invoices on Line (IOL), Carlson Hotel's only approved invoice delivery methodology.
801.2 Fees for royalties, marketing, net reservations, Look to Book, Club Carlson, travel agent commissions, Carlson program purchasing services and other miscellaneous invoices must be paid by the specified date each month.
801.3 Vendors and employees must be paid according to the commitment made to each.

802 RADISSON GIFT CERTIFICATES
802.1 Gift certificates are issued by the Radisson corporate office to customers who have had a bad experience at one of our hotels. Hotels must accept the complimentary room certificate as payment from the guest. These guests should be treated as VIPs.
802.2 Hotels are responsible for ensuring that the complimentary room certificate submitted by the guest to the hotel is valid.
802.3 Hotels will be reimbursed at RevPAR + tax (or USD 40, whichever is higher) for the night a valid certificate is used by submitting the Radisson Gift Certificates Redemption Schedule. The certificates are only valid for regular or standard rooms, not deluxe suites. Guests may be issued an upgrade at the hotel's discretion.

Supporting information: Radisson Gift Certificates

803 CARLSON REZIDOR ALL-BRAND GIFT CERTIFICATES
803.1 The Carlson Rezidor All-Brand gift certificate cross-promotes all of the Carlson Rezidor hospitality brands. Properties in the United States and Canada are required to have Carlson Rezidor All Brand Gift Certificates available at the front desk for guests to purchase during normal business hours (8 am - 8 pm/0800 hrs. to 2000 hrs.) with a minimum of 10 certificates on hand.
803.2 A certificate is purchased from the corporate office for USD 25 and sold to a guest for USD 25.
803.3 Gift certificates are just like cash and should be kept in a secure place.
803.4 Reimbursement of certificates received for payment of room charges are treated like a check and are included in the daily deposit. Change must be given when the face value of the certificate exceeds the amount due.
803.5 When ordering Carlson Rezidor All-Brand gift certificates, payment is required with order (check or credit card accepted). Below is a link to the order form in Connect.

Supporting information:  All Brand Gift Certificate Order Form

804 FREE NIGHT ROOM VOUCHER
804.1 The free-night room voucher must be accepted at any time by the hotel with no blackout dates. The voucher will be redeemed for the actual hotel RevPAR for the night of use or USD 40, whichever is higher.
804.2 Hotels are responsible for ensuring that the free night room voucher submitted by the guest to the hotel is valid.
804.3 The free room night voucher is valid for regular or standard rooms. Upgrades can be done at the discretion of the hotel.
804.4 Free room-night vouchers can be redeemed through the corporate accounting office by using the Complimentary Room Certificates Redemption form.

Supporting information:  Free Night Room Voucher

805 COMPLIMENTARY GUEST ROOM FOR BRAND REPRESENTATIVE’S BUSINESS STAY
805.1 Periodically, a brand representative will meet with the hotel for the purpose of property related business matters such as, but not limited to quality reviews, property renovation reviews, hotel staff training, and revenue development. These visits may be at the discretion of the brand, or by invitation of the hotel. In these instances, hotels are required to provide a complimentary guest room for the duration of the brand representative’s stay
Standards of Service and Operation

Housekeeping

900  HOUSEKEEPING

901  BEDROOM CLEANLINESS AND SETUP

Consumer research proves the cleanliness of the guest room and bathroom is the #1 expectation criteria for guests. Hotel cleanliness is not a distinction, but an absolute must. Radisson strives to consistently provide guests a visibly clean and fresh experience that reinforces their trust of the Radisson brand at every visit.

Housekeeping services must meet the following standards:

- During normal housekeeping operating hours, provide housekeeping services as soon as possible after a guest makes a request.
- Ensure that rooms are always in excellent condition by putting in place a program for continued preventive maintenance.

Radisson’s required standards for cleaning and maintaining guest rooms are as follows:

901.1 Rooms must be maintained on a daily basis.
901.2 Mirrors, glass surfaces, windows (inside and out), ashtrays, walls, telephone, wastebasket, and other room supplies must be spotlessly clean.
901.3 The baseboards, pictures, windowsills, window treatment (drapes), artwork, chairs (legs and rungs), dresser and drawers, desk and headboard, closet poles and hangers, closet shelves and television must be clean and dusted thoroughly.
901.4 All furniture and guest supplies must be neatly positioned so as to provide an orderly and “finished” appearance.
901.5 Carpet must be vacuumed thoroughly and be free of stains, tears and loose edges.
901.6 Rooms must have a pleasant, fresh, and clean fragrance and be free of any unpleasant odors. All rooms with a smoking odor must be purified prior to offering the room to a new guest.
901.7 The room must be totally free of vermin, insects and other pests.
901.8 Beds must be neatly made, with no stains, holes or loose threads in the bedding materials.
901.9 If sofa beds are provided, they must be made up prior to check-in with mattress pad and sheets. Two extra pillows with pillow cases are required in all rooms with a sofa bed and should be stored in a drawer or closet.
901.10 All electrical and mechanical functions in the guest room must be in proper working order.
901.11 Hangers should be neatly collected to one side of the closet.
Standards of Service and Operation

Housekeeping

901.12 The window treatments must close completely and not allow light to pass through.
901.13 One remote control must be provided for each television.
901.14 For all guestroom and guest bathroom glassware, flatware and ceramic mugs, etc.:
   - A commercial-grade dishwasher and sanitizer are required.
   - All such eating and drinking utensils are to be commercially washed and sanitized in accordance with industry best practice and local codes.
   - All guestroom glassware is replaced and refreshed by housekeeping with commercially washed and sanitized product.
901.15 All printed materials including promotional materials, stationery, room service and restaurant menus, telephone books, television guides, law cards, religious text and other paper items must be crisp, fresh and with no marks.
901.16 In-Room Entertainment
   The TV channel guide should be available within the Guest Service Directory, or can be displayed on TV. The total number of required TV channels is 40, of which 24 must be HD, plus 5 optional channels. It is highly recommended that you provide as many channels in HD as possible to enhance guest satisfaction. Optional channels are to be selected from three required categories – movies, sports, and music/video. Ensure the required TV channel lineup is aligned with today's viewing habits. Non-available channels should be blacked out. The TV channel lineup and information are available in the In-Room Entertainment PIK.
901.17 Radisson Terry and Linen program
   Hotels must implement the environmentally friendly terry and linen reuse program in the guest rooms. Hotels must offer a terry and linen reuse program and use the brand's designated program standard and related collateral. The program enables the hotel to change linens every two days for stay-over guests throughout the entire hotel. Guest opt-out if they prefer to have their linen changed daily. For guests staying longer than one night, change sheets and pillow cases after every third day, unless the guest specifically requests otherwise.

Supporting information: In-Room Entertainment
   Bedding, Linen and Terry Program
Standards of Service and Operation

Housekeeping

902 BATHROOM CLEANLINESS AND SET-UP

902.1 Terry, including bath towels, hand towels, bath mats and washcloths must be clean, fresh, and free of stains and tears. Terry must be placed in an orderly fashion.

902.2 Ceramic tile, including walls and floor, must be cleaned thoroughly. Caulking and grouting may not be discolored, mildewed or chipped.

902.3 Fiberglass and porcelain surfaces including bathtub, toilet, soap dish, sink basin and vanity must be thoroughly scrubbed and free of water spots, rings and soap buildup. If slip strips are used, they must be removed every 24 months and re-applied to prevent permanent marking of tub.

902.4 Chrome, including towel bars, showerhead, drains (left in the open position) and toilet chrome, must be clean, buffed and in excellent working order.

902.5 Light fixtures, switches and exhaust fans must be clean and in excellent working order.

902.6 Shower curtains must be clean, free of tears and mildew. The curtain rod must be clean.

902.7 Other surfaces including door, vanity, wall plates, ceiling, vinyl and painted walls must be clean and free of all marks.

902.8 Bath tissue should be finished with a VIP fold.

902.9 Toilet seats and covers must be closed.

903 GUEST ROOM INSPECTION

903.1 A minimum of one check-out and one stay over room must be thoroughly inspected each day for each housekeeper. These inspections must be scored using a guestroom inspection form. For those housekeepers whose rooms do not consistently pass inspections, additional rooms must be inspected. Additional rooms may need to be inspected for new housekeepers as part of their training program.

903.2 Guest rooms not meeting Radisson standards must not be presented to the public.

903.3 All vacant rooms must be checked on a daily basis to ensure cleanliness and verify status.

903.4 Guestrooms available for arrival should be kept at an acceptable temperature, recognizing efforts to conserve energy. The acceptable year-round temperature range is 72°F Fahrenheit, plus or minus 6°F Fahrenheit, in order to ensure a positive guest arrival experience.
Standards of Service and Operation

Housekeeping

904  “DO NOT DISTURB” ROOMS

904.1 Housekeeping must not disturb guests who have displayed the “Do Not Disturb” sign. Guests must be assured of privacy.

904.2 After the hotel’s standard check-out time, if there is a “Do Not Disturb” sign on a housekeeper’s assignment sheet, he/she shall not disturb the guest.

904.3 The housekeeper will notify the general manager or executive housekeeper, who, in turn will verify at the front desk if the guest has checked out. If not, they will contact the guest by telephone to see when he/she would like the room cleaned.

904.4 If there is no answer, the general manager or executive housekeeper, along with a witness, should enter the room using proper procedures for entering a guest room to determine the actual status of the room.

904.5 If it is a check-out room, the housekeeper will be informed and may clean the room.

905  GUESTROOM SUPPLY STANDARDS – AMERICA’S ONLY

To be ensured of meeting standards, hotels are required to purchase guest supplies via Carlson Rezidor approved supplier partners. The Carlson Rezidor Approved Suppliers Lists identify the manufacturers and suppliers who offer all hotel-related products, including Radisson logo products. To ensure product consistency, in some cases Radisson designates a specified product or supplier versus a performance specification. Designated items are noted as such. (NOTE: Should you wish to use an alternate supplier, that supplier must obtain a special, limited license from Radisson to use Radisson’s trademarks, trade names, and service marks.)

905.1 Because running out of any operating supply item is unacceptable, be aware of the established lead times for the obtaining of operating supplies. Display only the Radisson logo on guest supplies. Do not display the logo of any other management company or hotel company.

905.2 All Radisson hotels must comply with the standards that have been established concerning guestroom supplies.

Supporting information:  
- Bedding, Linen and Terry Standards
- Business Class
- Sourcing Illustrated Guide
Standards of Service and Operation

Housekeeping

906 BATHROOM SUPPLY STANDARDS

Body Care Bath Amenities

- All Radisson hotels must have the following standard Radisson proprietary guest bathroom amenities.
- No bulk bathroom amenities are allowed unless required for environmental (Responsible Business) certification.
- Purchase these amenities from Carlson Rezidor designated supplier partners.

Supporting information: Bath Amenities – ASiRA

907 TURNDOWN SERVICE

Nightly turndown service is required for all Business Class guests. Nightly turndown service is also recommended for all suites and plaza club level rooms (if applicable), and should be honored for other guests requesting turndown service. Turndown service completed by 9 p.m. (2100 hrs.)

Turning down the bed

- Fold the top of the duvet approximately two-thirds toward the foot of the bed to expose the cover sheet and sleeping pillows.
- Pull back the top sheet (and cover sheet, if using triple-sheet option) in one operation to form a triangle.
- If a breakfast menu card is used, place it on the pillow.
- Place a turndown chocolate or mint on the pillow.
- Single-occupied single bedrooms: Turn down the side of the bed closest to the bathroom.
- Double-occupied single bedrooms: Turn down both sides of the bed.
- Single-occupied, two-bedded rooms: Turn down the bed nearest the bathroom, and turndown the side nearest the nightstand.
- Double-occupied, two-bedded rooms: Turn down the sides nearest the nightstand.

Turning down the rest of the guest room

- Empty the wastebaskets
- Turn on a bedside light
- Make sure the television and radio are off
Standards of Service and Operation

Housekeeping

- Close the bedroom curtains
- Replace used bathroom terry cloth, and refresh the bathroom and amenities in accordance with the “Extra Thoughtful Care” program.

908 HOTEL ENTRANCE AND PUBLIC AREAS

908.1 All public areas (lobby, restrooms, corridors, exercise room, pool area, etc.) must present a pleasing appearance to the guest and should be clean and well maintained.

908.2 Public areas must be cleaned and inspected frequently.

908.3 Soap, paper towels, facial tissue and/or hand dryers must be provided in each public restroom. Each stall must be supplied with an extra roll of tissue. Stalls in the women's or unisex restrooms must have a container for the disposal of feminine products.

908.4 The general manager, maintenance engineer and/or housekeeper must inspect these areas of the property at least daily, noting deficiencies and specific actions to remedy them.

908.5 Ensure that ceiling tiles are clean and in good repair.

908.6 Flags must be spotless and free from any wear and tear. Flagpoles must be clean and well maintained.

908.7 Provide a safety mat at the entrance for rainy days to avoid slips and falls.

908.8 Keep emergency stairs and areas well maintained, clean and well lit.

909 INFANT CHANGING FACILITIES

Offer infant diaper changing in at least one public area restroom.

910 GUEST LAUNDRY AND DRY CLEANING

910.1 Same-day service for guest laundry and dry cleaning must be available Monday through Friday.

910.2 Properly secure and automatically deliver guest items to the guest’s room.

910.3 Refer to section 404 for 3-Hour Express Laundry standards.
Standards of Service and Operation

Housekeeping

911 EQUIPMENT
911.1 All equipment should be well maintained and clean.
911.2 Housekeeping carts should be well organized, stocked and in good repair. They should be kept against corridor walls to allow guests to pass easily.
911.3 Vacuums must be in good repair and physical appearance with replacement parts available to ensure quick turnaround of broken machines.
911.4 Spray bottles must be labeled with the manufacturer’s label and kept secure.
911.5 A commercial grade dishwasher and sanitizer are required to be used for all glassware, flatware and ceramic mugs.

912 CRIB STANDARDS AND SERVICE

- U.S. Hotels:
  - All cribs in inventory must approved by the U.S. Consumer Product Safety Commission, and comply with all state and local jurisdiction laws and regulations.
  - Cribs manufactured prior to December 2010 no longer meet federal guidelines and must be discarded.
- Hotels outside the United States: All cribs in inventory must comply with all local jurisdiction laws and regulations.

913 ROLLAWAY BEDS

913.1 Rollaway beds must be of a quality conventional or foam mattress composition with a minimum 5-inch (12.7 centimeters) mattress thickness. A 6-inch (15.25 centimeters) thickness is recommended.
913.2 If the existing bed configuration does not accommodate the number of persons allowed and an additional person(s) rate is being charged, provide rollaway beds at no charge. Hotels may not charge both a rollaway and extra person for the same additional guest in the room.
913.3 Keep rollaway beds clean and in good condition. Provide necessary linen and pillows to ensure the guest’s comfort.
913.4 Rollaway beds are to be placed in the guest room in a safe and secure location. Whenever possible, place the rollaway beds in the guest room prior to the guest’s arrival.
Standards of Service and Operation

Front Office

1000 FRONT OFFICE

1001 FRONT DESK HOURS OF SERVICE

To ensure guest satisfaction and security, complete front desk service must be maintained 24 hours a day, 365 days a year. Keep a minimum of two employees on duty at the hotel 24 hours a day (front desk and one more employee). Train these employees on all aspects of safety and security as they pertain to the hotel.

1002 RESERVATIONS

A guest’s perception of the hotel begins with his or her first experience. This often happens at the time the reservation is made. Therefore, providing exceptional service and 100% Guest Satisfaction during the reservation process is critical to your guest’s overall perception of your hotel and its services. In addition, the reservation process is critical to our guests' overall perception of our brand and a major source of generating revenue and bookings.

1002.1 All calls must be answered within three rings.
1002.2 Operator/reservation staff must speak clearly, using a welcome greeting in a smiling and pleasant manner, e.g., “Good morning/afternoon/evening, the Radisson Hotel… name/location. How may I help you?”
1002.3 Make sure that your reservation staff has a thorough knowledge of all hotel facilities, local services, attractions and points of interest.
1002.4 Train your reservations staff regularly and ensure that they are familiar with all promotional programs, the loyalty program, packages, special promotions, and other Radisson corporate programs.
1002.5 Accessible guest rooms will only be reserved upon request, unless all other rooms in the hotel have been reserved and these rooms are the only ones available to sell.
1002.6 Ensure that reservations staff members demonstrate Yes I Can$^\text{SM}$ Attitude and adhere to the following steps when taking a reservation:
   • Listen to the guest and respond using his/her name.
   • Clearly note the date of arrival/departure.
   • Clearly note any special requests that the guest may have and make sure they are met.
   • Ask the guest whether he/she is a member of Club Carlson. Ensure and verify that your staff understands all Radisson promotional programs.
Standards of Service and Operation

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- Ask the guest whether he/she has stayed with any of our hotels before.
- Offer a choice of smoking or non-smoking rooms.
- Offer a choice of room rates and explain what included.
- Ask for telephone number, email address, and address.
- Ask for the arrival time.
- Explain the late arrival and credit guarantee procedure clearly. Be sure to take a credit card number for late arrivals.
- Review and confirm all the details back to the guest.
- Provide a reservation confirmation reference number.
- Thank the guest for his/her business to Radisson and end the call in a pleasant manner.

1002.7 Each property must honor reservations and provide service for guests and/or customers by maintaining adequate staff and equipment in the front desk area.

1002.8 All front desk personnel must be fully trained to handle Worldwide Reservation System reservations and the CSA program.

1002.9 CHW eXpress must be used to prevent overbooking and control guestroom types in order to maximize guest satisfaction.

1002.10 Guaranteed reservations service must be available to all customers who request it.

1002.11 Each property must honor any guaranteed reservation request, holding the room(s) until 12:00 noon (1200 hrs.) on the morning following the date of the reservation.

1002.12 Cancellations must be accepted until 6 p.m. (1800 hrs.) local time on the planned date of arrival for both guaranteed and non-guaranteed reservations, unless another approved GDS policy overrides.

1002.13 Provide confirmation or cancellation numbers to callers who make or cancel a reservation, and ask whether the guest requires a written confirmation. Employees should expedite all affirmative responses.

1002.14 Code all reservations as either: (1) Group, (2) Business Transient or (3) Leisure Transient. (This coding makes possible the tracking and recording of occupancy and revenues by each market segment, and the collecting of individual hotel and system-wide market segmentation data.)

1002.15 Each hotel is required to maintain its own in-house reservations department to service reservation calls. Hotels that are not registered as a member of the Redirected Call Program (RCP) are charged USD 3 per call for calls transferred to the brand's toll-free number.
Standards of Service and Operation

Front Office

1003 RELOCATION POLICY

Procedure when unable to accommodate guaranteed payment reservations

1003.1 If for some reason you cannot accommodate a guest with a guaranteed payment reservation, you are required to provide for the guest in the manner defined by Radisson’s Guest Relocation Policy. Arrivals must be reviewed and a proactive process must be in place to eliminate or minimize negative impact on guests holding reservations in this priority:

- Review arrivals for Club Carlson Concierge Elite members and make it a priority to accommodate these guests.
- Review arrivals for Club Carlson Gold members and make it a priority to accommodate these guests.
- Review arrivals for Club Carlson Silver members and make it a priority to accommodate these guests.
- Review arrivals for Club Carlson base members and make it a priority to accommodate these guests.
- Review arrivals for all other guests and make it a priority to accommodate these guests.

1003.2 When it is necessary to deny accommodations to a guest holding a guaranteed payment reservation or a non-guaranteed reservation (prior to 6 p.m. /18:00 hrs.), accommodate the guest with all of the following actions:

- Transport the guest to an alternate hotel of similar quality at no cost to the guest.
- Provide the first night’s lodging at this alternate hotel at no charge to the guest. (NOTE: Prearrange this so as to not embarrass or inconvenience the guest.)
- Provide the guest a free telephone call to home and office.
- Forward messages to the alternate hotel.
- Provide complimentary return transportation the following day if return transportation is requested.
- When the guest returns, have a manager greet the guest with a personal welcome and upgrade the guest’s room or provide the best available room on the return night(s). Also, provide the guest a value-added service or item that has meaning for that specific guest.
- Send a letter to the guest apologizing for the inconvenience and ask the guest to return.

1004 WALK-INS

1004.1 Walk-in guests without reservations must be advised of and offered a choice of all available and unreserved rooms at published (retail) room rates.

1004.2 If no rooms are available, a walk-in guest without reservations should be assisted in finding alternate accommodations.
CANCELLATION OF CLUB CARLSON REDEMPTION RESERVATIONS

Redemption reservations may be made available on a 6 p.m. (1800 hrs.) hold (or other special hotel cancellation policy), or guaranteed to a major credit card.

If the member cancels in accordance to the hotel policy for the stay by contacting the hotel, the hotel must cancel the reservation in Curtis-C.com or directly in Opera (Cancellation is the only action to a redemption reservation that can be done in Opera.) Then, the member's full points will automatically be credited back to their account. However, if the member does not show or cancels too late, the reservation should not be changed and the member will lose their points redeemed for the stay. The hotel is reimbursed as a redeemed stay for the full stay.

The hotel is required to communicate the cancellation policy at the time of booking as defined in Curtis-C. If the member disputes the redeemed nights charged, you may award Discretionary Points in CSA to reimburse the points beyond the first night to the member since you will be reimbursed for the stay.

NON-GUARANTEED/GUARANTEED PAYMENT RESERVATIONS

Non-guaranteed payment reservations

When accepting a non-guaranteed payment reservation, Radisson recommends that you hold reservations until 6 p.m. (1800 hrs.) local time. In caring for guests who have a 6 p.m. (1800 hrs.) reservation, arrive prior to 6 p.m. (1800 hrs.) and cannot be accommodated at the hotel, use the Radisson Guest Relocation Policy to ensure guest service. (NOTE: You may invoke a control whereby you accept only guaranteed reservations on a given day.)

In some Radisson-approved locations, non-guaranteed reservations may be held no later than 4 p.m. (1600 hrs.). Guests who arrive prior to 4 p.m. (1600 hrs.) must be provided with the services as outlined in the Radisson Guest Relocation Policy.

Guaranteed payment reservations

Hotels are required to ensure that every guest who guarantees a room with a credit card understands the cancellation policy. Radisson suggests using dialogue such as the following at the time of reservation to help assure that guests understand that policy:

- "By accepting your credit card, the hotel is obligated to hold your room for late arrival until XX:XX the morning following your date of arrival."
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- "I am required to tell you that if you do not use the reservation and do not cancel by XX:XX local hotel time on the date of arrival, you will be charged one night's room rate plus tax."
- "If that is acceptable, I will take your credit card information now."

Payments may be guaranteed by the following:

- Credit card number and expiration date of the following credit cards: American Express, Discover, Visa, Diners Club/Carte Blanche/Enroute, MasterCard, and JCB.
- Credit card information should only be entered into the fields within Opera that are specifically created to hold credit card information. Credit card information should never be entered into comments, notes or other text fields.
- Company name, address and telephone number.
- Prepayment by advance deposit.

1007 PROPERTY MANAGEMENT SYSTEM (PMS)

1007.1 The HARMONY Plus Product Suite contains both specified hardware and software applications that help aid the efficiency and effectiveness of managing revenue opportunities and guest service. Hotels are required to source, install, and maintain the HARMONY Plus product suite in accordance with installation processes, system configurations and training requirements defined in these standards, and related configuration and system maintenance guides. This includes original hardware and software installations, and any ongoing upgrades or replacements.

1007.2 Carlson prohibits the use of networking operating system, application software or other systems that are no longer supported by the vendor. All networking operating software, application software or other systems (that are used to process, store or transmit guest data) are required to be upgraded to a PCI complaint version that is supported by the vendor.

1007.3 Hotels are required to have an approved connection in the brand-designated configuration for the exclusive use in establishing the network connection between the hotel and the Carlson Network. This is referred to as the HARMONY Data Network. The designated HARMONY Plus Data Network must be physically separate from that used by the guest for HSIA. Hotels may be required to implement a PIP connection with Verizon Business (US Based Full Service Hotels) or a Virtual Private Network (VPN) connection (Canada/LTAM Hotels). For VPN, the internet service must provide a Public Routable Static IP address to be assigned to the VPN device/router supplied by Carlson Rezidor.
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All network configuration changes must be reviewed and approved by the brand. 1007.4 HARMONY Plus contains components including, but not limited to, property management, guest information, revenue and statistical data, yield management and availability controls, database management, travel agent commission processing, and system interfaces with Radisson’s central data systems.

HARMONY Plus implementation and upgrade requirements

HARMONY Plus contains components outlined in the HARMONY Plus Product Brief on Carlson CONNECT. Hotels are required to install the Opera PMS.

<table>
<thead>
<tr>
<th>Component</th>
<th>Installation time standard</th>
<th>Upgrades</th>
</tr>
</thead>
<tbody>
<tr>
<td>In addition to payment of fees associated with required third-party systems, hotels are required to pay a technology fee and interface support fee. For additional fee details, refer to the annual Budget Guide located in the Standards of Service and Operation folder on CONNECT.</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Certified and approved local area network with WINDOWS 2003 or 2008 Network Operating System</td>
<td>By online date</td>
<td>Please see “Security Threat Management and Patching requirements found in Section 1301 of this manual</td>
</tr>
<tr>
<td>No additional services may be installed on the Opera server(s) (i.e. Domain Controller, Interfaces, etc.)</td>
<td>Ongoing</td>
<td>As required</td>
</tr>
</tbody>
</table>
Standards of Service and Operation

## Front Office

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Version of Opera PMS must be the most current version specified by Radisson.</td>
<td>By online date</td>
<td>Within six months of official Radisson release date Upgrade details may be found in the Budget Guide located in the Standards of Service and Operation folder on Carlson CONNECT.</td>
</tr>
<tr>
<td>Central Travel Agency Commission Program</td>
<td>By online date</td>
<td>As required</td>
</tr>
<tr>
<td>HARMONY Plus Data Network Hotels with license agreements signed before Jan. 1, 2007: Minimum Bandwidth: 128K (It is recommended that hotels install 256k)</td>
<td>By online date</td>
<td>As required</td>
</tr>
<tr>
<td>HARMONY Plus Data Network Hotels with license agreements signed on or after Jan. 1, 2007: Minimum Bandwidth: 256K required</td>
<td>By online date</td>
<td>As required</td>
</tr>
<tr>
<td>Credit card interface (optional)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If hotel elects to install a credit card interface, the Elavon Network gateway is the required interface</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carlson provided Email accounts (Required for GM, DOS, Front Office Manager and Controller). Additional accounts optional.</td>
<td>By online date</td>
<td>As required</td>
</tr>
</tbody>
</table>
Standards of Service and Operation

Front Office

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<tr>
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</thead>
<tbody>
<tr>
<td>Connect</td>
<td>By online date</td>
<td>As required</td>
</tr>
<tr>
<td>HARMONY Plus Web Applications (including but not limited to CHW eXpress, Customer Service Application, Invoices On-Line, Medallia, Brand Image Library, Carlson Learning Network, etc,)</td>
<td>By online date</td>
<td>Automatic and as required</td>
</tr>
</tbody>
</table>

(Note: From time to time, enhancements and upgrades to HARMONY Plus and/or the credit card interface are directed by Radisson and are considered a requirement as part of the standardized computer system.)

1007.5 On a daily basis, data is extracted from components of the HARMONY Plus Product Suite. This data is used for various purposes, including but not limited to:

- Processing Club Carlson Gold Points and/or frequent flyer points
- Look to Book points
- Central Travel Agency Commission Program processing
- “efolio” programs
- Database marketing and other CRM initiatives.

1007.6 The following standards are required of all hotels in which HARMONY Plus has been installed:

1007.6.1 Maintain the database according to the standards defined in the Opera Installation Guide - Premise and Sections 1300 and 1301 of this manual.

1007.6.2 In the Opera PMS, parameters, functions, List of Values (LOV), Opera forms (confirmation letters, registration cards, etc.) and application settings must match current guidelines designated by Radisson.

1007.6.3 Utilize and maintain approved back-up devices, virus protection and system support modems and connectivity. Each hotel must give written assurance that it has a HARMONY Plus emergency procedure plan that identifies what the hotel would do in the event of a major system failure.
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1007.6.4 Establish and administer HARMONY Plus system user operational guidelines and user rights as a means of preventing intentional system corruption by individuals. Hotels are required to designate a Hotel Security Application (HSA) Administrator. Hotels are required to maintain at least one person trained and proficient to perform the standard requirements of the HSA training course. The HSA Training course can be found on the Carlson Learning Network with supporting documentation found within the Carlson Rezidor Connect.

1007.6.5 Institute an effective training regimen for new staff and retraining existing staff. All hotel employees who use Opera PMS are required to be trained and proficient in all Opera PMS training modules associated with their role/position. Refer to learning tracks for specific positions requirements for each module found within the Carlson Learning Network.

1007.6.6 Adhere to the legal requirements and limitations as set forth in the software licensing, hardware maintenance and software support agreements with Micros Systems, Inc. and Carlson Rezidor.

1007.6.7 Hotels are responsible for immediately deactivating employees who have terminated from the Opera PMS and HAS Application as well as any other application where the terminated employee may have access.

1007.6.8 Maintain a maintenance agreement with the supplier of the software and hardware. You may obtain the software/hardware maintenance agreement from any source as long as the type and level of service meets specifications below. All of the information about the designated suppliers and product specifications will be furnished to you at the time you order HARMONY Plus. Hardware and software maintenance is required for all critical components: application/database server and interface PC. Software maintenance may include accounting software, front office software, virus/malware software, etc. This service must have a four hour or less response time. Other critical components may include a Cisco Router.

1007.6.9 Ensure that hotel staff adheres to the Acceptable Use Standard for email and Internet usage.

1007.6.10 Ensure that hotel staff adheres to the Carlson Rezidor Information Security and Data Privacy policy.

1007.6.11 Hotel Protection from Viruses and Unapproved Software

Symantec Antivirus must be installed, licensed and maintained on all workstations to help protect against viruses.

1007.6.12 Hotels are responsible for any and all damages that may result from installing and/or downloading software including but not limited to: Viruses, worms, spyware, pop-ups, malware, illegal software and unapproved software onto any workstation on the hotel’s HARMONY Data Network. All costs to correct any of the above issues are the responsibility of the hotel.
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1007.6.13 Hotels are responsible for the cleaning or correction of any device affected by items mentioned above. If the hotel does not clean or correct the affected device(s) within a period of time that is deemed reasonable, corrective actions may be taken. These corrective actions may include but are not limited to: changes to existing reservation delivery method or sending a third-party technician to the hotel by Radisson.

1007.6.14 If unauthorized software is found on the workstation(s), the Carlson Service Desk may offer to remove the unauthorized software. If the hotel refuses to have it removed, support services from the Carlson Service Desk may be suspended until the unauthorized software is removed. Carlson Rezidor and Radisson reserve the right to terminate the network connection between the hotel and stability of the HARMONY Data Network (Carlson Network). A fee of USD 500 may be charged to the hotel to reconnect them to the Carlson Network.

Supporting information: Harmony Plus

1008 CHECK-IN

1008.1 Front desk/check-in Club Carlson required procedures:

- If the hotel’s PMS is enabled to pre-identify the guest as a Club Carlson plus member:
  - Verbally and sincerely recognize the guest as a valued loyal member.
  - If the guest is not a Club Carlson member, warmly offer to enroll the guest and confirm that the guest will receive credit for that stay.

- If the hotel’s PMS is not enabled to pre-identify the guest as a Club Carlson member, the front desk staff should ask the guest if they have a Club Carlson card.
  - If the guest provides a Club Carlson card, process the Club Carlson number for stay credit, and sincerely recognize the guest as a valued and loyal member.
  - If the guest does not have a Club Carlson card, warmly offer to enroll the guest and confirm that the guest will receive credit for their stay.

1008.2 Enrolling Club Carlson memberships

Hotels are required to enroll guests in accordance with the procedures defined in the Club Carlson Resource Guide.
Standards of Service and Operation

Front Office

1008.3 Other front office service standards

- Verify all reservation information with the guest: spelling of name, departure date, rate, number of adults, bed type request and smoking/non-smoking preference.
- Handle all the guest's needs proactively by verifying with the guest any special requests they have.
- Check guests into clean and vacant rooms. (NOTE: If you cannot provide a room for the guest immediately, make arrangements to accommodate the guest on a temporary basis by checking the guest's luggage, offering a waiting area and so on.)
- To ensure a guest's privacy, give the key to the guest without announcing the room number.
- Avoid assigning single female travelers in a guest room with a connecting door when possible, unless specifically requested by the guest.
- Offer assistance with luggage to each guest.
- If guests decline bell service, offer them directions to their room, and a full explanation of the hotel's services and facilities.
- Introduce the guest to Radisson's 100% Guest Satisfaction Guarantee.
- At the telephone and in the front-office area, keep a current list of multilingual personnel and the languages they read or speak to assist with translations.
- If the hotel charges for parking, the daily rate for parking is to be reviewed with the guest. The guest is to be notified of this rate at check-in.
- Must have two (2) ten-inch digital display screens from the Radisson approved vendor on the front desk (or one 19” screen or larger behind the front desk) displaying the corporate approved messages.

1009 ROOM ASSIGNMENT AND RATES

1009.1 Front desk staff should confirm the number of nights and the rate with the guest upon check-in.

1009.2 A guest must not be assigned a room that is unprepared. Until a suitable room is available, the guest should be politely asked to wait. The hotel should offer to store the guests’ luggage and every effort should be made to accommodate them as quickly as possible.

1009.3 The property must honor the type of accommodations and room rate confirmed through the reservation system. In the event that there is an error in room type or rate, the reservation must be honored unless the guest has been notified of the error prior to their arrival, allowing them to change or cancel their reservation without penalty.

1009.4 The charge for rollaway beds is at the discretion of the property and may be an extra-person charge or a rollaway charge, but not both, if the room has adequate sleeping facilities for the number of persons for which the room is sold.
Standards of Service and Operation

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1010 HOTEL ANCILLARY FEES
Radisson rate policies require clear disclosure of ancillary costs to room rates such as sales tax, locally imposed occupancy fees, etc. Fees such as “resort fees” and “housekeeping fees” are generally not acceptable for such services that have common use by all guests.

Properties are not allowed to charge flat usage fees or charges such as a flat fee for telephone (example: per day fee for unlimited local calls), energy surcharge, in room safe fee, etc.

All hotel ancillary fees must follow these standards:
- May only include items that have a distinct price-value relationship incremental to the room rate.
- Such fees are only allowed where there is exclusive, premium paid guest usage, and not usage commonly available to all guests.
- Ancillary fees may not include or highlight items already designated, as brand standards.
- All other fees are to be included in the guest’s room rate.
- Must not violate local, state or federal laws, ordinances or regulations.

1011 METHOD OF PAYMENT
1011.1 Guests must be allowed to pay their total bill by cash, credit card, debit card, free night voucher, all brand gift certificate or direct billing if previously arranged and approved.
1011.2 Every property must accept the following approved credit cards in payment of all charges:
- American Express
- Diner’s Club
- Visa
- Discover Card/JCB
- MasterCard
1011.3 All credit cards should be pre-authorized at registration. If the card will be requested again at check-out, the guest must be advised at check-in that the card is being “authorized” and will be needed again at check-out for final payment. A guest’s card should not be charged for their stay until check-out.
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1011.4 Properties are not allowed to pre-authorize credit cards or bill room and tax prior to the guest's arrival unless the guest is notified of this during the reservation process.

1011.5 Any guest-disputed charges or accounts must be acknowledged within 48 hours. Every effort must be made to settle these disputed charges within 15 days from notice of the dispute.

1011.6 Policies and procedures relating to the payment of guest accounts must be kept at the front desk at all times including a list of approved credit cards and direct billed accounts.

1011.7 Hotels are prohibited from requesting, using or storing credit card Security Code numbers. The Security Code number is located on the back of the credit card. It is also sometimes referred to as the Card Verification Value (CVV) or Card Verification Value Code (CVV2), Verification Code (V-Code or V Code) or Card Code Verification (CCV).

1012 TELEPHONE

Reliable and high-quality telephone service is essential for the success at Radisson. For many people with whom we do business, their first and possibly only impression, is made over the telephone. Radisson’ telephone services must meet the following standards:

1012.1 Telephone charges must be competitive for the country and market in which the hotel operates.

1012.2 Telephone calls must be answered within three rings.

1012.3 Calls must be answered courteously, using a greeting that includes the answerer's name and the name of the Radisson. Example: "Welcome to the Radisson Hotel any town. How may I help you?"

Incoming calls from outside the property may also be answered using an auto attendant feature. This feature must have a professionally developed script produced that includes the option for the caller to press a specific key for the front desk. Once a guest presses the specific key for the front desk, the call must be answered within three rings.

1012.4 Calls placed on hold should have music in the background and be re-answered within 30 seconds.

1012.5 All telephone calls must be answered and forwarded promptly and messages taken in a courteous and businesslike manner by properly trained personnel. When a room number is requested, verify with the caller the name of the guest they wish to speak with, prior to transferring the call.

1012.6 In order to ensure a guest the privacy and security that is their right by law, callers must not be given a guest's room number or personal information of any kind.
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1012.7 A list of emergency numbers for fire, police, hospital, ambulance and doctors must be available at the front desk switchboard.

1012.8 Personal wake-up calls or automated wake-up calls with a pre-recorded message must be provided for guests who request them.

1012.9 Wake-up calls must be delivered on time and in a pleasant voice. If the guest does not answer the call, it should be placed again in 10 minutes. If still no answer, a staff member should be sent to the room to check on the guest. A reminder timer should be utilized to ensure all calls are made.

1012.10 Guestroom telephones must have an approved faceplate that meets Radisson standards. Use the current Radisson standard telephone display.

- Guestroom telephones must provide hot-keys for the following services:
  - Emergency help
  - Voice mail/messages
- Secure a sufficient number of outside lines to ensure easy access for dialing out and receiving calls
- Display charges for local and international calls in the in-room directory
- Ensure that local calls charges are competitive within the local market
- Two (2) telephones per room. One (1) telephone in the bathroom (for suites only)

1013 VOICE MESSAGE SERVICE

1013.1 Provide easy-to-understand instructions.

1013.2 The voice messaging service should be available in all guest rooms either via the TV or the telephone.

1013.3 Offer the caller the option of leaving a written message or being transferred into the in-house guest's voice mailbox.

1013.4 Ensure that guests receive messages promptly and in proper form. (NOTE: This includes messages for in-house guests, guests due to arrive, do-not-disturb guests, and meeting attendees).

1013.6 Maintain a system to regularly check to ensure that guest-room telephone message lights are working.

1013.7 Message on Hold system (new standards to be introduced in 2013):

- Must have Radisson designated Message on Hold system operational with the hotel’s phone system.
- Must have the assigned (up to three) corporate messages playing on the Message on Hold system.
- Hotels have the option to add up to five additional hotel-specific messages.
Standards of Service and Operation

**Front Office**

1014 WAKE-UP CALL SERVICE
1014.1 When taking a request for a wake-up call, verify the guest’s name, room number and the wake-up time requested.
1014.2 Accurately log and deliver wake-up calls in a warm and friendly manner.
1014.3 You may use an automatic prerecorded wake-up system. (NOTE: Automatic tone-only wake-up systems are not permitted in Radisson hotels.)
1014.4 Provide guests in suites, Business Class rooms, and VIP guests with a personalized wake-up call.

1015 EMERGENCY HOTLINE
1015.1 For emergency use only, have an emergency hotline extension in the telephone operator’s work area for use by guests and staff (unless local regulations address and stipulate an alternative procedure). Whenever possible, have an emergency hotline telephone with a digital location display.
1015.2 Answer this hotline immediately after the first ring. Identify the extension and ask for the location of the caller. A suggested statement would be: “Emergency hotline, where are you calling from and what is your emergency?”
1015.3 Post this line on the guestroom telephone dial plate and in the Guest Service Directory.
1015.4 Make sure that all employees know the emergency hotline extension number. Train all employees to use it in an emergency.
1015.6 Place test calls periodically.

1016 RECREATIONAL SERVICES
Our guests will depend upon your staff to refer them to facilities or events in your region. Radisson requires that the information about the services and hours of operation of all facilities (in and around the hotel) be available to your front-office staff. Please ensure that your front-office staff is knowledgeable about the services offered.
1016.1 Ensure that front-office staff has all the updated information.
1016.2 Recreational Services information can be provided through interactive television (iTV).
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1016.3 As a minimum but not limited to, the following information must be made available to the guests:

- DVD/CD lounge music when the iTV is switched on
- Food and beverage outlets
- Room service menu
- Conference and banqueting facilities
- Health club, recreational and spa facilities, if applicable
- Club Carlson
- Broadband/wireless access throughout the hotel.
- Destination highlights

1016.4 Keep a resource book or set of files with up-to-date telephone numbers, maps, specific directions both to and from the hotel, hours of operation, etc. at the front office and switchboard.

As a minimum, include:

- Airlines and travel organizations
- Barber shops
- Baby-sitters (check legal regulations and liabilities)
- Banks
- Dentists
- Doctors
- Emergency hospitals
- Educational institutions
- Florists
- Formal wear rental
- Hair salons
- Beauty salons
- Health clubs
- Museums
- Pharmacies
- Places of worship
- Restaurants/bars/clubs
Standards of Service and Operation

Front Office

- Shopping areas
- Sports facilities
- Theatres, monuments and cultural heritage sites
- Tours
- Transportation services (taxis, limousine services, vans)
- Zoos
- Places of interest
- Recreational and leisure facilities, e.g., golf courses, tennis clubs, etc.
- A list of public holidays

1017 ENTERTAINMENT

1017.1 If entertainment is provided, it must reflect a quality image and be devoid of profanity and obscenity.

1017.2 Require that persons providing the entertainment project a quality image and be fully dressed, clean and well groomed.

1017.3 Hotels may not offer or sale, or permit the offer or sale, use or distribution of, any gambling or gaming machines or devices, including tickets, subscriptions, pools, chances or raffles, lottery tickets or pull tabs on the hotel direct premises.

1018 BELL SERVICE

All properties must provide luggage assistance to guest who request luggage assistance.

If your hotel chooses to offer Bell Service, the following standards must be met:

- Bell staff should demonstrate a Yes I Can™ attitude at all times.
- Provide each guest with a positive first impression of your Radisson hotel and its culture of service. Insist that Bell Service staff offer a warm welcome to all guests upon arrival.
- Bell staff must be anticipative in their service, opening doors and assisting with luggage.
- Bell Service staff must discreetly look for the guest's name on luggage tags and use the guest's name whenever possible.
- Bell Service includes the ability to check guest luggage on a short-term basis and provide for its safe keeping.
- Guests are to be taken to their rooms in a professional and courteous manner.
- Inside the guest room, Bell Service staff should check all sliding glass doors, lights, telephones, and bathroom facilities for operational condition.
Standards of Service and Operation

Front Office

- Bell Service staff should be provided a script that covers the following when introducing a guest to a Radisson guest room:
  - Hotel services, facilities and hours
  - Key/card use
  - Door viewer
  - Emergency procedures on back of the door
  - Use of the deadbolt and security lock
  - Closest fire stairwell
  - Vending area locations
  - Connecting door locking devices
  - All in-room equipment
  - Heating, ventilation and air-conditioning controls
  - Television controls
  - Direct attention to the room service menu
  - The offer to provide the guest with a supply of ice is a welcome service for many travelers
  - Let the guest know “our goal at Radisson is 100% Guest Satisfaction.”

Supporting information:
- Bell Uniforms
- Name Badge Program
- Yes I Can℠

1019  MESSAGE AND PACKAGE HANDLING

Radisson requires that hotels have a system in place that ensures that hotel personnel deliver all mail, facsimiles, messages and packages to guests promptly.

We recommended that you follow the general guidelines below when handling messages and packages for the guest:

1019.1 Use a log to record the receipt of all mail, faxes or packages for which the hotel signs.

1019.2 If it is necessary to store an item, note its location on the log.
1020 VIP GUEST SERVICES
In order to provide the finest service for the VIPs, the following policies and procedures must be followed:

1020.1 Pre-register all VIP guests and make sure to know their estimated time of arrival. Include their names on guest in-house records.

1020.2 The general manager or another department head must check the VIP room personally.

1020.3 A personalized welcome greeting is handwritten (or personally signed on a pre-printed note) by the general manager and placed in the room.

1020.4 Provide the VIP guest with a personalized wake-up call if wake-up call requested.

1020.5 Deliver a free newspaper to each VIP guest room.

1020.6 VIP guests should be provided with a room upgrade.

1021 BUSINESS CENTER SERVICES
For hotel in the Americas only:

1021.1 Hotels are required to have a dedicated business center as defined in the Radisson Technical Brand Standards.

1021.2 Provide full, free of charge high-speed Internet access for in-house guests, i.e., Wi-Fi, Broadband access in business center.

1021.3 Provide an in-house service for making photocopies, usage of basic PC/Mac computer programs, utilizing a printer, and faxing on a 24-hour basis.

1021.4 Provide an external recommended source for large (i.e., over 50) photocopy requests.

Supporting information: Business Center
Radisson Technical Brand Standards
Standards of Service and Operation

Front Office

1022 FACILITIES FOR GUESTS WITH DISABILITIES

Radisson is committed to providing accessible, user-friendly facilities for guests with disabilities. You are responsible for assuring that your hotel complies with all local, state and federal or other applicable laws. (NOTE: In some cases, local or State regulations may conflict with ADA requirements. In those cases, comply with the broader or greater requirements in order to reasonably assure that you provide the greater amount of accessibility to guests with disabilities.)

In conjunction with this, Radisson requires that our WRS offices be able to confirm an accessible room to those guests requesting one. Radisson wants to ensure that customers who are in need of these accommodations can receive them when booking through our central reservation system.

Note the following recommended guidelines with regard to providing for guests with disabilities:

1022.1 When assigning sleeping rooms, give special consideration to guests with disabilities.
1022.2 Note which guests have disabilities and flag their rooms at the front desk, in case an emergency evacuation is necessary.

1023 SIGNAGE

1023.1 All directional and informational signage must be in the Radisson specified format.
1023.2 All signs must be worded in a positive manner, avoiding negative phrases. No handwritten signs or computer generated signs can be used.

1023.3 Each property must have two 10” TouchQuest digital displays on the front desk or on 19” or larger TouchQuest digital display on or near the front desk viewable by guests while standing at the front desk.

Each TouchQuest digital display must be powered and connected to your wireless network and showing Radisson messages 24 hours a day, seven days a week.

Supporting information: Digital Displays
Interior Signage
Standards of Service and Operation

Front Office

1024  GUEST SERVICE AND MAKING IT RIGHT LOG

The Making It Right (MIR) log must be kept and reviewed by supervisory staff to ensure response times and actions are appropriate, and to prevent reoccurrence of future guest inconveniences. The log, in addition to guest feedback via Medallia, provides key information to identify trends, and implement preventative measures and processes to ensure issues are not repeated for other guests.

1024.1 A copy of the MIR log is to be routed to the GM on a regular basis.

1024.2 Copies of the MIR log are kept for review by Radisson corporate and/or quality assurance staff.

Supporting information:  Making It Right Rapid Response Log
Making It Right Resolution Guidelines

1025  COMPLIMENTARY CARE PRODUCTS PROGRAM

1025.1 This is a required program designed to provide guests, at no charge, with personal items they may have forgotten or run out of.
- Twin-blade disposable razor
- Shaving Cream
- Toothbrush
- Toothpaste
- Sewing Kit
- Cotton swabs
- Shower cap
- Shoe mitt
- Feminine products

1025.2 Items must be available at the front desk and when possible, delivered to the guest’s room, upon request.
Standards of Service and Operation

**Front Office**

1026 **TRANSPORTATION**

You are not required to provide hotel transportation services to your guests. If you choose to provide guest transportation services, however, those services must meet the following standards:

1026.1 Drivers must be limited to appropriately licensed individuals who are authorized by the hotel management to operate hotel guest transportation vehicles.

1026.2 Drivers must be uniformed, well-groomed and courteous employees who exemplify the finest Yes I Can!SM attitude.

1026.3 All limousines and vans must be duly licensed and must comply with all applicable laws and regulations including, but not limited to, those concerning child seats, first-aid kits, fire extinguishers, safety flares, flashlight and seat belts.

To help promote your guest transportation services and to help assure that your guests have positive experiences when they use these services, Radisson recommends the following:

1026.4 Greet the guest at a designated pick-up location and provide a friendly greeting. The driver is to open doors and invites the guest to have a seat. The driver is to assist with any luggage that the guest has.

1026.5 Demonstrate considerate driving manners while explaining local attractions, weather conditions, hotel facilities and service. Provide each driver with a standard written script and route that they are to follow.

1026.6 Upon initial arrival at the hotel, invite the guest to proceed directly from the vehicle to the registration area and advise that all luggage will be handled promptly.

1026.7 Upon returning guests to the airport, inform them of airline departure procedures and other appropriate information.

1026.8 If possible, have hotel literature and restaurant menus available in the vehicle.

1026.9 Prohibit smoking inside the vehicle.

1026.10 Refer to Brand Identity and Graphic Standards manual for van graphics requirements.

**Supporting information:**  
[Brand Identity and Graphic Standards]
Standards of Service and Operation

Front Office

1027 CHECK-OUT

If guest checks out of the hotel at the front desk or via phone (not utilizing Express Checkout) the following standards must be met:

1027.1 Upon check-out, thank all guests for staying at your hotel and invite them to return.
1027.2 Offer further assistance (i.e., luggage assistance, directions, and future reservations).
1027.3 Make use of Radisson’s 100% Guest Satisfaction Guarantee as necessary.
The primary objective of your hotel’s maintenance and housekeeping departments is to strive for guest satisfaction by providing an attractive, clean, safe and secure facility. Each hotel is required to meet Radisson’s standards in regards to these areas.

Each hotel must develop and implement a proactive preventative maintenance program to evaluate all areas of the hotel and all equipment. Retain these inspection records in case a Radisson corporate representative wishes to review them. It is required that any such program, at a minimum, includes the following:

1101.1 Review maintenance documentation of all guest rooms on a semi-annual basis (two times per year).
1101.2 Conduct quarterly reviews of all maintenance documentation of public spaces.
1101.3 Develop written plans of future renovation, capital expenditures and property improvements, including system(s) upgrades.
1101.4 Regularly maintain and periodically inspect all hotel vehicles.
1101.5 Frequently inspect all storage closets to assure they are clean, orderly and lockable.
1101.6 In compliance with local law, safely store flammable materials in an approved flammable liquid cabinet or storage chest.
1101.7 Maintain the engineering shop and office in an orderly fashion with tools, equipment and supplies neatly stored and well maintained.
1101.8 Regularly use and maintain a record of the services of a professional extermination company.
1101.9 Develop and implement a maintenance request system to assure that any item in need of repair or maintenance is fixed, and make request forms available to all employees.
1101.10 Include a policy giving top priority to all maintenance requests that relate to safety or security issues.
Standards of Service and Operation

Property Operations and Maintenance

1102  EQUIPMENT MAINTENANCE

1102.1 Routine preventative maintenance must be done on each piece of equipment per the manufacturer’s operating guidelines.

1102.2 It is required that the hotel keep on file, maintenance and use records, for each piece of equipment.

1102.3 All documentation concerning maintenance, warranties, etc., supplied by the equipment manufacturer must be kept on file.

1102.4 Ice machines should be cleaned monthly. Documentation of the service must be maintained.

1103  PUBLIC AREA MAINTENANCE

Keep the hotel entrance, lobby, guestroom corridors, guest contact office areas and all other public areas attractive, fresh and well maintained at all times. This includes the following:

1103.1 To ensure a favorable impression by guests, maintain the front desk in a neat and orderly manner at all times.

1103.2 Thoroughly vacuum carpets in all public areas. Keep carpets free of stains and holes. Provide an adequate interior walk-off area. Implement a scheduled carpet shampooing program.

1103.3 Keep walls and baseboards free of stains, tears and marks.

1103.4 Dust doors and frames, and keep them free of scuff marks and chips. Maintain locks and hardware in good working condition.

1103.5 Dust light fixtures and maintain them in good repair with no burned-out bulbs.

1103.6 Keep vending areas free of debris. Maintain clean machines in good-working order and keep the soft drink machines fully stocked.

1103.7 Clean and dust hard floors. Do not permit wax build-up at corners or edges.

1103.8 Keep the interior and exterior of all elevators clean and well maintained. Polish all chrome, brass and glass. Keep elevator tracks polished and free of debris. Maintain a service contract to ensure the safe and ongoing operation of all elevators.

1103.9 Clean escalators and keep them well maintained.

1103.10 Neatly position all furniture. Keep it dusted, in good repair, and free of stains and tears.

1103.11 Keep air vents and grills clean and maintained.
Standards of Service and Operation

Property Operations and Maintenance

1103.12 Maintain well-lighted and clean stairwells, with no clutter or debris.
1103.13 Ensure that ceiling tiles are clean and in good repair.
1103.14 To give life and color to the lobby areas, use live plants when possible.
1103.15 Provide soft background music in the lobby.
1103.16 An in-house telephone must be installed on each guestroom floor near the elevators. The telephone can be wall mounted or placed on an existing table. This telephone can be used in case of an emergency, or for guests to contact the hotel for whatever reason as opposed to having to go to the front desk. Post the emergency hotline number in a visible location near this telephone.
1103.17 Clean and inspect public restrooms numerous times daily.

1104  VAN AND HOTEL CAR MAINTENANCE
1104.1 All vans and limousines must be kept clean and neat at all times.
1104.2 All mechanical aspects of vans and limousines must be 100 percent operational to ensure guest and employee safety.
1104.3 The body of the van and limousine must be in an excellent state of repair with no dents, rust or other unsightly conditions.
1104.4 Routine maintenance must be performed on all vans and limousines as directed by the manufacturer and equipment information and maintenance records must be kept up-to-date.

1105  MAINTENANCE REQUESTS
1105.1 All hotels are required to use a maintenance request system to facilitate and complete repairs in a timely manner.
1105.2 All employees must be trained in the maintenance request system.
1105.3 All work orders that relate to safety and security issues take priority over all other work or assignments.
1105.4 Completed work orders must be kept on file to document continuing problem areas, time allocation and as a basis for the formulation of capital budgets.
Standards of Service and Operation

Property Operations and Maintenance

1106  POOL AREA

Swimming pool and hot tub

By providing modern and inviting recreational facilities, you increase guest satisfaction and repeat facility usage. Radisson requires that hotels:

- Keep the pool, pool furniture and surrounding areas clean, orderly and well maintained.
- Permit no glass in the pool area.
- Provide fresh pool towels at the pool.
- Keep the following clearly visible at the pool:
  - Shepherd’s crook
  - Life preserver with enough rope to span the maximum width of the pool
- Comply with any and all local laws or ordinances requiring a lifeguard, or requiring that the pool be closed and secured at certain times.

1107  POOL SIGNAGE

1107.1 Keep the following signage clearly visible at the pool:

- Rules and disclaimer
- Hours of operation

1107.2 Place a telephone near the swimming pool with the hotel emergency hotline number visibly posted. It is required that signage for the emergency hotline includes the word “emergency.”

1107.3 Clearly mark the pool depths on the pool deck or apron, indicated specifically both by foot and by meter notation. (NOTE: These markings must not be more than 25 feet or 7.62 meters apart. They must occur at all depth changes.)

1107.4 Do not have diving boards. Post “No Diving” notices around the pool edge at each depth marker.

1107.5 Comply with any and all local laws or ordinances requiring a lifeguard, or requiring that the pool be closed and securable at certain times.
Standards of Service and Operation

Property Operations and Maintenance

1108  FITNESS CENTER, WELLNESS AND EXERCISE FACILITY

To achieve the uniform design intent across the brand, hotels are required to meet the following standards:

Follow designated operating supplies and equipment (OS&E) and FF&E standards, including wall and flooring surfaces, as set forth in the Radisson Technical Brand Standards.

It is required that hotels procure fitness equipment from one of two approved suppliers on the Approved Fitness Center Equipment List and in quantities and mix as defined in the Fitness Center Program Implementation Kit. Hotels may source higher quality equipment from the approved suppliers.

Supporting information:  
Fitness Center
Radisson Technical Brand Standards

1109  PEST CONTROL

A pest-control process must be in place and monitored to ensure the hotel is totally pest free.

1110  LOADING DOCK AND RECEIVING AREA

In your Radisson hotel, you must keep all trash compactor areas and garbage storage areas clean and free of objectionable odors, spills, debris and infestations. These areas must be fenced or screened from guest view. In addition, you are required to meet the standards below:

- Keep all trash containers tightly covered.
- To ensure that your entire facility is free of vermin and insects, employ a pest-control service.
- Maintain the exterior and interior receiving area in a clean and sanitary manner.

1111  GUESTROOM NEWSPAPERS

Radisson is committed to providing relevant guest services and amenities. Radisson guests highly value the convenience and special service touch a complimentary newspaper provides.

Hotels must provide a complimentary national newspaper or local newspaper.
Standards of Service and Operation

Property Operations and Maintenance

Hotels in Continental U.S. must meet a minimum requirement of Monday through Friday availability of a complimentary USA Today at a minimum ratio of one per three occupied guest rooms or to satisfy guest demand. Newspapers are to be placed in strategic locations easily accessible to guests (front desk, elevator lobbies, bell stands, food and beverage outlets, etc.).

Hotels in Canada must meet a minimum requirement of Monday through Friday availability of a complimentary Globe and Mail at a minimum ratio of one per three occupied guest rooms or to satisfy guest demand. Newspapers are to be placed in strategic locations easily accessible to guest (front desk, elevator lobbies, bell stands, food and beverage outlets, etc.). Hotels in locations where the above newspaper providers are unable to logistically deliver timely morning national newspapers to the hotel will instead provide an appropriate complimentary local newspaper.

Supporting information: Newspaper Program

1112 HOTEL OFF-LINE STANDARDS

Hotels are required to complete all off-line checklists, notices, and guest service requirements, and comply with all De-Identification requirements in a timely manner as set forth in the SOP, license agreement, termination agreement and related off-line checklist details when exiting the Radisson system.

1112.1 Club Carlson Redemption Bookings for Off-line Hotels

1112.1.1 The hotel will accept all Club Carlson redemption reservations on the books as of the effective off-line date as executed in a hotel’s termination agreement or contained in the notice of termination. Redemption reservations on the books as of the off-line date must be honored for a period of one (1) year after the off-line date.

1112.1.2 The hotel will be reimbursed for all consumed Club Carlson redemption reservations for stays up to 1 year after the hotel’s off-line date, provided the offline hotel submits for reimbursement in accordance with the policies stated in the reimbursement submission request form. Reimbursement amounts are based on the hotel’s participation category at the time of the hotel’s off-line date.

1112.2 Guest Service Issues for Off-line Hotels

1112.2.1 Hotels are required to resolve all open CSA (Customer Service Application) issues prior to hotel leaving the Radisson system. All open CSA issues at the time of the hotel’s termination date will be addressed by Corporate Customer Service and any fees associated with guest compensation will be re-billed to the offline hotel. In addition, guest related issues
Standards of Service and Operation

Property Operations and Maintenance

escalated to Corporate Customer Service after the termination date will also be addressed by Corporate Customer Service and billed to the property.

1112.2.2 Hotels are required to respond to all open Medallia alerts prior to the hotel leaving the Radisson system. Any open alerts at the time of the hotel’s termination date will be addressed by Corporate Customer Service and any fees associated with guest compensation will be re-billed to the offline hotel.

1113 LEGIONELLA PREVENTION

When a hotel is affected by lower occupancy and /or takes rooms /floors out of service, it increases the necessity for effective management and control of water systems vulnerable to Legionella contamination. Extra attention must be paid to guest room wet areas when rooms are left vacant, especially before a guest occupies the room. Water systems incorporating cooling towers and evaporative condensers pose particular problems to hotel environments. This Policy should go into effect when a guestroom or floor is shutdown for a period that exceeds 10 days.

Planned, Preventative Maintenance Programs:

- Raise temperature of hot water to a minimum of 131 degrees Fahrenheit or 55 degrees Celsius (Tap Water) and 140 degrees Fahrenheit or 60 degrees Celsius at the hot water tank.
- Temperature of hot water must be regularly controlled and recorded.
- Once a room or floor has been out of service for 10 days, then water needs to be run for a minimum of 5 minutes from sinks, and shower, in all unoccupied rooms (and before room is to be re-occupied), this should be done systematically based on system configuration.
- Ensure shower head and water taps are free of caulk.
- At least once per quarter, clean and disinfect water filters if applicable.
- If a cooling tower is in use, be sure it is cleaned twice a year.
- Cooling towers are to be chemically treated and monitored by a professional chemical company. Systems should be designed as required by individual properties. ASHRAE Standard 12-2000 section 7 describes the maintenance and treatments required.
- Architectural fountains and waterfalls should be cleaned on a regular basis. Filters, if applicable, should be cleaned regularly and if a feature is small the water should be drained and re-filled every 3 to 4 weeks. For water treatment of these items please refer to ASHRAE Standard 12-2000 section 6 and 7.
Standards of Service and Operation

Property Operations and Maintenance

Once Contamination Has Been Detected

- Disinfect all shower heads / hoses in the hotel. To be done manually with peroxide or other chlorine tablets. Soak for 10 – 15 minutes, in a large receptacle in a solution of water and peroxide or chlorine tablets. Buy 4 to 5 new shower heads and shower hoses to allow rotation with disinfected ones.
- To disinfect the water system ASHRAE recommends that the hot water system be brought to a temperature of 170 degrees Fahrenheit and a minimum flush time at every outlet in the system of 5 minutes. Longer is preferred. For more details on cleaning of systems refer to ASHRAE 12-2004.1.6.
- Once problem has been resolved (following testing results), regular analysis must be done at least 3 times a year.
- When results are clear for one year, go back to normal maintenance procedures.

A Deeper Analysis to Be Done On the Water Circuits

- Identify unused “dead end pipes”
- Hot water pipes not insulated and close to cold water – pipes (Temperature of cold water to room must be maintained to +/- 68 degrees Fahrenheit or 20 degrees Celsius.
- If the hot water circulation loop is not well done, the addition of a heat tracing system could be investigated to maintain minimum hot water temperatures.
- Injection system could be investigated on the water circuit to prevent Legionella.
- ASHRAE also suggests a tempering valve system where the hot water storage can be maintained at a temperature above 150 degrees Fahrenheit or 65.5 Celsius, then tempered down to the proper temperatures in the distribution system.
Standards of Service and Operation

Food and Beverage

1200 FOOD AND BEVERAGE

Guests of full-service lodging establishments expect attentive food and beverage service, appealing menu selections, and products that are appetizing and satisfying. Guests also value menu variety and dining options that reflect healthier dining preferences.

Radisson reserves the right to approve restaurant concepts and themes. Please refer to the Radisson Technical Brand Standards for submittal and review process.

1201 FOOD SAFETY

Radisson recommends hotels participate in an annual food safety inspection program. Carlson Rezidor has a partnership with EcoSure, a division of Ecolab, which is available to hotels (US only). Contact EcoSure at 847-597-9800 and ask for a member of the Carlson Operations Team to sign up for the EcoSure program.

1202 RESTAURANT

In order to provide excellent service experience, please follow the below minimum standards:

1202.1 Your food and beverage personnel must exemplify the finest Yes I Can! SM attitude to all guests so as to reinforce the Radisson culture of service. Provide knowledgeable, friendly, uniformed, well-groomed and courteous employees.

1202.2 Provide continuous food service in an outlet from 6:30 a.m. to 10 p.m. (from 0630 hrs. to 2200 hrs.) Food and beverage service via room service is an acceptable alternative during hours of low demand.

1202.3 Require that your restaurant service personnel make an effort to serve guests by collecting payment at tableside.

1202.4 Clearly post the menu and opening hours of the restaurant at the entrance.

1202.5 The staff must perform their duties in an efficient and empathetic manner, at the highest level of professionalism.

1202.6 The staff must be well groomed and demonstrate an easy approach attitude at all times, and must be available to guests at all times.

1202.7 The staff must also possess good knowledge of the items on the menu and specials of the day.

1202.8 Restaurants must be 100% smoke-free, unless local law stipulates a smoking section must be available. In this case, hotels may submit a waiver through the QPR application.

1202.9 Ensure that the table is properly and completely set up before seating the guests.
Standards of Service and Operation

Food and Beverage

1202.10 If buffet service is available, explain the offer. Ensure that all items are re-stocked, when necessary, and that tables are cleaned.

1202.11 After taking a food order, repeat the order. Inform the guest of the waiting time for the dishes ordered. Ensure that the waiting time is appropriate until the first course is served.

1202.12 Ensure that the food is served as per the description in the menu. The food must be served in an attractive and appetizing manner, and at the right temperature.

1202.13 Ensure that all glassware, chinaware, cutlery, silverware are properly maintained, cleaned and polished.

1203 BAR

Follow the same standards of service and attitude as mentioned above in the ‘Restaurant’ section.

1203.1 The entire area (including back of bar) should be kept clean, well maintained and organized.

1203.2 The staff should demonstrate a friendly, Yes I CanSM Service attitude at all times.

1203.3 Verify all details are correct before presenting the invoice to the guest.

1204 RESTAURANT MENU

1204.1 Have the menus professionally reproduced, without handwritten alterations.

1204.2 Maintain an attractive menu design that complements the theme of your restaurant. Keep the menu presentation truthful so it accurately represents the food products available. Project a professional selling image with the menus.

1204.3 Guest menus must be clean, unwrinkled and free of spots.

1204.4 As part of the regular menu or on a separate children's menu, offer children's portions and pricing in your all-day restaurant.

1204.5 Translate menus into appropriate foreign languages for the clientele/market. The minimum standard is local language and English.

1204.6 It is recommended that an "a la carte" menu service be provided at all times that the restaurant is open.

1204.7 Offer a choice of healthy options in menus throughout the hotel. Healthy options can be defined as - low fat, low cholesterol, low sugar, low carbohydrates, low sodium, organic and local dishes. Staff should be prepared to offer vegetarian, vegan, gluten-free and sugar-free options.
Standards of Service and Operation

Food and Beverage

1204.8 Menus should be developed to compliment the taste of local culture and heritage, if appropriate.

1205 TABLE TOP STANDARDS

1205.1 Table linens must be ironed, color coordinated, and free of holes and stains. Cloth or woven placemats or tablecloths and napkins are required for lunch and dinner. If look and feel of restaurant does not warrant tablecloth or placemat, hotels may request a waiver through the QPR application. For breakfast, high-grade paper placemats and napkins are acceptable. Keep the napkin folding modern and simple.

1205.2 Maintain a matched pattern of china and glassware. Keep this clean and free of chips or cracks. Use a contemporary single setup with a glass.

1205.3 Use good-quality, nicely designed flatware with a matched pattern. Keep flatware clean and free of spots.

1206 ACCOUTREMENTS STANDARD

1206.1 Keep linens ironed, color coordinated, and free of holes and stains. Good quality cocktail-size paper napkins can be used for the drinks in the bar.

1206.2 Good-quality cloth napkins should be used for lunch and dinner. Top-quality thick paper napkins can be used for breakfast.

1206.3 Good-quality white porcelain and glassware. Keep this clean and free of chips or cracks. For concept restaurants, the china and glassware should follow the applicable design specifications.

1206.4 When using special service plates or pieces, be sure the pattern matches and complements the china service.

1206.5 Use good-quality, nicely designed flatware with a matching pattern, if appropriate. Keep flatware clean and free of spots.

1207 HEALTHY OPTIONS

A healthy and balanced way of eating is a fundamental part of today’s life.

1207.1 A minimum of 10 percent of all menus across the hotels food and beverage outlets should feature healthy options - low fat, low cholesterol, low sugar, low carbohydrates, low sodium, organic and local dishes. Menus should include breads with fiber, low-fat yogurts, cage-free eggs and fresh-cut fruit. This discipline applies to all menus.

1207.2 All food and beverage personnel, i.e., restaurant staff, kitchen team and food and beverage managers, should be trained on the healthy options and the benefits of healthy eating, including dedicated sessions on product knowledge.
Standards of Service and Operation

Food and Beverage

1208  ROOM SERVICE

In-room dining should never be of less quality or emphasis than other food and beverage services. Radisson requires these minimum standards for room service:

1208.1 Offer room service between the hours of 6:30 a.m. to 10 p.m. (0630 hrs. to 2200 hrs).

1208.2 Room-service menu should be displayed in every guest room or in the Guest Services Directory. Room-service menus must be professionally reproduced without handwritten alterations, and should maintain an attractive design.

1208.3 Room-service menus must be clean, unwrinkled and free of spots.

1208.4 Room-service menus must offer a choice of healthy options. Healthy options can be defined as low-fat, low cholesterol, low sugar, low carbohydrates, low sodium, organic and local dishes. Staff should be prepared to offer vegetarian, vegan, gluten-free and sugar-free options.

1208.5 Offer a minimum of one room-service breakfast selection that is prepared and delivered in 20 minutes or less.

1208.6 Room-service personnel must answer the telephone in a gracious and friendly manner within three rings. If the telephone rings to a restaurant extension, have the staff answer “Room Service” to avoid confusion for the guest. The order should be repeated back to the guest and estimated delivery time stated.

1208.7 Establish and enforce a methodology for picking up room service equipment from the rooms and corridors. Remove trays and dishes in a professional manner.

1208.8 Be sure that no trays or dishes remain in the corridors from one meal period to the next.

1208.9 Be timely in meal delivery. Make sure that no more than 30 minutes elapse between the time the order is placed and the delivery of the meal. When guests place orders, tell them the approximate time of delivery (within a 5-to-10-minute window).

1208.10 Present the food and accoutrements professionally. Set the table, remove coverings, confirm the items with the guest, and arrange dishes attractively.

1208.11 All room-service orders must be delivered on a clothed room service table or tray.

1209  ROOM-SERVICE ACCOUTREMENTS

1209.1 Maintain room-service china, glassware and flatware that are equal or better in quality than that used in your three-meal restaurant. (Paper and plastic are prohibited.)
Standards of Service and Operation

Food and Beverage

1209.2 Deliver condiments in a manufactured sealed miniature container or package. (NOTE: Portion-controlled individual catsup and mustard, salt and pepper packets are not allowed.)

1209.3 Keep room-service serve-ware, tables and trays clean and in excellent repair.

1210 TRANS-FAT-FREE SHORTENING

In all U.S. and Canada location hotels, all fried foods must be prepared in trans-fat-free shortening.

1210.1 Trans-fat free shortening (zero trans-fats) is defined as containing less than .5 grams per serving of trans-fat.

1210.2 Hotels should be mindful when procuring pre-prepared products that various alternatives exist on the market today which offer lower trans-fat options to further provide guests a reduced trans-fat offering.

1211 CATERING AND CONVENTION SERVICES

The event service staff must perform its duties at the highest level of professionalism. The staff must always display and practice the Radisson Yes I Can SM attitude.

Prior to the meeting

1211.1 Maintain a professional attitude in all sales and catering correspondence, contracts and proposals. Keep this correspondence neat, complete and grammatically correct. Project a professional selling image with the catering menus.

1211.2 For quick reference, have information available on equipment, room dimensions, capacities and menus (banquet, coffee shops, dining room and outside vendors) at the sales office, convention service office and catering office.

The day of the meeting

1211.3 Designate a person responsible for performing the function of meeting coordinator or convention service manager.

1211.4 To ensure that the client can reach the hotel staff and the meeting coordinator, provide a telephone number, a two-way radio or a pager number.

1211.5 In the lobby, post a schedule of the daily events of the meeting and the room assignments. Keep a copy of this schedule available at the front desk. Be sure the hotel operator has a copy, and distribute copies as needed to departments in the hotel.
Standards of Service and Operation

Food and Beverage

1211.6 Prior to the scheduled start of the meeting, have the meeting coordinator check the meeting room and test all equipment to ensure that it is in good working order. Be sure that the room is completely ready for occupancy 30 minutes prior to the scheduled start time.

1211.7 Ask the meeting coordinator to be in the meeting room prior to each meeting or group function to personally inspect the room set-up and to greet the meeting planner.

Presentation of the meeting rooms

1211.8 All meetings require the basic service set-up:
- Water glasses, commercially washed and sanitized in accordance with industry best practice and local codes
- Water pitchers in trivets or bottled water
- Individually wrapped hard candies in decorative displays on tables
- Notepads with pencils or pens
- Wastebasket
- Draped and skirted tables
- Banquet chairs or ergonomic chairs.

1211.9 Color-coordinate the furnishings and fixtures in the meeting rooms.

1211.10 Keep the decor conducive for the dual purpose of business meeting and social banquet functions.

1211.11 Keep podiums, lecterns, tables and chairs clean and well maintained.

1211.12 Maintain movable partitions in good repair. Be sure they complement the room décor and provide adequate soundproofing.

1211.13 In meeting rooms with a window, provide blackout drapes.

1211.14 Podiums and lecterns must display the Radisson logo. (NOTE: Individual hotel logos—Radisson XYZ Hotel—are not approved for podiums and lecterns.)

1211.15 Have individual comfort controls (heating, cooling, full-spectrum lighting, etc.) in each meeting room.

1211.16 Keep empty meeting rooms clean and organized. Do not use them for storage.

Coffee breaks and banquets

1211.17 Maintain an accurate timetable for the coffee breaks and banquet functions associated with each meeting.
Standards of Service and Operation

Food and Beverage

1211.18 Present the coffee breaks and banquet functions attractively and creatively, and maintain this atmosphere. Styrofoam or plastic plates or containers are prohibited.

1211.19 Following the coffee breaks, clean up promptly.

1211.20 During the break, do the following:
   - Approach the customer or meeting planner to determine additional needs or services.
   - Clear all tabletops of debris and refresh ashtrays with clean ones.
   - Replenish the water and replace used water glasses with clean ones.
   - Return all tabletop items to their original placement.
   - Realign chairs to the table.
   - Empty wastebaskets and replace the liners.
Standards of Service and Operation

Information Security and Data Privacy

1300 INFORMATION SECURITY

Data Privacy
In collecting, processing, using, storing, receiving and providing Radisson with access to guest data, and complying with other related directives of Radisson, Licensee will implement all measures necessary, including appropriate and commercially reasonable physical, organizational, security and technical measures, for data protection and satisfaction of all guest notice, disclosure, permission and consent requirements, to comply with applicable federal, state, local and provincial laws, and the privacy policies and principles of Carlson Rezidor, Radisson and their subsidiaries and affiliates (“Carlson Privacy Policy”).

Any guest data received by Licensee or the hotel from Radisson or any guest may not be transferred to, loaned to, sold to or in any other way allowed to be used by an affiliate of Licensee or its parent corporation, or a subsidiary of such parent, or by any other entity or operation except as set forth below, and only in accordance with the Carlson Privacy Policy or as otherwise expressly agreed to in writing by the guest.

Definitions
- “Guest” refers to consumers and potential consumers of products and services provided by Carlson Rezidor, Radisson, and their affiliates and subsidiaries and their franchisees/Licensees. Guests include, for example, individuals who:
  - Stay at our or our Licensee’s hotels
  - Use our or our Licensee’s hotel facilities
  - Dine in our or our Licensee’s restaurants
  - Visit our websites
  - Participate in our loyalty programs
- “Our” or “we” as used in this section refers collectively to Carlson Rezidor, Radisson or their affiliates’ or subsidiaries’ separately operated businesses.
- “Guest data” refers to personal information about an identified or identifiable guest. Guest data includes, but is not limited to, a guest’s personal information, such as name, contact information and address, credit card number, preferences, Club Carlson™ or other loyalty program account numbers and any other personal or identifying information. “Guest data” does not include information about guests that has been stripped of identifying information and is maintained in statistical form, such as generic guest data used to determine a hotel’s guest satisfaction scores or determine the hotel’s compliance with certain standards.
Standards of Service and Operation

Information Security and Data Privacy

- “Radisson guest data” means guest data that is provided or made available by Radisson or its affiliates to you for your internal use in connection with your operation of a Radisson hotel.
- “Licensee guest data” means guest data that you provide to Radisson or its affiliates.
- “Processing” of guest data means doing anything with guest data, whether or not by automatic means, such as collecting, recording, organizing, storing, adapting, altering, retrieving, consulting, using, disclosing, transmitting, disseminating, accessing or providing access to, combining, erasing, or destroying personal information.
- “PCI DSS” refers to the Payment Card Industry Data Security Standards, sometimes referred to as “PCI”. These standards are technical and operational requirements set by the PCI Security Standards Council to protect credit card related data. All entities that accept, store, process or transmit credit card data must comply with the PCI DSS. Where PCI or PCI DSS is mentioned, it is referring to Payment Card Industry Data Security Standards version 2.0

Radisson’s privacy policies
Carlson Rezidor and its affiliates and subsidiaries, including Radisson, have adopted privacy policies to protect the guest data we collect from and about guests: through our websites, the reservation system, our loyalty programs, and the hotels we own or operate. Our privacy policies reflect the importance we place on earning and keeping the trust of guests who share their personal information with us.

Our privacy policies describe what guest data Radisson and its affiliates and subsidiaries collect, how we use it, with whom we share it, and for what purposes. Our privacy policies state that when we share guest data with our Licensees, our Licensees are legally bound to use that guest data only for the purposes for which we provide it to them, and to take reasonable measures to protect it against unauthorized access or misuse. To review our privacy policies, visit http://www.carlson.com.

Ownership and processing of Radisson guest data
As between you and Radisson, Radisson owns all Radisson guest data. You may process Radisson guest data subject to the following terms and conditions:

- **Limited purposes:** You may process Radisson guest data only in connection with your operation of a Radisson hotel, and only for the purposes for which it was originally collected or to which the guest has since consented.
- **Compliance with laws:** You may process Radisson guest data only as permitted under applicable privacy and data protection laws. These laws vary from country to country, and the laws of more than one country may apply. You should consult legal counsel for advice regarding your obligations under privacy and data protection laws.
Standards of Service and Operation

Information Security and Data Privacy

- **Respecting choices:** You must respect guest privacy preferences, which includes email delivery preferences.

- **Access:** You must promptly forward to Radisson any individual’s request for access to his or her guest data, and cooperate with Radisson, as Radisson may reasonably require, to respond to the guest’s request.

- **Retention:** You must return or securely dispose of (i.e., shred, securely wipe or degauss) all paper or electronic media containing Radisson guest data that is not stored in the property management system if and when:
  - It is no longer needed for the purposes for which it was provided to you
  - Radisson requests that you do so
  - You cease to be a Radisson Licensee

- **Security:** You must develop, implement, maintain, assess and update appropriate administrative, technical and physical safeguards to protect the confidentiality, security and integrity of Radisson guest data. This includes acquiring and maintaining PCI compliance.

- **Sharing:** You may not disclose Radisson guest data without the consent of the guest, except that you may disclose guest data:
  - To employees who have a need to know to perform their duties, and who have been made aware of their responsibility to protect the confidentiality and security of guest data
  - To your agents, contractors and service providers who have a need to know to perform services on your behalf, provided they are legally bound by obligations comparable to those set forth in these terms and conditions, to the extent required by applicable law, subpoena, court order or other legal process, provided you have:
    - Given Radisson prior written notice of the required disclosure and the opportunity, if reasonably possible, to contest the required disclosure.
    - You have, to the extent reasonably possible, taken measures to limit the disclosure, and protect the confidentiality and security of the information requested.

- **International Transfers:** You may not transfer Radisson guest data to another country without taking adequate measures to protect the guest data in accordance with applicable laws.

- **Enforcement:** You must promptly notify Radisson of any complaints received, any notices of investigation or non-compliance received from any governmental or regulatory authority or agency related to the processing of guest data, and cooperate with Radisson with respect to any such complaint or investigation.
Standards of Service and Operation

Information Security and Data Privacy

You are responsible for adopting policies and procedures to assure that your employees and any third parties to whom you disclose Radisson guest data comply with these terms. You must also take steps to evaluate your compliance with the Carlson Privacy Policy and adjust your practices as appropriate.

Ownership of Licensee guest data
Radisson and Licensee jointly own all Licensee guest data. Because Licensee guest data is jointly owned, both Radisson and Licensee may make decisions about the purposes and means of processing Licensee guest data, as long as such decisions are consistent with the Carlson Privacy Policy and all applicable laws and regulations.

Consistent policies and practices with respect to all guest data
Because guest data is shared across the Carlson Rezidor system and across national borders, it must be handled in a consistent manner, whether it is Radisson guest data or Licensee guest data.

From the guest’s point of view, it makes no difference whether he or she registers online or at the front desk. In either case, the guest expects that his or her personal information will be protected in accordance with the same standards and in compliance with applicable laws.

Your privacy policies
As the owner or operator of a Radisson hotel property, you are responsible for adopting and implementing privacy policies and procedures governing the processing of Licensee guest data that are consistent with the policies and procedures governing the processing of Radisson guest data, and that ensure your compliance with all applicable privacy and data protection laws. This means that your privacy policies must contain privacy principles that are at a minimum comparable and consistent with Carlson Rezidor’s Ten Privacy Principles (set out below) and Radisson’s and its affiliates’ and subsidiaries’ hotel system policies governing the same types of guest data.

Ten Privacy Principles

1. Notice. When we collect your personal information, we will give you timely and appropriate notice describing what personal information we collecting, how we will use it, and the types of third parties with whom we may share it.
2. Choice. We will give you choices about the ways we use and share your personal information, and we will respect the choices you make.
3. Relevance. We will collect only as much personal information as we need for specific, identified purposes and we will not use it for other purposes without obtaining your consent.
Standards of Service and Operation

Information Security and Data Privacy

4. Retention. We will keep your personal information only as long as we need it for the purposes for which we collected it. Or as permitted by law.
5. Accuracy. We will take appropriate steps to make sure the personal information provided by you is accurately recorded in our records.
6. Access. We will provide ways for you to access your personal information, as required by law, so you can correct inaccuracies.
7. Security. We will take appropriate physical, technical, and organizational measures to protect your personal information from loss, misuse, unauthorized access or disclosure, alteration and destruction.
8. Sharing. We will not share your personal information with third parties without your consent except as disclosed in the applicable privacy policy.
9. International Transfer. If we transfer your personal information to another country, we will take appropriate measures to protect your privacy and the personal information we transfer.
10. Enforcement. We will regularly review how we’re meeting these privacy principles, and we will provide an independent way to resolve complaints about our privacy practice.

Your privacy policies must disclose that you share Licensee guest data with Radisson and its affiliates and subsidiaries and their franchisees/Licensees for certain purposes. Your privacy policy must state that the hotel is independently owned and operated, and also disclose to the guest how you collect, share and use guest data. Your privacy policy must also disclose to the guest that if they give guest data through the website, reservation center, and other hotels in the Carlson Rezidor system, or by other means, then those applicable privacy policies apply.

It is required that you maintain a sufficient supply of printed copies behind the front desk of both your Ten Privacy Principles as well as your full policy, and you must provide them to your guests upon request and include them in guestroom directories. You may also post your Ten Privacy Principles in an appropriate location for guest review.

Radisson reserves the right to require you to provide a copy of your full privacy policy.

You have our permission to adapt Carlson Privacy Policy for your own use. Neither Carlson Rezidor, nor Radisson has or will investigate whether its policies are sufficient to protect you. Therefore, before you use them, you should consult with legal counsel to make sure the Carlson Privacy Policy meets all of your legal needs.
Standards of Service and Operation

Information Security and Data Privacy

1301 PAYMENT CARD INDUSTRY DATA SECURITY STANDARDS (PCI DSS)

Hotels must ensure confidentiality, integrity and availability of the information assets developed by or entrusted to them. Information assets may include electronic and written information that is stored, transmitted, or maintained in any form. Radisson has established information security standards to ensure the protection of Radisson’s information assets. Radisson’s information security program is aligned with international ISO security standards 27001 and 27002 and PCI DSS (Payment Card Industry Data Security Standards).

1301.1 PCI DSS Compliance

The Carlson Rezidor PCI DSS Program is an online tool hosted by Trustwave’s Trustkeeper service, and will help the hotels complete the appropriate Self-Assessment Questionnaire, and also provide external vulnerability scanning services. Hotels are required to complete a Trustkeeper on-line self-assessment by October 1 each year.

Radisson takes information security and PCI very seriously. Every Radisson hotel is required to be compliant with the PCI DSS Standards as administered by the PCI Security Standards Council. A copy of the most current PCI DSS standards and evaluation tools is located at https://www.pcisecuritystandards.org/index.shtml. Your information security program must be designed to assist you in complying with PCI DSS version 2.0 or any successor.

Radisson reserves the right to request evidence from the hotel to show its information security standards and/or PCI compliance. This requested evidence may consist of, but is not limited to, one of the following:

- A copy of a completed PCI self-assessment questionnaire. You must have a completed PCI self-assessment questionnaire available at all times. You should be prepared to provide supporting evidence upon request. You may be required to access a website that you can use to complete the self-assessment. This may also include providing Radisson documentary evidence for every PCI requirement you are claiming compliance with.
- Evidence proving that certain security controls are in place (such as screen prints that show that anti-virus software is installed on your computers).
- Radisson may require an on-site assessment to validate compliance.
- A remediation plan for your areas of non-compliance.
- Results of an independent third-party assessment of your PCI compliance from a PCI QSA (Qualified Security Assessor).

1301.2 Hotels are required to pay an Information Security Program Support Fee of USD 200 per year. This fee is billed via the hotel’s Invoices On Line statement. This fee includes access to the online Carlson Rezidor PCI DSS Program, security awareness training and escalated Carlson information security support to assist hotels with PCI compliance questions.
1301.3 Hotels are required to complete the Information Security & Data Privacy training annually as designated in the required Brand Training Curriculum.

**Supporting information:**
- Global Information Security Policy
- Budget Guide - Radisson
- Budget Guide – Radisson Blu