



deploy
+ change integration

Owner & Franchise Services

Account Management Overview

Today's Agenda

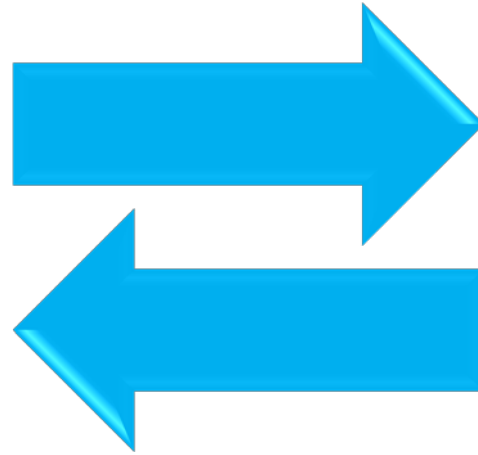


- ☐ Overview of Owner & Franchise Services Account Management Strategy
- ☐ Review Organization Structure
- ☐ Operations, Sales and Marketing Support Moving Forward
- ☐ Sheraton Update
- ☐ Miscellaneous
- ☐ Questions and Answers

Marriott Account Management *Philosophy*

Our Role

Deliver tools, resources, systems, brands and standards that work.



Your Role

Leverage internal and external resources to run great hotels.



Owner and Franchise Services *Strategy & Objectives*



Drive excellent returns for owners and franchisees and deliver value and exceptional on-strategy growth for Marriott International

Objectives

- ☐ Deliver margin and cash flow growth with *exceptional* Owner return on invested capital
- ☐ *Represent* Owners and Franchisees within Marriott
- ☐ Act in a manner that is *transparent* in terms of business decisions, being direct and honest
- ☐ Display a *sense of urgency* for resolution
- ☐ Drive *alignment* with Owners and Franchisees to support business objectives and brand integrity



Experienced Leaders Around The Globe



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J.W. Marriott, Jr.
Executive Chairman and
Chairman of the Board



Anthony G. Capuano
Executive Vice President and Global
Chief Development Officer



Stephanie Linnartz
Executive Vice President and Chief Marketing
and Commercial Officer



David J. Grissen
Group President



Leeny Oberg
Executive Vice President and Chief
Financial Officer



Arne M. Sorenson
President and Chief
Executive Officer



Edward A. Ryan
Executive Vice President
and General Counsel



Tricia Primrose
Global Chief Communications
& Public Affairs Officer



David A. Rodriguez
Executive Vice President & Global Chief
Human Resources Officer



Peter Cole
Managing Director,
Business Integration



Alex Kyriakidis
President and Managing Director, Middle
East & Africa



Amy C. McPherson
President and Managing
Director, Europe



Craig Smith
President and Managing
Director, Asia Pacific



Stephen Ho
CEO, Greater China



Americas Organization



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David J. Grissen
Group President



Dan Flannery
SVP & Managing Director of
EDITION Hotels



Herve Humler
President and Chief Operations Officer
The Ritz-Carlton



Liam Brown
President, Franchising, Owner Services and
MxM Select Brands, North America



Jen Mason
CFO, The Americas
Dual Reporting to Dave Grissen & Leeny Oberg



Ray Bennett
Chief Global Officer Global
Operations



Noah Silverman
CDO, NA Full Service Hotels
Also Reports to Tony Capuano



Karl Fischer
CHRO, Americas HR
Dual Reporting to Dave Grissen & David Rodriguez



Erika Alexander
CLSO, Americas CLS
Also Reports to Ray Bennett



Steve Heitzner
CSMO Americas Sales & Mktg
Reports Dotted Line to Stephanie Linnartz



Bill Barrie
SVP, Americas A&C
Dual Reporting to Dave Grissen & Ron Harrison



Tim Sheldon
President
CALA



Don Cleary
President
Canada



David Marriott
Chief Operations Officer Americas
Eastern Region



Rob Steigerwald
Chief Operations Officer
Americas Western Region



Owner and Franchise *Strategy & Support Teams*



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Liam Brown
President, Franchising, Owner Services and
MxM Select Brands, North America

Franchised Portfolio



Kip Vreeland
SVP,
Full Service
Franchising



Adam Sherer
VP, MSB Franchise
Brands



Joe Carrillo
VP, MSB
Franchise Ops
Team Lead

Managed by Marriott Portfolio



Jeff Ford
SVP,
MxM
Select Brands

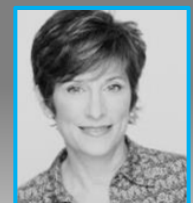


Tushaar Agrawal
VP, Full Service Owner
Services, Americas

Development & Canada



Eric Jacobs
Chief Development
Officer, MSB



Roz Winegrad
AVP, Owner &
Franchise Services
Canada

O+F Services and Support



**Michael
Rosenman**
VP, O+F Services,
Business Support



Nina Doumani
Vice President, Human
Resources



Todd Dunda
VP, MSB & OFS
Finance Business
Partner



Owner and Franchise *Strategy & Support Teams*



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Liam Brown
President, Franchising, Owner Services and
MxM Select Brands, North America

Franchised Portfolio



Kip Vreeland
SVP,
Full Service
Franchising



Adam Sherer
VP, MSB Franchise
Brands



Joe Carrillo
VP, MSB
Franchise Ops
Team Lead

Managed by Marriott Portfolio



Jeff Ford
SVP,
MxM
Select Brands

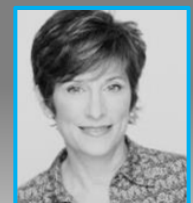


Tushaar Agrawal
VP, Full Service Owner
Services, Americas

Development & Canada



Eric Jacobs
Chief Development
Officer, MSB



Roz Winegrad
AVP, Owner &
Franchise Services
Canada

O+F Services and Support



**Michael
Rosenman**
VP, O+F Services,
Business Support



Nina Doumani
Vice President, Human
Resources



Todd Dunda
VP, MSB & OFS
Finance Business
Partner



Franchise Strategy and Support Team *Vision*



Franchisor in the
Lodging Industry

- *Support*
- *Transparency*
- *Performance*
- *Partnership / Recognition*



Core Preference Drivers



Performance

Develop the best brands and strongest channels that deliver the highest returns and work with Owners & Franchisees to realize their portfolio's full potential.

Support

Provide tools and resources to enable Owners & Franchisees to run great Marriott-branded hotels that are accretive to Marriott brand equity, deliver outstanding guest service, and industry leading NOIs.

Transparency

Provide opportunities for Owners & Franchisees to share their perspective during Marriott decision-making process to achieve stakeholder buy-in on strategy and initiatives. Communicate with Owners & Franchisees on regular/on-demand basis to provide critical information to support their business operations.

Partnership

Build the strongest relationships with our Owners & Franchisees by conducting business with integrity, recognizing their investment with Marriott, celebrating their success, and acting in the long-term interest of our Owners & Franchisees.



Full Service Franchising *Leadership Team*



Kip Vreeland
SVP, Full Service Franchising



Michele Pajot
Area VP
Franchise Ops



Shawn Cummins
Area VP
Franchise Ops



Roy Nassau
Area VP
Franchise Ops



Richard Veilleux
Area VP
Franchise Ops



Tara Cowan
VP,
FS Franchising



Anne Marie Wemmlinger
VP, FS
Franchising Ops



Guy Reinbold
VP,
FS Franchising F&B



Kirby Smith
VP FS Franchising
Sales & Marketing
Dotted Line to Kip

- ✓ Account Management
- ✓ Business & Transactional Support
- ✓ Portfolio Execution & Performance
- ✓ Discipline Strategy & Initiative Mgmt.
- ✓ Brand Engagement
- ✓ Franchise Forums
- ✓ Owner & Operator Approval

Operations Support
Team

Sales, Marketing & Revenue
Management
Field Support Team



MARRIOTT FULL SERVICE ORGANIZATION

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Kip Vreeland
SVP, Full Service Franchising



Michele Pajot
AVP, Franchise Operations



Roy Nassau
AVP, Franchise Operations



Shawn Cummins
AVP, Franchise Operations



Richard Veilleux
AVP, Franchise Operations



Anne Marie Wemmlinger
VP, FS Franchising, Operations



Guy Reinbold
VP, FS Franchising, F&B



Tara Cowan
VP, FS Franchising, Transactions



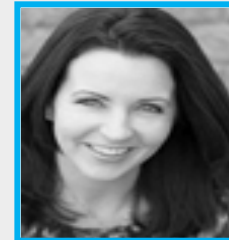
Kirby Smith
VP, FS Franchising, Sales & Marketing



Jay Lyden
SD, FS Franchising, Operations



Lauren (Webb) Kennedy
SM, FS Franchising, Operations



Leslie Duncan
SD, FS Franchising, Sales & Marketing



Andrew Sliben
SD, FS Franchising, Sales & Marketing



John Dechart
SD, FS Franchising,
Sales & Marketing



Nick Mayersohn
Manager, FS Franchising



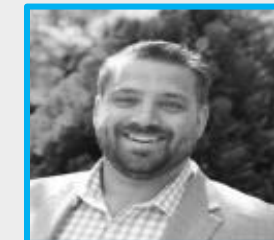
Nicole Bernstein
Senior Administrative Assistant



Sherry Loveland
SM, Meeting Planning Services



Jenny Vinge
Administrative Assistant



Jason Anderson
SD, FS Franchising, Sales & Marketing



Heidi Day
SD, FS Franchising, RM



MSB Franchising Operations *Leadership Team*



Joe Carrillo

VP, Marriott Select Brands
Franchising Operations



Cris Johnson

VP, Franchising
Account Mgmt.
WEST



Glenn Lewis

VP, Franchising
Account Mgr
EAST



Sharon Agar

VP, Franchising
Operations,
Acct Development

Marriott
Sales, Marketing
& Revenue
Management
Field Support Team

- ✓ Account Management
- ✓ Business & Transactional Support
- ✓ Portfolio Execution & Performance

- ✓ Owner & Operator Approval
- ✓ Executive Excellence Program
- ✓ Mgmt Company Training



MSB Franchising *Leadership Team*



Adam Sherer
VP, Marriott Select Brands
Brand Franchising



Phil Borkowski
VP, CY, FP,
SHS & FFI Franchising



Jennie Benzon
VP, Moxy, , Element,
Aloft & AC Franchising

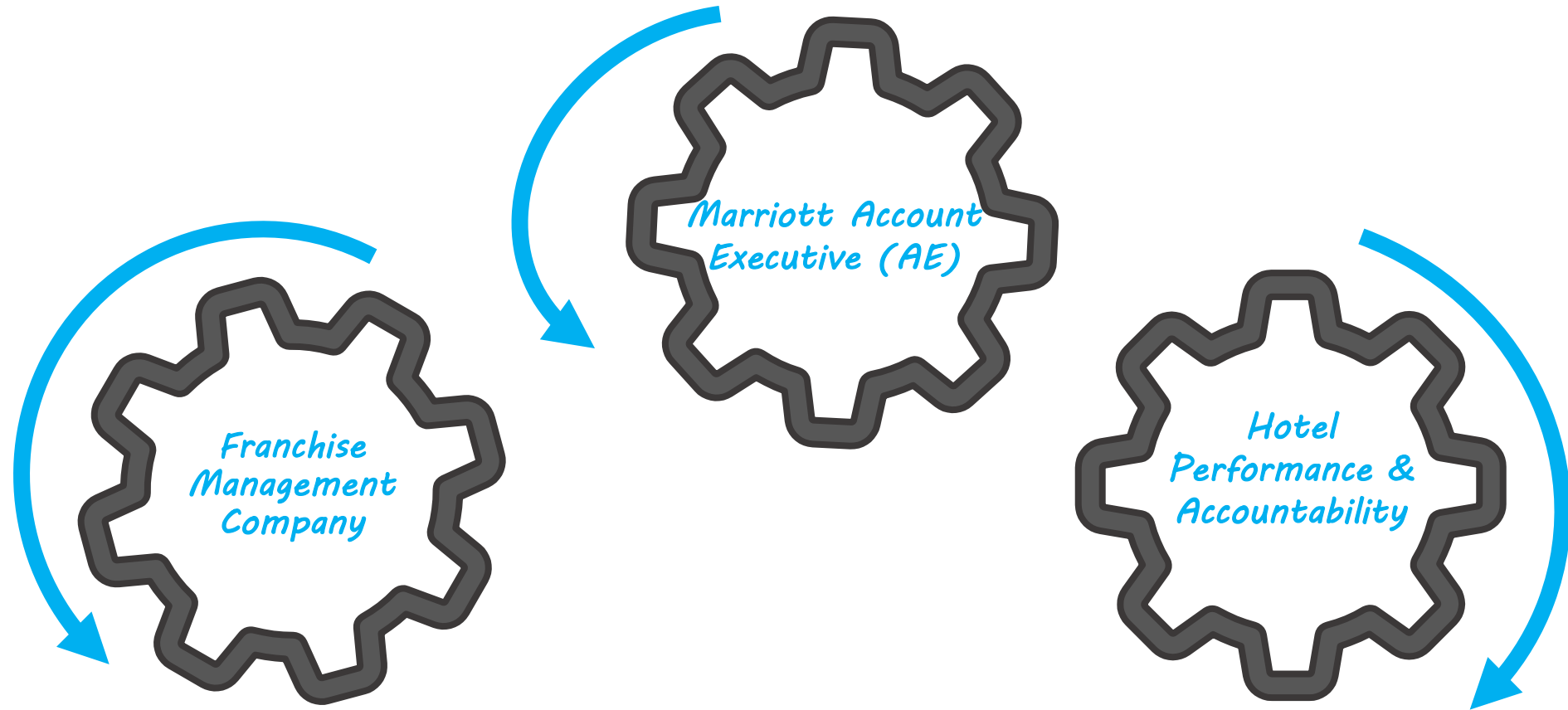


Pat Willenborg
VP, RI & TPS
Franchising

- ✓ Discipline Strategy & Initiative Mgmt.
- ✓ Brand Engagement
- ✓ Franchise Forums



Account Management



Work with principals and above-property leaders where financing and strategic decisions get made to ...

Influence hotel performance and ...
Hold franchisees accountable.



What We Do *Primary Role & Responsibilities*



Serve as the Primary POC with
Management Company

Escalations & Issues

Proactive Communication

Listen, Acknowledge & Resolve

Quick Response / Resolution

Transparency

Follow Through / Close Loop



What We Don't Do *Your Responsibility*



Engage in the Management or Operation of any Aspect of a Franchisee's Hotel or Business Operations

Manage or Direct the Work of Hotels or Above-property Teams

Train Hotels (and to some extent, the franchise management company)

Inspect Hotels for Compliance, Operational Performance, Sales Execution

“Engagement *Conferences, Meetings & Advisory Boards*”

FULL SERVICE

- ✓ MINA
- ✓ Individual Brand Boards
- ✓ Specialty Boards (e.g, Rooms Advisory Board)
- ✓ Market Meetings
- ✓ Marketing/Operations Forums

MARRIOTT SELECT BRANDS

- ✓ CONNECT Conference
- ✓ Individual Brand Boards
- ✓ Market Meetings
- ✓ Innovation Forums

BOTH FS & MSB

- ✓ Owner Advisory Council (OAC)
- ✓ Executive Technology Advisory Council (ETAC)
- ✓ Joint Advisory Board
- ✓ Integration Advisory Boards
- ✓ General Managers Meetings





The Formal Account Meeting



- Understand account's desire for frequency and format of meetings
 - in-person, conference call, monthly, quarterly, ad-hoc, etc.
- Identify participants from account and determine appropriate Marriott attendance, based on relationship and desired goals for the account
- Call account 2 to 3 weeks in advance of meeting for their perspective and proposed agenda items and issues to be addressed
- Send account review deck in advance of the meeting
- Identify desired results from account (i.e., growth in certain markets, renovation of hotels) and thus from the meeting
- Align Marriott attendees prior to meeting on issues and desired outcome/goals of the meeting
- Not every account requires a formal account meeting
 - Every account however requires some form of frequent communication



Owner and Franchise *Services*



Relicensings & Renewals
Comfort Letters
Other Amendments
Growth Administration



BUSINESS SUPPORT



Initiative Management

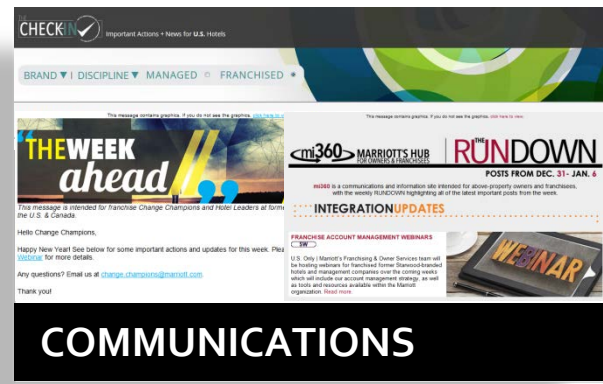


Engagement



Communication

ENGAGEMENT



COMMUNICATIONS



PRODUCT INTEGRITY

Owner Account Strategic Information System (OASIS)
Franchise EID Process
Owner Card Management



O+F ADMINISTRATION



Owner & Franchise Services *Engagement Framework*



Initiative Management



Engagement



Communication

Owner & Franchise Services *Communications*

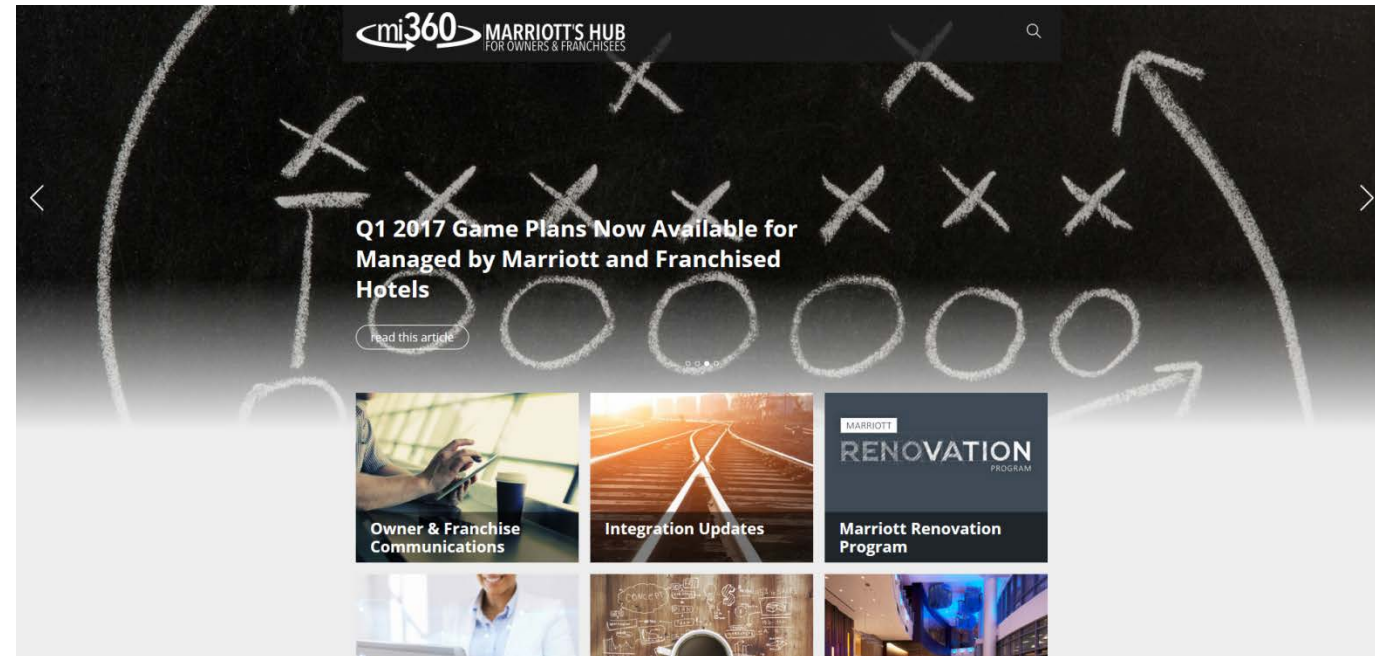
OFS Communications owns all messages presented to owners and franchisees

Communication Vehicles

depend on complexity of initiative/message

- **Marriott Global Source** (former Starwood brands can access The Platform for now)
- **Weekly Update (franchisees)** (former Starwood brands should review the Week Ahead email for now)
- **Quarterly Game Plans (franchisees)**
- Ad hoc owner/franchise memos (delivered by OFS Communications)
- Account review presentations
- Market meeting presentations
- Conferences
- **Roadshows / Webinars**
- **Office Hours**

mi360... *Marriott's Hub for Owners & Franchisees*
(used for communication to above-property Owners & Franchisees)





Owner & Franchise Services *Product Integrity*



Business Objectives

- Brand Detractors
- Renovation Compliance
- Capital Asset Planning & Execution (CAPE)
- Tracking for Capital Investment Priorities



Owner & Franchise Services *Administration*



Administration

- Franchise EID Process
- Owner & Franchise Card Management
- Owner & Franchise Survey
- Owner Account Strategic Information System (OASIS)



Operations Update



guestVoice

First surveys go live in guestVoice on January 10, 2017

Review items listed on The Platform with critical information, dates and direction

Where do we go if we have questions?

Quality Assurance: qa@marriott.com

Operations: change.champions@marriott.com or ask.ops@marriott.com

guestVoice: guestVoice@marriott.com

Additional operations links are listed in the appendix



Sheraton Rally



- Objectives:
 - Celebrate the Sheraton Brand's 80th anniversary
 - Immerse associates in GO BEYOND service strategy
 - Recognize the impact of associates' actions and commitment to service
 - Elevate service delivery through pride and enthusiasm
 - All-Associate Rally - A 60-90 minute rally or a series of smaller associate rallies over the course of 1-3 days to be completed by end of March
- **All content & detailed program guide will be shared with hotels in mid-January and reviewed via "Facilitator Prep" webinars
- Boxes with all materials and information shipped to hotels recently
 - Communication to management companies this week



Sales, Marketing & Revenue Management 'SMR'



- The Bridge question box will remain live: [The Bridge](#)
- The Full Service SMR Team has a dedicated inbox that can be used for general SMR questions: fullserviceSMRsupport.com
- Hotels will remain on the existing reservation platform (ISAC, ROS, Vahalla) in the near term
- There are several existing inboxes that will remain active for technical questions, and are listed in the appendix



Miscellaneous



- GM Survey will be distributed this week
 - Additional contact info
 - Brand-specific initiative and product questions
 - Renovation data
- Regional Full Service General Managers conferences tentatively scheduled for April – more to come
- Change Champion Webinars every Tuesday – stay connected for the most up-to-date integration information





Appendix

Sales, Marketing & Revenue Management ‘SMR’ Resources

- General Inbox RMS.Support@starwoodhotels.com
- For Installs, Training, Pre Go Live - ROS-ProjectManagementTeam@starwoodhotels.com
- Billing Questions ARFranchise@starwoodhotels.com
- Galaxy Lightspeed Support 800-434-9990 | support@galaxyhotelsystems.com
- ISAC ISAC.Support@Starwoodhotels.com
- Lanyon Lanyon.support@starwoodhotels.com
- SRS (Starwood Reservation Service) SRSHelp@starwoodhotels.com
- Rate-Related Inquiries grst@starwoodhotels.com
- Reservation Inquiries ResInquiriesNAD@starwoodhotels.com
- ROS Group Support ros-gosupport@starood.com
- ROS Support ros-projectmanagementteam@starwood.com
- StarCOM salesprodhel@starwoodhotels.com
- Starboard Reports business.intelligence@starwoodhotels.com
- Smith Travel Research star.program@marriott.com
- SPGPro SPGPro@starwoodhotels.com
- Valhalla Property Content (512) 821-6221 Global.Content@starwoodhotels.com



Operations Resources



Rev Par, Financial, SPG, and high-level GEI data: Go to Reflex via the etools menu on the Bridge.

<https://bridge.starwoodhotels.com/community/eTools/reflex>

Channel Contribution: download the Stewardship report via Microstrategy/Starboard reporting:

<https://bridge.starwoodhotels.com/community/eTools/starboard-reports>

Detailed GEI data: Go to the Guest Experience Index (GEI) portal via the etools menu on the Bridge. Data on the GEI portal will be available until February, 2017. <https://bridge.starwoodhotels.com/community/eTools/gei-portal>

Master Arrival: <https://sgr.starwoodhotels.com> use the Health Check to see property's SEI score including MAR (Master Arrival Report) run rate.

Next Gen Service Culture Training: <https://bridge.starwoodhotels.com/community/programs/service-culture-training/service-culture-training-the-americas/pages/reporting>

Final 2016 NGSC Results will be pulled Jan 2, 2017. So hotels should start getting all of their Rosters up to date and make sure everything is properly loaded into the DC before then. As a reminder, we are only looking at associates hired before July 1, 2016.

RMI data: <https://bridge.starwoodhotels.com/community/teams/social-media/reviews>

The November 2016 RMI report, with results per division and property, is now [available on the Bridge to download](#)

Brand Health Results: log onto the StarQA portal via the etools menu off of the Bridge: <https://bridge.starwoodhotels.com/community/eTools/starga-portal> Former Starwood properties will be transitioning to Marriott's Brand Standard Audits (BSA) program in 2017. Under Marriott's BSA program, hotels receive an unannounced audit annually. The BSA program will be phased in by brand, beginning in Q3 2017.

Questions: qa@marriott.com

Operations Resources

Sustainability: go to the Sustainability Resource Center (SRC) to find information on Environmental Sustainability and Social Responsibility programs & initiatives.

<https://bridge.starwoodhotels.com/community/teams/global-citizenship/the-americas>

Photography Report Card: go to the Starwood Asset Library. StarwoodAssetLibrary.com is a marketing resource that contains all of our brands and properties marketing assets

TO VIEW A SPECIFIC HOTEL PHOTOGRAPHY SCORECARD go to the following link and type in the pin number at the end: <http://www.starwoodassetlibrary.com/reportcard/>

Corporate Guest Complaints: the GM and StarGuest Champion can access property summary and detail reports via Microstrategy/Starboard reporting: <https://bridge.starwoodhotels.com/community/eTools/starboard-reports>

Owners and management companies can ask their hotels to run and share reports.

Customer Experience Index (CEI): <https://bridge.starwoodhotels.com/community/eTools/cei-portal>

CEI Year End Memo Available | Please review the [CEI Memo](#) for a reminder of key year-end deadlines and instructions for downloading CEI results.

Ratings & Reviews: R&R will be integrated into guestVoice with a target date of end of February, 2017. In the meantime, there will be a gap in reporting. Please be on the lookout for additional details. Questions: Email guestvoice@marriott.com

Team HOT: <https://bridge.starwoodhotels.com/community/teams/sales>

The Team HOT Program has been extended through 2017 for eligible associates at former Starwood-branded hotels, with slightly modified guidelines as highlighted [here](#)