

Business Overview and Strategy

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2012 in Review

- **Occupancy**
- **Rent Spend**
- **ADR**
- **Vacancy**

2013 Forecast

- **Economy and Growth**
- **Rental Market**
- **Relocation**

Looking Ahead

Objectives for 2013:

- **Increase Market Share by Optimizing Sales Channels**
- **Increase Fulfillment Rate**
- **Ensure a World Class Client and Guest Experience**
- **Competitive Profitable ADR**
- **Explore and Expand the Value of Execustay**

Key 2013 Initiatives

■ Operational Field Alignment

- Leverage Leadership and Shared Services
- Strategically Leverage Market Partnerships
- Explore Expansion of Franchise Model
- Direct to Supplier EPIC Model
- Single Point of Reservation Process

Key 2013 Initiatives

- **Sales Force and Account Alignment**

- Key, Core and Flex Accounts
- Leverage and differentiate Oakwood and Execustay Brands
- e Channel Initiative (Pilot)

"The significant problems we face today cannot be solved at the same level of thinking we were at when we discovered them."

- Albert Einstein