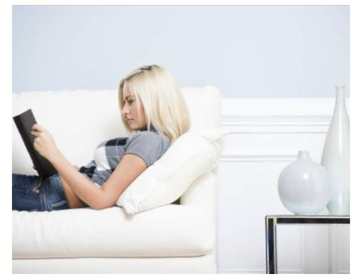
Oakwood WORLDWIDE℠



November 4, 2013

Franchise Owners Meeting

PRESENTED BY

Jeff Chase and Jill Chapman

Agenda

- Introductions
- Vision
- 2013 In Review
- Sales Coverage Update
  - New Commission Structure/Sales Coverage/Staffing Update/OAP Integration/Diverse Client Base/Global Client Services
- Duty of Care
- Monthly Sales and Marketing Calls
- From Competition to Collaboration
- Goals
- Sales Resource Alignment
- Training
- Value Add
- Global Call Center

Oakwood WORLDWIDE℠

Vision Statement

Selling effortlessly and seamlessly across all markets: global, regional, national and local; achieved through the engagement and development of our valued Associates, enhancement of our sales tools and the evolution of our sales process.

2013 Undertakings

- Global MD Structure
- OAP Sales Integration
- Global Client Services Team
- Sales Coverage Model
- Sales Commission Plan Changes
- Franchise Sales Partnership
- Duty of Care
- Insurance Division
- Revenue Management
- Branding
- Digital Roadmap
- Global Lead Flow
- Playbook
- Centralization

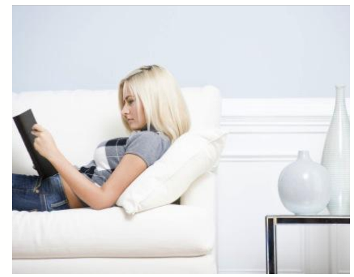
Oakwood WORLDWIDE SM

Sales Coverage Update

- Sales Coverage Update
  - New Commission Structure
  - Staffing Update
  - OAP Integration
  - Diverse Client Base
  - Global Client Services

Oakwood WORLDWIDE SM

Oakwood
WORLDWIDE℠




Global Client Services

PRESENTED BY

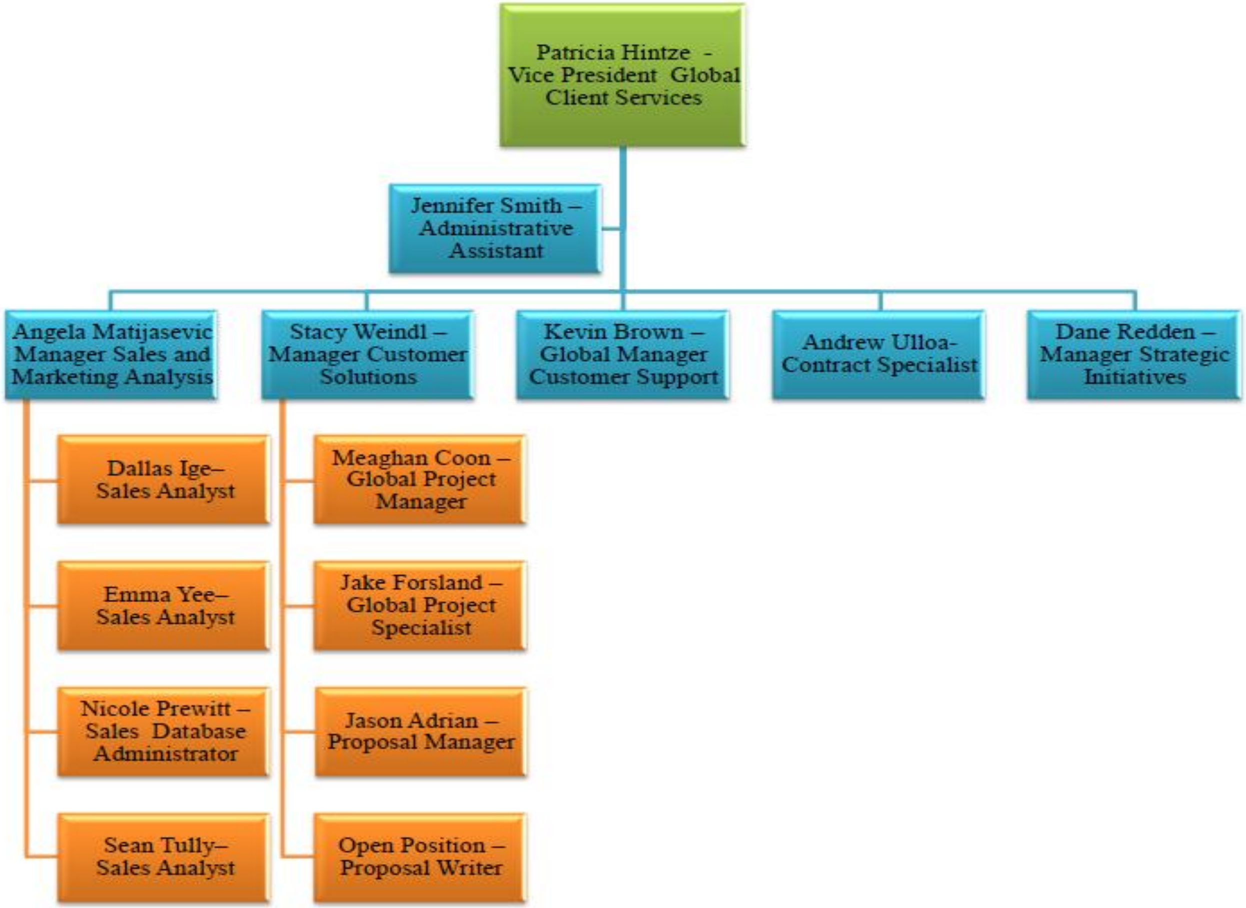
Pat Hintze,

November, 2013

Mission Statement ~ Global Client Services

Global Client Services proactively drives innovative, integrated and uncomplicated solutions as we strive to seamlessly meet and exceed the evolving needs of our global customers.

Global Client Services Team



Global Client Services Areas of Responsibility

- **Contracting Process**
  - Streamlined contract process flow
  - Standard contract documents

- **Global Sales Training**
  - Miller Heisman training facilitation and other ongoing sales training
  - Client on-boarding training

- **RFP Process**
  - 46% RFP win percentage through October, 2013
  - Streamlined proposal process, to include roles and responsibilities for all stakeholders

- **Reporting**
  - Consistent and streamlined organizational reporting metrics
  - More analytics for proactive client engagement and profitability analysis

Global Client Services Areas of Responsibility

- **Global Crisis Response and Duty of Care**
  - Conduct crisis simulation training exercises
  - Develop client-facing statements for RFP / CRB / proposal use to position as a sales differentiator

- **Referral Fees Program Roll out**
  - Review standard recommended client tiers with all internal stakeholders
  - Implement end to end process

- **Marriott Partnership Revamp**
  - Introduction of Marriott Rewards training to all Oakwood associates
  - Realignment of key accounts for ease of doing business

2014 Areas of Focus

- **Ease of Doing Business**
  - Streamlined processes
  - Standardize reporting packages
  - Continued collaboration with operational partners

- **Profitability**
  - Identify areas of differentiation to drive rate
  - Align Duty of Care with key clients
  - Continue to strengthen Marriott partnership and how we shift share on designated accounts

- **Communication**
  - Internal transparency and project alignment
  - Proactive client communications/interactions

Duty of Care

Oakwood's Commitment to the Safety and Security of Clients and Guests

Oakwood's Commitment to Duty of Care

What we do:

Oakwood defines "duty of care" as the business and ethical obligation to provide a standard of reasonable care that seeks to ***mitigate potential risks and minimize the impact of unanticipated events*** that may occur while providing products and services to clients, associates, stakeholders and business partners.

How we do it:

- ***Process and communicate risks*** to clients in order to promise realistic expectations during their stay
- Demonstrate both ***proactive and reactive measures*** to unanticipated events through predefined activities and timely and accurate communications
- Fully ***leverage our span of control*** with due diligence to standardize the property security environment and stay experience on various levels.

EQUAL HOUSING OPPORTUNITY

Duty of Care

Product

- Physical Safety & Security Standards developed and applied to all product types
- Business Continuity Plan
- Education & Training

Fulfillment

- Align client's safety & security requirements to housing options
- Protection of Personally Identifiable & Confidential Information

Event

- Crisis Response Strategy
- Emergency Notification System & Communications
- Benchmarking & Continuous Improvement

Proactive

- Physical Safety & Security
- Disaster Preparedness
- Training & Education
- Information Safety & Security
- Business Continuity Plan
- Communication & Mass Notification

Reactive

- Crisis Response

The "Voice of the Customer" is the driver for the entire spectrum of Duty of Care

Components Of Duty Of Care, Defined

Physical Safety & Security

•Create standards
•Identify gaps
•Leverage global best practices

Business Continuity Planning

•Off-site data storage and information retrieval
•Ability to run day-to-day matters remotely in all locations

Disaster Preparedness

•Standardized regional preparation documentation
•Regular periodic disaster drills
•Leverage historical best practices

Information Safety & Security

•***Echosign*** for PCI and electronic documents
•EU Safe Harbor certification
•OFAC compliance with all business partners

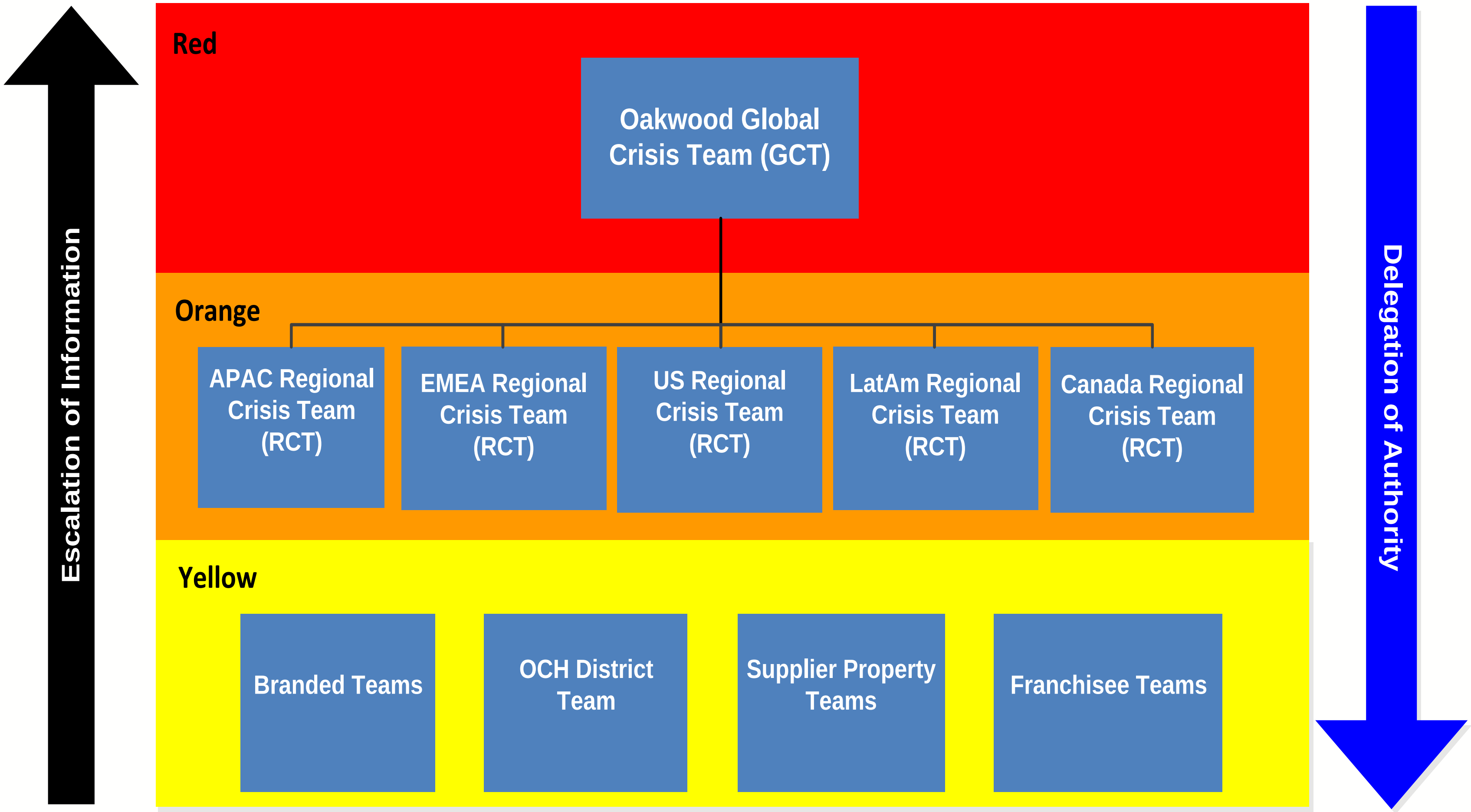
Mass Notification & Communication

•***Everbridge*** notification system
•Visibility to guest awareness of incident notifications

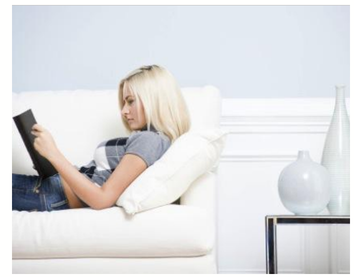
Education & Training

•Enterprise-wide focus on Duty of Care
•Annual review / updating of all documentation
•Crisis simulation drills
•Included in OWW Associate on-boarding

Crisis Response Process and Reporting Hierarchy



Oakwood WORLDWIDE℠



September 2013
Monthly Sales & Marketing Meeting

PRESENTED BY
Jill Chapman
September 23, 2013

Agenda

- Welcome
- Questions & Answers!
- Did You Know?
- Fact or Fiction?
- Adding It All Up!
- Closing

Questions & Answers!

- What are we doing for end of year client gifts?
- Why are “ahdhoc” report requests on hold?
- What are we doing differently for our US Q4 vacancy challenges?
- What is the difference between Duty of Care and Crisis Management?

Q4 Marketing Activities

- Featured Finds
- ExecuStay at Oakwood Gaithersburg
- PPC Strategy
- Field Marketing
- Revenue and eChannels
- Flex Accounts
- ExecuStay Marriott Rewards Bonus Points Offer
- Vertical Focus

Oakwood WORLDWIDE SM

Duty of Care

Product

- Physical Safety & Security Standards developed and applied to all product types
- Business Continuity Plan
- Education & Training

Fulfillment

- Align client's safety & security requirements to housing options
- Protection of Personally Identifiable & Confidential Information

Event

- Crisis Response Strategy
- Emergency Notification System & Communications
- Benchmarking & Continuous Improvement

Proactive

- Physical Safety & Security
- Disaster Preparedness
- Training & Education
- Information Safety & Security
- Business Continuity Plan
- Communication & Mass Notification

Reactive

- Crisis Response

The "Voice of the Customer" is the driver for the entire spectrum of Duty of Care

Did You Know?

- We have a Facebook Page?
- That Brand on Demand is a collateral building tool?
- We have been short listed for two Corporate Housing of the Year Awards?
- Our Q4 Marketing Strategy is well into the execution phase?
- We have a team called Revenue Raiders?

Pricing Support for Stays Within the USA

Types of Pricing Requests

1. Actual lead or oppty – known dates, locations and quantities
   a. Enter oppty in Siebel; send to market

2. Pricing info or ranges – requests for average pricing, not guaranteed, rate ranges
   a. Send to pricing@oakwood.com
   b. Turnaround (2-5 business days, depending upon complexity)
   c. Siebel rates will be used for ranges or informational requests

3. Specific fixed pricing, contract rates, negotiated rates and rate renewals
   a. Send to pricing@oakwood.com
   b. Average turnaround depends upon number of markets and details of request (5-10 business days)
   c. Recommended rate or discount tier will be provided, pricing will be confirmed with market

4. RFP including pricing
   a. Requests for RFP completion are handled through Jason Adrian. Jason will coordinate with and include pricing team as needed per the RFP.
   b. Pricing team will recommend pricing and confirm rates with markets

Expedited requests will be handled on an as needed basis and will require VP approval.

All requests for pricing received by a District Manager should be sent to pricing@oakwood.com and a follow-up note sent to the requestor advising the request has been sent to the pricing mailbox and will be handled by the Revenue Team.

Fact or Fiction?

- All of our OAM properties are now offering ExecuStay units?
- Sales and Operations are holding a joint planning meeting in October?
- We cancelled our membership to the Sales Executive Board?
- We are no longer tracking SSOs?

SSO Cleanup Overview

PURPOSE: To provide all associates with the most accurate and meaningful SSO information. Currently, several SSOs in Siebel have been classified as “pending” for multiple years, when in reality, these SSOs should be classified as “lost”. The SSO cleanup exercise will ensure that all pending SSOs are truly pending, which will allow Sales Operations to report accurate information.

TIMELINE: The Sales Operations team will compile and email a complete list of SSOs currently marked as “pending”. All associates will be given 2 weeks to review the pending SSO list and make any necessary changes. Sales Operations will work with the IT Siebel team to update Siebel accordingly.

October 2013

S	M	T	W	T	F	S
	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	

Associate Review
Sales Ops Review
Siebel Team Uploads Changes
New Sales Huddle Released

ASSOCIATE INVOLVEMENT: All associates will be asked to review their owned, pending SSOs. For SSOs belonging to former Oakwood associates, the former associates’ managers will be responsible for reviewing these SSOs.

Oakwood WORLDWIDE

Adding It All Up! The Numbers

- YTD August our revenue is down 12% over 2012
- Since implementing our revenue and gross margin compensation plan, we've moved from 16.2% to 17.6% in gross margin
- Territory AEs on average sell 51% Outbound
- Vertical Sales Associates (Insurance, Relocation, Market, Inside Sales) on average sell 96% Outbound
- Our DS are down 21% while our MIs are down 24%
- Our Top Twenty Accounts are up 6% in revenue or $6,900,000

Oakwood WORLDWIDE SM




Sales Integration

Competition to Collaboration

PRESENTED BY

Jeffrey Chase

Manager, Franchise Sales and Development

November 5, 2013

Agenda

- Integration Goal
- Integration Process
- Recent Wins
- Next Steps

Sales Integration Goal

- The alignment of sales resources and sales strategies between franchisees, Oakwood Worldwide Global Sales teams (market and territory) and the Oakwood Worldwide Sales and Service Center.

Sales Integration Process

Competition >>>>>>>>>>CUSTOMER FOCUS>>>>>>>>>Collaboration

STAGES	INFORM SHARE	ANALYSIS	IMPLEMENT
ACTIONS	•Market Data •Top Accounts •Account Lists •Competitive Data •Accts: Market, Territory & FLEX	•Move-ins •Account Ownership •Oppties •Inventory strategies •Training •Branding	•Agreed Account ownership •Customer engagements •Dual brand selling
PARICIPANTS	• All Parties	Sales Teams	AE / AM
DESIRED OUTCOMES	•Account Overlaps •Concerns •Perspectives •Relationship Building	•Emotional Detachment •Data and Relationship decisions	•Increased Sales •Reduced Customer Confusion •TRUST •COLLABORATION

RECENT WINS

- Raleigh, NC – UNC Health – Caroline Kessler / Maggie Pardon
- Miami, FL – TV Production – Lynda Walz / Victoria Cohen
- Philippines / APAC– H&R Block – Mark Champagne / Daniel Ong

NEXT STEPS

- Continued Market Visits
  - Continue to push forward Sales Integration Process
- Monthly Sales Calls
  - Guest Speakers
  - Market Verticals
- Sales Team Engagements
  - DOS monthly calls
  - Market visits
- Account Roll-outs
  - New account wins and roll-outs