We are a unique enterprise in that we believe in order to maximize the investment value for our owners, clients and stakeholders, we must invest in our team members. We regularly ask our team to share how they think we are doing as a company and what is important to them in the workplace. During a team discovery mission we asked the entire Legacy population to define our “ideology” or “belief.” This book is a result of our company-wide efforts from the past to the present...

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“DO NOT WORRY IF YOU HAVE BUILT CASTLES IN THE AIR. THEY ARE WHERE THEY SHOULD BE. NOW PUT FOUNDATIONS UNDER THEM.”

HENRY DAVID THOREAU
We are planners, developers, hoteliers, and restaurateurs.

We are innovators who use our multi-disciplined approach to create timeless places that enhance the built environment.

We deliver exceptional customer experiences through an engaged and passionate team, yielding measurably better results for partners and investors.
These are the words of our team members. Through interactive meetings with over 100 people across all assets, team members used these words to reflect the spirit of Legacy.
KEY STONE (KĒ . STÔN) NOUN

The central principle or part of a policy, system, etc., on which all else depends. A central stone at the summit of an arch, locking the whole together.
ULTURE (KUL’CHER) NOUN

THE SKILLS, CUSTOMS, ETC., OF A GIVEN PEOPLE IN A GIVEN PERIOD.

IMPROVEMENT OF THE MIND, MANNERS, ETC.

DEVELOPMENT BY SPECIAL TRAINING OR CARE.

COMPONENTS OF OUR CULTURE

1. GUEST

COMPLETE DEDICATION TO EVERY GUEST WHO WALKS THROUGH OUR DOORS TO ENSURE THAT THEY ARE HIGHLY SATISFIED WITH THEIR ENTIRE EXPERIENCE.

2. TEAM

COMMITMENT TO LIVING ‘A PASSION TO SERVE’ DAILY, PROVIDING THE TOOLS, EDUCATION AND OPPORTUNITIES FOR EACH TEAM MEMBER’S PERSONAL SUCCESS.

3. OWNER

RELENTLESS PURSUIT OF GROWTH OPPORTUNITIES TO MAXIMIZE SALES AND PROFITS AND IMPROVE THE COMMUNITY AND BUILT ENVIRONMENT IN WHICH WE ARE INVESTING.
LOYALTY
COMMUNITY
EXPERIENCE

ROI
GROWTH
QUALITY

OPPORTUNITY
STABILITY
PRIDE

YOU

GUEST

TEAM

OWNER
Our philosophy creates: Our Attitude, Our Actions, and Our Results

Strong teams have a foundation of members who complement each other’s skills and workstyle

Management should be composed of high integrity professionals

True Hospitality professionals train hard

In taking ownership

In continuously seeking opportunities to collaborate, innovate and improve

Effort is not to be confused with results

Self-motivation is essential

A balanced life is the product of working hard and having fun

Integrity is doing the right thing even when no one is looking

Solutions are everyone’s responsibility
Complaining really doesn’t do anyone any good. Ever

Positive results require us to plan, prepare, prioritize – be proactive

Good is the enemy of awesome

Trust and respect for each other creates genuine relationships

We must treat our guests and each other as we want to be treated

When we are courteous to others, they will be courteous to us

Positive reinforcement generates positive behavior and positive results

In rejecting the status quo; consistently going above and beyond

In setting the stage for a great guest experience

In relentless positive energy - stand strong, smile, make eye contact and talk about good things

The answer is yes. What is the question?

Our guests expect reliability and consistency

We should be diplomatic, courteous and professional without being superficial

Everyone matters

Everyone and everything should be left better than we found them

It’s simple... just be nice
“GOOD SERVICE MEANS NEVER HAVING TO ASK FOR ANYTHING.”

DANJY MEYER
“No company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

JACK WELCH
FIRST IMPRESSIONS - LOOKING GOOD
You never get a second chance to make a first impression...

PERSONALLY
Bathing, brushing your teeth, combing your hair, avoiding heavy fragrances, applying deodorant and keeping nails trimmed / chip-free should be routine.

PROFESSIONALLY
Attire and uniforms are to be clean, timeless, freshly laundered and properly fitted. Clothes should be free from holes or tears. Turn personal phones off while on duty. Polish your shoes, and choose safe shoes. Limit your jewelry. Be conservative with your hairstyle (trimmed and neat). Be tasteful with make-up and nail color. If part of your uniform, wear your nametag. Be proud of your professional appearance, language and behavior. Maintain a professional presence that is well-suited to the venue or event – communications, actions and attire.

PROPERTY
Take pride in your property! Pick up litter and straighten clutter. Everyone is in Housekeeping! We don’t walk past debris without picking it up. Take personal responsibility for cleanliness and safety. It’s clean or it’s dirty / it’s fixed or it’s broken – there is no in between. See something, say something: report stains, broken items and unsafe conditions. Use equipment properly.
The Zone

The 10 & 5 Rule

The “10 and 5 Rule” defines The Zone. It is based on two imaginary circles that surround you at all times while on property. Picture yourself standing in the middle of one circle that is 5 feet from you and another placed 10 feet from you.

THE MOMENT A GUEST ENTERS THE 10-FOOT CIRCLE YOU SHOULD STOP YOUR CURRENT WORK ACTIVITY AND...

Smile and Make Eye Contact

• Know the POWER of your smile
• Use your smile as a sign to show you are there to help
• Stop casual conversation in guest presence
WHEN A GUEST ENTERS THE 5-FOOT CIRCLE AROUNDS US WE...

Smile and Speak... First and Last

• Greet every guest (and each other) genuinely with a happy “Good Morning” or “Good Afternoon”
• Greet the guest before they greet you and offer assistance before you are asked
• Greet guests immediately with your undivided attention
• Make the first 30 seconds count
• Make others feel important—use the guest’s name whenever possible, ask questions about their experience
• Escort the guest whenever possible
• Make a personal (professional) connection

BE YOURSELF - USE YOUR PERSONALITY
COMMUNICATION

Good communication is just a conversation, email or phone call away! Today’s guest is looking for an efficient connection, service and resolution. Always use a friendly tone of voice and type or speak clearly, with energy. Impress the guest with your style, knowledge and ability. Avoid slang, but be natural and appropriately friendly. Smile! They can hear it in your voice and in your word choices. Be genuinely open-minded to the other person’s perspective. Always return emails and voice mails promptly. Seek first to understand, then to be understood. Always be ambassadors of your property and promote it enthusiastically.

PHONE ETIQUETTE

- Answer within 3 rings, and use the standard greeting
- Offer your name to lend credibility and build rapport
- Use the caller’s name whenever possible
- Let the caller finish their statement or question prior to responding
- Be sure the caller agrees to your next move. Ask permission to put them on hold or transfer, and keep them informed if they remain on hold
- Announce the caller and his/her request to whomever you are transferring the call
- Use please and thank you – respond and transfer with “My pleasure”
- Internal calls should also be met with an understandable and enthusiastic greeting: “Good (morning, afternoon, evening), Guest Services”

EMAIL ETIQUETTE

- Include a clear and direct subject line
- Think twice before hitting “Reply to All”
- Use professional salutations (use first name only if you are on a first name basis)
- Use company email/ template (font and signature line)
- Long sentences/ paragraphs are difficult to read. Use bullets to set off the points you want to make
- Read your message out loud. If it sounds harsh to you, it will sound harsh to your reader
- Avoid negative words such as failure, wrong or neglected.
- Reply to your emails promptly – even if the email wasn’t intended for you.
- Be cautious with emphasis techniques (bold, underline, ALL CAPS, italics, etc), exclamation points, humor, abbreviations and emoticons – when in doubt, leave it out
- Don’t use email to discuss confidential information
- Add the email address last to make sure your message is not sent before it is complete
- Double-check that you’ve selected the correct recipient(s)
- Make your message easy to read – does it make sense and contain all information needed?
- Proofread every message and spell check. Re-read before you send.
"THE SINGLE BIGGEST PROBLEM IN COMMUNICATION IS THE ILLUSION THAT IT HAS TAKEN PLACE."

GEORGE BERNARD SHAW

ACTIVE LISTENING - GET INVOLVED

1. VERBALLY - As a listener, you can use several verbal responses to a speaker. You can encourage and ask the speaker questions when a point is not clear or when you want more information.

2. NONVERBALLY - As an active listener, give the speaker good nonverbal feedback. Most importantly, this means using good eye contact -- look at the speaker as he or she talks. Give appropriate facial or head responses such as a smile or a nod of approval.

3. MENTALLY - While the person speaks, listen for the main idea he or she is presenting. Summarize the points the person is making.

4. PHYSICALLY - You may need to write down a few facts so you have them for later reference. The shortest pencil outlasts the longest memory.

VERBAL COMMUNICATION

1. Keep it simple
2. Explain and/or provide an example
3. Use clear, direct words
4. Respect your listeners
5. Repeat your main idea
6. Check for understanding
We offer exceptional, responsive and individualized service to our guests. We trust each other, and that trust empowers us. We take initiative to make IT happen for the guest. “That’s not my job” and “I can’t” are not in our vocabulary. We put the guest first. We set our expectations high, and we think “yes” to overcome any doubts. We deliver only our best each and every time. In order to do this, we choose to Stay Up! Be Energetic! Be a Team Player! And take care of ourselves. We follow the brand promise and standard of service. Don’t underestimate the positive guest impact that results from good scheduling, good processes and good people!
BE FLEXIBLE WHENEVER POSSIBLE. USE YOUR CREATIVITY, AND LOOK FOR A REASON TO ...

Say, “Yes!”
- Listen to what they say (or don’t say)
- Think! Use common sense
- Don’t over-promise and under-deliver. No one ever complains about over-delivery!

OWN THE PROBLEM OR REQUEST ALL THE WAY...

Give Your Word
- Stay with a request until it is completed
- Follow up and ask the guest if they are happy
- Take ownership of our customers’ needs and wishes – personally follow through on their complaints

- What does immediately mean to you? To our guests?
- Think of ways to do things better
- Protect privacy and security of our guests, fellow employees and the company
Sometimes the frustrations of travel can bring out the worst in even the nicest guest. Don’t take their emotions personally! We strive to anticipate our guests’ needs and avoid problems... but when things go wrong, it’s our time to shine. We see problems as opportunities.

**MAKE IT RIGHT**

- Stay with a request until it is completed
- Follow up and ask the guest if they are happy
- Take ownership of our customers’ needs and wishes – personally follow through on their complaints
- What does immediately mean to you? To our guests?
- Think of ways to do things better
- Protect privacy and security of our guests, fellow employees and the company

**RESOLVE then RECOVER then THANK THE GUEST**

- **listen** – with professionalism and empathy; confirm understanding
- **empathize** – understand the guest’s perspective – put yourself in their shoes
- **apologize** – sincerely
- **react/Resolve** – outline plans for resolution – then do it immediately
- **otify** – let’s not repeat this mistake with another guest

**RECOVERY TAKES A BALANCED APPROACH:**

Guest, Property & You! You are the hotel, the restaurant, the company. Own the problem! Take Action!

- Guests aren’t always right, but they are always our guests
- Having integrity is doing the right thing even when no one is looking
- Remain calm and professional – bring down the emotional intensity
- Avoid placing blame – focus on fixing it
EVERY PROBLEM IS AN OPPORTUNITY TO BUILD GUEST LOYALTY. TURNING A NEGATIVE INTO A POSITIVE IS A SKILL THAT IS LEARNED OVER WEEKS, MONTHS, YEARS - PRACTICE!

WHATEVER IT TAKES
“Architectures is basically a container of something. I hope they will enjoy not so much the teacup, but the tea.”

Yoshio Taniguchi
LASTING IMPRESSIONS
Make it Memorable...

The way each guest is treated throughout their visit becomes the framework from which they will base a return visit. We want our guests to feel important and for them to know that we cannot wait to welcome them back.

The art of creating lasting impressions generates loyalty and return guests
• Create a unique environment and experience
• Anticipate and remember guests’ needs
• Enthusiastically approach each encounter with authenticity and hospitality - smile
• Be warm, authentic and genuine
• Personalize the experience
• Remember them by name
• Go above and beyond
• Whenever possible, take them where they need to go versus pointing them in the right direction
• Let them know how much you appreciate them
• Invite them back
• Always be ambassadors of your property and promote it enthusiastically
LEGACY
IMPROVEMENT PROCESS

Our focus is on the guest experience. We use a strategic and systematic approach for continuous improvement in quality, service, profit and innovation.
PHASE 1: SELECT A TEAM

PHASE 2: IDENTIFY OPPORTUNITIES TO IMPROVE

PHASE 3: BRAINSTORM

PHASE 4: EVALUATE SOLUTIONS

PHASE 5: IMPLEMENT

PHASE 6: ASSESS OUTCOME

WHO IS THE BEST SUITED TO MONITOR QUALITY AND CUSTOMER EXPERIENCE OF THE ORGANIZATION? WHAT ARE THE BASICS WE ARE TRYING TO ACHIEVE?

WHAT CAN AND SHOULD BE MEASURED? GATHER AND ANALYZE THE DATA.

WITH THE DATA WE’VE REVIEWED, WHAT ARE POSSIBLE SOLUTIONS?

WHICH SOLUTION CAN/SHOULD BE IMPLEMENTED TO ACHIEVE OUR DESIRED OUTCOME?

CREATE A WORKABLE PLAN AND EXECUTE.

MEASURE AND TRACK RESULTS. DID IT WORK? REPEAT...
“AS IT TURNS OUT, OUR WORK HAS THE POTENTIAL FOR SEVERAL PAYDAYS. IMPROVING OUR COMMUNITY AND BUILT ENVIRONMENT, TAKING OUTSTANDING CARE OF CUSTOMERS, BEING A KEY PARTICIPANT ON A WINNING TEAM. SUCH ACCOMPLISHMENTS FEED OUR SOULS AND CONDITION US FOR GREATER SUCCESS.”

DAVID MARVIN
FOUNDER AND PRESIDENT
LEGACY VENTURES
YOU'VE MADE THE RIGHT CHOICE...
if you want to work for a company that has a culture that appreciates you
as an individual. We believe that your personality and your talent will take
us places we need to go!

WE’VE MADE THE RIGHT CHOICE...
if you are extremely enthusiastic about what you do, are obsessed with the
process of connecting with people and really want to have fun in the workplace.