



deploy
+ change integration

Owner & Franchise Services of Canada

Canadian Franchise Support and Resources

Today's Agenda

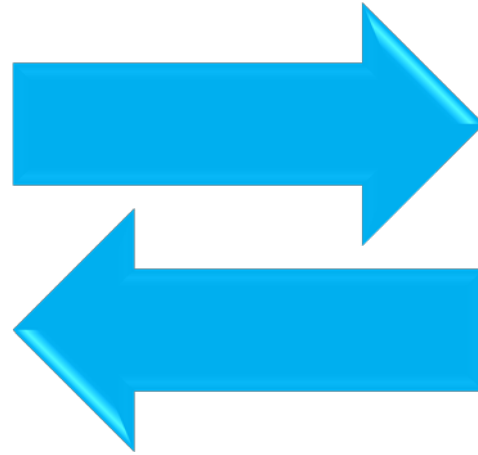


- ☐ Overview of Owner & Franchise Services Account Management Strategy
- ☐ Review Organization Structure
- ☐ Operations, Sales and Marketing Support Moving Forward
- ☐ Global Quality
- ☐ Questions and Answers

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
Canadian Owners and Franchisees AND 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



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



Arne M. Sorenson
President and Chief
Executive Officer



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



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



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



Canadian *Leadership Team*



Don Cleary
President, Marriott Hotels of Canada



Paul Cahill
Area VP
East



Martin Stitt
Area VP
West



Roz Winegrad
Area VP
Owner+Franchise
Services



Laura Pallotta
VP, Sales &
Marketing



Frederic Herlory
VP,
Finance



Marisa Milton
VP, Human
Resources



Jessica Conant
VP,
Revenue
Management



Lorne Toews
Area Director,
Engineering



David Cheang
SR. Director
Information
Technology

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

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



Canadian OFS *Leadership Team*



Roz Winegrad
Area VP Owner + Franchise Services



Erin Wade
Senior Director, Sales,
Marketing & Revenue
Management Franchise
Support

- ✓ Support for maximizing use of MI RevGen tools
- ✓ Sales and Marketing support and training
- ✓ Strategic analysis and support to optimize revenue
- ✓ Analysis and pull-through of initiatives



Don Lougheed
Senior Director of
Franchising

- ✓ Account Management
- ✓ Portfolio Performance and QA Accountability
- ✓ Brand Engagement
- ✓ Franchise Forums



Franchise Strategy and Support Team *Vision*



Franchisor in the
Lodging Industry

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.



What We Do *Primary Role & Responsibilities*



Serve as the Primary POC with
Management Company

Escalation

Proactive Communication

Listen, Acknowledge & Resolve

Quick Response / Resolution

Connect to Tools and Resources

Follow Through / Close Loop

Point of Contact for all Contract
Issues



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 BRANDS

- ✓ Full Service Owners Meeting / MINA
- ✓ Individual Brand Boards

BOTH FS & MSB

- ✓ Integration Advisory Boards
- ✓ General Managers Meetings
- ✓ Canadian Owners Conference
- ✓ Account Meetings
- ✓ Market Meetings
- ✓ Annual Canadian Sales Conference **JANUARY!**
- ✓ Workshops and Training

MARRIOTT SELECT BRANDS

- ✓ **CONNECT Owners Conference – LA Live April 30 - May 2, 2017**
- ✓ **MSB GM's Conference – New Orleans - March 29 - April 2, 2017**
- ✓ Individual Brand Boards



Canada Integration *Advisory Board Members*



Gerry Chase
President & COO
New Castle Hotels and Resorts



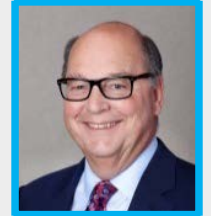
Tony Cohen
EVP & Partner, Canada
Crescent Hotels & Resorts



Drew Coles
President & CEO
InnVest Hotels



Dino Dicienzo
President
Canadian Niagara Hotels



Philippe Gadbois
Senior Vice President, Operations
Atlific Hotels



Steve Giblin
President & CEO
SilverBirch Hotels



Steve Gupta
President & CEO
Easton's Group of Hotels Inc.



Azim Jamal
President & CEO
Retirement Concepts



Amin Lalji
President
Larco Hospitality



Anthony Messina
CEO
Westmont Hospitality Group



Danny Murphy
President
D.P. Murphy Inc. Group of Companies



John O'Neill
President & CEO
O'Neill Hotels



Deepak Ruparell
President & Owner
Silver Hotels



SALES, MARKETING AND REVENUE MANAGEMENT SUPPORT



Sales, Marketing and Revenue Management Support



FOCUS & PARTNERSHIP

- SMR Franchise Services leaders partner with their AVP to drive performance for management companies, ensuring they understand how to fully leverage the power of Marriott's marketing, sales and revenue management.



Maria Himebaugh
VP, Sales, Marketing &
Revenue Management
(SMR) Franchising



Erin Wade
SD, SMR Franchise Support
Canada

EXPERTISE

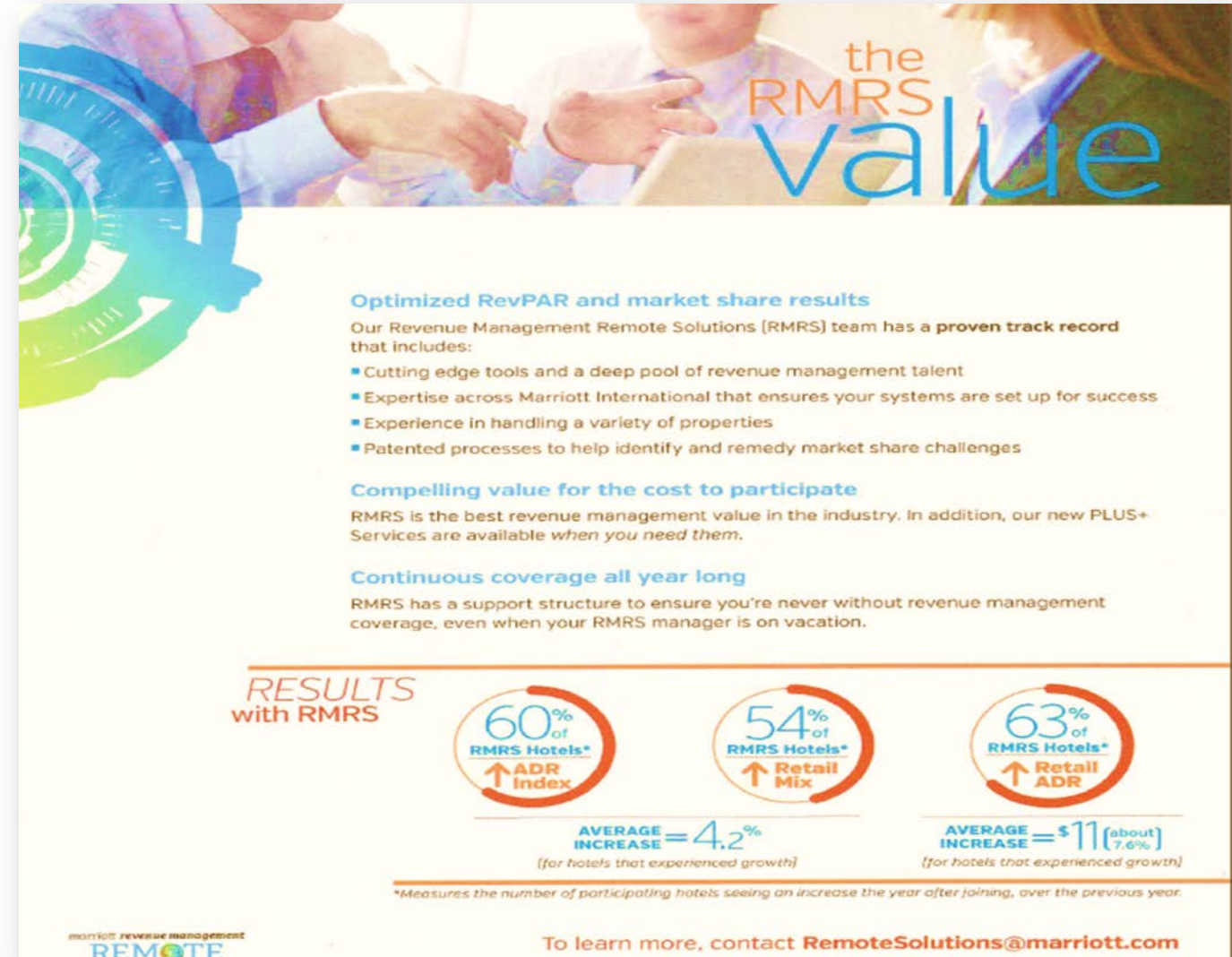
- Identify areas of opportunity at the Management Company level
 - Analysis of performance and identification of areas of opportunity for improvement.
 - Ensuring utilization of systems & tools.
- Connecting Management Companies with resources
 - Sales & Revenue Management Training opportunity areas.
 - System enhancements and improved adoption.
 - Existing tools to improve revenue performance.
- Ensure successful pull through of key SMR initiatives through partnership with all discipline leaders throughout the company



Canadian Revenue Management Shared Services



- For MI legacy brand today
- Launched in 2016 – bringing revenue management expertise
- Highly experienced with MI systems. Efficient and knowledgeable
- Locally based
- Outperform non-participating hotels
- Over time will determine the future of the SW v. MI Canadian Revenue Management support





Sales, Marketing & Revenue Management 'SMR'



- SW Legacy 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
 - The Bridge question box will remain live: [The Bridge](#)
- For Full Service general SMR questions: [Full Service SMR Inbox](#)
- For Select Service general SMR questions: [MSB SMR Inbox](#)

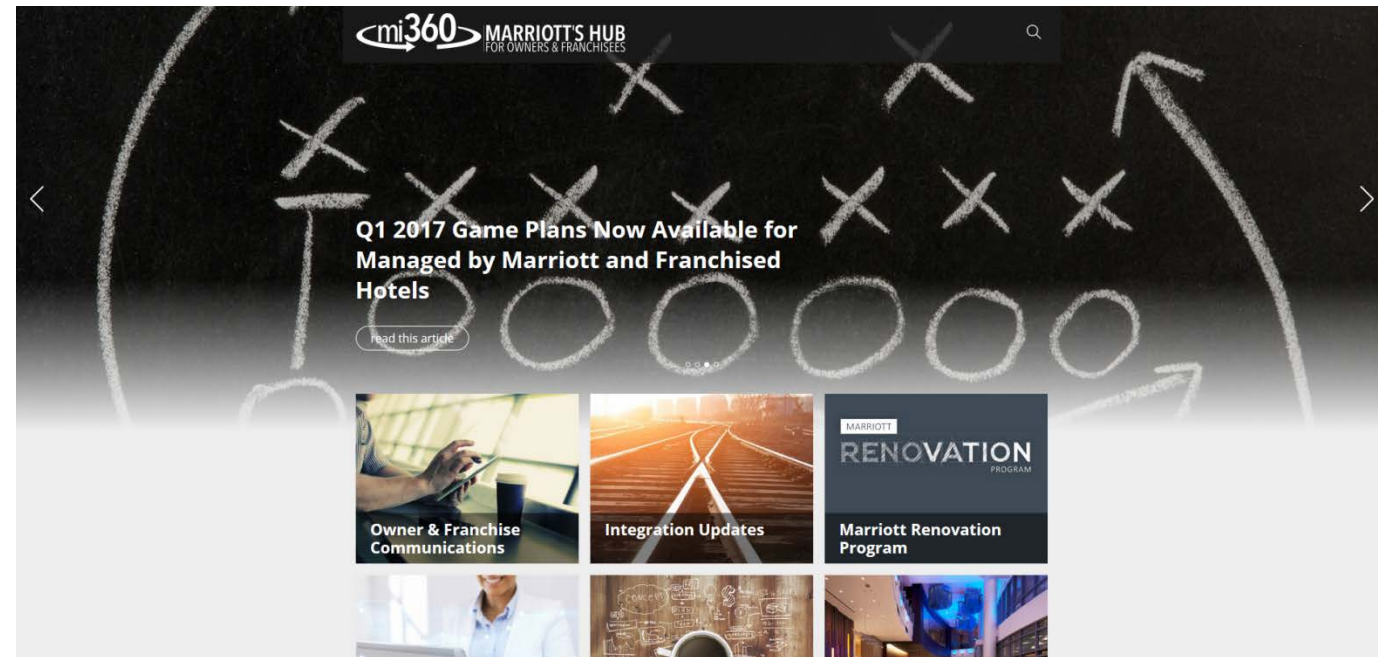


Owner & Franchise Services *Communications*



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

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





YEAR-END LETTER FROM DON CLEARY



MARRIOTT HOTELS OF CANADA – 2016 UPDATE



Renaissance Montreal Downtown Hotel

December 2016



Don Cleary
President Marriott Hotels of Canada

2016 has been a busy and exciting year for Marriott Hotels of Canada. First, we completed the integration of Delta Hotels into the Marriott system. We are excited by the owner and franchisee investment in upgrading our Canadian portfolio of Delta hotels, and we have successfully rolled out the new brand positioning and endorsed name: "Delta Hotels by Marriott." All Delta hotels are in Marriott Rewards and we are seeing significant market share growth for the brand, we remain focused on driving those top-line results to the bottom line. Delta Hotels by Marriott is now an established global brand within the Marriott portfolio. There is a rapidly growing pipeline in both Canada and the United States, currently on track to more than double in size within the next few years.

Of course, on September 23rd Marriott completed the acquisition of Starwood Hotels & Resorts, creating not only the world's largest and most diversified hotel company, but also the largest and best hotel company in Canada. We now offer the broadest portfolio of strong brands across all segments of the industry. I am excited that we have 19 of our 30 brands in Canada, and look forward to bringing more of our brands to this country.

Closing on the purchase is just the beginning of the acquisition. While we're off to a good start, we have much hard work to do over the next couple of years to successfully integrate the Starwood and Marriott worlds. Rest assured that our highest priority during the transition is to minimize distractions on property and remain focused on taking care of business as usual. Throughout the integration process, we will remain laser focused on continuing to take care of our customers, owners, and employees.

In 2016 we were excited to have enhanced engagement and communication with our Canadian owners and franchisees. We initiated owner advisory councils in Canada and are working to ensure Canadian representation on all of Marriott's North American brand and discipline advisory councils, including conducting our first Delta brand advisory council in Toronto this coming February. We remain committed to furthering our goal of engagement, transparency and candor, and are grateful to our Canadian owners who are participating in these councils with time, input and expertise.

Finally, 2016 also brought us recognition for winning the AON Best Employer in Canada for the 12th year in a row. We know that it all begins with the hard working associates in our hotels and we are pleased to have been recognized as a great place to develop and further their careers.

Looking ahead to 2017, what better place to start than the great honour of being named the number one country to visit in 2017 by the world's top-rated travel magazine, Lonely Planet. That honor comes at a great moment for the country, which is poised to celebrate its 150th anniversary in 2017. At Marriott Hotels of Canada, we look forward to being a big part of the surge in international interest in Canadian travel and celebrating the anniversary.

In January we are welcoming new members to our Canadian team, with the addition of sales and revenue management associates. We are also adding two new resources dedicating to supporting our franchise community. These additions will enhance our ability to drive our Canadian results.

I'd like to conclude by thanking you for your partnership this past year and extending my best wishes for a wonderful holiday season. I look forward to working with you toward great success in 2017.

“Ongoing Services”



- ❑ Operations
- ❑ Sales & Marketing
- ❑ Revenue Management
- ❑ Human Resources
- ❑ Tools & Technology
- ❑ Systems Installation



“Training”



- ❑ Results-oriented curriculum fosters proficiency in meeting customers' expectations while supporting career advancement
- ❑ “myLearning” enterprise learning management system enables 24/7 access to more than 2,000 Marriott-offered training activities
- ❑ Success of training programs is measured by GuestVoice, Engagement Surveys and Quality Assurance metrics





Business Objectives

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

Global Quality

Executive Orientation
December 2016

Changes for former Starwood properties

One, global, guest feedback and quality program to drive consistency, cost efficiency and continued innovation

Q1 2017: Launch guestVoice
Transition all Starwood brands to guestVoice from GEI/CEI in Q1 2017 (Targeting Jan). All brands accountable for Intent to Recommend metric starting Q3 2017.

**GuestVoice
(GSS)**

Combined GSS, BSA Brand, and BSA Ops scores along with capital improvement compliance drive accountability standing; replacing the elevation program.

ACCOUNTABILITY

**Brand
Standards &
Audit
(BSA)**

Q2 2017: Migrate Standards
Launch consolidated Standards in one global repository.
Q3 2017: Launch BSA
Transition to Marriott audit program beginning Q3 2017 (phased by brand). Group 1 accountable for BSA Brand and BSA Operations scores starting Q3 2018

**Major Capital
Improvements
/ CAPEX**

Monitor Capital Improvements:
Rollout Renovation Program with delayed accountability; timeline is still TBD and will be communicated throughout 2017.

What is guestVoice?

The guestVoice platform replaced Starwood's GEI and CEI programs in January 2017.

THE FOUNDATION:
Guest Satisfaction Survey, Event
Satisfaction Survey (FS only)

SUPPLEMENTAL INSIGHTS:
Social Media

GUEST RESPONSE:
Problem Resolution

- › One-stop shop for guest surveys, event surveys, and social media feedback
- › Measures 30+ key touch-points in the guest experience
- › Scrapes social media feedback from 20+ major global sites (over 95% of all social reviews)
- › In the future, it will offer a verified review platform for M.com
- › Allows for real-time guest response through email alerts and a 48 hour response requirement
- › Keeps guests engaged beyond their stay
- › Provides a breadth of feedback to drive property improvement

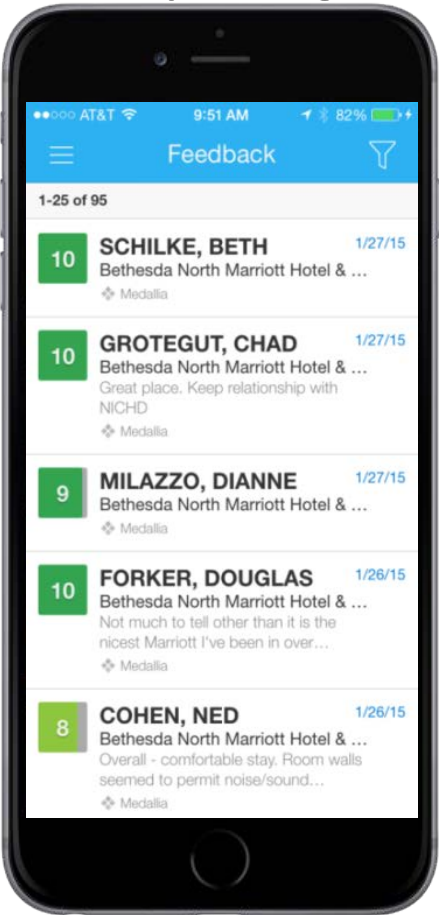


guestVoice Mobile Application

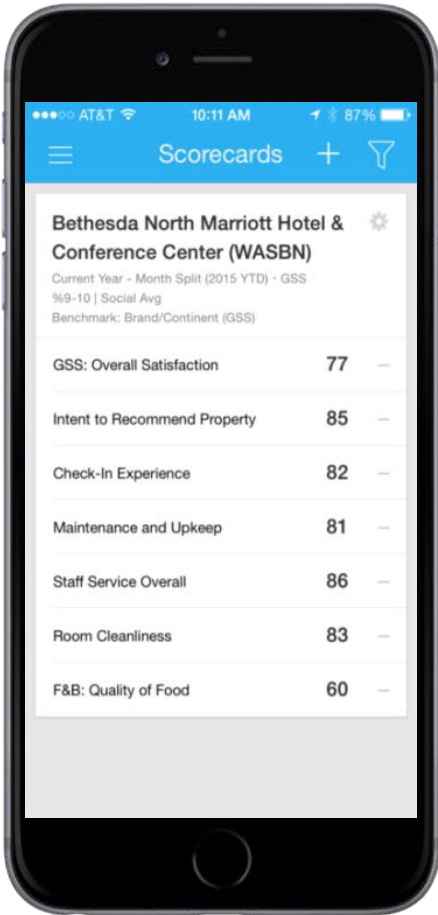


The mobile app allows property users to quickly and efficiently address guest satisfaction issues and get back to their daily operations

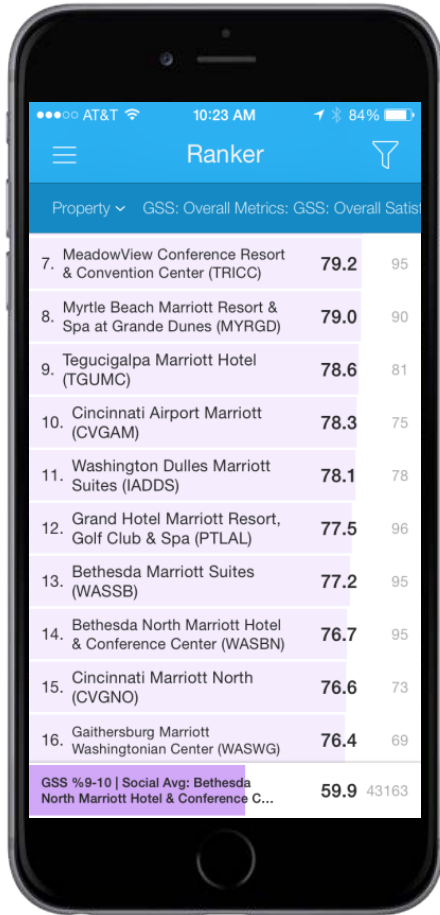
On-The-Go
Responding



Quick View of Hotel
Performance



Snapshot of My Hotel
Performance Versus Peers





Three Components to the Audit Process



The audit measurements align with the key drivers of guest satisfaction and brand differentiation

Hotel Self-Audit (SA)

Optional, No Cost

Identifies Gaps
Enables Action Planning
Education

Hotel Property Certification (PC)

Required (2x)
July *and* January

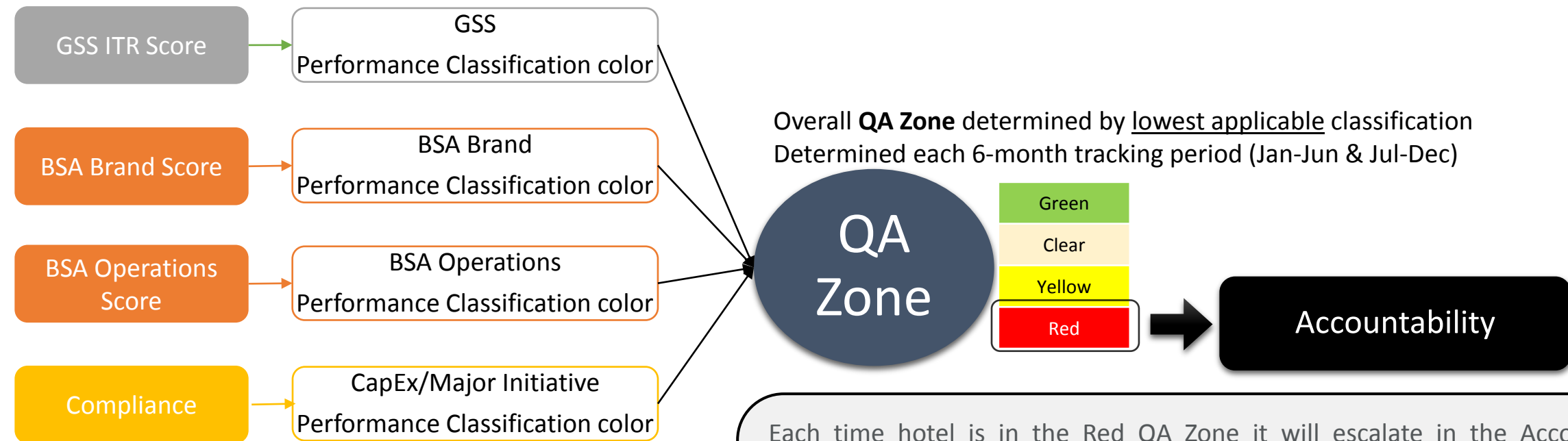
Complements BSA
Fire/Life, & Food Safety
New Standards

Vendor Brand Standard Audit (BSA)

Required (1x) Annually
(Autograph 2x)

Leading Indicator
Service Evaluation
Guest-centric

QA Accountability Summarized



Each time hotel is in the Red QA Zone it will escalate in the Accountability Program; the hotel must go 4 tracking periods with a QA Zone that is Yellow/Clear/Green to earn a Clean Slate.

Another Red Zone occurrence during any of those 4 tracking periods will result in an additional escalation and cause the clean slate “clock” to reset, requiring the hotel to be out of the Red Zone for the next 4 tracking periods.

2017 Thresholds

Global Quality - Accountability

GSS Metric has changed to Intent to Recommend

GSS Performance Classification				
GSS Intent to Recommend Metric				
	GREEN	CLEAR	YELLOW	RED
Americas	71.0+	70.9-59.0	58.9-55.0	Below 55.0
EU, MEA, AP	70.0+	69.9-51.0	50.9-48.0	Below 48.0
Customer Engagement				
RC	54.0+		53.9-44.0	Below 44

BSA Scores have been updated for Ops and Brand and consolidated into Luxury, Premium and Select

BSA Performance Classification				
Brand Section				
	GREEN	CLEAR	YELLOW	RED
Luxury, Premium	96.0+	95.9-82.0	81.9-79.0	Below 79.0
Select	92.0+	91.9-77.0	76.9-72.0	Below 72.0
Operations Section				
	GREEN	CLEAR	YELLOW	RED
Luxury, Premium	94.0+	93.9-82.0	81.9-79.0	Below 79.0
Select	90.0+	89.9-80.0	79.9-78.0	Below 78.0



Operations Update



guestVoice

First surveys went 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



DRIVE IMPROVEMENT - Best Practices



- **RELENTLESS Focus**
- Set Goals – Communicate these goal
- Celebrate Wins / Address issues
- GuestVoice / BSA Board
- Daily Meetings
- Build into team goals
- Use the tools to understand
- Attend webinars



Key Takeaways



- Engage – Take full advantage of Marriott's tools, system and support
- READ EMAILS
- Relentless focus on QA and GuestVoice
- Run GREAT hotels





Appendix



Roz Winegrad Accounts



Brock Hotels

Canadian Niagara Hotels, Inc.

Concord Hospitality Enterprises Company

Crescent Hotels & Resorts

Easton's Group of Hotels

Fairmont Hotels & Resorts

Groupe Hoteilier Grand Chateau

Hospitality Inns Limited

Iber Management

Keck Seng Group

Larco Enterprises

New Castle Hotels, LLC

Northampton Group of Hotels

Ocean Properties - Atlific

O'Neill Hotels and Resorts Mgmt., Ltd.

Palm Holdings Inc.

Pivot Hospitality

Platinum Investments, Ltd.

Pomeroy Lodging

Retirement Concepts

Silver Hotel Group

SilverBirch Hotels & Resorts

Tarn Financial Corp.

Urgo Hotels & Resorts

Wall Financial Corporation

Westmont Hospitality Canada



Don Lougheed Accounts



1701469 Alberta Ltd.
2461764 Ontario Inc.
9149-8329 Quebec Inc.
Airline Hotels Ltd. a
Astoria Enterprises
Bhanji Brothers Investment, Inc.
Bona Building and Management Co. Ltd.
Cavalier Enterprises
Centre Suite Hotel Holding
Charltons Evergreen Court Limited
Crown Group of Hotels
Daisy Tse Cheung
Diamond Hotels Canada Inc.
DP Murphy Incorporated
Ecoasis Group of Companies
Esmail Bhanji
Fallsvie Group
Genesis Hospitality
Gestion Hoteliere M.B.A Inc.
GEV Management

Hallmark Group of Hotels
Harbour View Inn, Inc.
HHC Hotels, LLC
Hollypark Organization, Inc. (The)
Hornstein-Higgins Partnership
Iliyan Hospitality Inc.
INN-TRUST Hospitality
Intrawest
Itcan (Sault) Holdings Inc.
J. Dass Investments Limited
KRS Hospitality
Lakeview Management
LHMD Inc.
Lixi Group
M2K
Manga Hotels
Mel Dhaliwal
Minaz Rahemtulla
Niagara 21st

P.R. Hotels, Ltd.
PHI Hotel Group
Pacific Hospitality
Parkway Hotels and Convention Centre
Quint Trust
RIMAP Hospitality
Rosdev Group
Sarup Enterprises, Inc.
Sohal Family
Southtoon Hospitality Group, Inc.
Sunny Hospitality
Tidan Group of Companies
Vista Hospitality
VJ Management
Vrancor Group of Companies
WeStar Holdings Ltd.
Williams Hotels Ltd.
Woodlawn Hospitality Group
YQR Ventures Hotels and Resorts Inc

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/starqa-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](#)