

Focus on Service

October 2013



OCH / OAM TOP BLOCK Service Performance August 2013

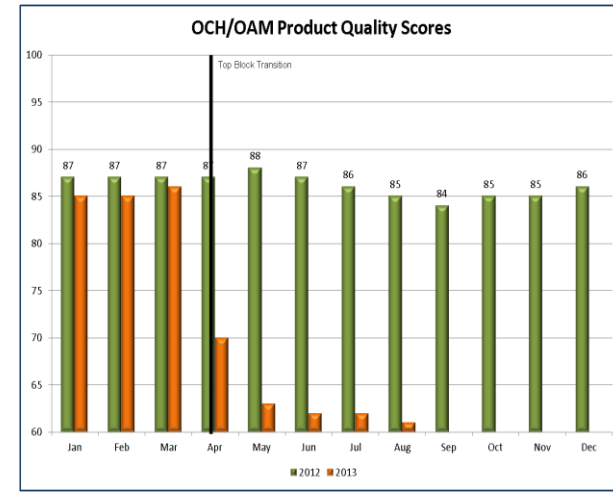
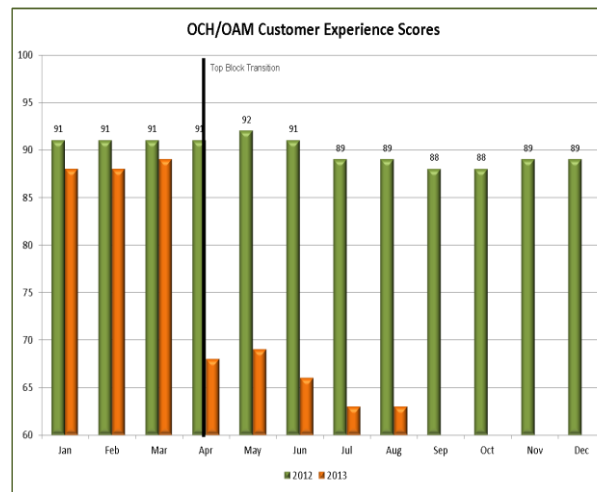
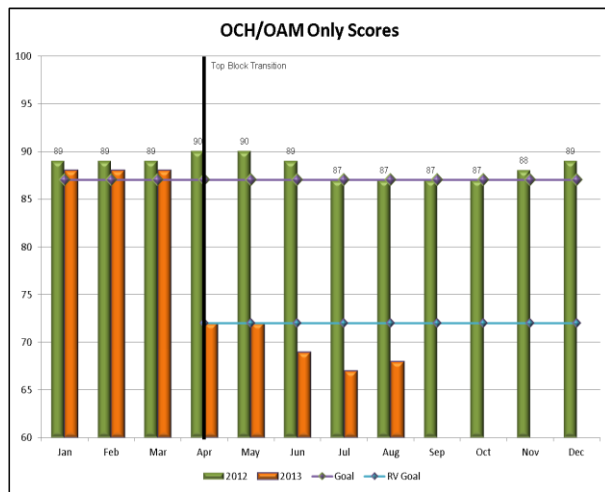
- ## OCH / OAM TOP BLOCK Scoring Performance

- Oakwood®**
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Overview

OCH / OAM TOP BLOCK Scoring Performance by OAM VP / Regional

- Kevin Boisjolie
 - 2 of 7 properties hitting goal (29%)
- Cindy Hancock
 - 3 of 5 offices hitting goal (60%)
- Fred Graham
 - 3 of 9 offices hitting goal (33%)
- Jackie Rardin
 - 7 of 11 offices hitting goal (64%)
- Jeff Hayes
 - 5 of 10 offices hitting goal (50%)
- Mike Duchateau
 - 3 of 9 offices hitting goal (33%)
- Mark Holland
 - 2 of 9 offices hitting goal (22%)



Overview

Wholesale **TOP BLOCK** Service Performance August 2013

- TOP BLOCK GOAL = 72% August Actual L3M TOP BLOCK = 64%
July Actual = 66%

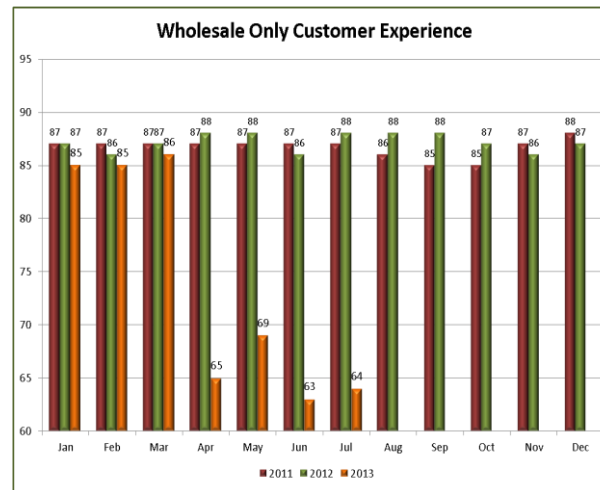
Wholesale **TOP BLOCK** Scoring Performance August 2013

- 26% of offices hitting TOP BLOCK goal of 72%
 - 14 of 43 offices hitting goal
- 74% of offices missing TOP BLOCK goal of 72%
 - 68%-71%: Stamford, Minneapolis, New York, Epic Suppliers
 - 65%-67%: Boston, Sacramento, Phoenix
 - 61% - 64%: Cleveland, Miami
 - 60% or below: Los Angeles, Milwaukee, San Francisco, Tampa, S Carolina, Orlando, Austin, Dallas, Tennessee, Kansas City, St Louis, New Jersey, Indianapolis, Maryland, Cincinnati, Chicago, Las Vegas, Portland, Richmond, Honolulu

Overview

Wholesale **TOP BLOCK** Scoring Performance by Regional

- Cindy Hancock
 - 1 of 5 offices hitting goal (20%)
- Fred Graham
 - 4 of 8 offices hitting goal (50%)
- Jackie Rardin
 - 1 of 9 offices hitting goal (11%)
- Jeff Hayes
 - 3 of 9 offices hitting goal (33%)
- Mark Holland
 - 3 of 6 offices hitting goal (50%)
- Mike Duchateau
 - 2 of 5 offices hitting goal (40%)



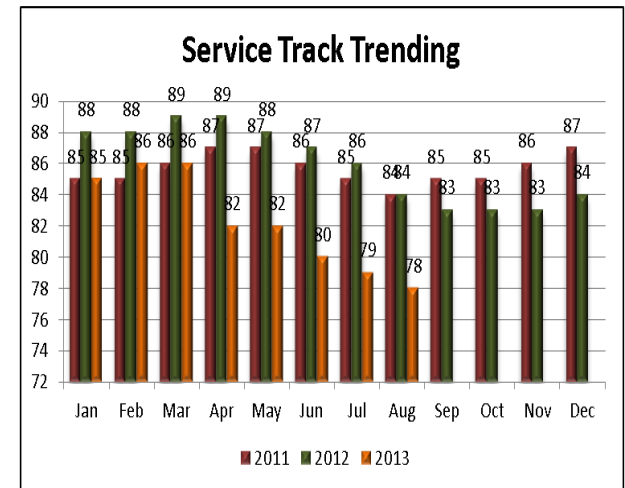
Overview

Management **TOP BLOCK** Performance - see stack ranking report slide 15

- Management Performance:
 - 0% of VP's hitting goal
 - 50% of RM's hitting service goal
 - 45% of DM/PM's hitting service goal

Service Track **TOP BLOCK** Performance

- Goal = 80%
- August Average Top Block score = 78%
- 57% of Markets achieving goal score of 80%
 - Kevin Boisjolie - 5 of 7 offices hitting goal (71%)
 - Cindy Hancock - 5 of 5 offices hitting goal (100%)
 - Fred Graham - 7 of 10 offices hitting goal (70%)
 - Jackie Rardin - 9 of 11 offices hitting goal (82%)
 - Jeff Hayes - 6 of 10 offices hitting goal (60%)
 - Mark Holland - 3 of 9 offices hitting goal (33%)
 - Mike Duchateau - 2 of 9 offices hitting goal (22%)



Overview

Top Performance and Defects

- Combined ACE Top Performance Categories: Friendliness of Staff, Apartment Cleanliness
- Combined ACE Top Defect Categories: Everything Working, Explanation of Services & Features

L3M Top Performing Categories

Month	Categories
June 2013	Friendliness of Staff
	Apartment Cleanliness
July 2013	Friendliness of Staff
	Apartment Cleanliness
August 2013	Friendliness of Staff
	Apartment Cleanliness

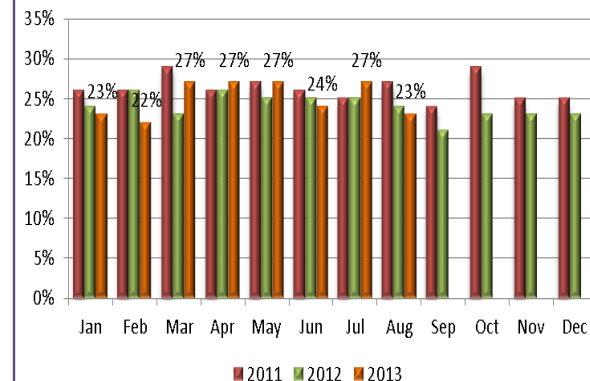
L3M Top Defects

Month	Categories
June 2013	Service Recovery
	Quality of Housekeeping
July 2013	Everything Working
	Explanation of Services & Features
August 2013	Everything Working
	Explanation of Services & Features

Customer Response Rate

- Down 1% from previous month at 26%

Response Rate - YOY Comparison



Cartus Service Results

- Score Integration Impact
 - 48% of locations positively impacted (July 2013 - 50%)
 - 7% of locations negatively impacted (July 2013 - 6%)
 - 45% of locations neutral (July 2013 - 44%)
- 2013 Favorable Percentage Goal = 90%
 - Stretch goal of 95% to reach Platinum status
 - Actual Performance
 - August 93.83%
 - July 86.25%
 - June 84.34%
- 2013 Top Block Goal 70%
 - Actual Performance
 - August 59.88%
 - July 51.25%
 - June 56.63%
- **45** out of 47 months hitting Cartus Service goal of 90%
- *Verbal* Welcome and Wellness Call Connect Percentage – 31%
- Top Three Defects
 - Unit Housewares
 - Timely Resolution of Issues
 - Explanation of Services / Features

Areas of Focus

Improve Touch Point Connections (Pre Arrival, Welcome and Wellness Calls Penetration)

- Reporting on hold until technical issues resolved by IT
 - **Operations should be acting to improve regardless**

PMO Inspection Penetration

- Goal 90%+ in all markets
- Report currently on hold, working to automate through OSCAR
- Next update on progress due Oct 2013

Improve Service Track **TOP BLOCK** Performance

- Goal 80%
- August Average 78%
- 57% of markets performing at goal
- 43% of markets performing below goal
 - Kevin spearheading performance improvement for OAM – under way/ongoing
 - Leslie driving OCH performance improvement via OPs RMs – underway/ongoing

Actions to Improve – National Focus

Secondary Focus = Top Defect Categories

- Everything in Working Order - Internet & Cable\ :Lead - Greg Williams
 - Finalizing HS Transition from Air Track to Xora\ BM Training Complete
 - Internet Testing and In Unit collateral roll -out in Complete
- Quality of Housekeeping\ : Lead - Greg Williams
 - Training calls in progress
- Explanation of Services & Features \ : Leads – Halina Moffatt, Brad Kjar, Cindy Hancock *
 - Focusing on “Arrival Information” category
 - Standardized arrival documents presentation to Leslie 10/16 next steps TBD
 - Evaluating location of local market data to improve communication with end user
 - Leslie to meet with Halina & Brad to determine next steps
 - CSR guest touch point impact analysis and recommendation to Leslie, due 9/11

* All activity related to Explanation of Services & Features on hold due to EY launch. Look for updates in September deck

Actions to Improve – National Focus

Secondary Focus

- SMS Texting Application\ : Leads – Michael Duchateau, Merv DeGuzman
 - National Roll out start 10/7-10/14 (subject to review for conflicts and disruption)
 - National Roll out complete by 11/26 (subject to review for conflicts and disruptions)

Revised FAQ Document

- Marketing to begin work on improved FAQ as part of in market unit collateral update
 - Completion date TBD
 - **All markets should use current FAQ document in the interim**
 - K:\OCH\Arrival FAQ's

Service Action Plan Presentations

- Service Turn Around Plans & Best Practices
 - Leslie holding individual property/office service calls with local management and Sr Leadership; goal is to drive results through individual attention and focus
 - Additional accountability process developed during Ops Meeting in Sept

Actions to Improve – Local Focus

Markets Requiring ACE Service Performance Improvement Plans

Market	July Top Block	Aug Top Block
Crystal City	45	46
Los Angeles	56	53
Maryland	50	51
Miami	67	83
Marina del Rey	47	51
Mountain View	58	63
Sacramento	56	50
San Jose	54	54
S Virginia	50	50
Toluca	56	63
Woodland Hills	44	38

- POLICY REVISION
 - All markets scoring equal to or less than 63% Top Block for 2 consecutive months require improvement plan
 - If a market on plan improves to above 63% Top Block for 2 consecutive months, a plan is no longer necessary

Recognition / Contests

August APPLAUSE Winner

- Houston
- **ACE High Club – July *New TOP BLOCK Goal = 85%***
 - 97% of locations have achieved ACE High Club membership since inception
 - ACE High Club Membership August
 - 11% of locations
 - ACE High Leaders
 - San Diego
 - New Orleans
 - Gaithersburg