2013 Franchise Conference
November 4, 2013
WSSC Overview

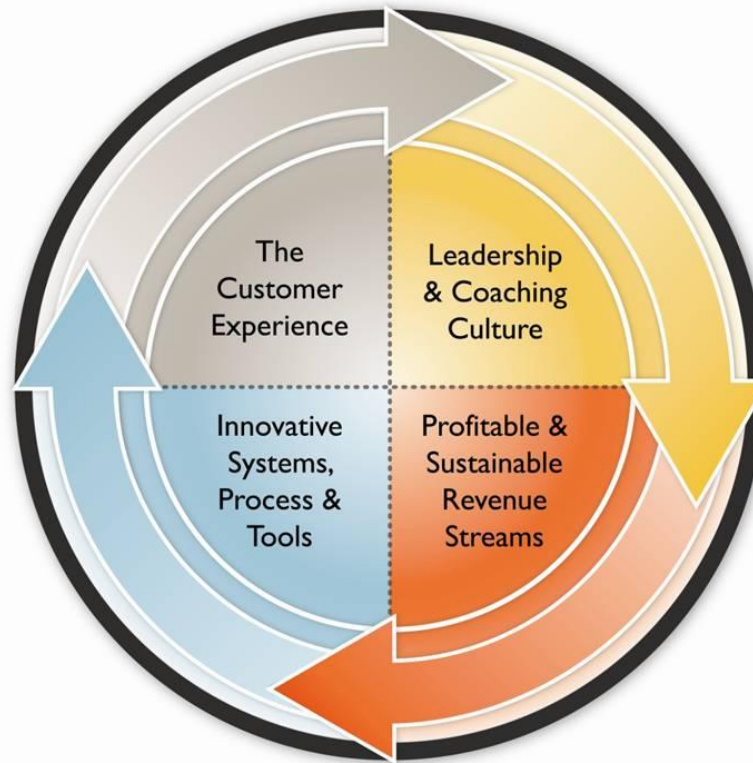PRESENTED BY
Scott McDonald
VP, Contact Center Operations

Worldwide Sales & Service Center: Overview

Customer Fulfillment

Liz Samora, Dir, Cust. Fulfillment

- Client Fulfillment Services (AZ & MD)
- Epic/Bid Platform Fulfillment Services
- Inside Sales Representatives
- Hotel Desk
- Guest Paperwork/ Documents Team

Inbound Sales & Guest Services

Liz Cecini, Service Manager

- 800# and O.com/E.com Inbound Sales
- 24/7 Guest Services Support
- Crisis Management Hotline
- Marriott Rewards Hotline
- Field Office Roll Over Support

Finanacial Services

Jeff Steward, Dir, Financial Services

- Centralized Accounts Payable
- Centralized Accounts Receivable
- Guest Billing Process

Global Solutions (Americas)

Maria Schmitt, General Manager

- Canada Fulfillment & Supply Chain Mgmt.
- Latin America Fulfillment & Supply Chain Mgmt.
- Client & Guest Billing Coordination
- Americas Sales Support
- Global Solutions Roll Over Support

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Contact Center: Vision & Strategy

THE CENTER OF EXCELLENCE

WSSC 2013 Initiatives & Accomplishments

- **Customer Fulfillment**
  - Establishing CSR Program (Process, Metrics, Tools)
  - Re-engineering CHA Process/Documents Team
  - Increase Marriott share from Hotel Team by 5%
  - Implementing Inside Sales Coverage Team/Process

  - 29% reduction in paperwork collection time
  - 8% increase in Marriott hotel bookings
  - 60% of top 10 accounts conversion increase

- **Inbound Sales & Guest Services**
  - Implementing Departmental Dashboards
  - Improving Guest Service Levels to >90%
  - Implementing Marriott Rewards & Crisis Comm. Programs

  - 7% increase in guest service levels (92.9%)
  - 36% decrease in speed of answering (16 sec)
  - 63% increase in qualified leads sent outward

- **Financial Services**
  - Staff New Director, Build Culture
  - Implement Performance Improvement/Dashboards
  - Successful PTB Process Transition

  - 46% decrease in write-offs
  - 59% reduction in FedEx requests/charges
 - Successful PTB transition in Q3

- **Global Solutions Americas**
  - Staff Supply Chain Manager, Latin America
  - Implement Updated Supply Chain Metrics/Process
  - Build Out Back Office Leadership, Staffing & Process

  - 20%+ increase in Global Solutions move-ins
  - BP Trinidad Program Implementation
  - Staffing Office Supervisor

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Guest Services

Calls Offered and Handled
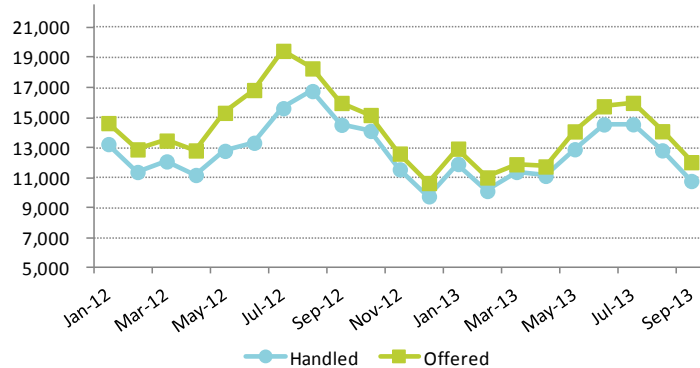
Handled · Offered

Calls Handled

- Averaging >13,000 calls per month
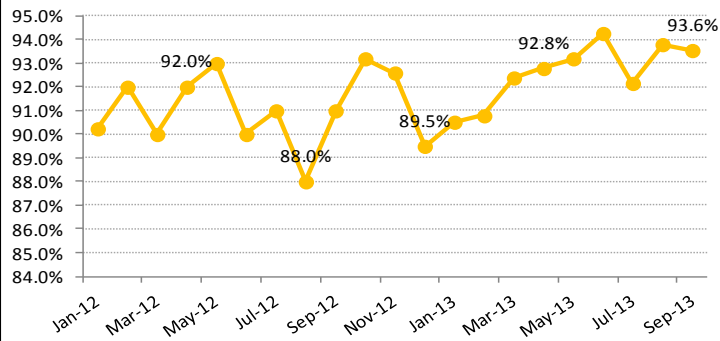- Narrowing the gap between calls offered and calls handled

Speed of Answer

- 24/7 YTD average of 31 seconds

Quality Score

- Averaging 92.7% YTD

Monthly Quality Score

92.0%   92.8%   93.6%

89.5%

88.0%

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Individual/Inbound Sales: ExecuStay.com & #800 leads

Calls Handled
- Averaging >23,000 calls per month (OW & ES)
- ExecuStay accounts for 18% of all calls handled (4,300 per month)

Speed of Answer
- 94.7% of calls answered within 30 seconds
- 24/7 YTD average of 39 seconds

Opportunities Submitted
- Exceeded 3,500 per month in March

Online/E-mails Handled
- Averaging above 10,000 online leads per month
- ExecuStay accounts for 20% (2,000 per month)

Calls Offered & Handled

Legend: Handled, Offered

Oppty's Submitted

Data labels: 3,007; 2,601; 2,662; 3,741; 2,936; 3,872; 4,180

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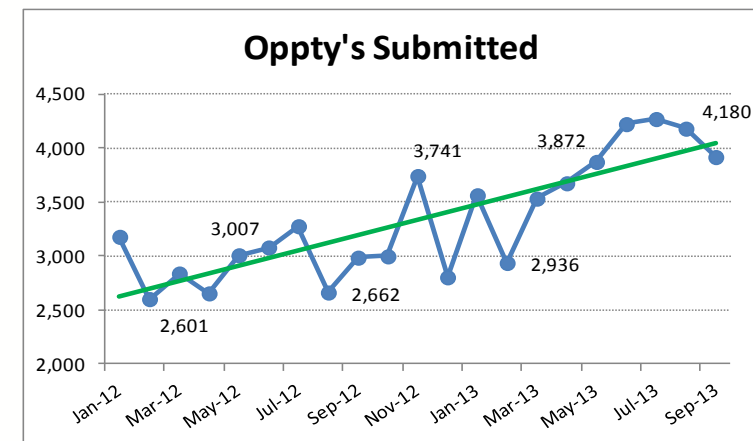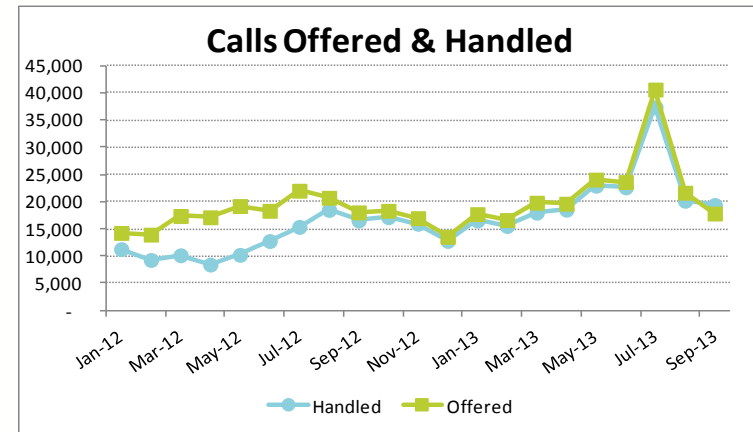
Customer Fulfillment: Franchise RFH leads

RFH's Created/Submitted (Jan-Aug 2013)

- 26,427 Total
- 7,576 ExecuStay Franchise RFH's submitted (29%)
- 5,581 ExecuStay Managed Market RFH's (21%)

Data

- 53% conversion rate across OWW brands (+2%)
- 60% of Top 10 clients growing YOY

Month over Month PTB Reservations	
August	144
September	114
October	113
November	78
December	70
January	174
February	119
March	156
April	146
May	143
June	196
July	176
August	145
September	138
Total	**1912**

CSR Process Total RFH Sent - ExecuStay Franchise		
Option Presented to CSR	3530	47%
No Option Provided to CSR	4046	53%
Total	7576	100%

epic Accounts Total RFH Sent - ExecuStay Franchise		
Option Presented to CSR	1685	59%
No Option Provided to CSR	1147	41%
Total	2832	100%

2014 Key Focal Points

- **Creating "low effort, high impact" client/guest interactions**
  - CISCO Web Chat Application
  - Quality Assurance Team
  - ACH Payments

- **Improving conversion rates and fulfillment process**
  - Outsource Optimization Team
  - "Personalizing" the Client Experience

- **Reducing voluntary turnover by improving Associate engagement**
  - WSSC Ambassador
  - Coaching Program

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Global Sales Process Update

PRESENTED BY
Scott McDonald
VP, Contact Center Operations

Reinventing the Oakwood Worldwide Sales Playbook

Existing Sales Playbook

New Global Sales Playbook

- Remove the complexity and make it simple to use and apply

- Eliminate the sports theme

- Make it globally acceptable for any selling position

- Continue to outlines the activities, tools, processes and skill sets required

- Should solve for current playbook challenges (pipeline, tactical skills gaps)

- Retains the "Go/No-Go Decision" points in order to advance the sales opportunity

- Make it portable/mobile

Quantitative & Qualitative Research

- **Process Utilized**
  - Individual and paired interviews
  - Analyzed by SE actions during the sale process, understanding of the client buying process and SE's emotions / attachments throughout the sale

- **Initial Findings**
  - *Intelligence gathering* is AS IMPORTANT to winning as losing
  - Sales Execs *rely on Expertise* (real or implied) as the definitive winning sell factor
  - Much is lost to *rate* – we do not position the value prop well enough, early enough
  - Reasons for losing a deal are fewer and suggest that while there are more components that contribute to a Win which can offset an initial poor start to selling, *once a Loss contributor is exposed, the effects are felt more deeply*, and they run a greater risk of crashing a deal more quickly and definitively.

A number of skill gaps were identified through best practices and missed opportunities. These skill gaps will need to be addressed if Oakwood desires to improve sales performance.

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Component Elements of a "Win"

Sneak Peak: Oakwood Worldwide Global Sales Process

1. Qualify

Five sales stages, universal to any selling position

Each stage has activities, tools, skills and go/no-go decisions

5. Evolve

2. Collaborate

Each sales position will be formally trained on the selling process

Miller Heiman will be the backbone of our strategic approach

4. Fulfill

3. Propose

Tools and process will exist in a portable/mobile environment

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Sales Process: Critical Skill Gaps Are Addressed

Qualify	Collaborate	Propose	Fulfill	Evolve
Global Awareness				
Asking For Commitments				
Research	Engaging Internal SMEs Early	Presentation Skills	Global Business Process Overview	Account Management
	Having Difficult Discussions	Buying Influence Preparation & Discussions		
Objectivity	Tailoring Conversations	Properly Constructed Value Propositions	Account Implementation and Onboarding	Account Penetration & Systems Usage
	Sharing Insight			

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Sales Process: Tips, Tools and Reminders "On-the-go"

A critical method to "modernize" the sales playbook process is to develop an access point that is portable and easily used with tablet/mobility devices. Below is a sample screen image to begin visualizing this tool.
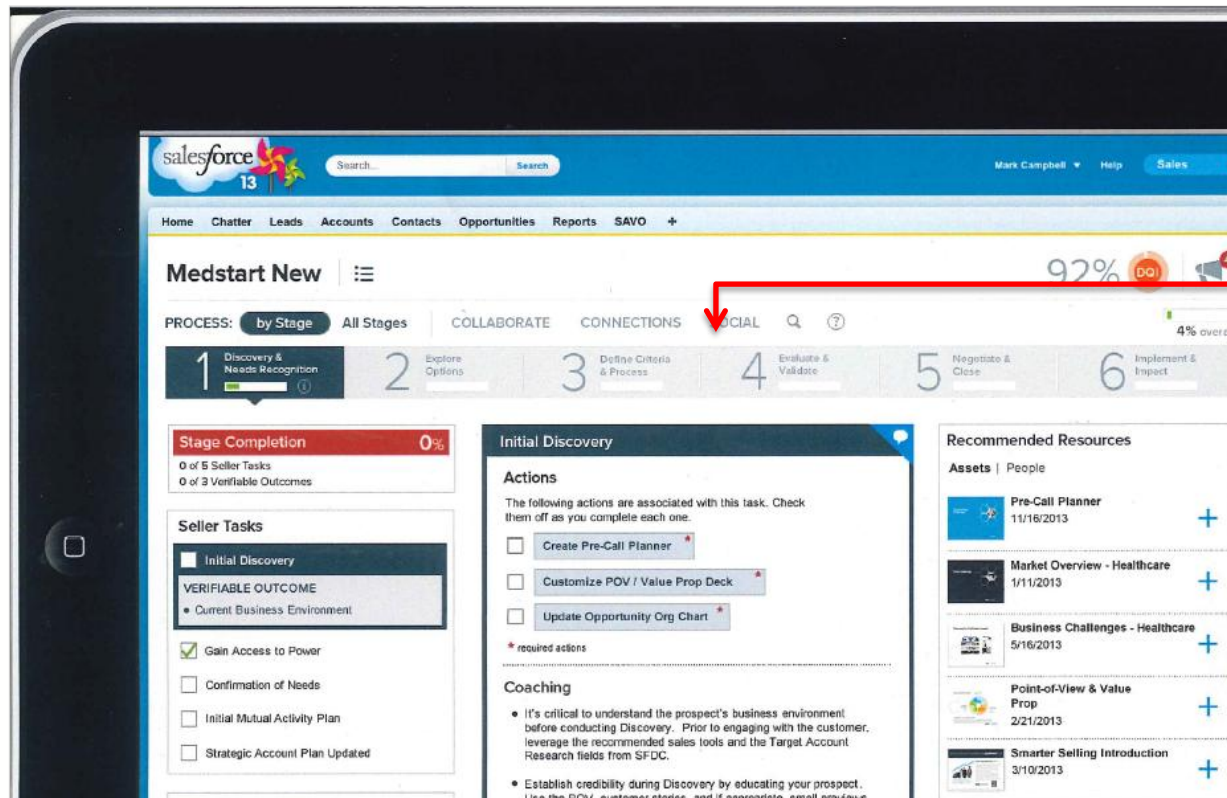
Selling Stages outlined

Access to actions & tools

Thank you!

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