



Achieving Top Block Together

Leslie O'Brien, VP/GM Operations
November 20, 2013



WELCOME

- Objective of Today's Call
 - Increase collaboration between brands to drive consistent TOP BLOCK performance and improve customer satisfaction and loyalty
- Call Schedule for 2014
 - Calls will be held Quarterly throughout 2014
 - March 20, June 19, September 18, December 18

Today's Agenda

- General Service Update – Leslie O'Brien
- Everything in Working Order – Mitch Smith
- Directions and Entry Information – Tina Rosenberg, Robert Sanchez
- Providing Exceptional Housekeeping Service – Greg Williams
- What's Next? / Q & A

General Service Update

- Get connected – Who's Who and how can we help each other?
- Top Block – Why it's better? How to communicate the benefits effectively?
- Cartus – What are the benefits (and risks) of measuring both brands together?
- How are we performing YTD?
- Let's Celebrate our Top Performers!!

Franchise Partners

Company	Owner(s)	GM	Phone No.	Markets
American Heartland, Inc	Gary and Vicky Smith	Mitch Smith	614.891.9288	Columbus, Cincinnati, Indianapolis
Commonwealth Corporates, Inc	Sarah Everhart	Ann Whitlow	804.560.4505	Richmond, Tidewater, Western Va
CSM Executive Lodging, LLC	Bryan Schwarz	Lesty Jaranilla	612.395.7195	Minneapolis
Mainsail Housing	Jana Collier	Mark Schultz	770.565.1088	Atlanta, Jacksonville,
		Jason Chern	919.544.1839	Charlotte, Greenville, Raleigh
		Victoria Cohen	954.970.4461	South Florida
		Hardy Mattox	407.487.1792	Orlando
		Pam Casteline	813.890.7225	Tampa
New England Corporate Housing Partners, LLC	Barbara (Bobsie) Ness	Bobsie Ness	860.247.0093	Hartford
Philadelphia Corporate Housing Partners, LLC	James (Jamie) Brown	Jamie Brown	215.636.9888	Philadelphia – City Center
Prime Corporate Apartments, LLC	Dean Devito	Danica Ehmann	855.260.1210	Albany
Suite Living, Inc	Ralph Moore, Cheri Jenkins	Holly Taft	423.892.1935	Knoxville
		Dora Andello	901.937.1881	Memphis
		Jeff Dukehart	615.613.0423	Nashville
Suite Options, Transitions Group, Inc	Bill Jackson, Piper Ayala	Lynda Najera	214.574.4800	Austin, Dallas, Houston, Louisiana, San Antonio
		Gabriel Wacker	913.451.3300	Des Moines, Kansas City, Nebraska
		Brad Burleson	501.221.7356	Little Rock, Mobile/Biloxi, Oklahoma City, Tulsa
		Kelly Cross	316.263.2600	Wichita



Oakwood Partners

Market	DM	Areas Covered	Phone No.
Atlanta	Brad Kjar	Atlanta, Cincinnati	770.242.5911
Boston	Jeff Pelletier	Boston	617.723.8050
Charlotte	Mattie Keane	Charlotte, S Carolina, S Virginia, Richmond	704.588.4668
Chicago	Nick Sibanda	Chicago, Milwaukee	847.839.6140
Dallas	Israel Vargas	Dallas, Austin, Kansas City, St Louis	972.392.4747
Denver	Holly Moore	Denver, Salt Lake City	303.337.7600
Detroit	Halina Moffatt	Detroit, Cleveland, Indianapolis, Pittsburgh	248.426.1580
Houston	Richard Franco	Houston, New Orleans, Baton Rouge	713.995.5111
Los Angeles	Angela Gomez	Los Angeles	818.942.3030
Minneapolis	Jackie Cochnauer	Minneapolis	952.881.8446
New Jersey	Tim Bauer	New Jersey, Philadelphia	973.812.6200
New York	Rob Eisenberg	New York, NY	212.682.9550
Northern Virginia	John Chisman	N. Virginia, Maryland	703.378.8575
Orange County	Michael Longmeyer	Orange County, So. California	714.849.2060
Phoenix	Misti Garcia	Phoenix, Las Vegas	480.894.9575
Raleigh	Trip Carstarphen	Raleigh, Tennessee	919.460.4550
San Diego	Tina Rosenberg	San Diego, Honolulu	858.496.2000
Seattle	Kevin White	Seattle, Portland	206.336.4310
Silicon Valley	Maria Hazelquist	Silicon Valley, San Francisco, Sacramento, San Jose	510.404.0152
Stamford	Bernie Kurtz	Stamford	203.967.2414

Top Block Scoring Review

- Scoring Methodology

TOP BLOCK GUIDE

WHY 68 IS BETTER THAN 85

Oakwood Worldwide® and Top Block® Scoring

At Oakwood Worldwide, we're never satisfied. It's a big part of the reason we are the world's leading supplier of corporate housing and serviced apartment solutions, and why we've adopted a new Top Block scoring methodology to better gauge our true performance.

Top Block Scoring measures the percentage of respondents who say they've experienced our highest level of customer satisfaction: "It could not have gone any better." This measuring technique is a more rigorous means by which to measure excellence, and holds us to a higher standard of customer service than our previous scoring model, Flat Average Scoring, which was a simple average of all scores.

Here's how Top Block Scoring works

Let's say an Oakwood® or ExecuStay® property has 10 Achieving Customer Excellence (ACE) surveys completed and returned.

- 5 surveys score 100%
- 5 surveys score 50%

Flat Average Scoring would produce a score of 75%, an ambiguous interpretation of actual customer satisfaction because it mitigates scores that are high and/or low.

Top Block Scoring, on the other hand, allows us to gauge success in more stringent terms by counting only those responses that are above our "Top Block" threshold, which we have designated as 87% or higher. This is equivalent to a person giving us high marks (values of 4 or 5 out of 5) across most of the survey's questions. So, using the same example:

- 5 surveys score 100% (above our threshold of 87%)
- 5 surveys score 50% (below our threshold of 87%)

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WHY 68 IS BETTER THAN 85

This scenario would result in a Top Block score of 50%, indicating that 50% of our guests rated their overall stay "Could not have gone any better," an experience we strive to deliver for every guest, every time.

A score of 50% may seem low, but that's only when referencing the grading system we all remember from school. In reality, a Top Block score of 50% is considered strong—and our current score of 68% is no small achievement. Think about it while a competitor may report a satisfaction score of 85%, we can claim that 68% of the time our guests wouldn't change a single thing about their stay. That's an accomplishment!

We know that we can also do better, though. That's why we've set a goal of achieving a Top Block score of 72%, meaning 72% of all survey respondents will rate their stay above the 87% threshold.

Top Block provides a more reliable way to assess true customer satisfaction and holds us to standards that are higher than those of our competitors, helping us maintain our position as the world's leading provider of corporate housing.

To learn more about how Oakwood Worldwide® can work with you to provide a temporary housing solution for your team, please reach out to your Oakwood Worldwide representative.

Oakwood Worldwide, based in Los Angeles, California, is the leading provider of corporate housing and serviced apartment solutions through its two well-known brands, Oakwood® and ExecuStay®. Both brands provide move-in-ready furnished housing designed to meet the needs of business travelers on long and short term assignments. Oakwood has access to the largest selection of housing options and a presence in all 50 United States and more than 55 countries. ExecuStay is the preferred corporate housing partner of Marriott® International and is the only corporate housing brand where guests can earn Marriott Rewards® points for stays at any ExecuStay location in the U.S.

For more information, please visit www.Oakwood.com and www.ExecuStay.com.

Top Block Scoring Review

- Top Block FAQ

Top Block F.A.Q.

Why did Oakwood choose to follow the Top Block methodology?

Top Block is a methodology that one of our top clients uses. After looking at the scoring methodology Oakwood saw its potential to drive continued service improvement. Top Block allows Oakwood to concentrate on service that is delivered correctly and quickly. It also enables Oakwood to set a higher standard for performance.

How is Top block different than ACE scores?

- ACE scoring tracks a guest's feedback on their stay.
- Low scoring gets hidden and offset by higher scores and enables neutral scoring.
- Top Block tracks the number of guests whose feedback on their stay is an 87% or higher.

The ACE score looks better than Top Block – can't we just stick with ACE?

ACE is an easy come, easy go score. It doesn't account for highs or lows but merely captures an average of a guest's feedback on their stay.

Top Block scoring is much more stringent and does not look at individual ACE scores but rather ACE scores on a whole. It is a really good thing for 60% of our customers to say that they had a Top Block Oakwood experience.

Our competitors' scores look better compared to our Top Block score.

Right. Not many of our competitors use Top Block. They are still advertising their averages. That is why the latest flyer and this accompanying document are being produced. It gives you the information you need to be able to explain Top Block to your clients if they ask customer service scoring questions.

Does anything with ACE or ServiceTrack change with Top Block?

No. Top Block is a different way of scoring and is in addition to the ACE survey score. It does not affect the ACE survey questions or current customer service processes.

Continued on next page

Top Block F.A.Q., Continued

A lot of our information still shows ACE scores on it. Will Top Block be added to these reports/document as well?

Currently, Gary Reissman is working to incorporate Top Block scores on the ACE surveys.

Can I just give a curious client a copy of the flyer?

At this point in time, the explanation flyer is for internal use only. It gives you the information necessary to prepare you to answer client questions. Sell our methodology instead of having the paper do it for you.

Cartus Service Measurement

- Oakwood & ExecuStay Brands Combined for Service Measurement
 - REWARD:
 - Combining scores resulted in ExecuStay moving into Tier One
 - Tier One status results in increased RFH opportunities
 - Average increase 175 per month
 - Assumed result is occupancy increase of 20-30 per month (combined)
 - Average revenue increase \$90K - \$150K per month
 - RISK:
 - Failure to meet and maintain quality standards will result in both brands being penalized and dropping into Tier Two
 - Lost business opportunity / fewer RFH's

Service Results YTD Oct 2013

Top Block Service Results		
	Franchisees	Oakwood
Top Block Score		
Sept	62	70
Oct	63	TBD
Customer Experience		
Sept	64	65
Oct	62	67
Product Quality		
Sept	58	59
Oct	59	60

Top Service Providers

- Franchise Systems Top Provider
 - American Heartland
 - Gary, Mitch and Vicky Smith



- Oakwood Brand Top Provider
 - OCH San Diego
 - Tina Rosenberg, Robert Sanchez



Everything in Working Order

Presented by American Heartland
Mitch Smith, Revenue Manager
Columbus, OH



Everything in Working Order

- Everyone Must Make Service a Priority
- Prevent Problems Before the Final Inspection
 - Housekeepers must report issues/inventory needs when turning or during housekeepings.
 - Sales staff must set proper expectations and communicate any special requests to operations staff in a timely manner. Sales staff also should be offering a meet and greet.
 - Billing must make sure that we're receiving all of the bills.
 - Warehouse staff must make sure all of the items we're sending out are in good condition
 - Procurement needs to buy the right products

Everything in Working Order

- **Certify that Everything We Send Out is Clean and in Working Order**
 - Bin system – Employee must sign off that the bin is correct.
 - Remove batteries from remotes to prevent corrosion.
 - Vacuum rotation.
 - Test all electronics and reprogram them as needed.
 - Learn from common issues
- **Mind the Details**
 - Paying attention to the small details proves to the guest that time and effort went into the product.
 - Set the clocks to the correct time and set all of the clocks to the correct time and disable the alarm
 - Never assume that just because it's put away that it's clean.
 - Check the DVD player for a prior guest's lost and found.
 - It never hurts to test what you can, the toaster, the dishwasher, the garbage disposal, etc.

Everything in Working Order

- Keep it Simple
 - If it's difficult for us to figure out we need to find a way to simplify it or explain it in an easy way.
 - Buy the right products, weigh the cost/benefit and use your own empirical data.
 - Use your experience to constantly refine your product.
- Utilize Technology and Adapt to Changes
 - We use Dropbox to upload pictures taken during the inspection.
 - Always be on the lookout for new things that may be of value to our process or to our guests.



Directions and Entry Information

Presented by OCH San Diego

Tina Rosenberg, District Manager

Robert Sanchez, Branch Manager



Directions and Entry Information

- Airport to Community Directions
 - Verified Multiple Ways to Ensure Accuracy
 - FSR or HS Associate physically drives route using GPS
 - If GPS provides incorrect information, differences communicated to guest via arrival instructions and pre-arrival call
 - Mapquest
 - Google Map
- Community Gate to Apartment Directions
 - An FSR/HS associate personally documents driving/walking directions and experiences arrival process
 - Property site maps provided with arrival instructions to familiarize the guest community layout
 - Apartment parking information kept in a community file for reference and provided to guest via arrival instructions

Directions and Entry Information

- Gated Communities
 - Confirm arrival time with guests
 - Property gate codes provided for late arrivals
 - Many properties have after hour security to assist with property access
 - Gate hours included in arrival instructions
 - FedEx key service also provided for late arrivals
 - DM or BM 's cell phone number is programmed to gate or call box for guest to call upon arrival if necessary. DM or BM presses required code to open the gate
- California Traffic
 - As a general rule, all field associates immediately report any changes to the commute that could affect a guest arrival. ie: freeway closure, construction.
 - Additionally, office receives freeway alerts from Caltrans for planned closures and local updates

Directions and Entry Information

- Communication
 - High degree of communication between OCH and Home Services including daily meetings and emergency communication as necessary
 - Communication with guest is a key aspect to correct arrival instructions
 - AC's will inquire as to the time of arrival and other pertinent information ensuring delivery of correct arrival instructions
- Root Cause Analysis
 - All Service Track and ACE Surveys are reviewed for unsatisfactory scoring including directions and entry instructions.
 - Process immediately developed to close the gap and ensure no repeat issues

Providing Exceptional Housekeeping Services

Presented by Oakwood Home Services

Greg Williams, Vice President, Operations



Areas of Focus

- Inform the Guest *Regarding Services Provided and Scheduled Day of Week/Start Date*
- Personalize *the Service*
- *Ensure Quality of Service*
- Reward *Great Performance*

Inform the Guest Regarding Services Provided and Scheduled Day of Week/Start Date

- **Arrival Information**

ARRIVAL INFORMATION		Oakwood EXECUTAY	
Confirmation Number:		Date: 11/15/13 <small>mm dd yy</small>	
Arrival Details			
Guest Name:			
Company Name:			
Arrival Date: 09/28/13 <small>mm dd yy</small>	Departure Date: 12/26/13 <small>mm dd yy</small>	<input type="checkbox"/> Confirmed <input checked="" type="checkbox"/> Tentative	Check-in Time: After 03:30 PM
Airport Pickup Comments: N/A			
Property Information			
Property Name*: CASA MIRA VIEW		Apartment Type: 2 Bedroom	
Property Address: 11185 LEE WAY SAN DIEGO, CA 92126			
Building Number: 1185			
Unit Number: 5206		(Refer to Additional Directions Page)	
Unit Phone Number: 858-564-8748			
Gate/Building Code: N/A			
Parking Assignment: 1064 & 2063			
Mailbox: 141			
Key Arrangements: LOCKBOX			
Additional Instructions: N/A			
Your Lockbox Code: 9023			
Long Distance Comments: N/A			
Housekeeping Service: BI-WEEKLY on TUESDAYS starting 10/1/13			

Inform the Guest Regarding Services Provided and Scheduled Day of Week/Start Date

- **Pre-Arrival Call**

- GSR confirms housekeeping frequency and start date

- **Welcome Call**

- GSR confirms housekeeping frequency and start date


Best Practice: Branch Manager confirms frequency and start date in Oscar and update Home Services comments to note any changes to schedule.

The screenshot displays the 'Reservation Information - 0002500924 (0902 - SAN DIEGO)' window. The left sidebar shows a tree view with categories like Reservation, Guest Charges, Linked Ledgers, Residents, Ledgers, and Invoices. The main area shows reservation details for Ref. 0002500924, created on 09/09/2013, with status 'Arrived' and type '[Standard]'. The guest is MANFRED VON WILLICH/4, with 1 adult and 0 children. The 'Homeservices Comments' field is highlighted with a red oval and contains the text: 'Please do HSKP BEFORE 1:30PM. M/S okay 10/10 - rs'.

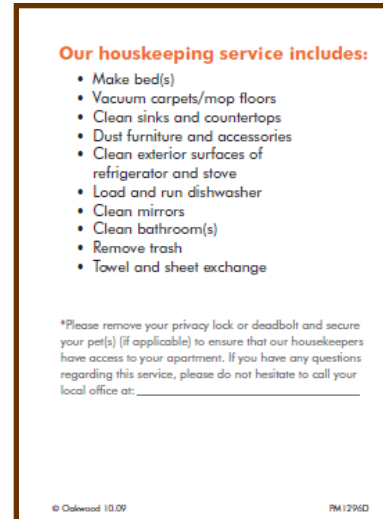
Inform the Guest Regarding Services Provided and Scheduled Day of Week/Start Date

• Informational Card (Pre-Visit)

- Place in welcome packet or on corner of vanity
- Available on the Print Portal/Property Materials/Housekeeping Cards (Pre-Visit) Item # PM1296



The card features the Oakwood Housekeeping Service logo at the top. Below the logo is a photograph of a person wearing orange gloves cleaning a white surface. The text on the card reads: "This card is a reminder that your housekeeping is scheduled for _____ on a" followed by three checkboxes: "weekly basis", "bi-weekly basis", and "monthly basis".



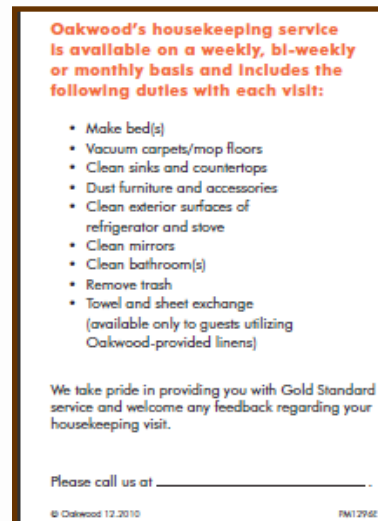
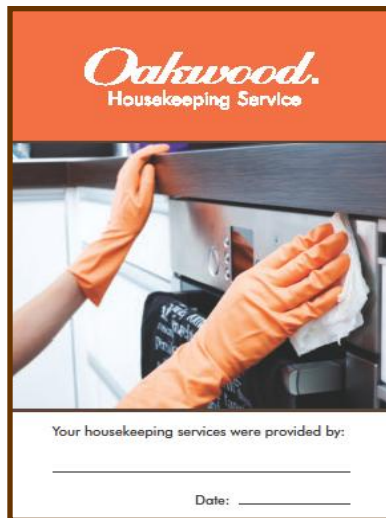
The card features the title "Our housekeeping service includes:" followed by a bulleted list of services: "Make bed(s)", "Vacuum carpets/mop floors", "Clean sinks and countertops", "Dust furniture and accessories", "Clean exterior surfaces of refrigerator and stove", "Load and run dishwasher", "Clean mirrors", "Clean bathroom(s)", "Remove trash", and "Towel and sheet exchange". Below the list is a paragraph of text: "*Please remove your privacy lock or deadbolt and secure your pet(s) (if applicable) to ensure that our housekeepers have access to your apartment. If you have any questions regarding this service, please do not hesitate to call your local office at: _____". At the bottom left is the copyright notice "© Oakwood 10.09" and at the bottom right is the item number "PM 1296D".

Note: Currently available in Oakwood brand only; ExecuStay brand in production

Personalize the Service

- **Housekeeping Service Card**

- To be left on the kitchen counter after each housekeeping service
- Available on the Print Portal/Property Materials/Housekeeping Cards (Post Visit) Item # PM1296E



- **Candies left with card on the counter or on the pillow**

Personalize the Service

- Scheduler writes last name of guest on housekeeper schedule
 - Housekeeper can greet guest as Mr. or Ms. “Smith”, etc.
- Schedule same housekeeper each visit when possible
 - Guest feels more comfortable with an associate in their unit and builds a friendly relationship.
- Go “above and beyond”
 - Ask guest, “Would you like me to check you’re A/C filter or wipe down your base boards as I have an extra few minutes?” This goes a long way with the guest. Ask them how their day is going.
- Encourage/Coach housekeepers regarding communication with guests
 - Get to know names of children, pets, home towns, etc.

Best Practice: *When housekeeper notices small children or infant in apartment, offer safety outlets covers free of charge.*

Ensure Quality of Service

- Branch Managers/designees perform regular housekeeping inspections utilizing housekeeping checklist (perform with the housekeeper when possible)

HOUSEKEEPING INSPECTION CHECKLIST		
Apt # _____ Assigned: _____ Date: _____		
<i>The following items are to be checked off after completion.</i>		
CHECKLIST	COMPLETED	COMMENTS
Kitchen		
Stove top wiped		
Dishes washed		
Sink cleaned		
Refrigerator wiped (<i>top also</i>)		
Counters wiped		
Wall behind and adjacent to stove and refrigerator wiped		
Floor mopped		
Trash emptied		
Living Room		

Ensure Quality of Service

- Hold training sessions with individual housekeepers/all housekeepers based on inspection results
- Train housekeepers to identify and report maintenance or product issues in the apartment
 - GSRs contact the guest i.e. “Our housekeeper noticed that a handle was broken on the dresser. Would you like us to have that replaced?”
 - Enter all such requests in Service Track

Best Practice: *Housekeeper to take pictures of any/all issues reported and send to GSRs.*

Ensure Quality of Service

- Daily/Weekly meetings with housekeeping staff to discuss:
 - Any issues during previous week services
 - Discuss specific unit concerns and options to better serve
 - Review guest feedback and survey results
- Enter any relevant information regarding specific apartments into OSCAR
 - Guest preferences, pets, or other apartment related notes that will assist us with better serving that guest
- Empower housekeepers to accommodate reasonable guest requests
 - Examples: extra towels, shower curtains, etc.
 - Housekeepers record such accommodations on their schedule

Best Practice: *Ensure housekeeper vehicles carry small stock of items to replace either when guest is home or when housekeeper notices something is damaged*

Ensure Quality of Service

- Use *XORA* as an effective tool for managing the housekeeping services
- Review cleaning times for apartments that have been serviced
 - Is adequate time being spent in each apartment to ensure quality?
- Do not overload schedules so that each unit is cleaned with quality and care
- Create schedules so that the Associate is staying within a 4 mile radius for an average of 5 housekeeping services each day.
 - If traveling further from the office, scale back the schedule as needed to ensure quality of each service.

➤ **News Flash:** *New XORA enhancement – Housekeeping Checklist*

Reward Great Performance

- Enthusiastic and motivated Associates are your most important key to providing exceptional housekeeping services
- Take every opportunity to recognize and reward great performance
- ACE gift cards presented in staff meetings for great inspections or customer feedback

What's Next / Q & A

- System integration – OSCAR, Service Track, Service Reporting, Xora
- “Spotlight” system for Cartus results to increase accountability and protect Tier One status for everyone
- Top Defect Focus and Collaboration across both brands
Together we are Better, Faster!
- Texting Program roll-out to improve guest touch points
- Improved FAQ
- Q & A

Thank You!

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- We want your feedback and ideas for future calls!