



## ExecuStay Franchise Meeting: Marketing Overview



PRESENTED BY

Christine Moore

Kim Miranda

November 5, 2013

# Agenda

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- Organization Overview
- 2013 In Review
  - Key Initiatives
  - Accomplishments
- Focus on “Four”
  - Brand Direction
  - Flex Accounts
  - OakwoodWorldwide.com
  - Communication Highlights
- 2014 Key Initiatives

# Global Marketing Organization



# 2013 In Review – Key Initiatives

Create a compelling and differentiated brand promise and customer experience

**Build Strong Global Brands**

Create a leading digital experience and grow eChannel

**Enhance our Digital Presence**

**Leverage Integrated Communications Capability**

Leverage content across channels positioning OWW as the industry & thought leader

**Generate Demand**

Increase sales with targeted acquisition & retention initiatives

# 2013 In Review – Key Initiatives

## Build Strong Global Brands

- Phase 2 Brand Strategy, tease apart the Oakwood & ExecuStay brands
- Create a strong brand identity (standards) and supporting templates/materials
- Conduct “brand immersion” with associates and franchisees
- Create a compelling customer experience
- Further global/OAP integration

## Generate Demand

- Support strategic sales segments and B2B sales growth
- Leverage Marriott Rewards & Marriott Sales/Marketing partnership
- Increase Flex Account portfolio, establish and achieve sales goals
- Refine CRM capability, driving mindshare via a client lifecycle plan

## Enhance our Digital Presence

- Develop OWW digital ecosystem web strategy & roadmap
- Define & launch web update process & supporting content calendar
- Implement web chat functionality
- Continue build-out of eChannel initiative, expanding internet booking capability

## Leverage Integrated Communications Capabilities

- Launch Global Crisis Communication process & supporting tools
- Develop a comprehensive thought-leadership platform
- Leverage PR & Social Media to expand content, maximizing speaking and writing engagements

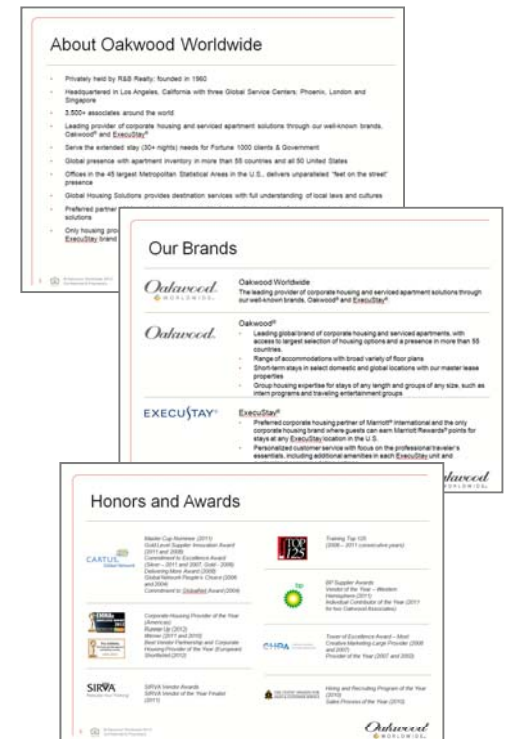


# 2013 Marketing – Key Initiatives

## Build Strong Global Brands

- Phase 2 Brand Strategy
- Create a strong brand identity (standards) and supporting templates/materials
- Conduct “brand immersion” with associates and franchisees
- Create a compelling customer experience
- Further global/OAP integration

- Redefined OWW, Oakwood & ExecuStay creative elements and core messaging
- Evolved portfolio brand positioning and established ExecuStay brand differentiators
- Developed Oakwood & ExecuStay franchise standards and completed a successful marketing launch of the 1<sup>st</sup> Oakwood brand franchise
- Implemented and launched multiple marketing platforms to drive efficiency
  - Brand on Demand, SharePoint, RR Donnelley, ExactTarget
- Conducted Marriott Rewards Sales training
- Managed strategic partnerships – Marriott, ERC, FEM, AFCI & Consulting Magazine



# 2013 Marketing – Key Initiatives

## Generate Demand

- Support strategic sales segments and B2B sales growth
- Leverage Marriott Rewards & Marriott Sales/Marketing partnership
- Increase Flex Account portfolio, establish and achieve sales goals
- Refine CRM capability, driving mindshare via a client lifecycle plan

- Via tracked marketing tactics generated \$30.2M in Revenue June YTD
- Managed 20+ events/tradeshows and revamped tradeshow properties
- Sales Resources...2 white papers, 3 case studies, 25+ new/updated sales materials
- Executed 11 targeted email campaigns
- Created awareness with 30+ ad placements in print and digital media
- Launched Marriott Rewards Sales training & programs
- Introduced new tools and processes to support Field Marketing
  - Special Offers, Featured Finds, 30/60/90-day Checklist
- Expanded Flex account program, delivering over \$16M in Revenue August YTD

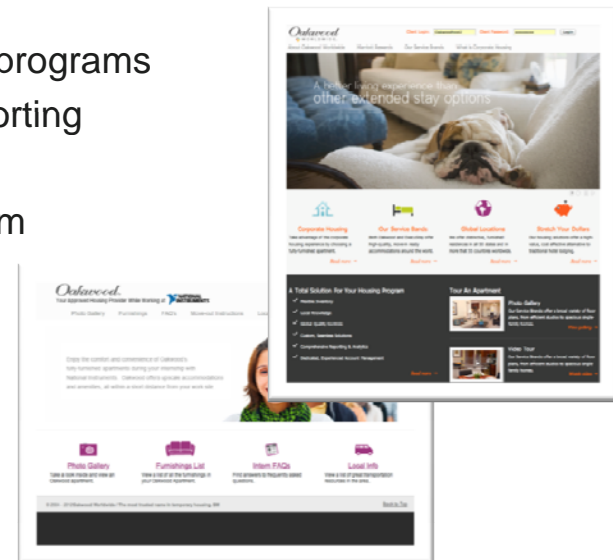


# 2013 Marketing – Key Initiatives

## Enhance our Digital Presence

- Develop OWW digital ecosystem web strategy & roadmap
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- Implement web chat functionality
- Continue build-out of eChannel initiative, expanding internet booking capability

- Delivered \$27.1M in Revenue (June YTD) through digital channels and \$4.3m in EGP, an increase of 6.1% YOY
- Revamped PPC strategy, aligning Oakwood & ExecuStay programs
- Implemented enhanced Google Analytics tracking and reporting
- On-target to complete Phase 2 of Digital Roadmap
- Integrated Siebel and added source code tracking for E.com
- Developed landing pages to support account penetration
  - Facebook, CSC, Honeywell, EY





# 2013 Marketing – Key Initiatives

## Leverage Integrated Communications Capabilities

- Launch Global Crisis Communication process & supporting tools
- Develop a comprehensive thought-leadership platform
- Leverage PR & Social Media to expand content, maximize speaking and writing engagements

- Implemented global crisis communication framework and managed 12 crisis situations
- Secured interviews/media coverage in more than 10 global business & trade publications
  - Business Travel Executive, Hispanic Executive, Relocate, New York Times
- Developed 12 press releases delivering a total reach of over 292m
- Submitted 8 award applications
  - America's (Runner-up) and European EMMA's
  - InformationWeek 500
  - Recipient CHPA Tower of Excellence, Most Creative Marketing
- Instituted Communication Huddle to coordinate internal & external communication efforts
- Created Facebook sites and supporting guidelines for Oakwood branded properties



# 2013 Marketing – Key Initiatives

## Revenue Management & eChannel

- Launch Global
  - Develop a c
  - Leverage P
- writing engage



Supporting tools  
m  
imize speaking and

- Expanded eChannel & Revenue Management team and coverage
  - Tier 1 coverage – DC, NYC, LA & Chicago
  - Tier 2 coverage – Boston, Philly, Atlanta, Seattle & Portland
- Updated Nationwide Siebel Base Rates
- Consolidated & streamlined processes
  - RFP Team engagement
  - Pricing requests for multiple markets
- Identified & developed new reports
- Booked over 1,100 On-Line Reservations August YTD, Revenue \$4.1M

# Brand Positioning and Differentiation

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- Perceived challenges
  - Brands lack differentiation...elements that defined ExecuStay are gone
  - Customers and associates are confused
  - ExecuStay brand perceived as optional to Oakwood managed markets
  - Confusion around how to position Marriott Reward Points
- Opportunities abound!
  - Both brands deliver a high quality experience
  - Expands choice to our customers
  - Access to the leading hospitality loyalty program
  - Able to offer ExecuStay clients global access to corporate housing and serviced apartments

# Oakwood Worldwide Value Proposition

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Oakwood Worldwide® is the **premier provider** of corporate housing and serviced apartment solutions. Through our two brands, **Oakwood® and ExecuStay®**, we have access to the largest global inventory of move-in ready furnished accommodations. Our **worldwide reach, customizable solutions and unparalleled commitment to customer satisfaction** are ideally suited to meet the needs of organizations and individuals alike. Today, more **corporations and relocating business travelers** trust Oakwood Worldwide to handle their unique housing needs than any other provider.

# Key Differentiation

*Oakwood*

Global locations in 70+ countries –  
urban, suburban and remote options

Local expertise at regional  
headquarters in Toronto, Singapore  
and London

Broad range of corporate housing  
and serviced apartment solutions

EXECUTAY®

The rewarding choice of corporate  
housing brands, with the ability to  
earn Marriott® Rewards

8,000+ locations in all 50 United  
States and throughout Canada –  
major market locations

Local market expertise in more than  
40 district offices across the U.S.

Provides personalized experience to  
traveling professionals, executives  
and consultants

# ExecuStay Value Proposition

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ExecuStay®, an Oakwood Worldwide® brand, is the **rewarding choice** for fully furnished extended stay accommodations across the United States and Canada. Our **locally managed and community-focused** locations make it easy for guests to connect with everything they need—personally and professionally. And, as the only corporate housing brand to offer **Marriott Rewards® points**, our **personalized housing solutions** are ideal for **consultants, relocating executives and frequent travelers** looking for an even more rewarding extended stay experience.

# Oakwood Value Proposition

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Oakwood®, an Oakwood Worldwide® brand, is the **leading provider** of corporate housing and serviced apartment solutions for anyone on the move, anywhere in the world—from **relocating professionals with families to first-time business travelers**. Our **global reach, local expertise and industry-leading inventory** of apartments and homes all make life easier for HR and project managers, relocation specialists and procurement professionals looking to make life more comfortable for their travelers.

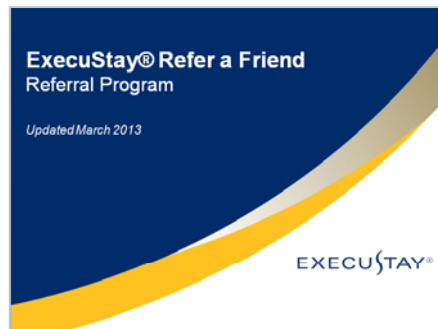
# Personalized Experiences

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- **First Night Hotel Night:** For a flat fee plus the cost of the hotel, we will arrange hotel accommodations for the guest for the first night of their stay and greet them at the apartment the following day
- **Premium Entertainment:** For a fee, guests can upgrade their entertainment options when they choose the ExecuStay brand
- **Regus Business World Membership:** Guests who choose ExecuStay will be offered a complimentary Regus Business World membership



# ExecuStay Refer a Friend Program Elements



Internal Training Presentation

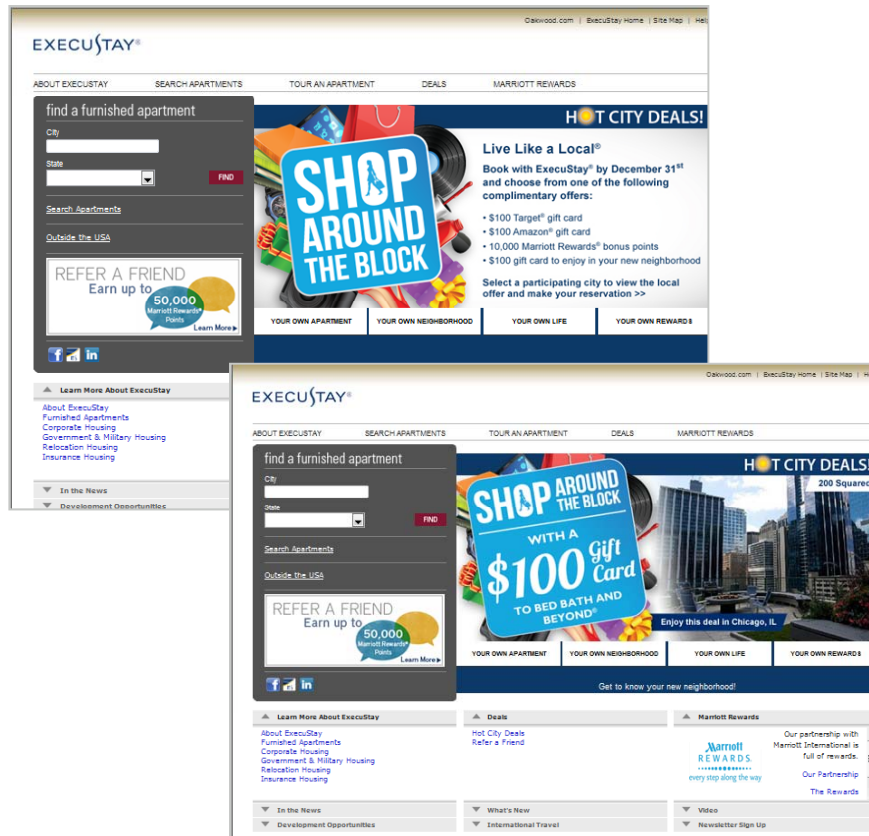


ExecuStay.com  
ad and copy



Customizable  
template for local  
market/sales use

# Hot City Deals Program Elements



ExecuStay.com home page  
and deals page

# Hot City Deals Program Elements

**EXECUSTAY®** Find an apartment

ABOUT EXECUSTAY SEARCH APARTMENTS TOUR AN APARTMENT DEALS MARRIOTT REWARDS

Home > Furnished Apartments > Chicago Extended Stay Apartments > 200 Squared

**200 Squared**  
210 North Wells Street  
Chicago, Illinois 60606

10,000 Marriott Rewards® bonus points or a \$100 gift card when you book ExecuStay for 30 days or longer at 200 Squared. See "Deals" Hot City Deals for details. Anchoring the corner of Lake & Wells in the Chicago Loop, ExecuStay at 200 Squared offers a new, modern urban Chicago location. All suites are 1000 sq. ft. or larger.

[Read More](#)

**Check Rates & Availability**  
**Contact a Representative**

Rates include rent, furnishings, utilities, Wi-Fi, cable, housekeeping and Marriott Rewards points

24-Hour Reservations: 888.225.0301  
Fax: 312.729.5162  
Email: [Chicago Reservations](#)

**Property Links**  
Map this Property  
Download a PDF  
See Chicago Extended Stay Apartments

**Unit Features**  
• Washer/Dryer in Unit  
• Air Conditioning  
• High Speed Internet  
• Granite Countertops  
• Walk-in Closets  
• Stainless Steel Appliances  
• Gourmet Kitchen  
• Built-in Microwave  
• Garage/Storage

**Community Features**  
• Business Center  
• Concierge  
• Health Facilities  
• 24-hour Doorman  
• Barbecue Grill  
• Bicycle Rental and Parking  
• Computer Room/Cyber Cafe  
• Package Receiving  
• Full Length Indoor Swimming Pool  
• Smoke-Free Community

ExecuStay.com property profile

Orlando Oahu Marco Island Las Vegas San Antonio

View with Images Add to Address Book November 2013

**MARRIOTT REWARDS**

Find a resort EXPLORE & RUN MARRIOTT REWARDS

**your account**

Points Left: 10,000,000/10,000,000  
Star: 2,278,000 points  
22 nights this year

• Flying for the holidays? Get points + extra perks with RewardsPlus.  
• Happy anniversary—thank you for 10 years with Marriott Rewards.  
• Join us your online account. See upcoming team events. View our website.

**Season's Savings, Top Resorts**  
Enjoy \$100 Bonus Suite® + 10% savings for members, Orlando to Oahu. Enjoy

**DC Holiday Deal**  
Shop, dine, visit museums and cultural events. Get rates from \$79. Go

**HOLIDAY STAYS**  
30% off rates. Sites only, one more chance

Hotel Lead's Specials  
Hawaii | breakfast + Italian dinner (weekdays, 10am-10pm) + high-end fitness studio | save 20% weekends, members only  
Hawaii | breakfast + dinner, free internet (weekdays)

New Year's savings in NYC: 100+ hotels in North America  
Free night in Southern California + great November rates

Caribbean and Latin America: Book now, save in 2014  
Regional deals: New England | Southwest  
Local attractions: Birmingham | Atlanta | Scottsdale  
More offers: Salt Lake City | Tampa | San Juan | Paris

**Deals + discoveries**  
Personalized picks >

**Last-minute deals**  
20% off eBooks >

**HOTEL OPENINGS**  
Courtyard + TownPlace Suites | Costa Rica | Chicago | View all  
Hotel Punta Italia, Autograph Collection

**REWARDING NEWS**  
iPad® to top-brand gift cards. Holiday shopping with points. 10,000 points at ExecuStay®, or choose a \$100 gift card.  
VIP weekend lounge access. 20% savings + 2 months free.  
Trip to Super Bowl XLVIII. Free Courtyard SPA. Savings. \$5,000 priority plus fee. Foreign transaction fees.

**CONNECT WITH US**

Marriott Rewards e-newsletter

## REWARDING NEWS

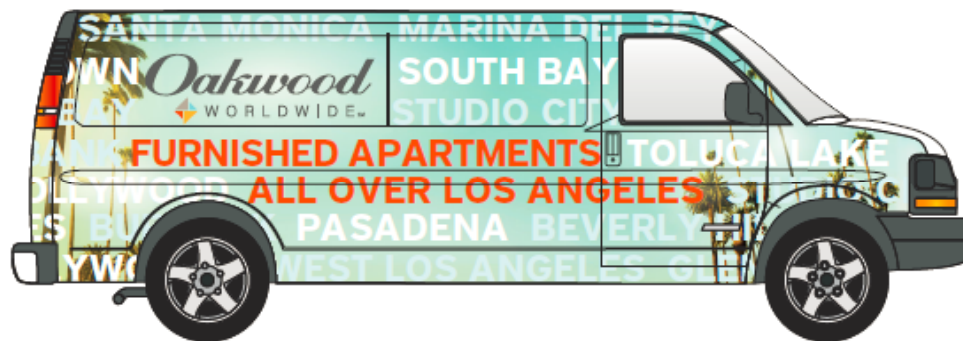
iPad® to top-brand gift cards:  
Holiday shopping with points.  
**10,000 points** at ExecuStay®,  
or choose a \$100 gift card.

# ExecuStay Promotions

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- Hot City Deals – Quarterly value-add with no rate discount
  - Participation is voluntary by market
  - Guest chooses between 10,000 bonus Marriott Rewards points or gift cards to local shopping, dining and event venues
- Monthly e-Deals – Monthly rate specials emailed to 30,000+ ExecuStay guests
  - Participation is voluntary by market
- Refer A Friend – Guest referral program
  - 5,000 Marriott Rewards points awarded to the guest if they refer a guest who stays for 30+ days
- NextStay ExecuStay – Incentive program to encourage repeat business
  - 10,000 Marriott Rewards points awarded to the guest if they book their next stay with ExecuStay before their current stay ends

# Van Wraps

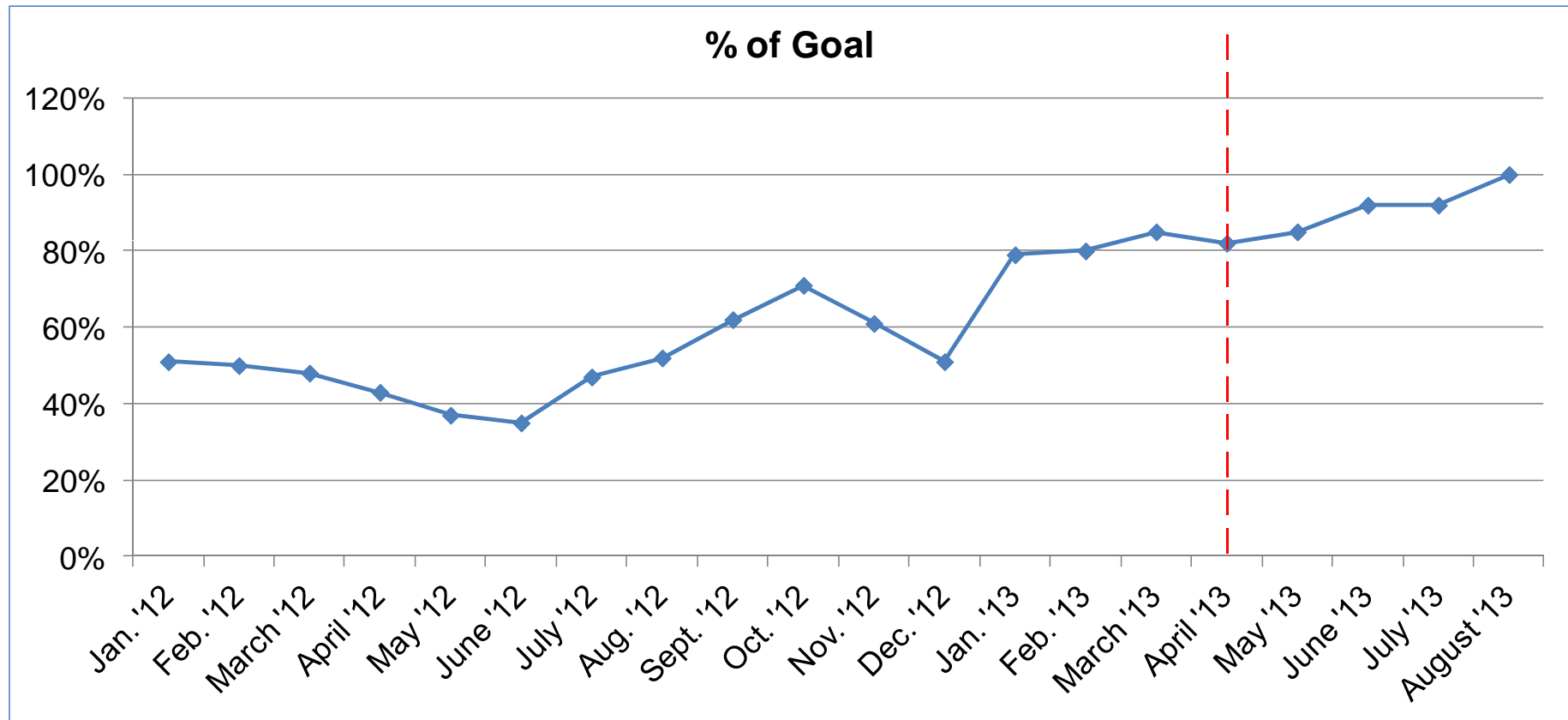


# Flex Account Q3 Update

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- FLEX bookings fulfilled through specialized CSR team
- Partnered with Operations to launch vacancy strategy to reach FLEX accounts in targeted regions
- 3 Segmented Email Campaigns and Landing Pages launched
  - resulted in 600+ unique page visits and 25+ digital requests
- Reporting structure being set up in BI to access real-time FLEX data
- Updated Google Analytics Dashboards to measure key drivers of behavior
- Implemented new Account Ownership Guidelines and Rules for Engagement

# Flex Account Trending (Jan '12 – August '13)\*



\*Note that from Jan'12 – March '13, OARS were measured in Days Stayed % of Goal. From April '13 – August '13, measured in Revenue % of Goal





# FLEX Email Campaign

## ExecuStay offers

- August Email Campaign
  - Sent to 13,000+ contacts
  - Featured ExecuStay September e-Deals
  - Click through to dedicated landing page
  - 13.8% Open Rate

**EXECUSTAY**



ExecuStay Special Offers  
rates starting at \$84/day

**Book Before September 22 and Save!**

**ExecuStay Special Offers**

Relocating, working on an extended project, or need a temporary place to stay? ExecuStay offers high-quality, furnished accommodations, with personalized care for the professional traveler.

Marriott Rewards members earn points with their stay!\*

**View Limited Time Specials ►**

\*Valid for 30+ day stays only.

Rate rules and minimum stay requirements apply. Offer valid for new reservations only at participating properties. Offer is based on availability. Offer is non-transferable and cannot be combined with any other promotional offers or discounts. Offer is subject to change at any time. Other terms and conditions may apply.

To obtain information on how to contact ExecuStay, visit the web at <http://www.oakwoodworldwide.com/ExecuStay> or call 877-455-4522.



# ExecuStay Campaign Landing Page

## ExecuStay Special Offers

Book before September 22 and save



Long Term Stays  
30 days or longer

[Terms & Conditions](#)

Book before September 22nd and save



### Los Angeles, CA

Playa Del Oro

**Starting at \$132\*\*/day**

\*min 30-day stay required



### Pasadena, CA

City Place

**Starting at \$132\*\*/day**

\*min 30-day stay required



### San Diego, CA

La Jolla Crossroads & Casa Mira View

**Starting at \$142/day**

\*min 30-day stay required

[CONTACT A REPRESENTATIVE](#)

**Oakwood**  
WORLDWIDE<sup>SM</sup>

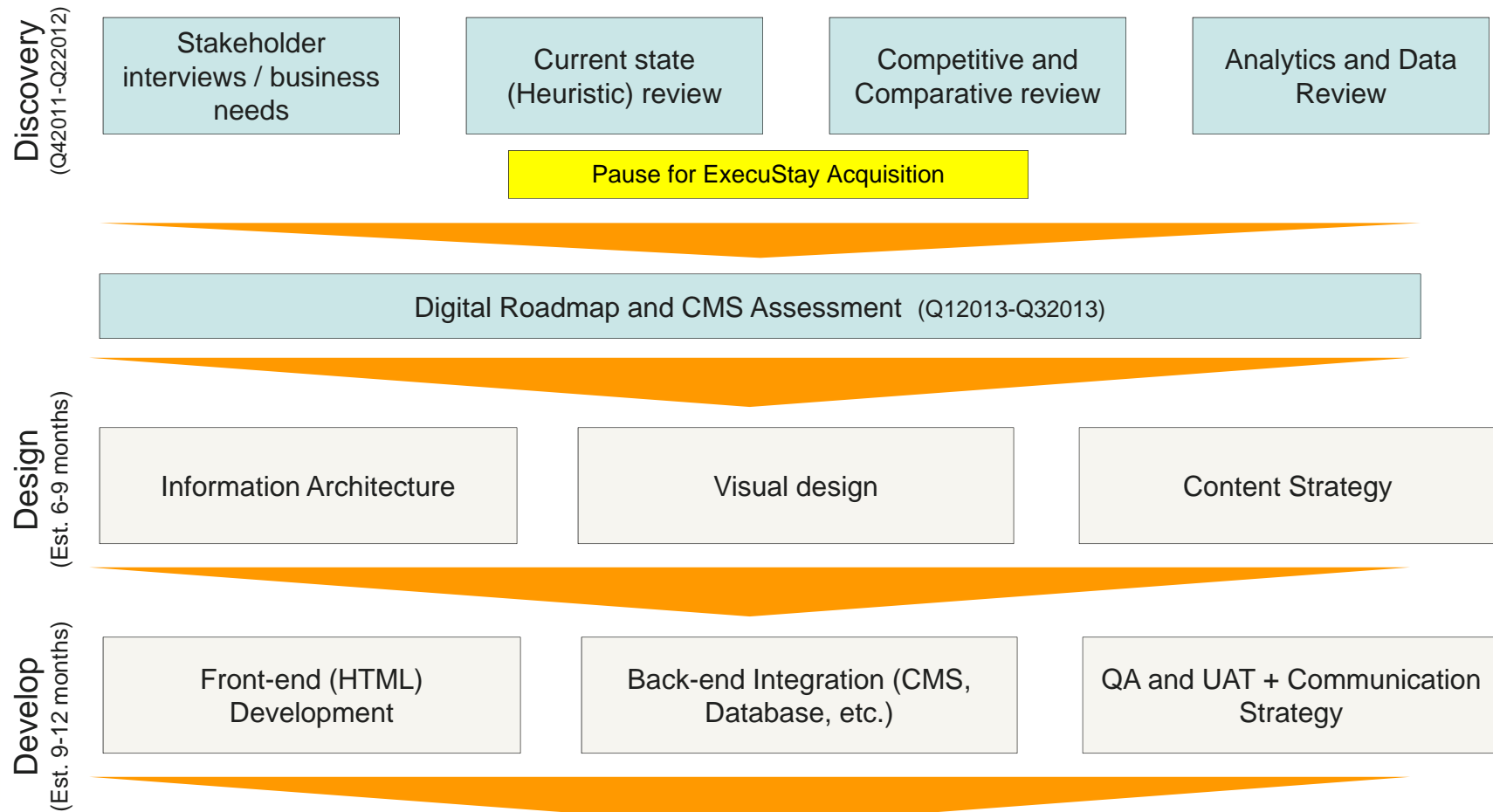
# Flex Account Direct Mail Campaign

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- Direct Mail program to target the top 10% (~600 contacts) of FLEX customers
  - ~\$85 MM in Total Revenue (2010-2013 YTD)
- Goals:
  - Continue to nurture and develop relationships with clients who regularly use Oakwood Worldwide for housing needs.
  - Communicate that we appreciate their business, through messaging and a client gift.
  - Continue to drive sales with key accounts by keeping OWW at the forefront of their minds.
  - Conduct a short survey to solicit feedback on future housing needs; Inside Sales team can then be proactive about meeting these needs.
- Launch Date: Q4, 2013



# Web Roadmap Methodology

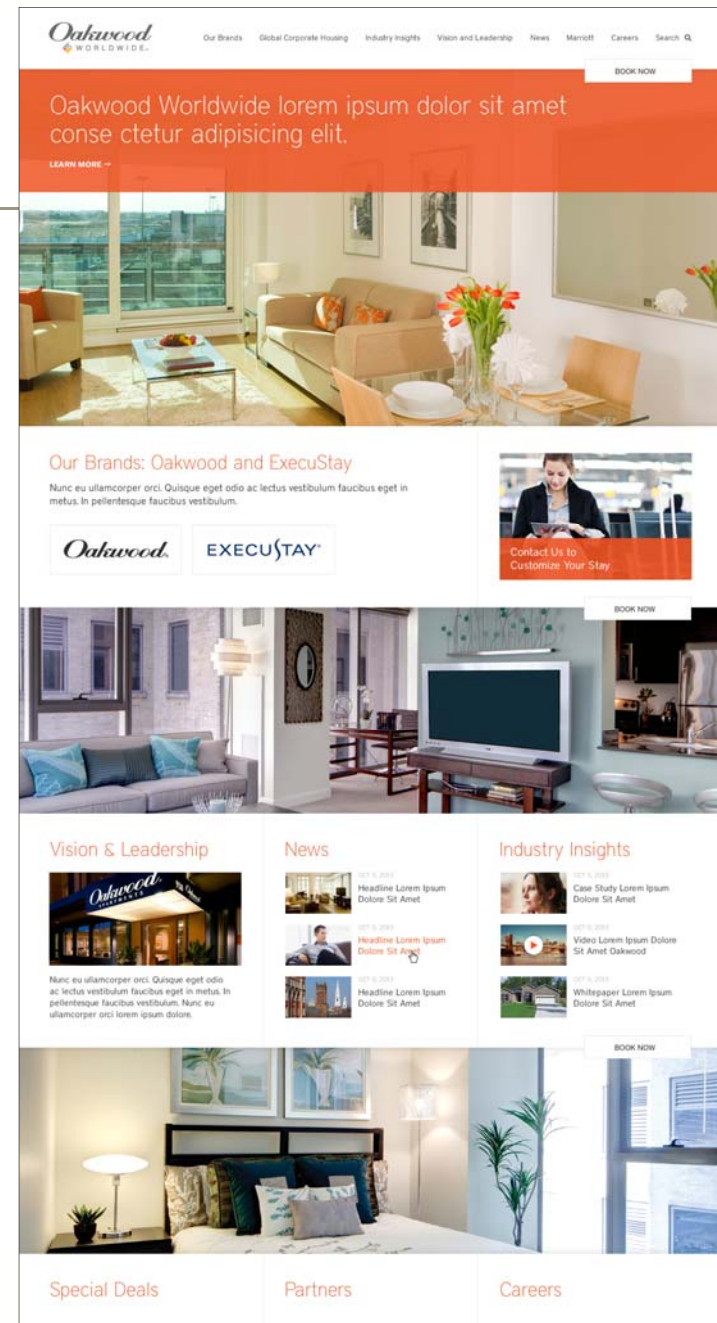
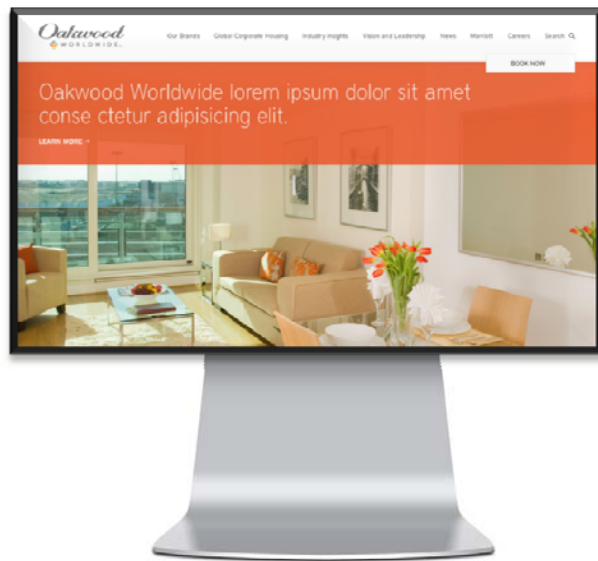


# Discovery – Issues Summarized

Theme	Issue	Severity	Compared to the competition
Basic usability	A series of small usability and content issues are combining to create a major usability overhead for users to the site.	High	All the competitors have some usability issues. Overall Oakwood & ExecuStay place a higher burden on users trying to achieve their tasks than any of the other sites reviewed.
Audiences and segmentation	Segmentation and audience specific content is muddled while the site is attracting significant traffic from client organizations.	Medium	Oakwood & ExecuStay are in a similar position to competitors.
Booking flow and properties	There is a disconnect between searching and booking, setting expectations of a hotel-like experience, unable to deliver on the promise.	High	All the direct competitors have similar issues and may have similar lead noise and dropoff. Oakwood & ExecuStay are on par with competitors, with no major stand-out., however, competitors are innovating quickly.
Site performance	Everything outside of search is being ignored while search abandonment is high.	High	Unknown, although sites like Kayak convert at up to 9%
Positioning and marketing	The site does not clearly express who Oakwood is, partly as a function of the site evolving over many years/updates.	Medium (as it is being addressed)	Some competitors do a better job of expressing themselves, but typically just within the range of the industry. Oakwood is towards the bottom of the pack.



# OWW.com Concept

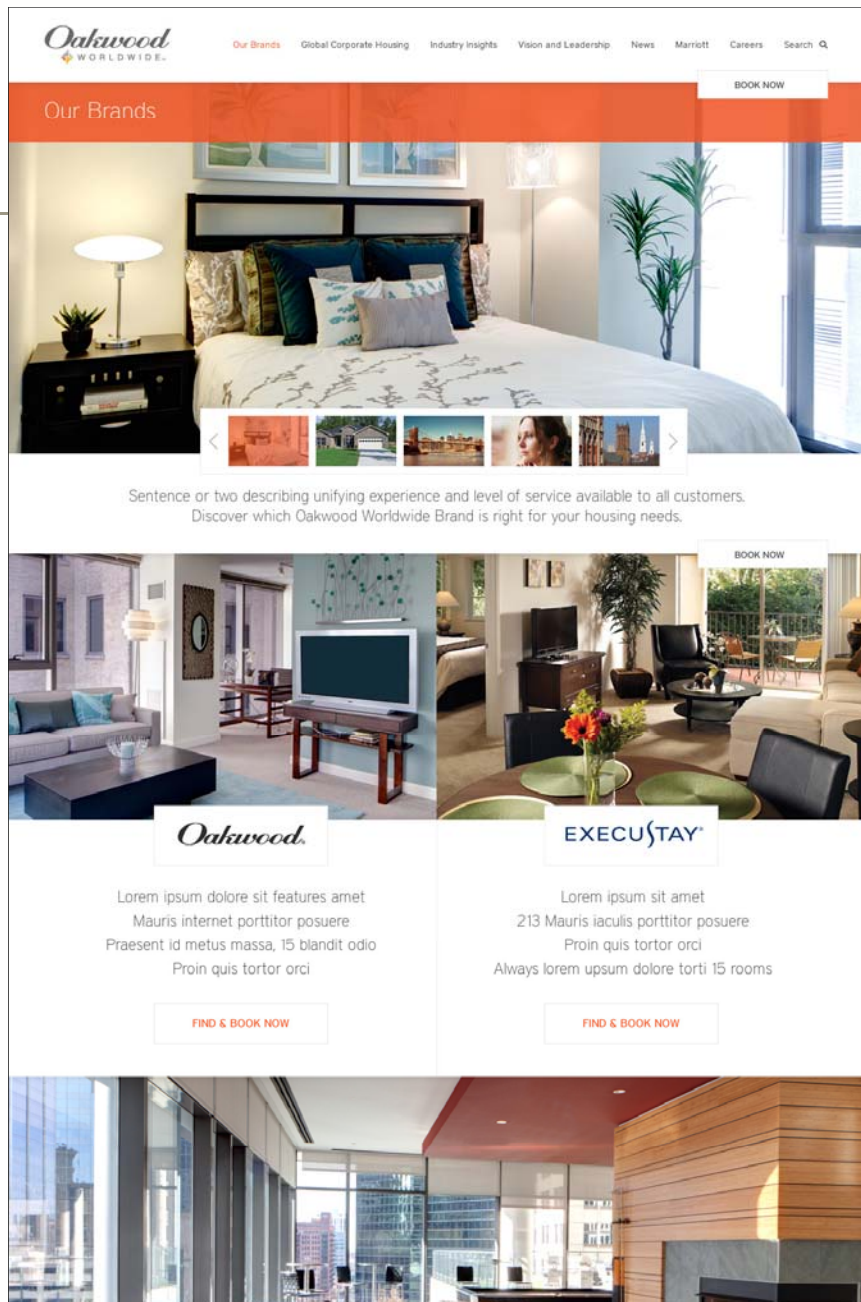




# OWW.com Concept

## Site Navigation

- Our Brands
- Global Corporate Housing
- Industry Insights/Knowledge Center
- Vision & Leadership
- News
- Marriott Partnership
- Careers



# Awards

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One of top U.S. technology innovators



Americas: Corporate Housing Provider  
of the Year



Silver Innovation  
Gold Commitment to Excellence

# Press Releases

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## ***We are the leading provider of corporate and serviced apartments***

- Expands Presence in New York with Short-Term Stay Apts.
- Expands Footprint in India with New Bangalore Property
- Expands Presence in Seattle with New Via6 Apartments
- Signs First Oakwood Brand Franchisee
- Adds Corporate Apartment Option in Popular Boston Neighborhood

## ***We are a recognized industry leader around service and innovation***

- Celebrates Double Win at World Travel Awards 2013
- Earns Spot on the 2013 InfoWeek 500
- Named #1 Temporary Housing Provider by Transferees

## ***We recognize and reward our talented Associates***

- Appoints Martin Fluck as Director of Operations, North Asia
- Announces New Vice President in Asia Pacific
- Awards \$12,000 In College Scholarships

## **Upcoming Q4 Releases:**

- Cartus Awards
- EMMA's (EMEA)
- Oakwood Gives Back
- US Sales Director





# Media Coverage

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Oakwood Worldwide® Expands  
Presence in New York with Short-Term  
Stay Apartments

**boston.com** | multifamily**biz**.com

Oakwood Worldwide® Adds Corporate Apartment Option in  
Popular Boston Neighborhood

Company Expands Offering of Unique Accommodations in High-Demand Area



**Oakwood Worldwide® Earns Spot on the 2013  
InformationWeek 500**

Company Recognized for Industry-Leading Global Technology Platform

**HOTEL NEWS RESOURCE**

The source for hotel industry news

HOTEL DEVELOPMENT FLORIDA

**MAINSAIL LODGING AND DEVELOPMENT TO EXCLUSIVELY MANAGE OAKWOOD  
WORLDWIDE FLORIDA OPERATIONS**



# Media Coverage: Global



Oakwood Worldwide, Los Angeles, has named **Tabatha Ramsay** vice president of sales, marketing and revenue management. Most recently, Ramsay was international director of the South Australian Tourism Commission.



Oakwood expands footprint in India with new Bengaluru property



**Oakwood Worldwide expands presence in New York with short-term stay apartments**

Theodore Koumelis - 17 October 2013, 10:42

Property is latest addition to company's growing portfolio in key urban markets.



traditionally are looking for the comfort and privacy of a home-like environment, with access to a separate living and bedroom areas, full kitchen, and complimented with modern amenities," says **Craig** Ryan, Managing Director, Asia Pacific, Oakwood Worldwide.



# Social Media

facebook



6%



Facebook  
Fans

161%



LinkedIn  
Followers



## Social Media Discovery & Listening Exercise



### **Service**

Deepen customer relationships to grow preference and profitability



### **Brand**

### **Awareness**

Support marketing of Oakwood Worldwide brands



### **Reputation**

Defend and extend Oakwood Worldwide's reputation as a thought leader

**Engagement is the key to achieving these social goals.**

# Discovery & Listening Exercise

- Gather input from all key stakeholder groups
- Align marketing and social media goals
- Discover and listen to the social media landscape within our global industry (B2B & B2C) including key associations, competitors and new platforms



# 2014 Key Initiatives

Create a compelling and differentiated brand promise and customer experience

**Build Strong Global Brands**

Create a leading digital experience and grow eChannel

**Enhance our Digital Presence**

**Leverage Integrated Communications Capability**

Leverage content across channels positioning OWW as the industry & thought leader

**Generate Demand**

Increase sales with targeted acquisition & retention Initiatives

# 2014 Key Initiatives

## Build Strong Global Brands

- Institutionalize the ExecuStay brand
- Create a compelling customer experience
- Optimize Global marketing capabilities
- Create and curate impactful, compelling content

## Generate Demand

- Support strategic sales segments and global B2B sales goals
- Leverage national programs & partnerships to strengthen brands and mitigate vacancy
- Achieve Flex Account revenue goals
- Develop programs to drive account penetration and retention

## Enhance our Digital Presence

- Enhance OWW digital ecosystem user experience (web roadmap phase 3 & 4)
- Baseline and increase ROI from digital channels
- Implement web chat functionality
- Create governance surrounding all things digital

## Leverage Integrated Communications Capabilities

- Conduct two Thought Leadership campaigns
- Develop PR dashboard
- Increase targeted global media relations
- Formalize social media strategy integrating B2B & B2C campaigns and tactics

