November 2013
Franchise Conference
Information Technology Update

PRESENTED BY

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2013 Information Technology Goals)

- Business Goals and Initiatives Support
  - Project Eagle
  - Global Strategy
  - Operational Optimization
  - Sales Coverage

- Mobility Solutions

- Infrastructure Footprint

- Enterprise Security and Compliance

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Overview

- 2013 Goals and Accomplishments

- 2014 Pipeline

- Franchise Technology Footprint

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Project Eagle – A look back

- New HRIS system installed October 2010

- OSCAR Implemented in the following markets:
  - London - June 2010
  - Global Solutions – May 2011

- JD Edwards Financial system installed and converted – July 2011

- Siebel Pricing / Quoting
  - Siebel pricing management software implementation deployed - September, 2012

- US Oscar
  - Phase 1 Deployment – end of September 2012
  - Rolling implementations through 2013

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2013 In Review- Project Eagle

- Oscar US – implemented the remaining 4 phases of Oscar in the US

  - All OCH, Apartment Management and Virtual Markets have been transitioned to Oscar

  - All Tenancy based interfaces have been optimized for Oscar

- Home Service inventory – migrated all Otis inventory functions to Axapta in late August

- Otis "weeds" – movement of all functions from Otis to other systems

  - Otis is the owner of only one remaining function – Project / Region / Branch Master – just for BI

  - Recently implemented – Non Tenancy billing, automated Customer Refunds, Account approval, Groupmail / Active directory

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Project Eagle – Critical Success Factors

- Emphasize Business Process and Change Management
  - Consistent Field and WSSC engagement
  - Training and Communication Planning are critical

- Executive sponsorship – Eagle was a key company initiative vs an IT initiative

- Select best software packages – functionality and leaders in their industry

- Phase the projects / deployments to reduce risk, maximize support, and deliver immediate business value.

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Global Technology Platform

There's an increasing need to operate as a global company :

- Existing clients booking globally;
- Clients want to use Oakwood more as they grow globally;
- Future revenue growth is in the global marketplace.

Operating as a Global Company

- Global Business Processes/Regional Expertise
    - Multi-currency invoicing
    - Taxation rules
    - Ease of conducting business for the client
- Business Intelligence & Analytics
- Compliance and Security
- Sourcing and Fulfillment

Technology Impact

Implement new technology platform globally:

- Siebel Enhancements
    - Create Global sales process that is consistent with new Sales coverage model
    - Ensure that process provides maximum value to local, regional and worldwide teams (efficient data entry and consistent reporting)
- JD Edwards Financials International Roll out
- Centralized Property Management System for Oakwood Asia
- Consistent Reporting and Analytics Globally
- Harden technology infrastructure in Asia

Mobility Solutions

- Define and Execute new mobile device strategy for OWW mobile workers including needs definition, policy changes, device selection:
  - Moving to flexible environment: BYOD and company provided devices;
  - Android and iPhone Pilot is in process;
  - Companywide rollout is November/December timeframe.

- Roll out new mobile platform for Home Services;
  - Initial roll out complete, now focusing on integration with other systems and efficiency reporting.

- Upgrade Siebel to mobile enabled release
  - Likely a 2014 initiative in conjunction with global Siebel overhaul.

2013 In Review – Mobile Platform for Home Services

Xora – Mobile Resource Management

- Phase I – Core Functionality (Feb. 2013)

  – Upgrade to smart phones

  – Xora mobile app for time card and job functions

  – Xora website for scheduling and tracking

- Phase II – Wi-Fi Checking (May 2013)

- Phase III – Forms (Sep. 2013)

  – Standard inspections

  – Alerts

  – Inspections will be delivered to our inbox down the road

Job Details For KEY 67 FINAL WALK TRCACR-1-201

1. Capture a photo of the apartment front door showing the apartment number:

At 08/02/2013 12:32 PM PDT 20050-20198 North Cave Creek Road Phoenix, AZ 85024
Notes: Trillium Cave Creek 1-201

2. Is a lockbox present (with tag and light) if applicable?: Yes

3. Select all the access items being provided for the guest: 3 Door keys,2 Mail keys,2 Fobs,2 Amenity keys

4. Capture a photo of the access items provided for the guest:

At 08/02/2013 12:35 PM PDT 20050-20198 North Cave Creek

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Xora – Mobile Resource Management

- Phase IV – Productivity Reports (4th quarter)

- Xora for Mainsail (currently assessing)

Average Job Report: In-Apartment Reset June-August 2013								
Branch	Studio		1 Bedroom		2 Bedroom		3 Bedroom	
	Time	Count	Time	Count	Time	Count	Time	Count
National	144	763	160	3958	191	2135	186	98
Los Angeles	149	323	176	840	212	426	211	6
San Diego			133	63	166	100	196	16
Sacramento	72	1	99	10	117	2		
Orange County	131	210	140	452	185	207	191	3
Dallas			117	157	153	115	130	4
Nor. Virginia			159	744	207	223	209	2
Atlanta			142	53	187	53	194	6
Detroit			200	23	187	20	254	3
Chicago	163	26	160	182	205	82		
Austin			156	9	176	14	175	10
Denver			134	52	144	20		
Houston			131	68	185	74	211	11
New Jersey			211	59	216	11		
Denver			152	42	184	67	201	4
Kansas City			101	23	118	13	148	2
Phoenix			204	22	255	15	210	1

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Infrastructure

- Improve infrastructure footprint

- Citrix - respond to need for:
  - Speed and improved performance
    (better video, audio and application responsiveness)
  - Device compatibility (Access on any device from anywhere; no VPN)
  - Ease of administration (faster updates/rollouts)
  - Disaster Recovery improvements
  - Pilot at the WSSC and in various parts of the country;
  - Roll out to additional markets will begin in November/December;
  - A complete rollout is expected by end of Q1 2014.
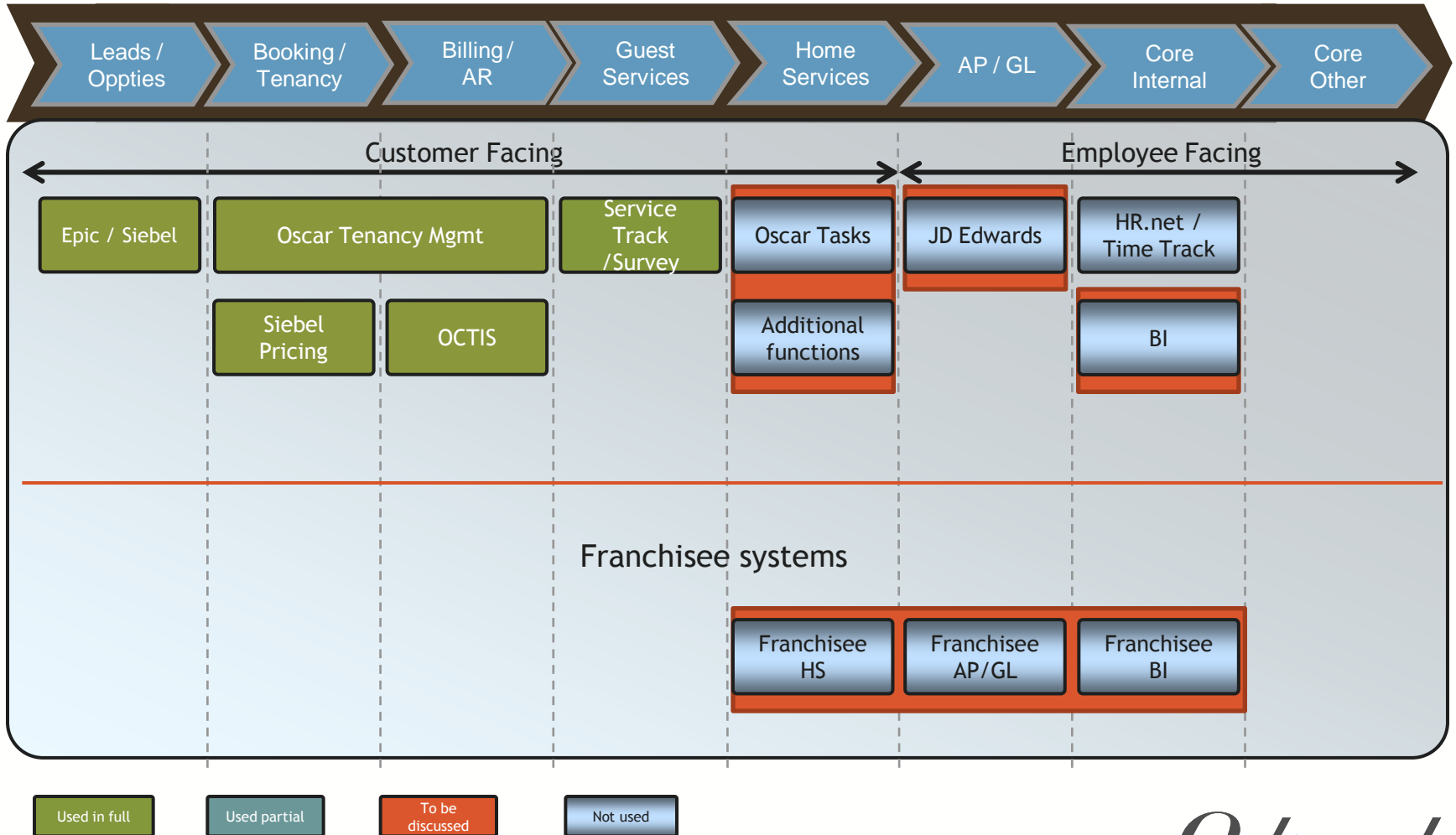
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Security and Compliance

- Implement tools and processes to protect against threats and simplify compliance:

  - Mobile Device Management Platform

  - Additional Security Software

  - Safe Harbor Certification – through February 2014

  - PCI Certification – through September 2014

  - Credit Card Processing - Continuous Improvements

  - Everbridge – Mass Communication Tool

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2014 Pipeline

- Future Large Initiatives
  - Franchise System Strategy
  - Oscar Process Changes/Efficiency Enhancements
  - EPIC Re-vamp/Supplier Integration
  - Digital Roadmap Implementation
  - Global People/Process/Technology Platform
    - Oscar UK migration
    - Includes the entire value chain (Siebel-PMS-JDE Financials-BI)
  - Reporting Optimization/Productivity Reports and Dashboards
  - Home Services Support
    - MRT
    - XORA integration to other systems

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Franchise Systems - Potential Future State

Leads / Oppties	Booking / Tenancy	Billing / AR	Guest Services	Home Services	AP / GL	Core Internal	Core Other

Customer Facing ← → **Employee Facing**

| Epic / Siebel | Oscar Tenancy Mgmt | | Service Track /Survey | Oscar Tasks | JD Edwards | HR.net / Time Track | |
| | Siebel Pricing | OCTIS | | Additional functions | | BI | |

Franchisee systems

| | | | | Franchisee HS | Franchisee AP/GL | Franchisee BI | |

Legend:
- Used in full (green)
- Used partial (teal)
- To be discussed (orange)
- Not used (blue)

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Potential Future State - Considerations

- Franchisees would use Oakwood's systems from the Oppty process to Guest Services
  - The same process as an Oakwood District office
  - Leverage WSSC Document Management, CAR team and After Hours support teams
  - Leverage additional add on systems like Echosign and Everbridge
- Home Services – determine if Oscar Tasks / Tasks export is sufficient
- Accounts Payable
  - Determine if Oakwood CAP team will be utilized
  - If not, option to interface AP data to Franchisee AP system or use JDE
- General Ledger – interface GL data to Franchisee GL system or use JDE
- Reporting – interface data to Franchisee or use BI.

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Next Steps

- Finalize approach by Q1 2014
    - Value proposition
    - Processes
    - Policies & procedures
    - Technology
- Select beta group and conduct a pilot
    - New vs. Existing
- Plan implementation
    - Technology
    - Business Process
    - Sales Support
    - Operational Support
    - Training

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