

The background of the slide is a photograph of the JW Marriott Phuket Resort & Spa. It shows a large, open-air courtyard with a central reflecting pool. The pool is illuminated with several small, circular lights that create a shimmering effect. The surrounding buildings have traditional Thai-style architecture with tiled roofs and are lit up from within, casting a warm glow. In the distance, the ocean is visible under a sunset sky with orange and yellow clouds. The overall atmosphere is serene and luxurious.

○ MARRIOTT BONVOY EMAIL PROGRAM

Quarterly Plan Update and Q3 2019 Email Review

October 29, 2019

MEETING AGENDA

- Discuss Email Channel Plans and Roadmap; Q4 2019 Update
- Review Q3 2019 Email Engagement and Activity
 - Performance Summary
 - Support for Key Initiatives
 - Email Campaign Highlights & Trends
 - Actional Insights
- Non-Loyalty Email Performance Updates
 - Marriott Bonvoy Traveler Newsletter Q3 Update
 - The Ritz-Carlton Newsletter Q3 Update

2019 QUARTERLY EMAIL CHANNEL ROADMAP

2019 Email Channel Roadmap

Core tactics: Re-concept, re-brand and improve customization/localization; introduce Luxury versioning (Q3); increase pull-through of benefits beyond Free Nights



	Q1 2019			Q2 2019			Q3 2019			Q4 2019		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Quarterly Meetings	2/14: Q4 Review			5/2: Q1 Review / Q3 Plan			8/1: Q2 Review / Q4 Plan			10/29: Q3 Review / Q1 Plan		
Audience Health & Reporting	Work On MBV Email V.O.R. Process		Monitor KPI's; Set Baselines; Develop Reporting			Unsubscribe Deep Dive			Scope Future eAppend Opps.			
	Plan eAppend Launch					Broaden Re-engagement Strategies; Develop Test Plan; Track Performance						
Key Initiatives Support	2/13 MBV Live		Provide Cross-Campaign Support For: Program & Brand Awareness, Cobrand, Book Direct, Promotions, Moments; Leverage MVP Tech									
	Define Luxury Lens Strategy, Targeting, Tracking Needs & Campaign Support						Launch Luxury Version of Comms; Use Tech to Personalize & Optimize Performance					
Loyalty Program Led Communications	Update & Launch Targeted Emails & Welcome			Update Incent Redemption; Define Onboarding Strategy			Optimize Achievement Emails; Update Birthday, Anniversary Strategies					
	Develop Benefits Content Library; Plan Email Placement & Tracking				Promote Program Benefits & Brand Affiliation (Good Travel Guide, Ambassador Video); Weave Loyalty Into Other Priorities (Red/Blue)							
Member & Guest Communications	Develop BAU Email Strategies: MAU, Offers & Packages; Launch Campaigns				Define Ongoing Cross-Campaign Support for Key Initiatives; Track & Optimize Performance							
	Scope Localization Opps; Outline Current State			Prepare for Spanish/Arabic; Scope Localized MAU; Define Processes, Tracking & Reporting					Scope Future Localization Priorities			
Personalization & Optimization	Scope Additional Data Opportunities (Internal & External); Create & Test Use Cases											
	Develop Learning Agenda (Key Campaigns & Initiatives); Define Tech Opportunities; Iterative Learning & Optimization											

Currently on track with Q4 2019 roadmap items:

- eAppend analysis underway
- Plans for growing emailable database in 2020
- Ongoing support for Q4 initiatives like: Unlock Promo, Cobrand offers & LTOs
- Luxury versioning & targeting strategies are in-progress (BAU/Autos)
- Re-launched more automated emails Onboarding ph1 relaunch in development
- Good Travel Guide set for a 2020 launch
- Program videos leveraged in PoP emails
- Ongoing support for Red/Blue priorities
- Developing reusable content modules and updating Sitecore to speed production efficiencies
- Localization underway
- Additional data opps. planned for 2020
- Exploring opps with Movable Ink
- Launched Persado POC; results pending
- Agility IQ subject line POC in development

Other Priorities:

- Ongoing Orchestration Program Updates
- Analyze Email Value/Opp. Cost

- Incorporate Traveler Inspirational Content
- Support Project Runway (New Benefit)

- Update METT Template & Targeting
- Define Elite Win Back Strategy & Tactics

- Investigate Acquisition Opportunities
- Investigate email governance & channel alignment opps.

OTHER Q4 2019 PRIORITIES

- Continue re-launching automated campaigns in Orchestration
 - Plans are in place to launch in-language versions of existing emails, net new emails, plus additional content to support Global promo and Cobrand offers
- Develop & launch Q4 2019 Holiday campaign; series of 4 emails starting in Nov. with a dedicated landing page to support each deployment
- Measuring the opportunity cost of the increased email cadence and frequency
- Relaunch METT templates and email audience targeting capabilities
- Continent email marketing support
 - Scoping the future of distributed marketing and technology needed to support efforts
 - Support Global Core project launching several new languages
 - Regional email marketing support
 - Plan for regional email reporting and analysis

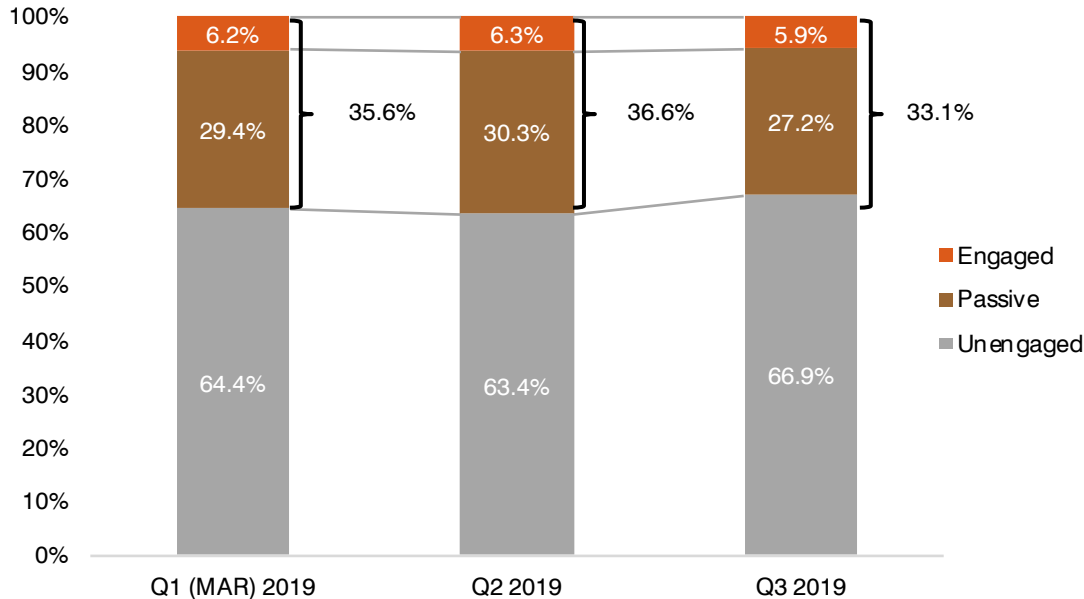
OTHER Q4 2019 PRIORITIES

- Continued support for Eat Around Town
- Working to align with CX on Global Preference Center updates in 2020
- Cross-departmental partnership on the NGOP (Next Gen Offers Platform) project to streamline offer collection, storage, decisioning and distribution
- Partner with CX on MDP (Modern Data Platform) project to develop data models that can be leveraged for email marketing

MARRIOTT BONVOY Q3 2019 EMAIL REVIEW

33% OF MEMBERS ARE OPENING & CLICKING EMAILS IN Q3 2019; DOWN 3.5 PTS QoQ

Marriott Bonvoy Email Engagement: All Members



Sept. engagement dropped MoM and drove Q3 2019 decline of -3.5 pts

The Sept Unengaged group increased to 70% in Q3 '19; highest since OBOP

- Sent more Cobrand emails (38% of total Sep delivered)
- Sent fewer Global Promo and Solo emails

Engaged: Opened and clicked 1+ emails

Passive: Opened, but did not click

Unengaged: Did not open and did not click

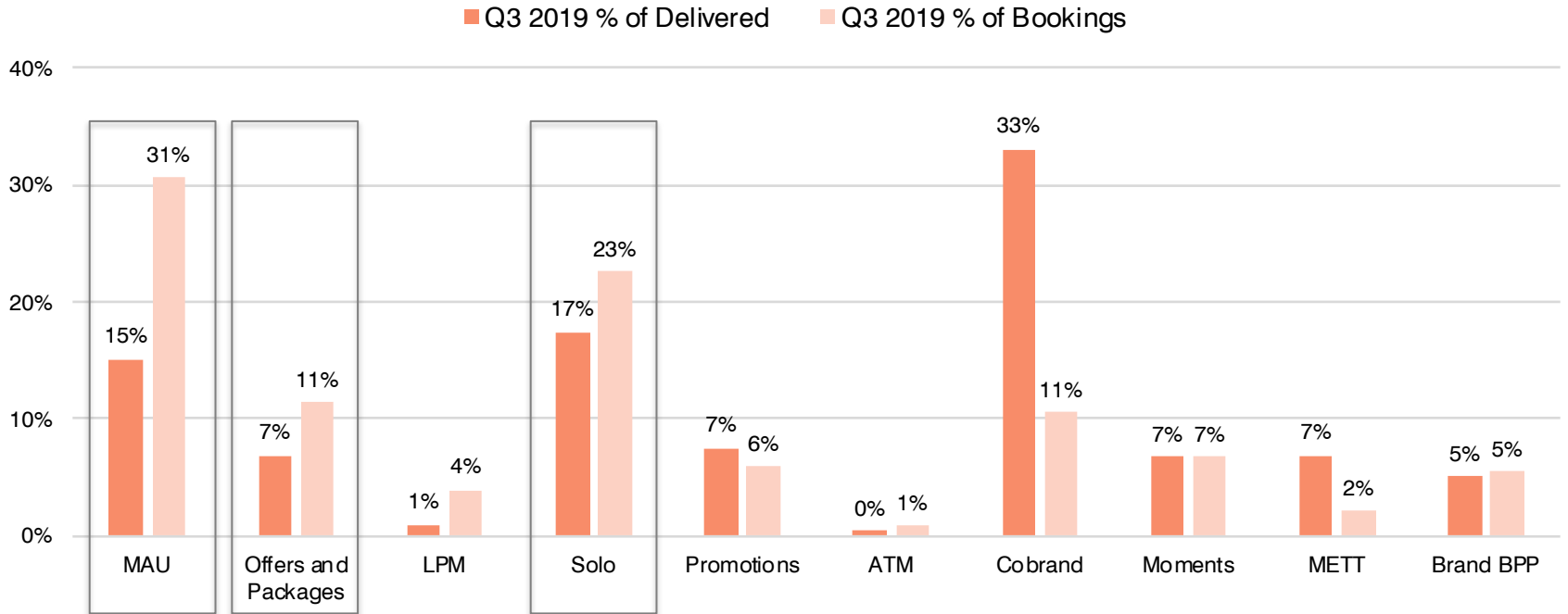
Q3 vs. Q2 2019 PERFORMANCE SUMMARY

- Delivered counts up 3% QoQ as a result of sending more Solos, Moments, and Offers & Packages emails
- Open rate declines continue, but those that open are engaging in the content; Click and Unsubscribe rates are near flat QoQ
- Financial increases from MAU, Solos, and Offers & Packages emails; all three generated more than double-digit increases in bookings, revenue, and room nights QoQ

Engagement	613.6 M	15.3%	1.07%	7.0%	0.22%
	Emails Delivered +3.3% QoQ (+19.6 M)	Open Rate -1.2 pts QoQ	CTR +0.01 pts QoQ	CTOR +0.6 pts QoQ	Unsubscribe Rate -0.03 pts QoQ
Financials	131.3 K	294.5 K	\$48.9 M	0.21	2.0%
	Bookings +20.4% QoQ (+22.2 K)	Room Nights +19.5% QoQ (+48.0 K)	Revenue +15.6% QoQ (+\$6.6 M)	Bookings/Delivered (K) +16.5% QoQ	Booking Conv. +0.03 pts QoQ

BOOKING FOCUSED EMAILS DROVE 65% OF Q3 2019 FINANCIALS: MAU, OFFERS & PACKAGES, AND SOLOS

Q3 2019 Total Delivered Emails & Bookings by Category



EXECUTIVE DASHBOARD: Q3 vs. Q2 2019

OBSERVATIONS:

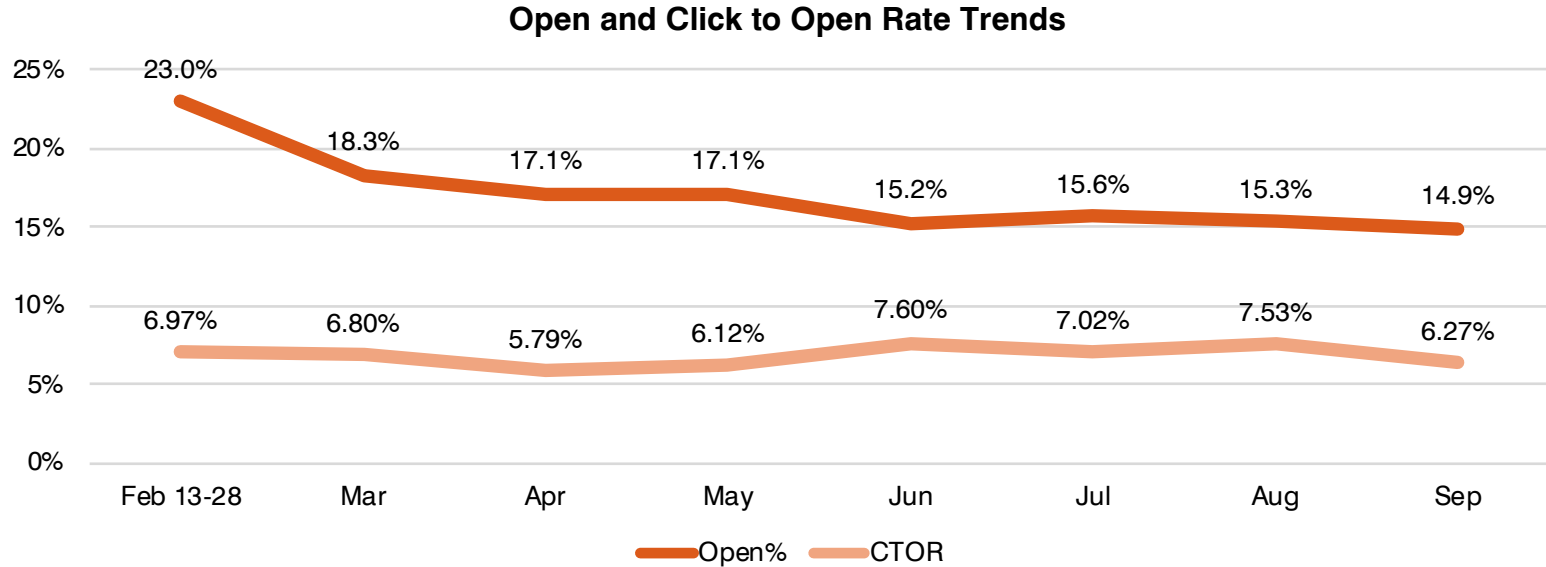
Open rates are down for most categories; deeper dive needed to pinpoint lows

Q3 was the first full quarter for Offers & Packages emails, leading to QoQ highs

ATM emails were paused Aug to mid-Sep resulting in QoQ engagement declines

	TOTAL	MAU	OFFERS & PACKAGES	LPM	SOLO	PROMO	ATM	COBRAND	MOMENTS	METT	BRAND BPP
Sent	624.7 M 3.0%	94.8 M -0.8%	42.4 M 298.9%	5.9 M -6.4%	110.3 M 17.3%	47.3 M -41.2%	2.3 M -70.6%	204.6 M -4.4%	41.9 M 66.3%	43.5 M -6.8%	31.7 M 21.0%
Delivered	613.6 M 3.3%	92.6 M 0.4%	42.0 M 300.9%	5.6 M -6.8%	106.8 M 16.2%	46.0 M -41.0%	2.2 M -70.6%	203.1 M -4.4%	41.8 M 66.5%	42.1 M -5.5%	31.5 M 21.8%
Delivery %	98.2% +0.3 pts	97.6% +1.1 pts	99.1% +0.5 pts	93.5% -0.4 pts	96.8% -0.9 pts	97.1% +0.2 pts	99.0% +0.3 pts	99.3% +0.02 pts	99.7% +0.1 pts	96.9% +1.3 pts	99.2% +0.6 pts
Open	93.9 M -4.2%	15.8 M -6.8%	6.7 M 434.8%	1.3 M 14.7%	17.6 M 8.1%	6.9 M -50.4%	397.2 K -71.5%	24.5 M -15.6%	8.2 M 40.0%	6.7 M -9.9%	5.8 M 19.2%
Open%	15.3% -1.2 pts	17.0% -1.3 pts	16.0% +4.0 pts	23.8% +4.5 pts	16.5% -1.2 pts	14.9% -2.8 pts	17.8% -0.6 pts	12.1% -1.6 pts	19.7% -3.7 pts	15.8% -0.8 pts	18.4% -0.4 pts
Click	6.6 M 4.0%	1.9 M 2.6%	699.8 K 652.3%	283.0 K 50.7%	1.4 M 20.1%	716.3 K -40.7%	92.6 K -63.4%	657.0 K -13.6%	422.5 K 14.3%	181.2 K -16.7%	259.5 K 4.1%
CTR	1.07% +0.01 pts	2.02% +0.04 pts	1.67% +0.8 pts	5.10% +1.9 pts	1.29% +0.04 pts	1.56% +0.01 pts	4.14% +0.8 pts	0.32% -0.03 pts	1.01% -0.5 pts	0.43% -0.06 pts	0.83% -0.1 pts
CTOR	6.99% +0.6 pts	11.87% +1.1 pts	10.40% +3.0 pts	21.42% +5.1 pts	7.84% +0.8 pts	10.44% +1.7 pts	23.32% +5.2 pts	2.68% +0.1 pts	5.12% -1.2 pts	2.72% -0.2 pts	4.50% -0.7 pts
Unsub.	1.3 M -16.5%	173.5 K -7.7%	153.9 K -28.5%	33.8 K 37.0%	212.5 K -31.4%	133.8 K -100.0%	3.9 K -37.3%	426.5 K 16.7%	36.2 K 64.2%	102.4 K -61.5%	58.0 K 15.0%
Unsub%	0.22% -0.03 pts	0.19% -0.05 pts	0.37% +0.01 pts	0.61% 0.00 pts	0.20% -0.05 pts	0.29% 0.00 pts	0.18% -0.09 pts	0.21% -0.03 pts	0.09% -0.02 pts	0.24% -0.02 pts	0.18% -0.04 pts
Bookings	131.3 K 20.4%	40.2 K 40.7%	14.9 K 814.9%	5.1 K 80.1%	29.6 K 58.4%	7.8 K -51.3%	1.0 K -0.7	13.8 K -25.8%	8.9 K -0.1%	2.8 K -23.3%	7.2 K 13.6%
Rmnts	294.5 K 19.5%	91.0 K 41.6%	33.2 K 800.4%	11.5 K 53.8%	68.0 K 59.2%	18.1 K -50.4%	2.2 K -0.8	26.7 K -30.5%	20.0 K -2.1%	6.4 K -23.7%	17.4 K 12.3%
Revenue	\$48.9 M 15.6%	\$15.1 M 30.9%	\$5.6 M 737.3%	\$1.9 M 50.0%	\$11.4 M 59.1%	\$3.0 M -51.8%	\$336.5 K -0.8	\$4.0 M -34.0%	\$3.4 M -4.2%	\$1.1 M -26.5%	\$3.1 M 6.7%
Conv%	2.00% +0.3 pts	2.15% +0.6 pts	2.13% +0.4 pts	1.80% +0.3 pts	2.14% +0.5 pts	1.09% -0.2 pts	1.09% 0.00 pts	2.11% -0.3 pts	2.11% -0.3 pts	1.53% -0.1 pts	2.78% +0.2 pts
BPK	0.21 16.5%	0.43 40.2%	0.35 128.2%	0.92 93.3%	0.28 36.3%	0.17 -17.4%	0.45 -11.4%	0.07 -22.5%	0.21 -40.0%	0.07 -18.8%	0.23 -6.7%

RE-ENGAGEMENT EMAIL TACTICS CAN LIFT OPEN RATES; TRENDS CONTINUE TO SHOW MoM DECLINES

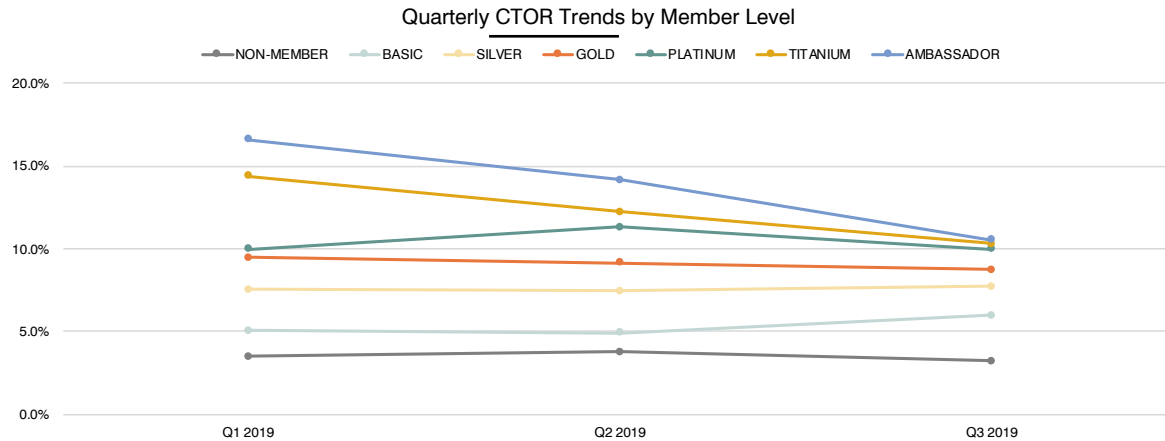
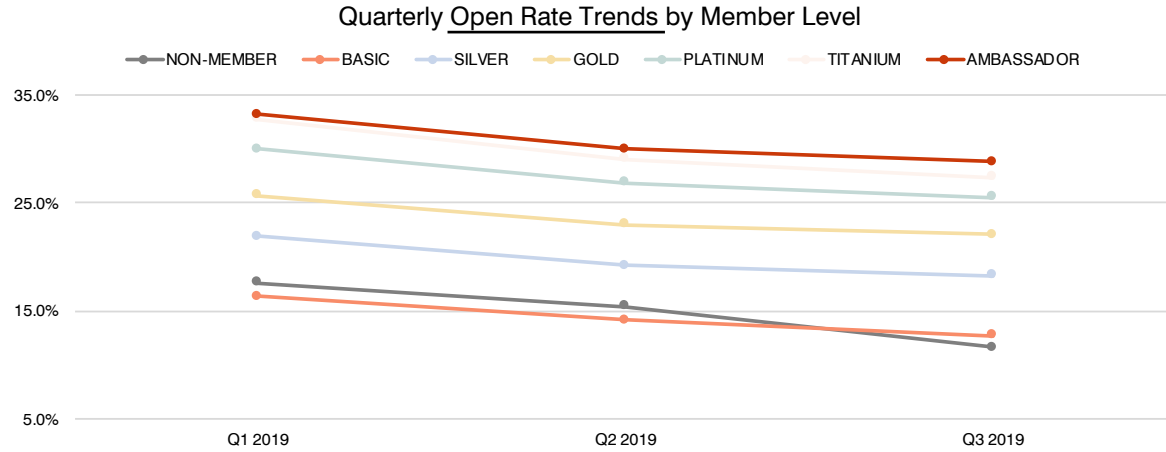


OPEN RATE DECLINES SEEN ACROSS ALL LEVELS; CTR AND UNSUB RATES ARE FLAT MEANING OPENERS ARE ENGAGING IN CONTENT

- Members continue to passively unsubscribe by not opening emails
- Applying re-engagement tactics to inactive members will help win back non-openers

Q3 vs. Q2 2019	NON-MEMBER	BASIC	SILVER	GOLD	PLATINUM	TITANIUM	AMBASSADOR	Q3 TOTAL
% of E-mailable	6.0%	19%	35%	41%	51%	60%	62%	
Open Rate	11.6%	12.7%	18.3%	22.1%	25.5%	27.4%	28.8%	15.3%
	-3.8 pts	-1.4 pts	-0.9 pts	-0.9 pts	-1.4 pts	-1.7 pts	-1.2 pts	-1.2 pts
CTR	0.37%	0.76%	1.41%	1.93%	2.55%	2.81%	3.04%	1.07%
	-0.2 pts	+0.1 pts	-0.01 pts	-0.2 pts	-0.5 pts	-0.7 pts	-1.2 pts	+0.01 pts
CTOR	3.2%	6.0%	7.7%	8.8%	10.0%	10.3%	10.5%	7.0%
	-0.5 pts	+1.1 pts	+0.3 pts	-0.4 pts	-1.3 pts	-1.9 pts	-3.6 pts	+0.6 pts
Unsub. Rate	0.71%	0.21%	0.10%	0.08%	0.04%	0.03%	0.04%	0.22%
	+0.07 pts	-0.04 pts	-0.03 pts	-0.03 pts	-0.01 pts	-0.01 pts	0.00 pts	-0.03 pts

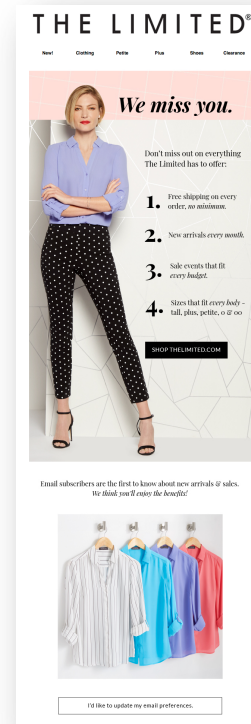
OPEN RATE AND CTOR TRENDS QoQ BY MEMBER LEVEL



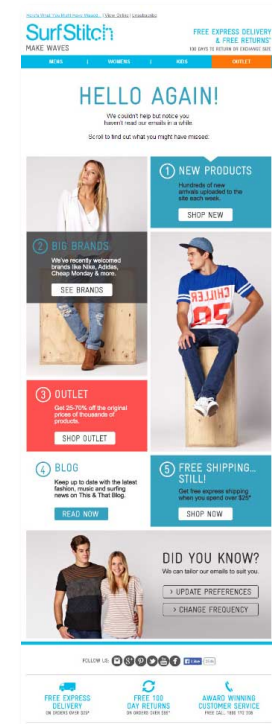
IMPROVE MEMBER RETENTION THROUGH AN ONGOING RE-ENGAGEMENT STRATEGY

- Target members after 90 days of email inactivity with a campaign that features content the subscriber might have missed since they last opened
- Use a data-driven approach to personalize subject lines, pre-headers, and content
- Keep message specific and relevant; include things like:
 - Latest promotion (global promo, Cobrand, or ATM)
 - New benefits or new halo hotel openings
 - Request to update profile with different email
 - Support for red & blue priorities

Example 1



Example 2



EMAIL SUPPORT FOR KEY INITIATIVES

Q3 2019 GLOBAL PROMOTION: ENDLESS EARNING

Registration Period: June 18,2019 – September 02, 2019

Earning Period: July 02,2019 – September 16, 2019

Offer Details: 1,500 points on stays of 2 or more nights

Preliminary performance results:

- 2.1M registrations
- \$90.5M in incremental revenue
- \$2.1B in influenced revenue*
- Additional analysis is underway
- Q3 promotion was featured in email channel campaigns through either banner ad placements or in solo emails

1,500 BONUS POINTS

Announcing Marriott Bonvoy™ Endless Earning: Earn 1,500 bonus points on stays* of two nights or more between July 2 and September 16, 2019 — with no earning limits.

REGISTER NOW

ENDLESS EARNING SOLO EMAILS DROVE \$5.2M & 31K ROOM NIGHTS

Solo Emails
Delivered
79.1 M

Opens/
Impressions
12.2 M

Clicks/
Traffic
1.3 M

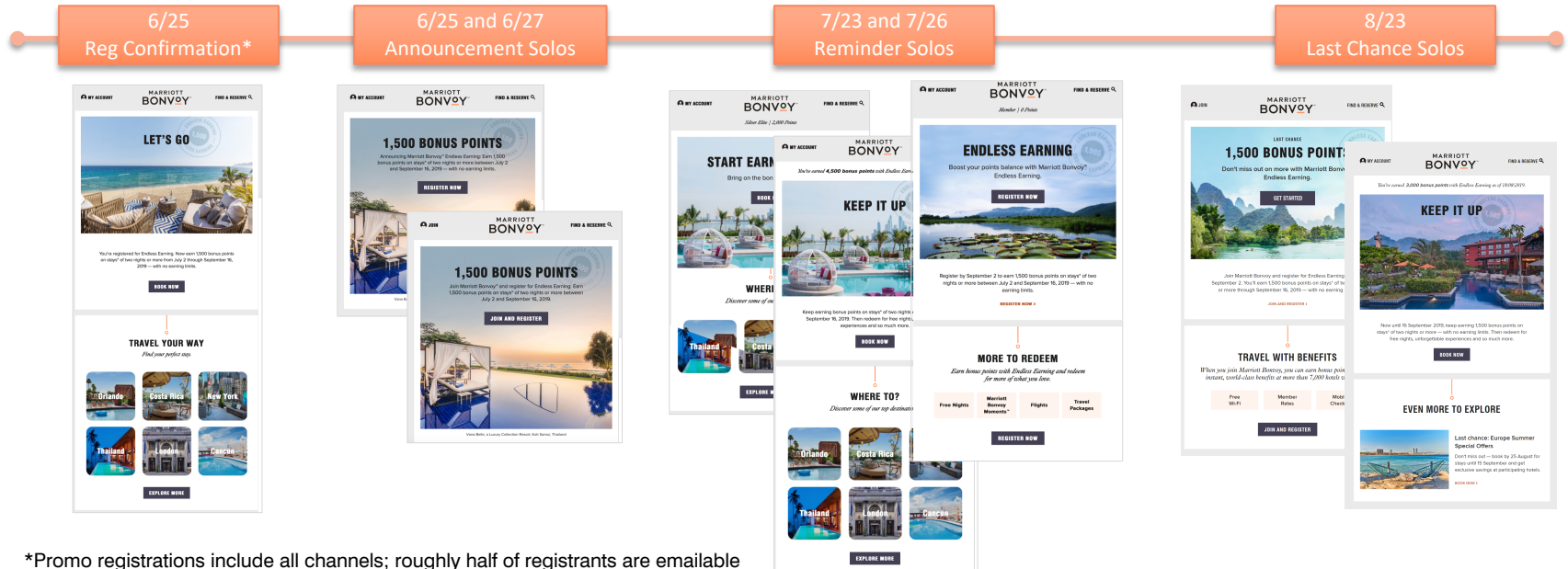
Total Promo
Registrations*
2.1 M

Bookings
13.1 K

Room
Nights
31.4 K

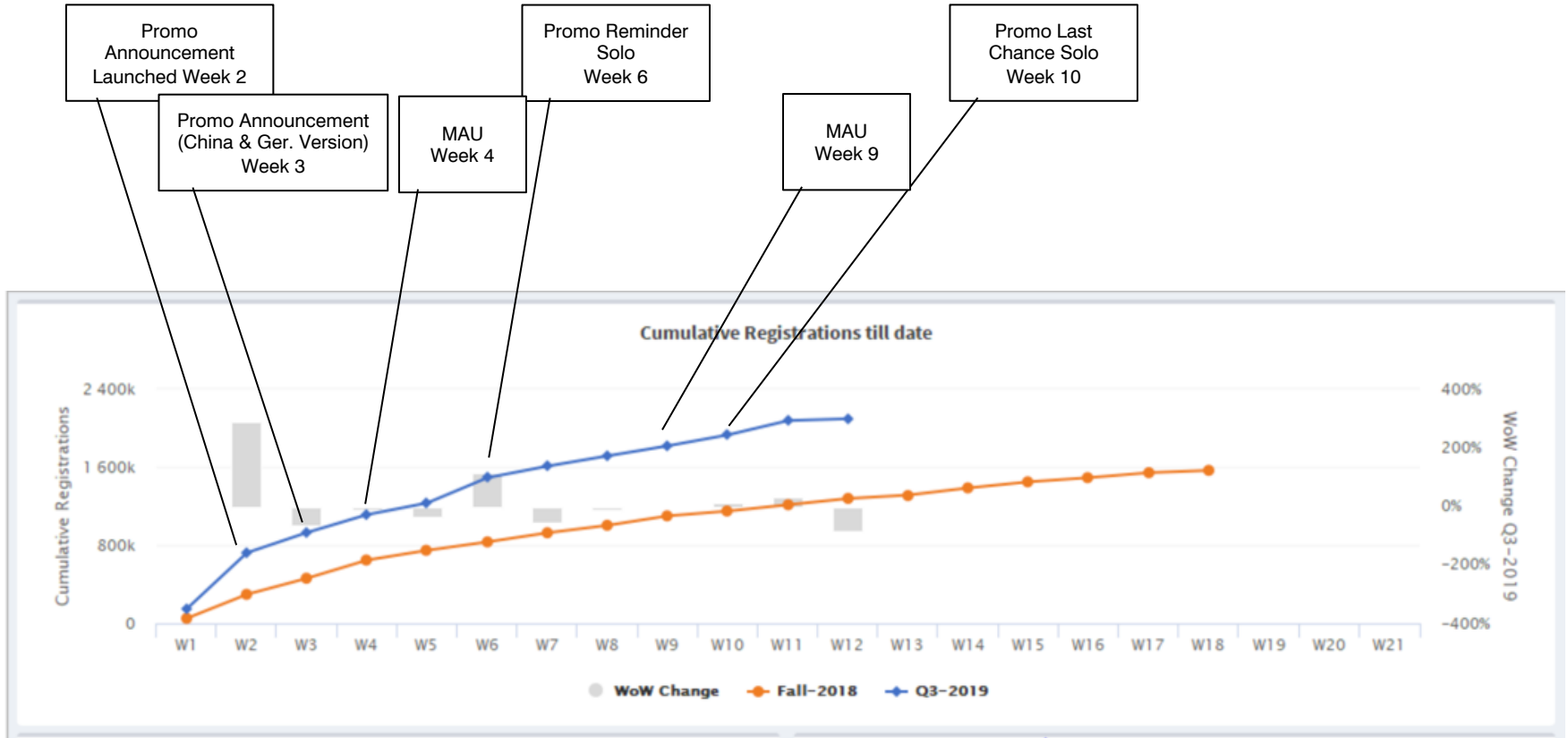
Revenue
\$5.2 M

Solo Emails/Timeline:



18 *Promo registrations include all channels; roughly half of registrants are emailable

ONGOING EMAIL SUPPORT INFLUENCED WEEKLY REGISTRATIONS



EXPANDED TARGETING CAN INCREASE ENGAGEMENT WITH BASIC AND NON-MEMBERS

86% of all Q3 promo solos went to Basic & Non-Members; excludes reg. confirmation

Open rates were lower than Bonvoy Q3 '19 average of 15.3% (13.2% Basic & 13.8% Non-Members)

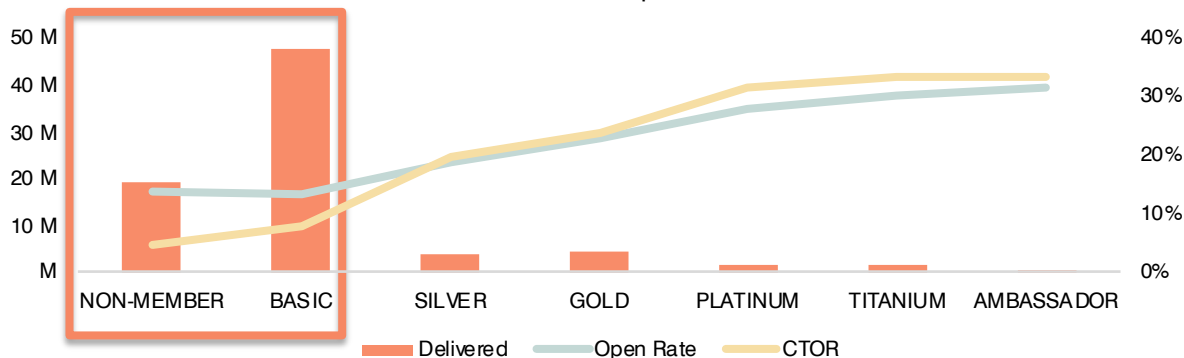
CTOR for Basic was 8% (+1 pt. vs. Bonvoy Q3 '19 avg) and 4.5% Non-Mbrs. (-2.5 pts.)

Similar engagement patterns were seen with Q2 '19 Double Take promotion

Consider A/B testing into new targeting criteria meant to lift segment KPIs & drive relevancy; start with reminder emails

- Additional analysis may be needed to understand new audience sizes

Jun - Aug '19 Endless Earnings Announcement & Reminder Emails:
#Delivered, Open and CTO Rates



Non-Members:

- Keep --> Has reservation (not cancelled)

Also, consider...

- Previous Promo email opener
- Previous Offers & Packages email opener
- Opened 1+ emails in the last 90 days

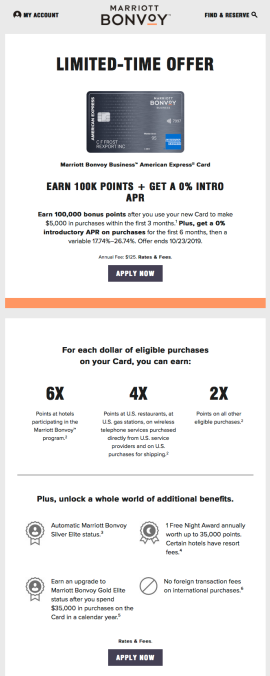
Basic Member:

Consider the Non-member targeting, plus...

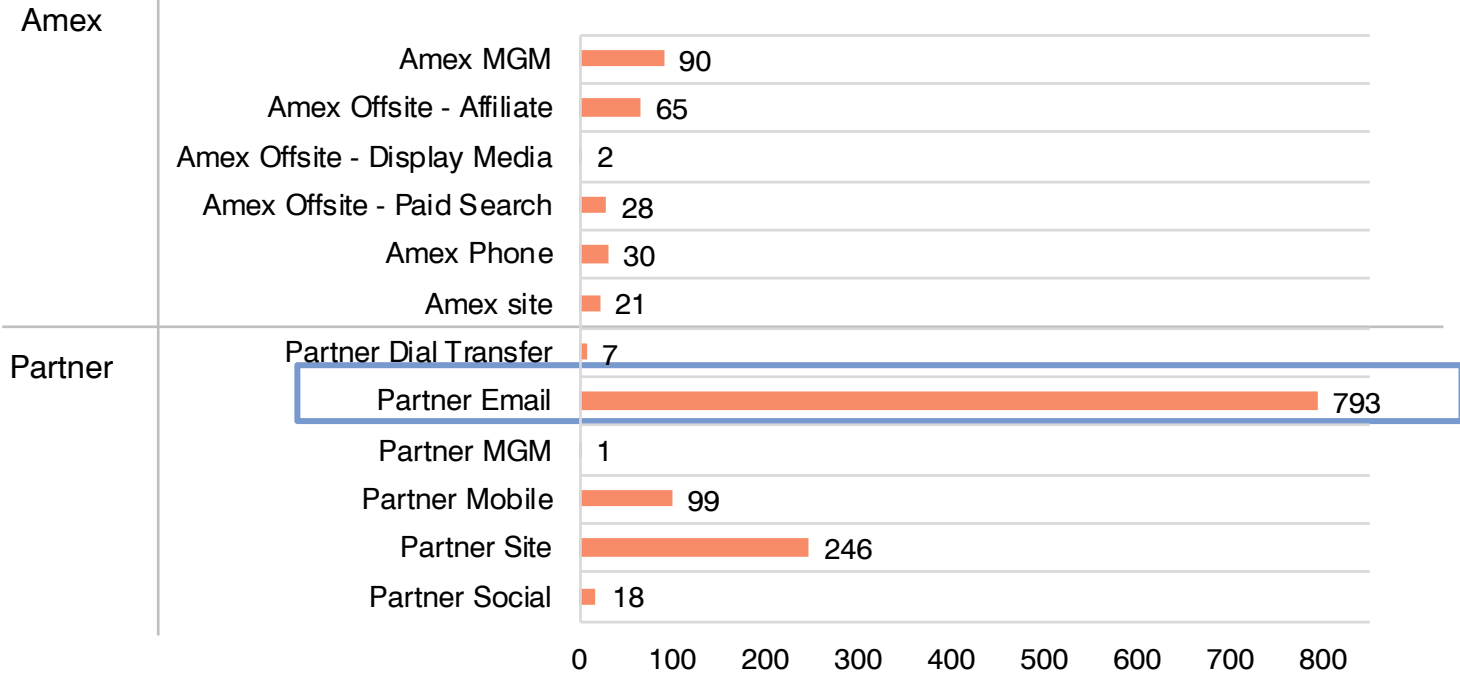
- Earned points in last 12 months
- Registered for previous promo
- Joined Bonvoy since promo launch

AMEX SMALL BUSINESS ACQUISITION EMAIL

57% OF NEW ACCOUNTS IN FIRST DAYS OF LTO CAME FROM EMAIL CHANNEL; ENCOURAGING LAUNCH WITH 1,400 CARD ACCOUNTS ACQUIRED BETWEEN 9/5-9/10



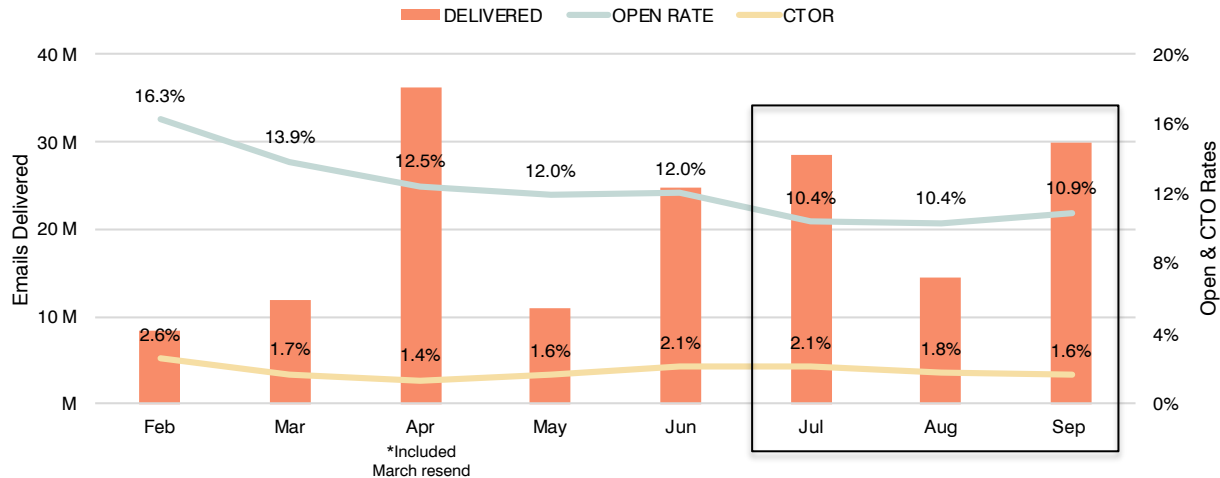
■ New Accounts Acquired by Channel



CHASE BOUNDLESS ACQUISITION EMAIL ENGAGEMENT

NO SCHEDULED SOLO RESENDS IN AUGUST, BUT PERFORMANCE & ACCOUNTS WERE SIMILAR TO MONTHS WITH RESENDS

Chase Boundless Solo Email Performance:
2019 Delivered, Open, and CTO Rates



Month	Solo Email Accounts	# of Email Deployments
Jan	2,212	2
Feb	1,528	2
Mar	3,586	2 – resend moved to Apr
Apr	4,301	2
May	2,251	1 – no resend
Jun	1,412	2
Jul	1,424	2
Aug	1,321	1 – no resend
Sep	2,752	2

- Sending one targeted email may drive just as many new accounts as two; consider testing a more engaged audience for resends to increase KPIs (i.e. Aug email had 1.1M members that opened, but did not click of which 26% were Elites)
- Deeper dive may be needed to measure the value of resends for both the email channel and Cobrand in 2020

CAMPAIGN HIGHLIGHTS & TRENDS

CONTINUED RE-LAUNCH OF KEY AUTOMATED CAMPAIGNS IN Q3 2019

Lifetime Achievers ENG: 8/7

LIFETIME PLATINUM ELITE
NOW AND FOREVER

Enjoy Marriott Bonvoy® Platinum Elite benefits for life.

EXPLORE BENEFITS

TIME TO CELEBRATE

SEIZE YOUR MOMENT
Celebrate you. You have 20,000,000 points.

STAY LONGER
Enjoy an extended stay benefit and enjoy your Marriott Bonvoy Rewards Collection™ at 25 of the best.

Residence Inn
Residence Inn Philadelphia Independence

EMERALD CLUB
Emerald Club, Singapore, Hotel One

TOWNPLACE SUITES
TownPlace Suites Minneapolis Downtown Club, Minneapolis, MN

HOMES & VILLAS
Homes & Villas at Naples, Naples, FL

Experience all your Marriott Bonvoy Elite benefits.

BOOK NOW

Incent Redemption: 8/21

Erica, you've earned 75,592 POINTS

Redeem for new flights, beach, shopping or exclusive Marriott Bonvoy Moments™ experiences.

REDEEM NOW

WHERE TO?
Put your points toward room upgrades or stays at more than 7,000 hotels.

Waldorf Astoria
Waldorf Astoria, New York, NY

THE ST. REGIS
The St. Regis, New York, NY

EXPLORE MORE WAYS TO REDEEM
Use your 75,592 points to reward yourself.

SHOPPING
Get gift cards and merchandise starting at 1,000 POINTS

AIR + CAR
Redeem for flights or car rentals for as little as 1,000 POINTS

CRUISE WITH POINTS
Redeem for up to 100% off starting at 1,000 POINTS

SEIZE THE MOMENT
Redeem your 75,592 points for VIP access to extraordinary experiences around the globe with Marriott Bonvoy Moments™.

ALWAYS BOOK DIRECT
Use your points to book with the Marriott Bonvoy® App or on marriottbonvoy.com and enjoy exclusive member benefits and more flexibility.

Abandoned Search: 8/26

FINISH BOOKING YOUR ROOM

Hotel
Zurich Marriott Hotel

Dates
09-25-2019 - 09-26-2019

Rates
Rooms from 256 CHF per night

BOOK NOW

SEE THE POSSIBILITIES
Other options in Zurich:

SHERATON
Sheraton Zurich Neues Schloss Hotel
Rooms from 228 CHF per night

RENAISSANCE
Renaissance Zurich Tower Hotel
Rooms from 173 CHF per night

SHERATON
Sheraton Zurich Hotel
Rooms from 167 CHF per night

BOOK NOW

BOOK WITH US

BEST RATE GUARANTEE
Book through marriott.com, the Marriott Bonvoy® App or Member Support to get the best prices and member benefits.

BOOK NOW

MORE TO EXPLORE
Discover extraordinary brands, from distinctive luxury to your home away from home.

SEE ALL BRANDS

MINNEAPOLIS IS WAITING

Details from your recent search.

Dates
10-11-2019 - 10-13-2019

BOOK NOW

YOU RECENTLY VIEWED

Residence Inn
Residence Inn Minneapolis Downtown at The Depot
Rooms from 154 USD per night

JW MARRIOTT
JW Marriott Minneapolis Mall of America
Rooms from 184 USD per night

MARRIOTT
Marriott Minneapolis
Rooms from 193 USD per night

BOOK NOW

Where to?

SEARCH HOTELS

BOOK WITH US

BEST RATE GUARANTEE
Book through marriott.com, the Marriott Bonvoy® App or Member Support to get the best prices and member benefits.

BOOK NOW

MORE TO EXPLORE
Discover extraordinary brands, from distinctive luxury to your home away from home.

SEE ALL BRANDS

EARLY ENGAGEMENT IS ABOVE Q3 2019 BONVOY EMAIL AVERAGE; IN-LANGUAGE AND OPTIMIZATION STRATEGIES ARE IN DEVELOPMENT

Lifetime Achievers ENG: 8/7

	Q3 2019	vs. Q3 '19 Bonvoy Avg.	vs. MR '18 Lifetime Achievers
DELIVERED	154.7 K		
OPEN%	47.4%	+32.1%	-27.8%
CTR	18.2%	+17.1%	-16.5%
CTOR	38.4%	+31.4%	-7.7%
UNSUB%	0.04%	-0.18%	+0.01%

Up Next:

- Launch in-language versions

Incent Redemption: 8/21

	Q3 2019	vs. Q3 '19 Bonvoy Avg.	vs. MR '18 Incent Redemption
DELIVERED	271.2 K		
OPEN%	27.4%	+12.1 pts.	-10.4 pts.
CTR	6.6%	+5.6 pts.	+1.4 pts.
CTOR	24.1%	+17.1 pts.	+10.5 pts.
UNSUB%	0.13%	-0.09 pts.	+0.11 pts.

Up next:

- Launch in-language versions
- Update ENG version with more personalized content & subject lines

Abandoned Search: 8/26

	Q3 2019	vs. Q3 '19 Bonvoy Avg.	vs. MR '18 Abandoned Search
DELIVERED	853.3 K		
OPEN%	39.3%	+24.0%	-3.4%
CTR	3.8%	+2.7%	-2.4%
CTOR	9.7%	+2.7%	-4.7%
UNSUB%	0.03%	-0.19%	-0.01%

Up next:

- Conduct subject line/pre-header test
- Add property and destination images
- Optimize content to increase bookings

ACHIEVERS PERFORMANCE DASHBOARD LAUNCHED 9/30

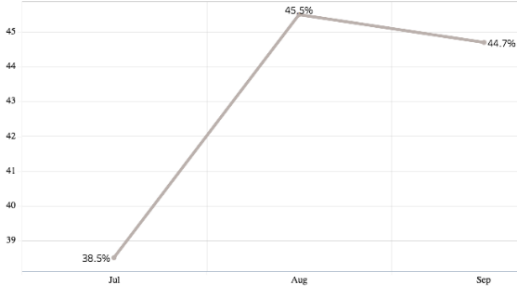
- In partnership with CX, a campaign performance dashboard was created in Tableau
- Dashboards for other campaigns are in development: Welcome+, Redemption, etc.

ACHIEVERS DASHBOARD
PERFORMANCE TRACKER
01/Jan/2019 to 30/Sept/2019



Year: 2019 | Month: (All) | Channel: Email | Message type: LIFETIME ACHIEVERS | Message Description: (All) | Membership level: (All) | Metric: CTOR

Key Performance Indicators (KPIs) - CTOR YoY



Engagement metrics

	Email
Sends	0.15M
Deliveries	0.15M
Opens	73K
Clicks	28K
Attributed bookings	0.78K
Attributed roomnights	1.65K
Attributed revenue	\$272K
Attributed bookings per 1,000 delivered	5.07
Attributed revenue per 1,000 delivered	\$1.77K
Open Rate	47.61%
Click-Through Rate (CTR)	18.35%
Click-To-Open Rate (CTOR)	38.55%

CTOR by message type and membership levels

	LIFETIME ACHIEVERS
Silver	32%
Gold	38%
Platinum	43%
Titanium	35%
Ambassador	21%

CTOR by membership level

	Email
Silver	32%
Gold	38%
Platinum	43%
Titanium	35%
Ambassador	21%

Data source: MRW
Last updated: October 7th, 2019

Overview & Glossary Pages

WELCOME+ REDEMPTION ACHIEVERS DASHBOARD

PROGRAM OVERVIEW
This broadcast email is sent to members to inform and congratulate member of new level achievement, generate excitement, educate them on the benefits and encourage trial of the benefits.

Launch dates of different campaigns
 - Achievers email English: Sep 2019, 2019
 - Achievers email in Spanish: July 2019, 2019
 - Annual Choice Benefit Announcement email English: April 20th, 2019
 - Annual Choice Benefit Announcement email in Spanish: June 20th, 2019
 - Anniversary email English: April 20th, 2019
 - Anniversary email in Spanish: February program
 - Lifetime Achievers email English: August 26th, 2019

ACHIEVERS TACTICAL DASHBOARD
 - [View the activity \(click dashboard\) button?](#)
 - [Click-Through Rate \(CTR\)](#)
 - [Click-to-Open Rate \(CTOR\)](#)
 - [Attributed bookings, roomnights, and revenue](#)
 - [How can I filter the data to drill-down to different segments?](#)
 - [How has Achievers performed Year-to-Date and Year-over-year?](#)
 - [What are the email types and message types in performance?](#)
 - [Which email is linked from this dashboard?](#)
 - [Why?](#)

Metrics and Segments
 - [View the activity \(click dashboard\) button?](#)
 - [Click-Through Rate \(CTR\)](#)
 - [Click-to-Open Rate \(CTOR\)](#)
 - [Attributed bookings, roomnights, and revenue](#)
 - [How can I filter the data to drill-down to different segments?](#)
 - [How has Achievers performed Year-to-Date and Year-over-year?](#)
 - [What are the email types and message types in performance?](#)
 - [Which email is linked from this dashboard?](#)
 - [Why?](#)

Sharing and Updates
 - [How the activity \(click dashboard\) button?](#)
 - [This dashboard is updated monthly \(last week of every month\) and released on Tableau Server in the brand, Marketing and Social Analytics folder.](#)
 - [Who should I contact with questions?](#)
 - [Any questions about the dashboard can be directed to Larance Chan.](#)

ACHIEVERS TACTICAL DASHBOARD GLOSSARY
 - [View the activity \(click dashboard\) button?](#)
 - [Click-Through Rate \(CTR\)](#)
 - [Click-to-Open Rate \(CTOR\)](#)
 - [Attributed bookings, roomnights, and revenue](#)
 - [How can I filter the data to drill-down to different segments?](#)
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 - [What are the email types and message types in performance?](#)
 - [Which email is linked from this dashboard?](#)
 - [Why?](#)

Term | **Definition**

Attributed bookings
Derived from an email recipient clicking within an email and their booking within 7 days of that action - when the last click (before the booking) was from an email. It is not linked for the email recipient to open the email the recipient that clicks with the email campaign.

Attributed bookings per 1,000 delivered
Attributed bookings / (Delivered) * 1000

Attributed revenue
Derived from the revenue from a booking by an email recipient clicking within an email and their booking within 7 days of that action - when the last click (before the booking) was from an email.

Attributed revenue per 1,000 delivered
Attributed revenue / (Delivered) * 1000

Attributed roomnights
Derived from the roomnights in a booking by an email recipient clicking within an email and their booking within 7 days of that action - when the last click (before the booking) was from an email.

Click-Through Rate (CTR)
The percentage of messages delivered that were clicked on.
(Clicks / Delivered)

Click-to-Open Rate (CTOR)
The percentage of messages opened that were clicked on.
(Clicks / Opens)

Clicks
For email, this represents clicks within messages.

Delivered
Successfully delivered messages.

Open Rate
The percentage of messages delivered that were opened.
(Opens / Delivered)

Opens
Email messages that were opened.

Post-Open Rate (POR)
Applies to the messages opened. The percentage of messages opened that were clicked on.
(Clicks / (Delivered + Opens))

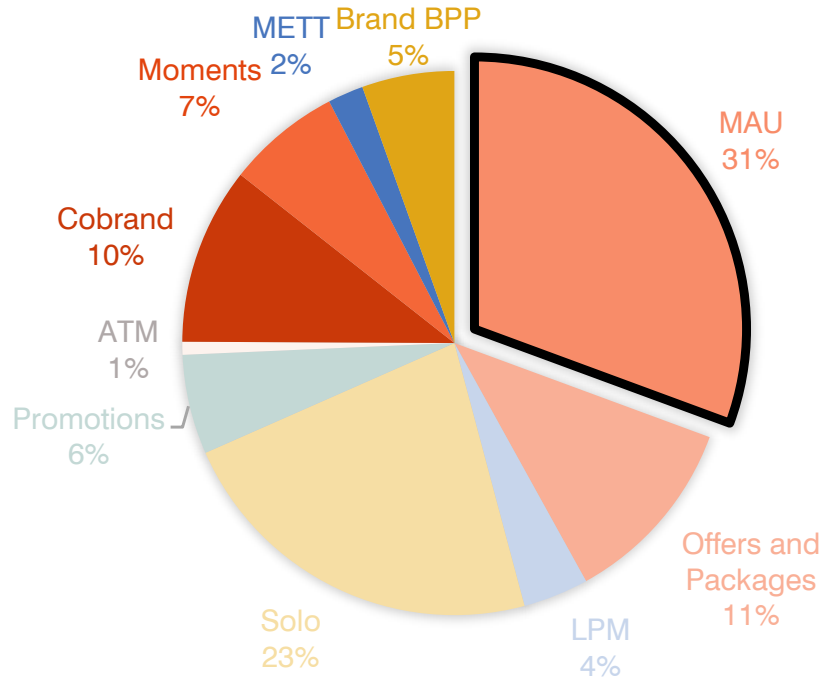
Revenue
Amount spent by customers.

Room Nights
Number of room nights booked.

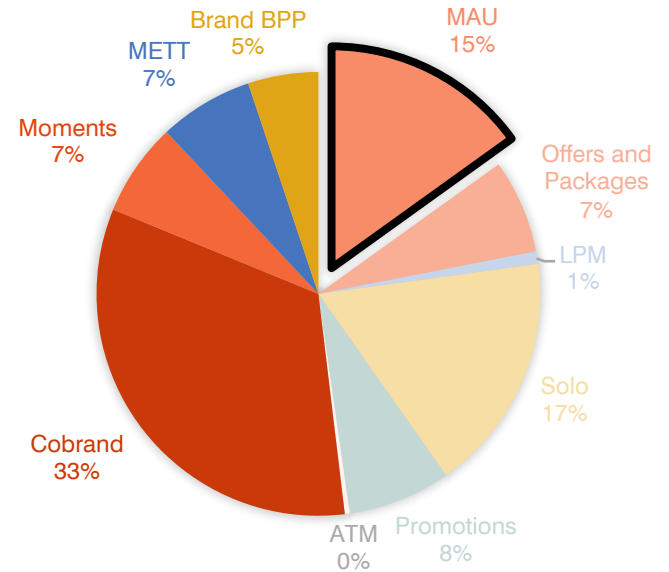
Sends
All messages sent (including failed deliveries).

MAU CONTINUES TO BE THE LEAD DRIVER OF EMAIL BOOKING KPIS; GENERATED 31% OF Q3 2019 BOOKINGS

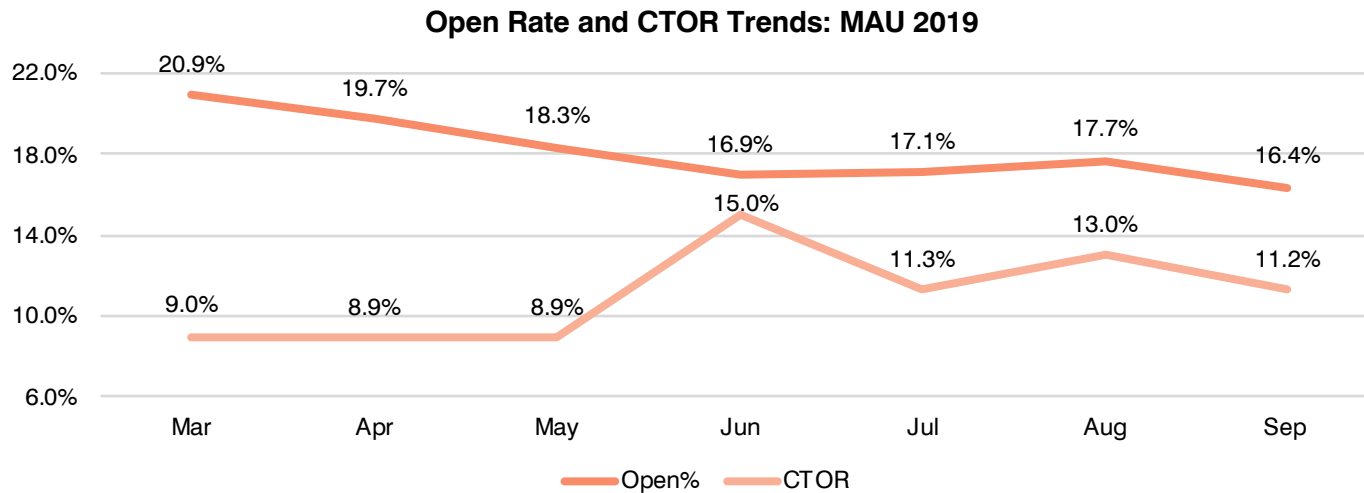
**% OF BOOKINGS BY CATEGORY:
Q3 2019**



**% OF DELIVERED EMAILS BY CATEGORY:
Q3 2019**



MAU CTOR ENGAGEMENT HAS IMPROVED SINCE LAUNCH; OPEN RATES COULD USE LIFT FROM SUBJECT LINE OPTIMIZATION



*June 2019 spike in CTOR was a result of an alert message targeting issue

Find & target sub-segments for increased personalization, new members, active stayers, previous promo registrants, cardholders; deep analysis may be needed to find right audience size for optimization effort

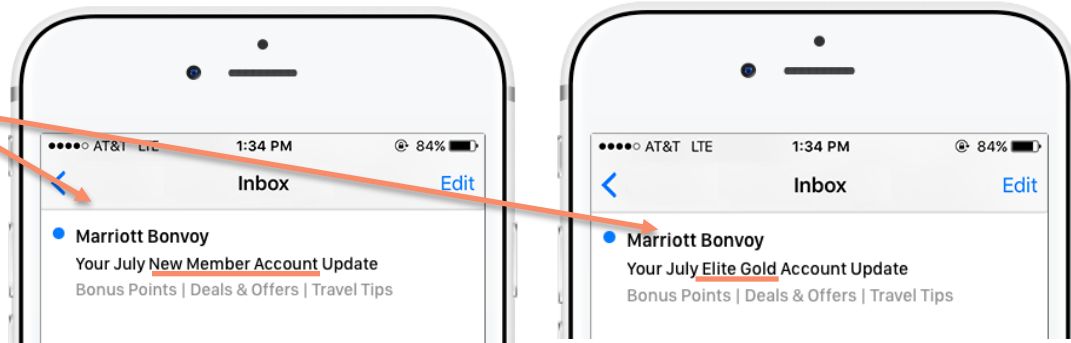
Leverage the pre-header for hyper-personalized messages like, “Plus, you’re eligible to earn 2,000 bonus points”

Current = **Subject Line:** Your Marriott Bonvoy Account Update: Special Offers, Benefits and More

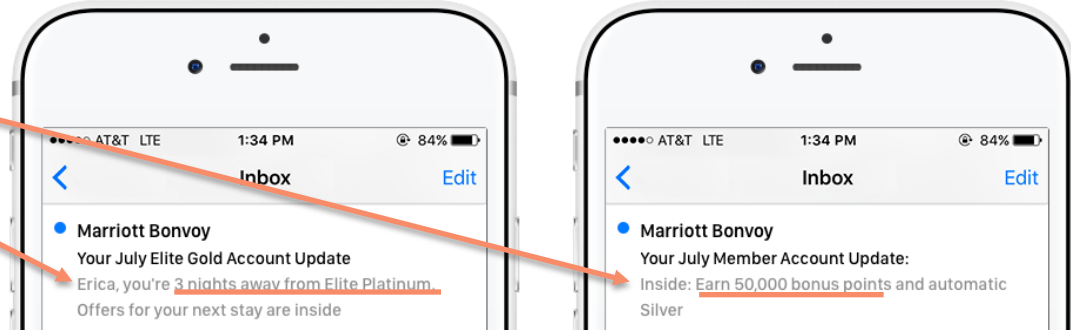
Pre-Header: See What's New in July

EXAMPLE SUBJECT LINE & PRE-HEADER APPROACHES FOR QUICK LIFTS!

- Version by member level
 - **Mention key program levels**
 - New member with/without stays
 - Elite earned with stays
 - Elite earned with Cobrand



- Version using other data
 - **Cobrand acquisition offer**
 - **Near/Achieved level**
 - Global Promo launch
 - Global Promo expiring
 - Book Direct



MOST MAU KPIs ARE UP QoQ AND VS. 3-MONTH BASELINE

OPEN RATES CONTINUE TO DECLINE

Inclusion of inactive members could have led to decline

Consider developing a rolling quarterly test plan that builds upon past learnings

MAU 2.0 optimizations ideas are being developed for 2020 that include subject line/pre-header, luxury versioning, MVP offers, brand education 2.0, and more...

	Q3 2019	QoQ	Q3 2019 vs. 3-Mo. Baseline
DELIVERED	92.6 M	+0.4%	
OPENS	15.8 M	-6.8%	
OPEN RATE	17.0%	-1.3 pts.	-2.7 pts.
CLICKS	1.9 M	+2.6%	
CTR	2.0%	+0.0 pts.	+0.2 pts.
CTOR	11.9%	+1.1 pts.	+3.0 pts.
UNSUB. RATE	0.19%	-0.1 pts.	-0.1%
BOOKINGS	40.2 K	+40.7%	
ROOM NTS.	91.0 K	+41.6%	
REVENUE	\$15.1 M	+30.9%	
CONVERSION	2.1%	+0.6 pts.	+0.3 pts.
BOOKINGS PER DELIVERED (K)	0.43	+40.2%	+36.0%

BRAND EDUCATION: MORE PERSONALIZED

Historically, members have been interested in new hotel openings content – it's a good click catcher

Use halo openings and focus brands to drive first/next stay recommendations

MR eNews:
New Openings Module

Average monthly
engagement:

1.2% of clicks

DISCOVER OUR NEWEST HOTELS.

MOXY NYC DOWNTOWN
Work all day and party all night at Recreation, complete with retro arcade games and playful cocktails. Relax in our custom designed rooms with floor-to-ceiling windows.
[Visit New York City](#)

Hôtel de Berri, Paris
Stay in Parisian elegance in the heart of the city.
[Visit Paris](#)

The Dixon, Tower Bridge
Explore culture and creativity in this vibrant neighborhood.
[Visit London](#)

Example module from MR Onboarding:

You Should Stay Here

We hope you liked [BRAND].
How about trying JW Marriott®, too?
[Learn More](#)

Switch to propensity model when possible for a more data-driven reco.

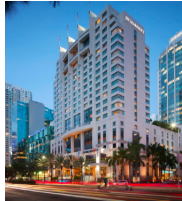
PERSONALIZED BRAND EDUCATION



Next steps

“Now that you’ve booked the JW Marriott, check out how you can use your points on the spot during your stay”

Redemption Eligible



Similar product

“You recently stayed at the JW Marriott in DC, so we know you’ll like the JW Marriott in Miami.”

Brand/Market Propensity



Best sellers

“Top destinations for members like you.”

Propensity or Data Driven



Something new

“Next time you stay in New York, try our new Renaissance hotel in downtown Manhattan.”

Market Propensity & New Openings



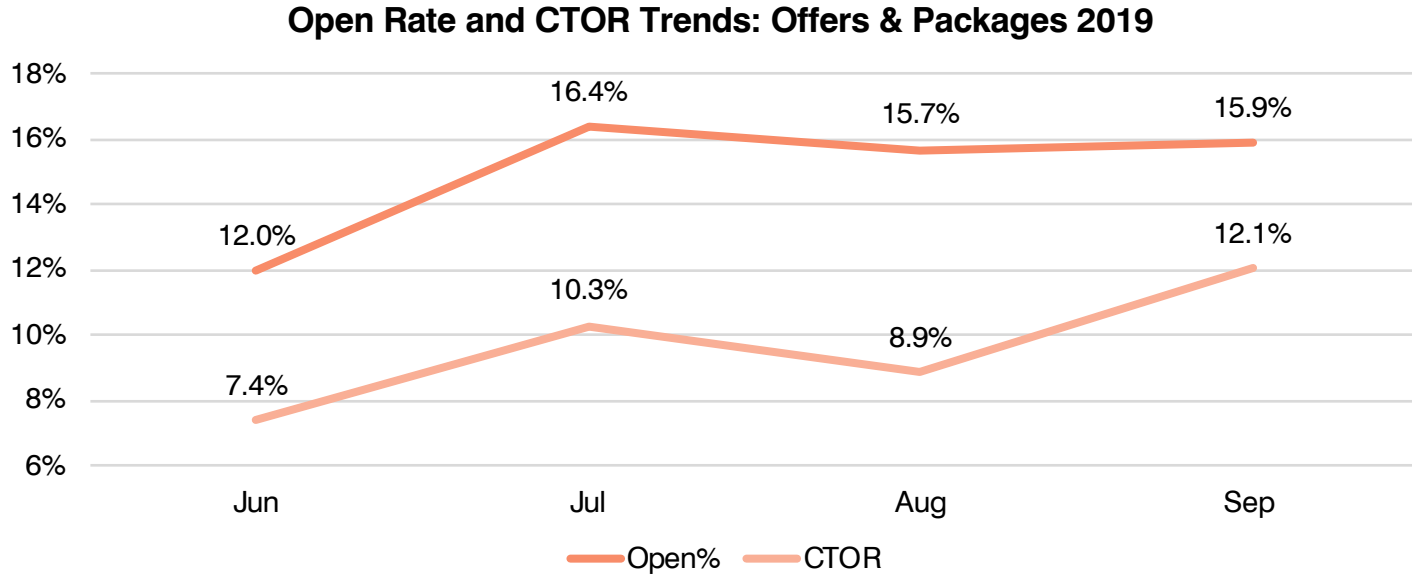
People like you also stayed

“Since you stayed in a JW Marriott, you may also like our Renaissance Hotels.”

Brand Propensity

OFFERS & PACKAGES ENGAGEMENT HAS IMPROVED SINCE LAUNCH

- Initial bump in open rates from June to July mailing was a result of being able to email the full audience that included active stayers
- Regular subject line optimization efforts helped maintain steady open rates in Q3 '19



CONSIDER TESTING DIFFERENT PRE-HEADERS; LEVERAGE HERO CONTENT

Subject Line = August Deals You Will Love, Erica

**EXAMPLE Pre-Header = Member Rates From \$125 Now
Through Labor Day**

- Example similar to Aug SL test winner for Weekend Stays Solo
- Use CDATA fields to target & A/B test 2 different pre-headers; store in secondary segment
- Test with a large segment and then determine if effort is worth testing on other segments
- Measure lift in open rates after testing 2-3 times

MY ACCOUNT MARRIOTT BONVOY FIND & RESERVE

Save, earn and explore around the world.

UNITED STATES & CANADA

SOAK IT ALL IN

Lock in summer Member Rates from \$125 for travel, now through Labor Day.

GO NOW

ORLANDO, UNPACKED

KICK BACK WITH MORE

Enjoy a spa credit and 2,500 bonus points per night at resorts across North America.

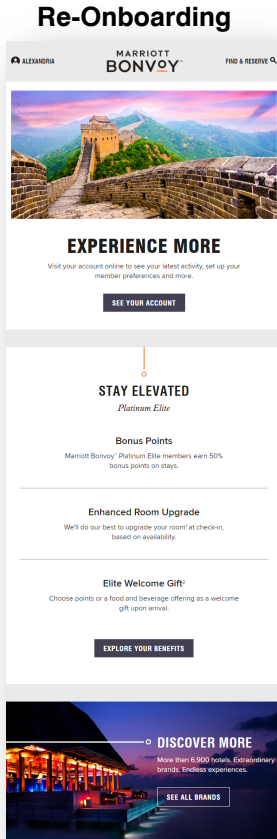
BOOK NOW >

ESTABLISHED 3-MONTH BASELINE FOR OFFERS & PACKAGES CAMPAIGN

- Baseline was created using July thru Sep 2019 data; June did not include the full email audience
- Data will be used to benchmark monthly email performance against, as well as to measure ongoing optimizations
- Campaign deep-dive is planned now that campaign has been in market for 3 months; content improvements and other enhancements will be identified

Offers & Pkgs.	3-Mo. Baseline
SENT	42.4 M
DELIVERED	42.0 M
DELIVERY%	99.1%
OPENS	6.7 M
OPEN RATE	16.0%
CLICKS	699.8 K
CTR	1.7%
CTOR	10.4%
UNSUB.	153.9 K
UNSUB. RATE	0.37%
BOOKINGS	14.9 K
ROOM NTS.	33.2 K
REVENUE	\$5.6 M
CONVERSION	2.13%
BOOKINGS PER DELIVERED (K)	0.35

EAPPEND RE-ONBOARDING EMAIL 1 RESULTS ARE CONSISTENT WITH SIMILAR MR CAMPAIGN



Re-Onboarding email sent to 289.7K+ Bonvoy members; 8% were Elites

- eAppend process targeted members that had an invalid, inactive, or no email

Email results were aligned with previous MR inactive email campaign called Hello Again, which was sent to members after 6 months of no email activity (i.e. non-openers or non-clickers)

Deployment period: 9/5 thru 9/12

CAMPAIGN	DELIVERED	DELIVERY RATE	OPEN RATE	CTOR
Re-Onboarding Email 1	279.4K	96.4%	6.5%	5.4%
FOR COMPARISON:				
Hello Again Email 1 (Avg. per month)	976.3K	97.5%	6.6%	12.1%

High delivery rate demonstrates the integrity of data provided to Marriott

Open rate aligned with Hello Again Email 1 (of 3)

Openers no longer qualify for 15-month suppression

SAME STORY FOR THE EAPPEND EMAIL 2 (REMINDER); CLOSELY ALIGNS WITH SIMILAR MR CAMPAIGN

- Reminder targeted non-openers of eAppend re-onboarding Email 1
- Updated the subject lines and used a more direct approach to increase engagement
 - Consider A/B testing in the future to lift open rate; include the subject line from Email 1 in test group
- Used the same deployment approach as Email 1 by throttling audience to support deliverability
- Results align with similar MR campaign Hello Again Email 2 (reminder):

Deployment period: 10/7 thru 10/22

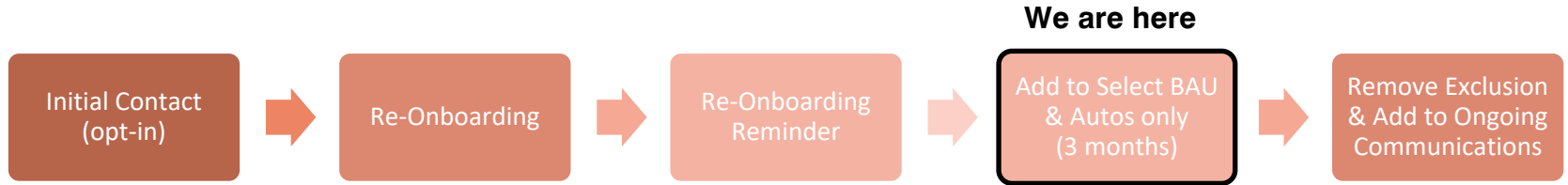
CAMPAIGN	DELIVERED	DELIVERY RATE	OPEN RATE	CTOR
Re-Onboarding Email 2	250K	98.4%	4.7%	6.6%
FOR COMPARISON:				
Hello Again Email 2 (Avg. per month)	214.3K	97.2%	4.9%	11.7%

High delivery rate demonstrates the integrity of data provided to Marriott

Open rate aligned with Hello Again Email 2 (of 3)

Openers no longer qualify for 15-month suppression

EAPPEND COMMUNICATION STRATEGY INVOLVES SLOW INCORPORATION INTO EMAIL COMMUNICATIONS



- The eAppend group will now receive MAU, Offers & Packages, and select automated emails for the next 3 months (starting late October)
- Engagement will be tracked separately using secondary segments
- **Sneak-peek:** Oct. '19 Offers & Packages email deployed on 10/26 and delivery rate for eAppend segment looks good; viewing early engagement from deal seekers (3.4% open rate and 5.9% CTOR)

Sneak-peek: (preliminary results, first 2 days)	OFFERS & PACKAGES: OCT '19	DELIVERED	DELIVERY RATE	OPEN RATE	CTOR
	eAppend Segment	270.4K	98.7%	3.4%	5.9%
	All Other Members	11.7M	99.8%	10.2%	10.5%

ACTIONABLE INSIGHTS

ACTIONABLE INSIGHTS

- Combat passive unsubscribes or low open rates with reengagement tactics targeting those who have not opened email in 90 days
 - Send reengagement emails to high-value non-openers as a way to win them back
 - Keep content specific and focused on relevant messages that make opening again attractive
- Regular subject line and pre-header testing will help lift MAU open rates; consider versioning subject lines for Basics or using data to personalize; leverage pre-header for hyper-personalization pulling in email content specifically for segment/reader
- Evolve brand education content in MAU (and other emails) to a more personalized message using recommendations that are data-driven for increased bookings

ACTIONABLE INSIGHTS

- Streamline Global Promo targeting criteria for inactive audience (Basics & Non-Members) to find the most engaged segments
- Deeper dive may be needed to measure the impact of Cobrand acquisition resends; gain a better understanding of segment level engagement for improved targeting
- Optimize open rates in Offers & Packages by pulling more content into the subject line or pre-header to entice deal seekers; test pulling in the Hero offer
 - Use 3-month baseline to benchmark ongoing optimization efforts each month
- Continue eAppend efforts as ongoing support for growing the emailable database; look into quicker file upload process for a consistent communication experience

◦ **THANK YOU!**

MARRIOTT BONVOY PROGRAM BASELINE

- Established new baseline metrics for Bonvoy after the first 3 months

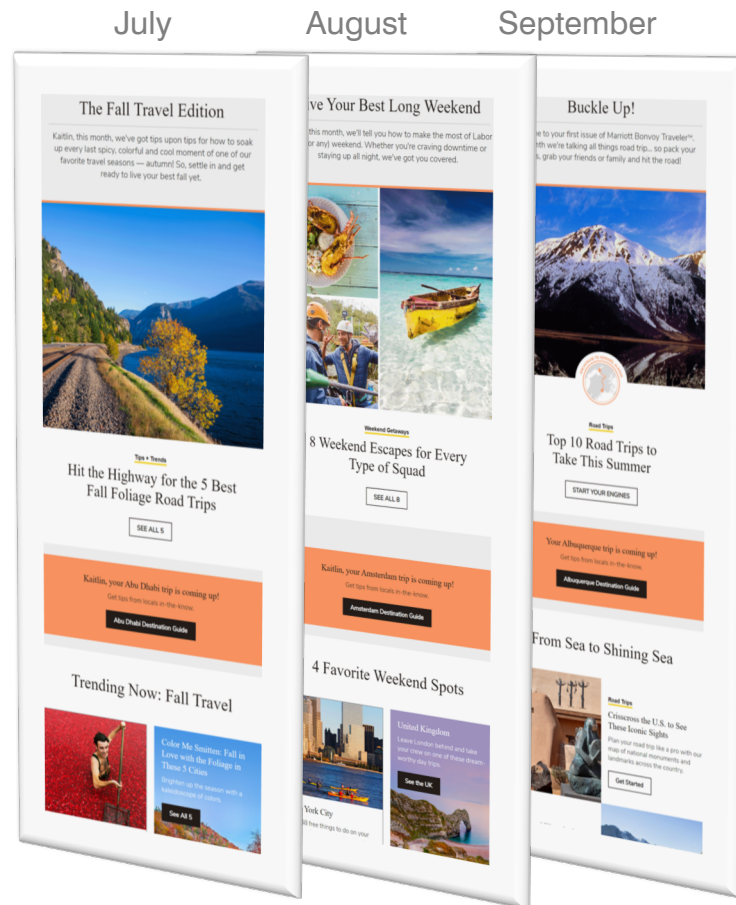
MBV Email Program Avg: Feb 13 – May 31 '19

Open Rate	17.9%
CTR	1.1%
CTOR	6.3%
Unsubscribe Rate	0.25%
Conversion Rate	1.9%

MARRIOTT BONVOY TRAVELER: Q3 2019 EMAIL PERFORMANCE

MARRIOTT BONVOY TRAVELER: Q3 2019 NEWSLETTER PERFORMANCE

- All campaign goals were met for the quarter, except open rates; deeper dive may be needed to improve test & roll subject line optimization efforts
- Q3 performance was driven by July and Sept activity; unexpected internal database update in Aug increased counts resulting in Gmail delivery issues
 - Plans are in place to catch this when/if it happens again
- Geo-targeted content and body copy test provided inspiration to increase engagement in the future



Q3 2019 PERFORMANCE VS. GOAL

- Average open rate of 12.9% for Q3 2019 was down 2 pts. vs. goal
 - Impacts from unexpected audience expansion
 - Marriott database update in August led to the Traveler email audience growing by 1.4M

- Reinstated a monthly send cap (10.2M) to address unexpected audience growth

- CTOR of 6.7% for Q3 2019 was up 0.7 pts. vs. goal; maintained the same level of engagement from email openers

- Sessions are up compared to goal for the quarter; duration & pages/session were flat

EMAIL

OPEN RATE

12.9%

(-2 pts. vs. goal of 15%)

CTOR RATE

6.7%

(+0.7 pts. vs. goal of 6%)

ONLINE

SESSIONS

103.0 K

(+72% vs. goal of 60K)

DURATION

1:20

(flat vs. goal of 1:20)

PAGES/SESSION

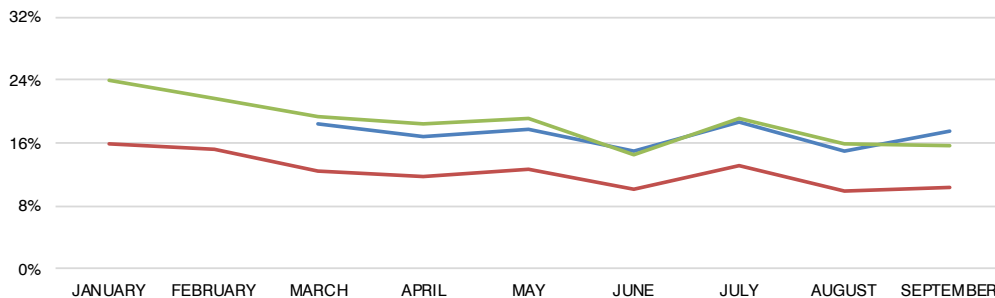
1.5

(flat vs. goal of 1.5)

SEGMENTATION: MEMBER VS. NON-MEMBER

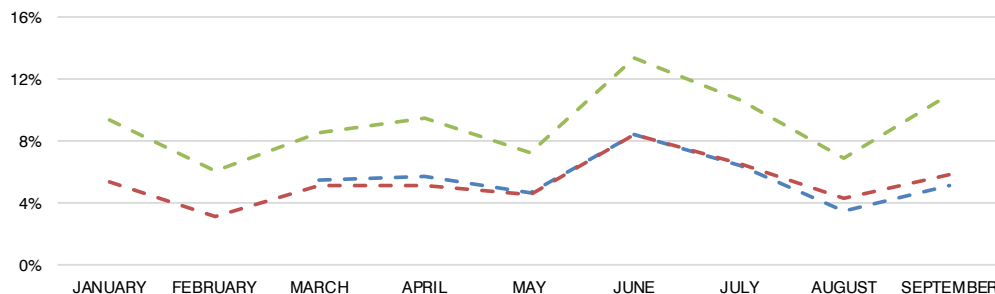
2019 Open Rate Trends by Member Level

— NON-MEMBER — BASIC — ELITES



2019 CTOR Trends by Member Level

- - NON-MEMBER - - BASIC - - ELITES



- Non-members are interested in travel-related content; their open rates are aligned with Elites
- Elites continue to engage with content, but non-member CTORs are significantly lower and mirror Basic members
- The average unsubscribe rate for a non-member is 0.44%, which is 3x more than Basics and Elites (not shown)
- More data is needed on non-members to help refine targeting and pinpoint the optimal audience for this campaign

QUARTERLY ENGAGEMENT

Metrics	Q3 2019	Q2 2019	Q3 vs Q2 2019
Sent	31.4 M	28.3 M	+11.1%
Delivered	29.6 M	26.5 M	+11.5%
Delivery%	94.2%	93.8%	+0.4%
Opens	3.8 M	3.5 M	+10.4%
Open%	12.9%	13.0%	-0.1%
Clicks	257.5 K	235.1 K	+9.5%
CTR	0.9%	0.9%	0.0%
CTOR	6.8%	6.8%	-0.1%
Unsubscribe Rate	0.16%	0.14%	+0.02%
Bookings	2.2 K	1.9 K	+15.5%
Room Nights	4.6 K	4.2 K	+9.4%
Revenue	\$730.6 K	\$669.6 K	+9.1%
Sessions	103.0 K	72.8 K	+41.5%
Duration	1:20	1:19	+1.3%
Pages/Session	1.5	1.9	-24.6%

Sending 11% more emails this quarter increased tracking for other metrics:

- # of Opens/impressions
- # of Clicks/traffic
- Financial totals (bookings, nights, rev.)
- # of Sessions

Open and click rates remained flat with increase in emails sent and deliverability issues in August

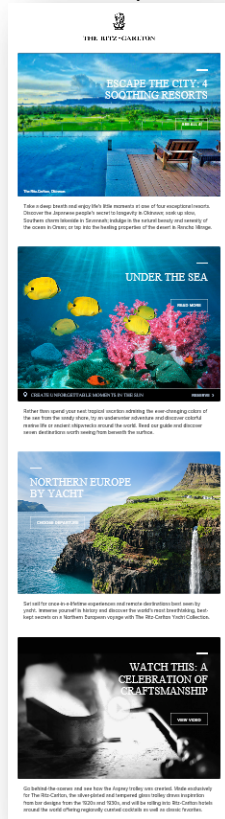
Duration is up, but pages per session are down QoQ

Emailers are spending more time reading articles than browsing the site

THE RITZ-CARLTON: Q3 2019 EMAIL PERFORMANCE

Q3 2019 NEWSLETTER CREATIVE

July



THE RITZ-CARLTON

ESCAPE THE CITY: 4 SOOTHING RESORTS

Take a deep breath and enjoy the best resorts a city of four magnificent resorts. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city.

UNDER THE SEA

CREATING MAGICAL MOMENTS IN THE OCEAN

Soften the spirit of your next special occasion with the sea-tinged colors of the sea. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort.


NORTHERN EUROPE BY YACHT

Set sail for once in a lifetime experience and explore the hidden gems of the world. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort.

WATCH THIS: A CELEBRATION OF CRAFTSMANSHIP

Go behind the scenes and see how the Ritz-Carlton resorts are created. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort.

August



THE RITZ-CARLTON

GLAMOROUS HALE BEACHES

You don't need to leave the city to enjoy the best beaches. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort.

LET'S STAY WITH YOUR MAGIC LUNCHBOX

5 OF THE BEST RITZ-CARLTON RESORTS

What's new on the list of the Ritz-Carlton? Take a moment to see what's new on the list. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort.

BEHIND THE SCENES

20 Years to Make a Legacy: The Ritz-Carlton's 20th Anniversary

A PERFECT DAY WEEKENDS

10 RITZ-CARLTON RESORTS TO VISIT THIS YEAR

15 QUESTIONS WITH LEWIS HAMILTON

September



THE RITZ-CARLTON

THE WORLD'S GREAT CITIES, AFTER DARK

Explore and enjoy some of the world's most vibrant cities after dark. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort.

JOHNEY'S AUTUMN GETAWAYS WE LOVE

Fall is the perfect time for a long weekend getaway, and we have eight to recommend. The Ritz-Carlton resorts are located in the heart of the city, offering a perfect escape from the city. Soak up the sun on the beach, enjoy the view from the hotel, and enjoy the amenities of the resort.

BEHIND THE SCENES

10 Years to Make a Legacy: The Ritz-Carlton's 10th Anniversary

WHISKEY'S NEW SPIRIT

10 YEARS OF WHISKEY

ACCESS GRANTED

Q3 2019 EMAIL PERFORMANCE SUMMARY

- Delivered counts are slightly below Q2 2019, but open and click rates are up QoQ
- Beach content performed well in Aug. with CTOR over 14%, this is the highest all year. This increased engagement trickled down into the financial performance with bookings up by 55%
- Financials impacted by low engagement with Sept 'Cities After Dark' campaign (lowest open rate YTD which trickled down negatively on other KPI's)

Engagement	10.1 M	18.9%	1.4%	7.5%	0.18%
	Emails Delivered -2.5% QoQ (-253.1K)	Open Rate +0.1 pts QoQ	CTR +0.3 pts. QoQ	CTOR +1.4 pts QoQ	Unsubscribe Rate -0.02 pts QoQ
Financials	1.2 K	1.7 K	\$573.4 K	\$0.06	0.8%
	Bookings -19.3% QoQ (-276)	Room Nights -20.1% QoQ (-673)	Revenue -22.2% QoQ (-163.2K)	Revenue/Delivered -20.2% (-\$0.02) QoQ	Booking Conv. -0.4 pts QoQ

Q3 2019 NEWSLETTER

- Beach content resonates well with readers; content in August drove YTD high for Journey traffic
- Sep email engagement was lower than other months; Hero only generated 30% of clicks

