

## Today's Agenda

- Performance Summary
- Campaign Highlights
- Testing & Optimization Insights
- Actionable Insights

#### **Key Storylines**

- Starting to see open rate and CTOR engagement impacts after the Sept 20<sup>th</sup> Apple iOS 15 update
  - Noticeable engagement differences for several recurring campaigns, like MAU
  - Focusing more on click rate, audience health, bookings, and gathering post-click activity to measure engagement
- CTRs for both months were steady, even with increased deliveries in October
- Click rate trends were consistent across most member levels, except Titanium saw slight decline MoM
- Bookings and revenue were stronger YoY and compared to Q3 '21 months; several solos supporting
  key initiatives contributed to financial gains (i.e. Week of Wonders, Program update, and All-Inclusive)
  - Also, America's timely campaign for Cyber Monday performed well and contributed to November revenues (\$1.4M)
- Several solos engaged readers and included personalized, targeted content; engagement and optimization learnings will help inform future personalization opportunities to lift click activity

# MONTHLY PERFORMANCE SUMMARY



## **Above average financial engagement**

- Most November KPIs were above 12-month rolling average; CTR was steady in comparison and bookings were above average
- October and November supported several key initiatives that contributed to increased deliveries & high monthly revenues
- Experienced data issues in both months engagement reflects available campaign reporting; fix planned for end of week
- October was first full month impacted by the September Apple iOS update; shifting KPI focus to clicks/CTR, audience health, and bookings to measure email engagement (still monitoring changes in open & CTO rate trends for next several months)

Metrics	Oct '21	Nov '21	МоМ	Nov '21 vs. Avg.
Delivered	290.5 M	232.5 M	-20.0%	+15.3%
Opens	63.5 M	49.2 M	-22.4%	+6.0%
Open Rate	21.8%	21.2%	-0.7 pts.	-1.8 pts.
Clicks	2.5 M	2.3 M	-8.5%	+4.2%
CTR	0.9%	1.0%	+0.1 pts.	-0.1 pts.
CTOR	3.9%	4.6%	+0.7 pts.	-0.1 pts.
Unsub. Rate*				

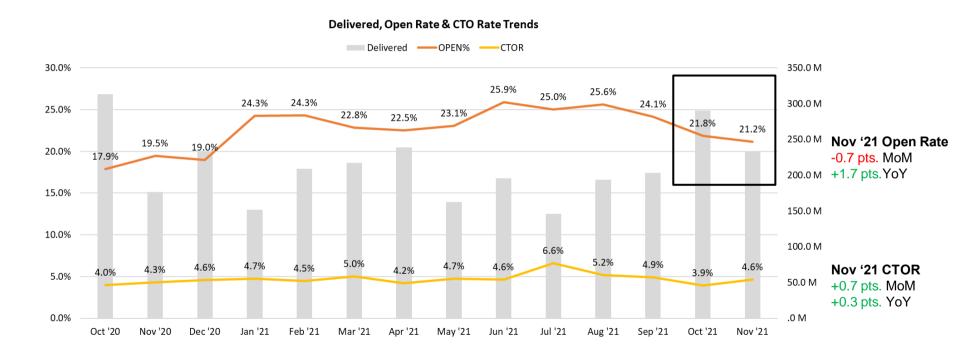
Metrics	Oct '21	Nov '21	MoM	Nov '21 vs. Avg.
Bookings	23.9 K	23.1 K	-3.1%	+18.9%
Room Nights	55.0 K	52.5 K	-4.6%	+12.8%
Revenue	\$9.7 M	\$8.9 M	-7.9%	+14.5%
BPK	0.08	0.10	+21.0%	+1.0 pts.
Conversion	1.0%	1.0%	+0.1 pts.	+3.12%

#### Reporting Notes:

- \*Unsub. rate impacted by recent data issues so excluded from reporting
- Average = 12-month rolling average (Nov 2020 Oct 2021)
- Suppressing Apple BotOpens impacted open and CTO rates
- Financial data: Omniture 7-day cookie

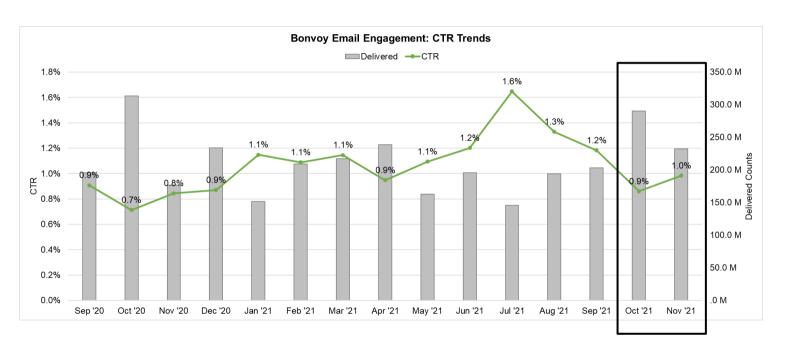
#### Starting to see impact of Apple iOS updates on open activity after late Sept rollout

Excluding Apple opens impacted open and CTO rates; currently setting up Apple vs. non-Apple engagement tracking





## **Maintained CTR engagement MoM and YoY**

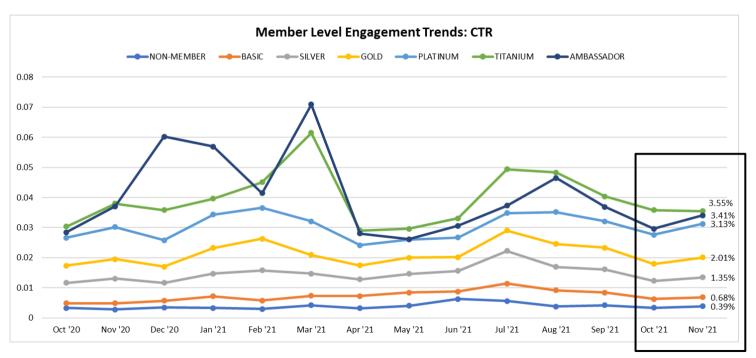


Nov '21 CTR +0.1 pts. MoM +0.1 pts. YoY



#### MoM CTR increases were consistent across most member levels

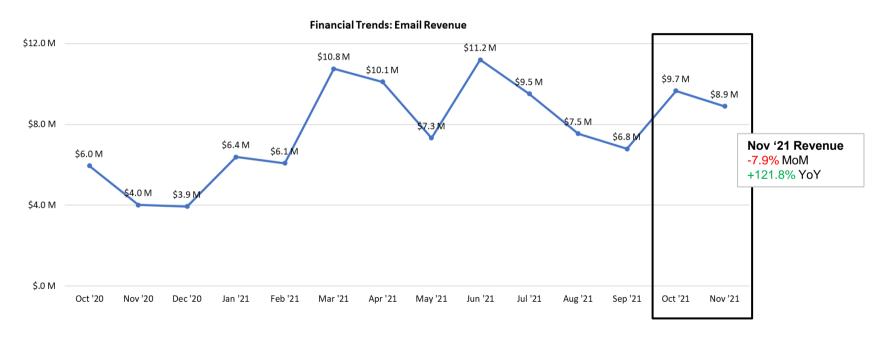
Ambassadors had the largest increase MoM (+0.45 pts.); slight decline for Titanium members (-0.03 pts.)





### Generated \$8.9M in November 2021; +121% YoY

- Oct. revenue spiked +42% MoM; campaigns like Program update, Week of Wonders, and All-inclusive generated \$2.7M in combined revenue and contributed significantly to monthly total
- Changes in Nov. deliveries impacted overall revenues resulting in MoM decline, but a very strong rebound compared to 2020 (+121% YoY)





## **CAMPAIGN HIGHLIGHTS**

Core MAU (Oct and Nov)

Lux MAU (Nov)

All-Inclusive Solo (Oct)

Bonvoy Program Update Solo (Oct)

America's Cyber Monday (Nov)

RCYC Announcement (Nov)



#### CORE MAU: October & November 2021

Creative (ENG Version)

#### October 2021

#### Subject Line:

See What's Inside: Your October Account Update

#### Pre-Header:

Prepared just for Susan





#### November 2021

#### Subject Line:

Your Marriott Bonvoy Account Update: Special Offers, Benefits & More

#### Pre-Header:

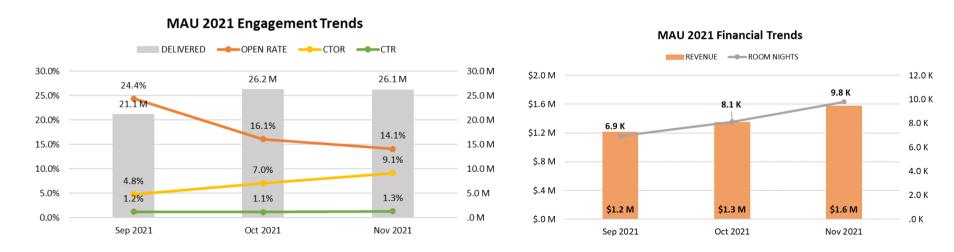
See what's new in November.





#### Engagement rates impacted by Apple iOS update; Stronger financials MoM

- Open and CTO rate trends impacted by recent Apple iOS update; rates don't include Apple opens
- CTR remained steady with slight increase MoM (+0.2 pts. in Nov.)
- Stronger engagement in GloPro Nov. hero; increased click and booking activity lifted the click rate and contributed to financial increases MoM





#### **Core MAU October & November 2021 Heat Maps (English Version)**

#### October

- Member module continues to capture clicks, followed by the Hero featuring Global Promo
- Offers module was strong click-catcher this month with EAT LTO driving most of the activity

October 2021	% Clicks	% Bookings
HEADER	15.7%	48.2%
MEMBER MODULE	33.3%	34.7%
Hero: GloPro/Generic	17.4%	12.5%
W Hotels Sweeps	1.9%	0.0%
Points Guy Banner	4.0%	0.0%
Promo: All Inclusive	4.5%	0.5%
Leisure Destinations	3.7%	0.4%
Offers	8.5%	3.2%
Benefits	0.2%	0.0%
Cobrand	1.9%	0.0%
News: Moments/More Cravings	0.8%	0.0%
News: Travel Insurance	0.3%	0.0%
Footer	7.8%	0.5%
Grand Total	100.0%	100.0%

#### **November**

- Stronger engagement in hero module MoM, pulling from other modules underneath
- Offers and Leisure Destinations module captured additional clicks this month

November 2021	% Clicks	% Bookings
Alert: Annual Choice Benefit Reminder	0.8%	0.0%
HEADER	17.3%	47.4%
MEMBER MODULE	34.1%	31.0%
Hero: GloPro/Generic	26.9%	18.6%
App Banner	0.2%	0.0%
Promo: Moments	2.8%	0.1%
Leisure Destinations	4.4%	0.4%
Offers	4.7%	1.7%
Benefits: Air and Car	0.3%	0.0%
Cobrand	2.3%	0.2%
News: Uber/ShopwithPoints	0.6%	0.0%
News: Tours & Activities/Dubai Expo	0.6%	0.0%
Footer	5.0%	0.5%
Grand Total	100.0%	100.0%

## Lux MAU: November 11, 2021

#### **Subject Line:**

Your Account Update: From Majestic

Mountain Retreats to Kitty the Bernese

Mountain Dog & More (test winner)

#### Pre-Header:

Plus, Announcing The Ritz-Carlton Yacht Collection and our newest opening in Reykjavik





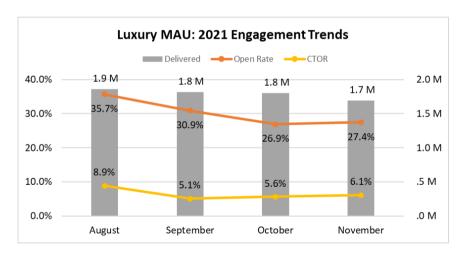






#### Lux MAU click activity remained consistent MoM; opens impacted by Apple update

- Open and CTO rate trends impacted by recent Apple iOS update; rates don't include Apple opens
- CTR trends have been steady since September
- Testing the addition of offer content to see if messages lift click and booking engagement; optimize at segment level







## Lux MAU Heat Map: November 2021

(Member Version)

- Account box had highest click activity returning to normal after drop-off last month;
   most likely a result of moving back to higher placement
- Hero and Yacht Announcement captured additional clicks
- Instagram had a 2 pts. increase in click %; 2<sup>nd</sup> highest for this module to-date

Header: 7.8% clks. 47.2% bkgs.

Hero: 24.6% clks. 10.6% bkgs.

Account Box: 34.1% clks. 37.0% bkgs.

> Inspiration: 6.1% clks. 0.4% bkgs.



**Offers**: 3.7% clks. 4.5% bkgs.

Yacht Announcement: 9.7% clks. 0.0% bkgs.

> Loyalty (Moments): 1.5% clks. 0.0% bkgs.

> > Boutiques: 1.9% clks. 0.4% bkgs.









New Opening: 4.7% clks. 0.0% bkgs.



The Revkiavik EDITION

Instagram: 2.7% clks. 0.0% bkgs.

**Culinary**:

0.8% clks.

0.0% bkgs.



Footer (not shown): 2.4% clks. 0.0% bkgs.

#### Lux MAU Segment Heat Maps:

#### November 2021

(Member Version)



•	Top performing content consistent across all segments
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- Escape to Luxury offer resonated with L2B and L3; engagement was nearly the same
- Boutique shops content piqued the interest of L1 and L2A more than other segments
- Yacht Announcement was a top performer for all, even higher for L2B and L3

		% of Clic	ks by Segment	
Modules	L1	L2A	L2B	L3
Header	11.3%	10.6%	7.3%	6.5%
Hero	17.3%	20.3%	26.1%	25.6%
Account Box	36.7%	42.0%	32.7%	34.0%
Inspiration	5.3%	5.3%	6.4%	6.0%
TRC - A Master Class in Holiday Entertaining	2.5%	2.8%	3.6%	3.4%
JW - Three Generations, One Trip	2.8%	2.5%	2.7%	2.6%
Offers	0.0%	0.0%	4.5%	4.3%
Escape to Luxury	0.0%	0.0%	4.0%	4.2%
The World's Greatest Show (EMEA only)	0.0%	0.0%	0.5%	0.1%
Yacht Announcement	6.7%	7.9%	10.0%	10.8%
Loyalty (Moments)	1.0%	0.8%	1.6%	1.8%
Boutiques	3.7%	2.4%	1.5%	1.7%
Luxury Collection Store	2.0%	1.4%	0.8%	1.0%
Shop Edition	1.7%	1.1%	0.7%	0.7%
New Opening	3.6%	3.7%	5.1%	4.8%
Culinary	1.1%	0.5%	0.8%	0.8%
Instagram	2.1%	2.1%	2.9%	2.9%
Footer	11.3%	4.4%	1.1%	0.7%
Grand Total	100.0%	100.0%	100.0%	100.0%

#### All-Inclusive Solo: Oct 5<sup>th</sup>

Metrics	Solo	vs. Bonvoy Oct Avg.
Delivered	26.8 M	
Opens	6.7 M	
Open Rate	25.6%	+3.8 pts.
Clicks	408.8 K	
CTR	1.56%	+0.7 pts.
CTOR	6.1%	+2.2 pts.
Bookings	1.1 K	
Revenue	\$509.1 K	

- Solo performance above Bonvoy average
  - Testing subject lines helped lift open rate
- Generated over 1K bookings and \$500k
- Most click activity on hero (56%) and featured locations module (18%)
- Considerations for future mailings:
  - Test into including offers
  - Inspire point usage with redemption offer
  - Feature specific locations

#### Subject lines:

SL1: Announcing: All-Inclusive by Marriott Bonvoy

SL2: NEW: All-Inclusive by Marriott Bonvoy

SL3: Experience it ALL. While You Want for Nothing. Introducing All-

Inclusive by Marriott Bonvoy.

<u>Preheader (Member version)</u>: Earn and redeem points at our new All-Inclusive Resorts in Jamaica, Cancun, Costa Rica, Barbados and more.



## **Bonvoy Program Update Solo: Oct 27th**

Dynamic Pricing

Metrics	Solo	vs. Bonvoy Oct Avg.
Delivered	34.3 M	
Opens	9.1 M	
Open Rate	26.6%	+4.8 pts.
Clicks	157.4 K	
CTR	0.46%	-0.4 pts.
CTOR	1.7%	-2.2 pts.
Bookings	3.5 K	
Revenue	\$1.4 M	

- Direct style subject line and preheader captured openers – open rate above Bonvoy monthly average
- Letter style format had fewer click opportunities, resulting in low click counts and rates
- Generated high bookings and revenue compared to other October solos and Core MAU
- Continue planned program updates in 2022 to help drive additional revenues

Subject line: Status Extensions, Redemption Flexibility, and Pausing Points Expiration.

**Preheader**: More flexibility and enhanced benefits.

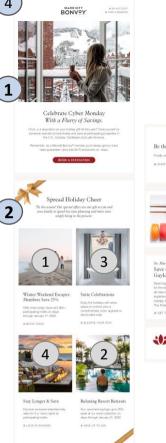




#### America's Cyber Monday Solo: Nov 29th

Metrics	Cyber Solo	vs. America's Nov 16	vs. America's 2021 Avg.
Delivered	19.5 M	+69.4%	+80.7%
Opens	5.0 M	+61.7%	+63.1%
Open Rate	25.7%	-1.2 pts.	-2.8 pts.
Clicks	175.1 K	+192.2%	+137.7%
CTR	0.90%	+0.4 pts.	+0.2 pts.
CTOR	3.5%	+1.6 pts.	+1.1 pts.
Bookings	3.0 K	+213.4%	+139.9%
Revenue	\$1.4 M	+198.8%	+146.5%
ВРК	0.16	+7.3%	+32.8%

- Two America's solos sent in Nov, and the Cyber solo on the 29<sup>th</sup> drove stronger engagement
- Increased deliveries led to more opens, clicks, and booking totals
  - Open rate decline vs 2021 average may be a result of Apple update (opens are understated)
- 43% of clicks went to hero and 30% to 4-pack under hero
- Continue sending timely campaign next year to lift Q4 revenues





Subject lines: These Cyber Monday Steals Will Take You Places

**Preheader**: Enjoy special staycation packages or save up to 25% off hotels and resorts for a limited time.

#### **RCYC Announcement Solo: Nov**

Metrics	Solo Total	Nov '21 Bonvoy Avg.	S1: Elite/ Pts. Active	S2: Uber Lux
Delivered	13.9 M		10.6 M	3.3 M
Open Rate	25.5%	21.2%	25.9%	24.1%
CTR	1.2%	1.0%	1.37%	0.74%
CTOR	4.8%	4.6%	5.3%	3.1%

- Solo engagement above Nov. Bonvoy average & stronger than July and Sep solos (see appendix for comparisons) – supports targeting and versioning goals
  - Tested subject lines for Elite/Points Active segment to lift engagement
- Elite/Points Active segment drove deliveries and had stronger engagement: 55% of clicks on hero module and 12% on Be Transported content
- Uber Lux segment engagement was lower than Bonvoy Nov avg, but was above previous RCYC solo averages; 45% of clicks on hero, but 19% on Footer/Unsub.
  - Consider using 3<sup>rd</sup> party data to find known cruisers and other lux travelers

#### Elite/Pts. Active Subject lines:

- Test version 1 = Marriott Bonvoy Welcomes The Ritz-Carlton Yacht Collection
- Test version 2 = Rediscover the World with The Ritz-Carlton Yacht Collection

Uber Lux Subject line: We Invite You to Set Sail with The Ritz-Carlton Yacht Collection

#### Creative Examples





**Uber Lux** 



Footer #2 (not shown)

## TESTING & OPTIMIZATION SUMMARY & RECOMMENDATIONS



### **Boutiques Short vs. Long Creative Test**

Sample of November '21 Creative

- Overview: A/B tested longer email creative (control) vs. shorter layout (challenger) in Sep, Oct, and Nov '21
- Goal: to maintain engagement by streamlining creative for a shorter email experience, especially in mobile
- Results: engagement for shorter version was closely aligned with longer version, even delivering almost the same number of clicks in Oct; longer version heat maps show that most clicks happen in the first 3 modules
  - Additional data needed to understand if fewer clicks from the shorter version impacted conversion rate
- Recommendation: shift to shorter layout and save longer version for bigger promotional times

Month/Split	Version	Delivered	Open rate	Clicks	Clicks Lift	CTR	CTR Lift	CTOR	CTOR Lift
September (50/50)	Long	4,375,885	30.4%	29,388	+2.6% (+757)	0.67%	+0.02 pts.	2.2%	+0.1 pts.
September	Short	4,373,324	31.2%	28,631		0.65%		2.1%	
October (50/50)	Long	4,314,708	28.1%	19,984	+0.5% (+104)	0.46%	+0.00 pts.	1.6%	+0.1 pts.
October	short	4,313,775	29.1%	19,880		0.46%		1.6%	
November (80/20)	Long	10,649,936	22.0%	39,977		0.38%	+0.02 pts.	1.7%	+0.1 pts.
November	short	2,661,435	22.5%	9,508		0.36%		1.6%	

All results were statistically significant

## Long Short



























### Subject Line Test Results: Lux MAU November 2021

- Subject line that included pet feature, Kitty the Bernese Mountain Dog, outperformed the other two
- Open rate lift was slightly above SL2 and SL3, so recommend retesting when able to confirm pet reference

Subject Line	Delivered	Opens	Open Rate	Lifts	Clicks	CTR	CTOR
1: Your Account Update: From Majestic Mountain Retreats to Kitty the Bernese Mountain Dog & More	169,241	44,400	26.2%		3,110	1.8%	7.0%
2: Your Account Update: Majestic Mountain Retreats, Multi-Generational Travel, Extraordinary Moments & More	169,232	43,244	25.6%	+0.7 pts.	3,236	1.9%	7.5%
3: Your Account Update: Mountain Getaways, Holiday Master Class, Gift Guide & More	169,281	42,821	25.3%	+0.9 pts.	3,092	1.8%	7.2%

Pre-header: Plus, Announcing The Ritz-Carlton Yacht Collection and our newest opening in Reykjavik



## Subject Line Test Results: Boutiques November 2021

- Leading with "exclusive offers" in the subject line was a consistent winner slightly higher engagement across all campaign versions
- Continue testing for patterns

Campaign Name	Subject Line	Delivered	Opens	Opens Lift	Open Rate	Open Rate Lift	Clicks	CTR	CTOR
ENG_LONG	SL 1: Shop exclusive holiday gifts from your favorite hotel brands	5,325,390	1,106,913		20.79%		32,627	0.61%	2.95%
_	SL 2: Exclusive offers on holiday gifts: bedding, bath, fragrance and more	5,325,325	1,120,981	+1.3%	21.05%	+0.26 pts.	33,385	0.63%	2.98%
ENG_SHORT	SL 1: Exclusive offers on holiday gifts: bedding, bath, fragrance and more	1,330,826	286,972	+1.1%	21.56%	+0.23 pts.	7,779	0.58%	2.71%
	SL 2: Shop exclusive holiday gifts from your favorite hotel brands	1,330,804	283,900		21.33%		7,578	0.57%	2.67%
BEN	SL 1: Exclusive offers on holiday gifts: bedding, bath, fragrance and more	233,298	59,380	+1.0%	25.45%	+0.25 pts.	3,154	1.35%	5.31%
	SL 2: Shop exclusive holiday gifts from your favorite hotel brands	233,250	58,771		25.20%		2,899	1.24%	4.93%

Pre-header: Plus, save 25% sitewide at [Westin Store]

## **ACTIONABLE INSIGHTS**



## **Actionable Insights**

- Continue monitoring changes in open & CTO rate trends for the next several months after Sept 20<sup>th</sup> Apple update
- Look into tracking Apple opens separate from non-Apple
- Planning ongoing optimization efforts for Core MAU in 2022 to lift KPIs
- For Lux MAU, test the addition of offer content to see if messages lift click and booking engagement; optimize at segment level
- Considerations for future All-Inclusive mailings:
  - Test into including offers
  - Inspire point usage with redemption offer
  - Feature specific locations



## **Actionable Insights**

- Continue planned program updates and seasonal offers (ex. America's Cyber Monday) in 2022 to help drive additional revenue
- Consider using 3<sup>rd</sup> party data to improve email targeting criteria and/or to help version content (ex. RCYC - find known cruisers and other lux travelers)
- Additional Boutiques data needed to understand if fewer clicks from the shorter version impacted conversion
  - Recommend shifting to shorter layout and save longer version for bigger promotional times





## **APPENDIX**



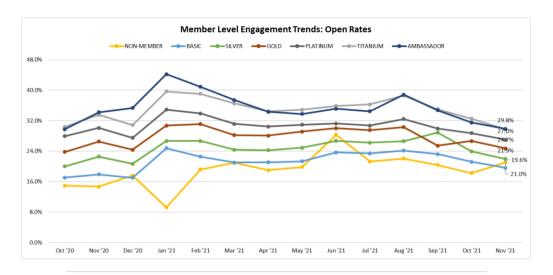
## **2021 YTD Campaign Category Dashboard**

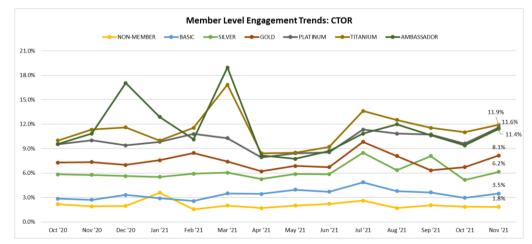
Jan-Nov 2021

	TOTAL	Brand	Cobrand CC	Continent Mktg.	Core Mktg.	METT	Informational	Lifecycle	Moments	Partner	Promotions	Travel Inspiration
% of Delivered Emails		10.3%	16.9%	10.3%	24.5%	4.0%	0.1%	1.5%	1.5%	4.4%	13.0%	12.9%
DELIVERED	2.24 B	230.3 M	379.6 M	230.0 M	548.6 M	88.7 M	1.9 M	33.5 M	33.3 M	98.7 M	290.8 M	289.2 M
DELIVERY RATE	98.8%	99.3%	99.5%	99.6%	97.7%	99.2%	98.1%	94.6%	99.7%	99.7%	97.9%	99.6%
OPEN	527.5 M	56.6 M	68.6 M	60.0 M	132.1 M	14.6 M	512.5 K	9.7 M	8.9 M	26.0 M	66.0 M	79.5 M
OPEN RATE	23.5%	24.6%	18.1%	26.1%	24.1%	16.5%	27.6%	28.9%	26.6%	26.4%	22.7%	27.5%
CLICK	25.1 M	4.1 M	1.6 M	2.1 M	7.2 M	729.6 K	39.5 K	2.0 M	296.4 K	1.1 M	3.6 M	2.1 M
CTR	1.12%	1.80%	0.43%	0.93%	1.32%	0.82%	2.13%	5.94%	0.89%	1.11%	1.25%	0.73%
CTOR	4.8%	7.3%	2.4%	3.6%	5.5%	5.0%	7.7%	20.6%	3.3%	4.2%	5.5%	2.6%
UNSUB	43.5 M	6.4 M	4.4 M	5.4 M	10.6 M	1.1 M	8346	253.3 K	1.1 M	1.9 M	8.0 M	4.2 M
UNSUB RATE	1.94%	2.79%	1.16%	2.37%	1.93%	1.26%	0.45%	0.75%	3.22%	1.89%	2.77%	1.47%
BOOKINGS	233.9 K	9.7 K	17.7 K	35.8 K	90.5 K	10.0 K	46	24.5 K	1.7 K	7.2 K	25.0 K	11.2 K
ROOM NIGHTS	558.3 K	26.5 K	36.0 K	88.3 K	215.9 K	24.7 K	142	58.6 K	3.8 K	16.6 K	59.4 K	27.0 K
REVENUE	\$94.2 M	\$5.1 M	\$5.3 M	\$15.7 M	\$36.7 M	\$4.4 M	\$35.0 K	\$9.4 M	\$630.2 K	\$2.5 M	\$9.4 M	\$4.7 M
CONVERSION RATE	0.93%	0.23%	1.09%	1.67%	1.25%	1.37%	0.12%	1.23%	0.57%	0.65%	0.69%	0.53%
ВРК	0.10	0.04	0.05	0.16	0.16	0.11	0.02	0.73	0.05	0.07	0.09	0.04



## **Member Level Engagement Trends: Open and CTO Rates**





## **RCYC Nov '21 Announcement Solo Comparison**

Month	Campaign Description	Delivered	Opens	Open Rate	Clicks	CTR	CTOR
Nov 2021	PID 5816 - Ritz Carlton Yacht Club	13,911,877	3,548,299	25.5%	169,912	4.8%	13.9%
Jul 2021	PID_5966_2021071321_RCYC_ENG	6,303,286	1,126,195	17.9%	113,230	1.8%	10.1%
Sep 2021	PID_6031_20210907_RCYC_ENG	2,656,422	761,909	28.7%	54,661	2.1%	7.2%



## **Campaign Dashboard Categories**

Categories	Category Description	For Example
Brand	MI branded messages where the "friendly from" name is the actual brand name or business partner uses METT optimization	Brand BPP emails, HVMI Solos, and other branded Solos
Cobrand CC	Solo messages exclusively featuring a cobranded credit card	Acquisition and ECM campaigns (Welcome, Solos, Events)
Continent Marketing	Field-sponsored, solo marketing campaigns (NOT METT)	Regional Solos, Americas, Bonvoy Escapes
Core Marketing	Marketing campaigns intended to drive conversion and revenue, and not otherwise defined elsewhere (Moments, Partner, Boutiques, etc.,)	MAU, Program Solos, Abandoned Search, Holiday messages, MBV Boutiques
METT	Offers and targeting submitted and deployed through the Field METT Tool that run through METT optimization	Field METTs, Property Promotions
Informational	Service or transactional messages (may or may not have transactional footer)	Points Sharing, Research/Survey, CEC, Apology
Lifecycle	Triggered messaging to move customers through loyalty program lifecycle	Welcome, Achievers, Redemption, On Boarding
Moments	Includes Moments Solos, METTs and Bi-Monthly/Recurring campaigns	Special Events, Bi-Monthly Solos
Partner	Campaigns featuring Loyalty partner	Your World Rewards, United Airlines, Hertz, Cruises Only
Promotions	Includes Global Promo, Algorithmic Targeted Marketing and Model-based Offers	ATM, Points.com, Global Promotion Announcement & Reg Confirmations
Travel Inspiration	Messages that inspire travel and share travel tips & trends	Traveler, Project Wanderlust

