

# Luxury MAU December 2022 Email Performance Review

December 16, 2022

MARRIOTT  
**BONVOY**



EDITION

THE  
LUXURY  
COLLECTION

THE RITZ

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# Lux MAU: December 8<sup>th</sup>, 2022

Theme: Winter/Holiday/Family Travel

## Subject Line:

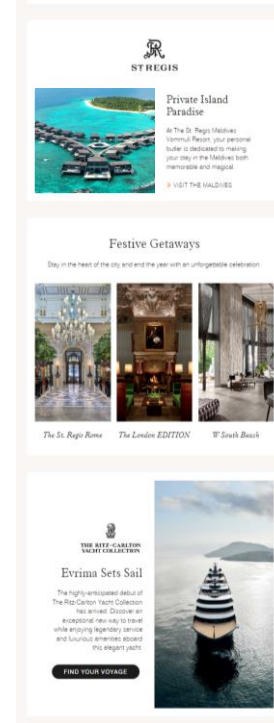
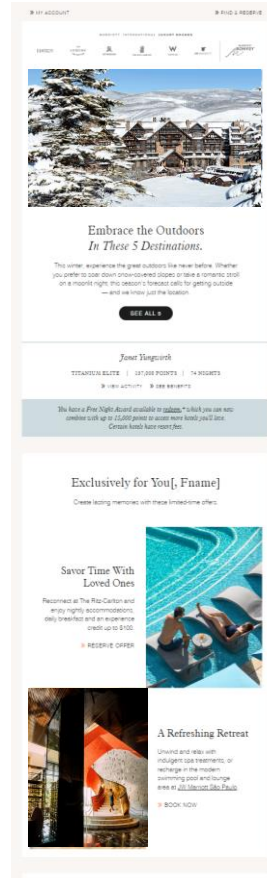
- Kaitlin's [Your] Account Update

## Pre-Header (PCIQ):

- PH 1 (Direct): Discover inspiring itineraries, luxury culinary experiences, and more
- PH 2 (Authority): Your guide to stunning outdoor destinations, festive getaways, and luxury culinary moments
- PH 3 (Listicle): Discover 5 breathtaking destinations to embrace the outdoors

## Non-Member:

- SL: 5 Breathtaking Destinations to Embrace the Outdoors
- PH: Plus, explore festive getaways, the ultimate culinary experiences, and more



# Performance Summary: December 2022

- December was a top performing month since program launch for Lux MAU with a CTR of 2.4% which is 2nd strongest to date after initial launch
- Stronger engagement levels driven by mix of higher engagement for similar content modules that were leveraged YoY in conjunction with new modules (i.e., Yacht) driving lift in engagement
- Unsub rates remain very healthy overall with L1 continuing to see lower unsub level of 0.13% MoM
- Offer content drove more interest this year with TRC Reconnect package offered YoY and property specific offer featured this year
- Maldives content continues to perform well driving similar interest levels YoY

# Performance Metrics:

## December 2022

- December Lux MAU drove significant interest from readers with a CTR of 2.4% which is 2<sup>nd</sup> strongest to date after initial launch
  - CTR followed close behind April, within 0.3pts., in which April featured Reserve hero
- Unsub rates remain very low indicating an engaged luxury audience
- Bookings and Revenue seeing decreases overall. Note: since July '22 Financials still impacted by Adobe email tracking issues. CX team investigating as it pertains to all emails

	Dec-22	MoM	YoY	vs. Avg.
<b>Delivered</b>	<b>2.1 M</b>	<b>-6.3%</b> (-140.6 K)	<b>26.0%</b> (+428.4 K)	<b>10.8%</b> (+201.6 K)
<b>Clicks</b>	<b>48.8 K</b>	<b>33.6%</b> (+12.3 K)	<b>122.0%</b> (+26.8 K)	<b>51.8%</b> (+16.6 K)
<b>CTR</b>	<b>2.4%</b>	<b>+0.7 pts.</b>	<b>+1.0 pts.</b>	<b>+0.6 pts.</b>
<b>Unsub Rate</b>	<b>0.06%</b>	<b>+0.00 pts.</b>	<b>-0.01 pts.</b>	<b>+0.00 pts.</b>
<b>Bookings</b>	<b>115</b>	<b>-49.8%</b>	<b>-55.6%</b>	<b>-63.6%</b>
<b>Revenue</b>	<b>\$89.2 K</b>	<b>-22.6%</b>	<b>-30.5%</b>	<b>-54.6%</b>

\*Lux MAU rolling 12-month avg. includes Dec '21 – Nov '22



# Engagement Trends: December 2022

- Engagement levels saw significant increase both MoM and YoY; +0.7 pts. And +1.0 pts. respectively
- Mix of higher engagement for similar content modules leveraged YoY in conjunction with strong performing new modules (i.e., Yacht) driving lift in CTR

## 12- Month Rolling Averages

Dec '21 – Nov '22

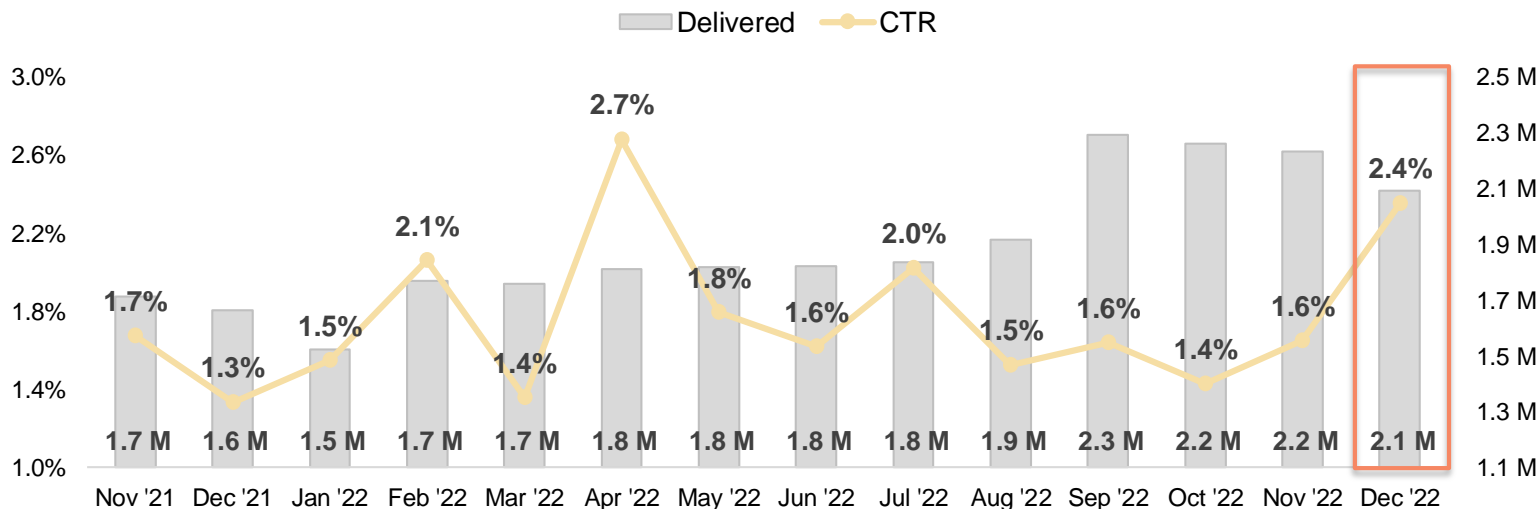
Avg. Monthly Deliveries: **1.9 M**

Avg. Monthly Unique Clicks: **32.1 K**

CTR: **1.7%**

Unsub Rate: **0.06%**

## Luxury MAU: Engagement Trends



### CTR

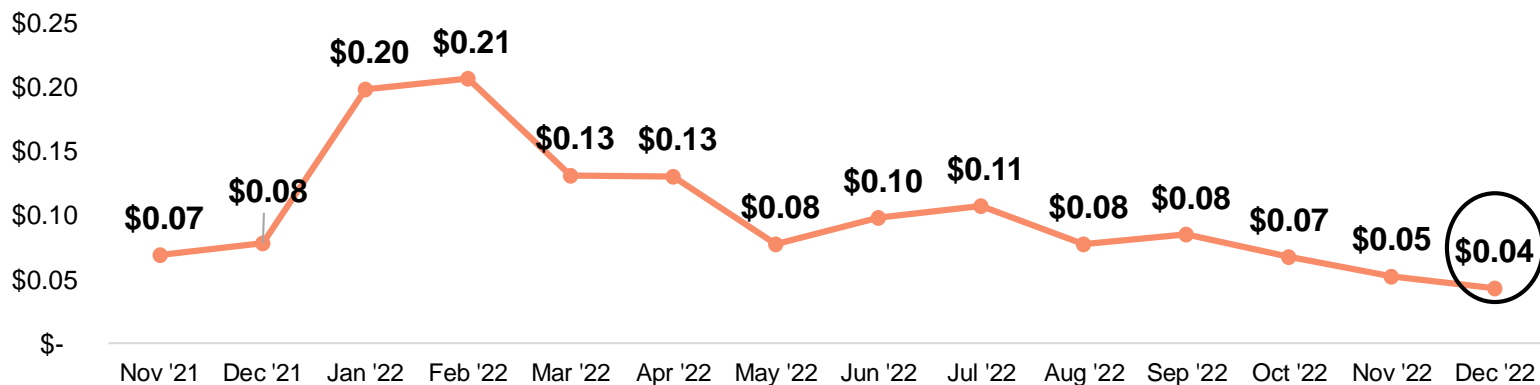
+0.7 pts. MoM

+1.0 pts. YoY

# Financial Trends: December 2022

- Revenue/delivered had slight decrease MoM; members rev/delivered remained flat MoM
- Since July '22 Financials still impacted by Adobe email tracking issues. CX team investigating as it pertains to all emails

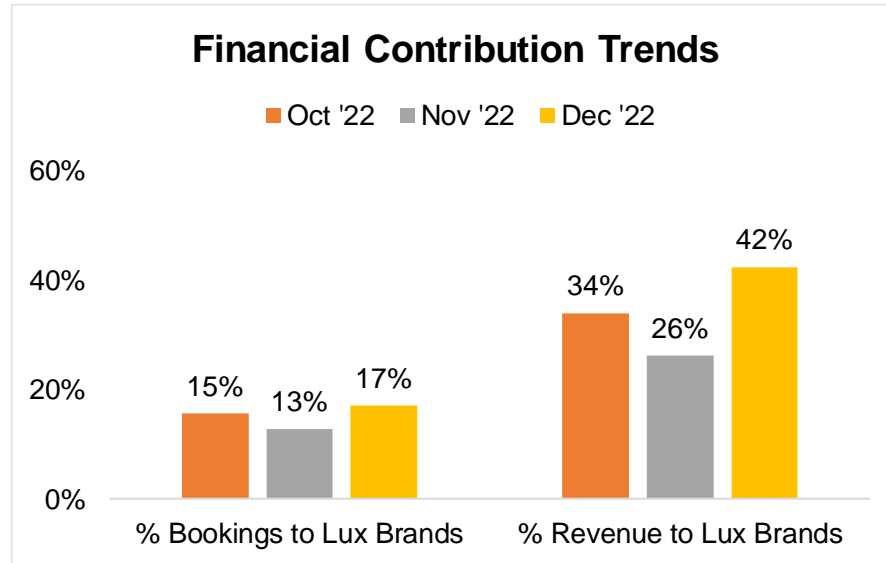
**Luxury MAU: Rev/Delivered Trends**



Month	Offers	Month	Offers
Dec '21	Ritz Reconnect	Jul '22	E2L, JW Marriot Los Cabos
Jan '22	Plan Ahead/Save	Aug '22	TRC Reconnect
Feb '22	Q1 GloPro, EDITION	Sep '22	GloPro, Reserve Pkg
Mar '22	Q1 GloPro, Ritz JPN	Oct '22	E2L, St. Regis Bermuda Suite Pkg
May '22	EDITION Clocktower, Luxury Collection Dining	Nov '22	Reserve Package, EDITION Madrid
Jun '22	Reserve Package	Dec '22	TRC Reconnect, JW São Paulo Perfect Pkg

# Financial Contribution Trends: December 2022

- % of bookings and revenue to luxury brands saw increase MoM
  - 42% of revenue and 17% of bookings contributed to luxury brands
- Luxury contribution levels increased YoY; 10% of bookings contributed to luxury brands and 32% of revenue in 2021
- Since July '22 Financials still impacted by Adobe email tracking issues. CX team investigating as it pertains to all emails



\*Financial data source: Omniture 7-day cookie







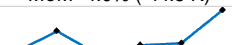





**Booking  
Contribution**  
+4.3 pts. MoM

**Revenue  
Contribution**  
+16.1 pts. MoM

# Luxury Segment Level Engagement Trends:

## December 2022

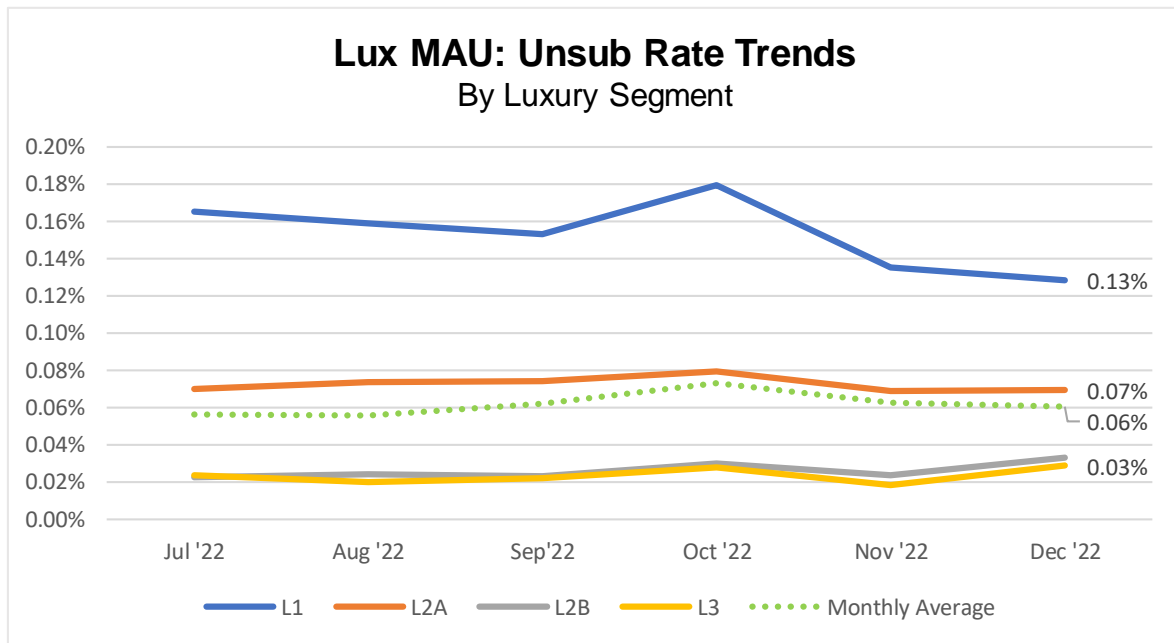
- All luxury segment levels seeing increase in CTR with L2A-L3 having more significant increases
- Unsub rates remain similar MoM
- L1 showing lower unsub rates for both November and December at 0.13%
- Finalize version for L1/L2A to optimize segment level engagement in Q1 '23

Jul '22 – Dec '22				
		Nov '22	Dec '22	Engagement Trends
L1	Del.	559.5 K	485.5 K	MoM -13.2% (-74.0 K)
	CTR	0.8%	1.0%	
	Unsub Rate	0.13%	0.13%	
	Rev/Deliv	\$0.01	\$0.00	
L2A	Del.	241.1 K	235.0 K	MoM -2.5% (-6.1 K)
	CTR	1.3%	1.8%	
	Unsub Rate	0.06%	0.07%	
	Rev/Deliv	\$0.01	\$0.02	
L2B	Del.	1.1 M	1.1 M	MoM -4.0% (-44.5 K)
	CTR	2.0%	2.7%	
	Unsub Rate	0.02%	0.03%	
	Rev/Deliv	\$0.07	\$0.08	
L3	Del.	305.5 K	289.6 K	MoM -5.2% (-15.9 K)
	CTR	2.4%	3.6%	
	Unsub Rate	0.02%	0.03%	
	Rev/Deliv	\$0.10	\$0.01	



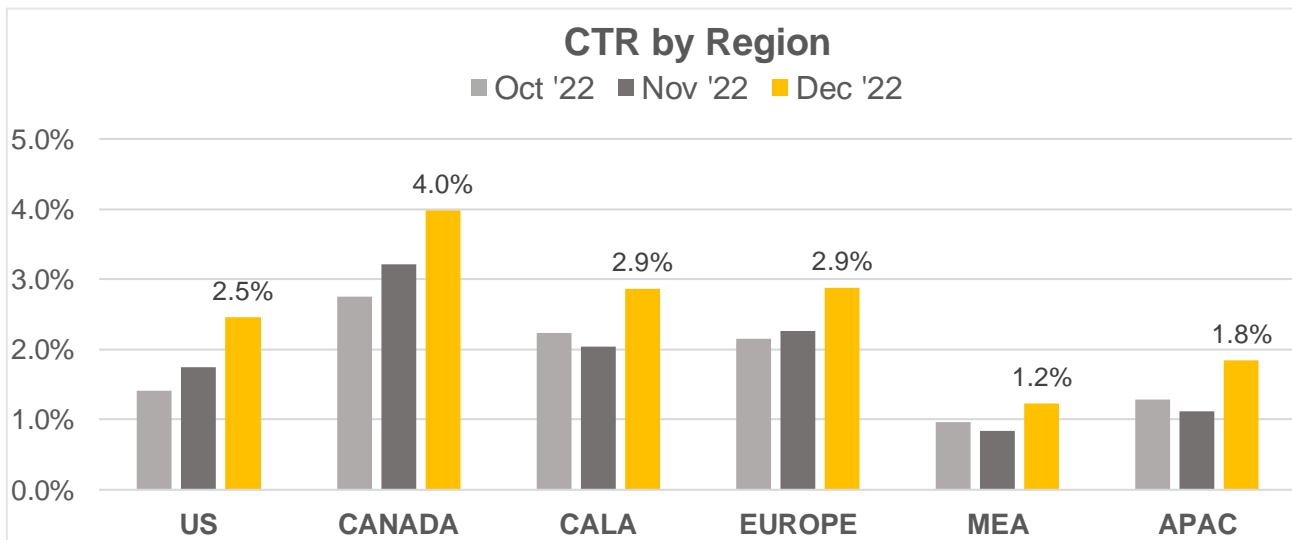
# Luxury Segment Level Unsubscribe Trends: December 2022

- Unsub rates remain low overall indicating strong audience health and engaged luxury audience
- L1 remains at 0.13% MoM which continues to be lower than prior months



# Regional Engagement Trends: December 2022

- Canada, CALA, Europe and U.S. showing highest engagement levels in December
- Expand regional relevancy through geo-targeting and personalization where possible including offers and hotel spotlights



DELIVERED	Nov '22	Dec '22	MoM
US	1.6 M	1.5 M	-5.1%
CANADA	61.0 K	57.6 K	-5.7%
CALA	16.4 K	16.3 K	-1.0%
EUROPE	94.6 K	89.4 K	-5.4%
MEA	170.5 K	149.0 K	-12.6%
APAC	305.4 K	275.5 K	-9.8%

# Member Level Engagement Trends: December 2022

- Strong increases in CTR across all member levels with Upper Elites having more significant increases
- Basic and Non-Member remained less engaged than other segments

Jul '22 – Dec '22				
		Nov '22	Dec '22	Engagement Trends
NON-MEMBER	Del.	144.4 K	121.0 K	MoM -16.2% (-23.4 K)
	CTR	0.3%	0.4%	
	Unsub Rate	0.22%	0.20%	
	Rev/Deliv	\$0.01	\$0.00	
BASIC	Del.	849.9 K	791.0 K	MoM -6.9% (-58.9 K)
	CTR	1.1%	1.4%	
	Unsub Rate	0.08%	0.09%	
	Rev/Deliv	\$0.01	\$0.01	
SILVER	Del.	250.6 K	243.1 K	MoM -3.0% (-7.5 K)
	CTR	1.9%	2.4%	
	Unsub Rate	0.03%	0.04%	
	Rev/Deliv	\$0.06	\$0.09	
GOLD	Del.	437.1 K	418.7 K	MoM -4.2% (-18.3 K)
	CTR	2.1%	2.8%	
	Unsub Rate	0.02%	0.03%	
	Rev/Deliv	\$0.06	\$0.06	

Jul '22 – Dec '22				
		Nov '22	Dec '22	Engagement Trends
PLATINUM	Del.	220.5 K	205.1 K	MoM -7.0% (-15.4 K)
	CTR	2.5%	3.8%	
	Unsub Rate	0.01%	0.02%	
	Rev/Deliv	\$0.09	\$0.06	
TITANIUM	Del.	251.0 K	236.4 K	MoM -5.8% (-14.6 K)
	CTR	2.5%	4.1%	
	Unsub Rate	0.01%	0.02%	
	Rev/Deliv	\$0.10	\$0.02	
AMBASSADOR	Del.	60.6 K	58.2 K	MoM -3.9% (-2.4 K)
	CTR	2.3%	3.8%	
	Unsub Rate	0.02%	0.02%	
	Rev/Deliv	\$0.24	\$0.24	
MEMBER	Del.	2.1 M	2.0 M	MoM -5.7% (-117.1 K)
	CTR	1.7%	2.5%	
	Unsub Rate	0.04%	0.05%	
	Rev/Deliv	\$0.05	\$0.05	

# Lux MAU Segment Heat Maps: December 2022

- Account Box and Hero continue to drive most engagement across all luxury segments
- L2A had highest percent of clicks at 37% which is 8 pts. higher than next most engaged segment (L1) for Account Box
- Maldives content continues to inspire readers YoY with L2B and L3 showing slightly higher engagement
- Offers content drove strong engagement with TRC Reconnect Package leading in offer section for % clicks
- Yacht content continues to engage readers
- Moments and Culinary driving less engagement overall

Module	L1	L2A	L2B	L3	Total
<b>Header</b>	8.9%	8.8%	7.2%	6.7%	7.5%
<b>Hero</b>	31.3%	29.2%	36.5%	38.4%	35.6%
<b>Account Box</b>	29.0%	36.9%	26.8%	22.9%	27.1%
<b>Offers</b>	5.6%	5.4%	6.5%	6.6%	6.3%
TRC Reconnect	4.2%	4.5%	5.3%	5.5%	5.1%
JW Marriott São Paulo: The Perfect Pkg	1.4%	0.9%	1.2%	1.1%	1.2%
<b>Maldives St. Regis</b>	4.5%	4.6%	7.3%	8.4%	7.0%
<b>Brand Inspiration</b>	4.2%	4.4%	4.6%	4.7%	4.6%
The St. Regis Rome	1.7%	1.5%	1.7%	1.7%	1.7%
The London EDITION	1.1%	1.6%	1.5%	1.6%	1.5%
W South Beach	1.4%	1.4%	1.4%	1.4%	1.4%
<b>Yacht</b>	3.2%	3.5%	4.7%	5.8%	4.6%
<b>Culinary</b>	1.1%	0.9%	1.6%	1.9%	1.5%
<b>Moments</b>	0.5%	0.4%	0.4%	0.8%	0.5%
<b>Boutiques</b>	2.4%	2.1%	2.2%	2.0%	2.2%
Garden Kit Curated By Lily Kwong	0.5%	0.4%	0.4%	0.4%	0.4%
Diptyque	0.9%	1.1%	0.8%	0.6%	0.8%
Handmade Globe-Trotter Luggage	1.0%	0.7%	1.0%	1.0%	1.0%
<b>Instagram</b>	1.5%	1.0%	1.2%	1.1%	1.2%
<b>Footer</b>	7.9%	2.6%	1.0%	0.7%	1.9%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



# Campaign Strategy Discussion Areas:

*Q4 '22- Q1 '23 Key Initiatives & Next Steps*

## Measurement & Reporting

**With the Core MAU Control group suppression being lifted in September what is the best measurement approach moving forward to assess Lux MAU performance?**

Explore various options including initial set of measurement options that were discussed prior to initial campaign launch (Universal, Luxury Campaign Overall Suppression for Lux Segments, Re-instatement of Core MAU Control group) in conjunction with Luxury Segment Level Control Group options

## Luxury Segment Versioning

**How do we leverage prior learnings to inform new content/offer testing opportunities to drive lift in key engagement and financial metrics?**

Develop strategic approach and plan for each segment based on desired goals/objectives associated with each

Build overarching content matrix at each luxury segment level to highlight differences in interest by content and offer type

## Max ADR Attribute (\$750+)

**With the recent availability of the Max ADR (\$750+) attribute, what use cases can we put in market for Q1?**

Aligned on key areas for use case development on 11/14:

- Upsell opportunities for specific types of suites
- Leverage known brand stay trends and loyalty behavior to support and inform content opportunities (Target brand loyalist with brand specific content)

Develop use case options for Q1

# Luxury Segmentation Versioning



# Luxury Segment Versioning: Test Plan

- **Luxury MAU Test Objectives:**

- Create a new version optimized against known behaviors around how L1 and L2A engage with various content and offer types
- Test against current version in which all other segments will continue to receive
- Potential In-Market Date: Feb 2022

Segment	Version A: Current LMAU Version	Version B: Updated LMAU Version
L1	50% to continue to receive	50% to begin to receive
L2A*	50% to continue to receive	50% to begin to receive
L2B	100% to continue to receive	
L3	100% to continue to receive	

# Lux MAU Content Engagement Insights

Section Description	Content Engagement Insights
Hero	Strong engagement across all segments
Account Box	Strong engagement across all segments. L2A highest
Loyalty/Moments	Loyalty content made top 5 for L2B/L3 * L1/L2A show to be less engaged with this content overall
F1	Similar engagement across all segments
Yacht	L2B/L3 show higher engagement levels overall Yacht content still made top 5 for L1/L2A
Offers	L1: Hotel Specific, E2L, Reserve L2A: L1 Offer Mix + GloPro
Brand Inspiration	Strong engagement across all segments
New Hotels/ Hotel Spotlight	Strongest engagement across all segments overall*
Culinary	Similar engagement across all segments; Lowest engagement
Boutiques	Similar engagement across all segments; L1 slightly higher
Instagram	Similar engagement across all segments; L1/L3 slightly higher

\*Content that follows Header, Hero, Account box

# Lux MAU Content Strategy

## Optimization Opportunities

- Luxury Segments: **L1/L2A**
- Luxury Monthly Account Update  
Primary Communication Objective:
  - Continue to provide top engaging content that drives interest across all segments while also aligning with ongoing business goals and priorities
- Secondary Communication  
Objective:
  - Optimize editorial content mix based on engagement levels by content type removing or deprioritizing as needed
  - Determine if this drives a lift in engagement and decrease in unsubscribe rates

Section	Continue BAU	Optimization Opportunity
Core Content (Always On)		
Hero	Yes	N/A
Account Box	Yes	N/A
Offers	Yes	L1: Hotel Specific, E2L, Reserve L2A: L1 Offer Mix + GloPro
Brand Inspiration	Yes	N/A
New Hotels/ Hotel Spotlight	Yes	N/A
Instagram	Yes	N/A
Secondary Content (Varies Monthly)		
F1	Yes	Include when available
Yacht	Yes	Include when available
Loyalty/ Moments	No	Test into alternate content e.g., hotel focused Educate on what Moments is
Culinary	No	Incorporate into other categories
Boutiques	No	Only feature during Q4 or new partnerships
Net New	Add	Max ADR \$750+ Up-Sell/Brand Loyalty Content. Incorporate w/Offers i.e., Suite

# Strategic Initiatives & Measurement

# Key Strategic Initiative: Measurement & Reporting

- Measurement & Reporting
  - Primary campaign goal: Engagement | KPI: **CTR**
  - Secondary campaign goal: Revenue | KPI: Rev/Delivered or **BPK** or Brand Contribution
  - Measurement recommendation:
    - *Option 1: Universal Control*
    - *Option 2: Lux Communications Control*
    - ❖ **Option 3: Reinstate Core MAU Control (Recommended)**
      - Measure engagement, booking & revenue lifts
      - Set-up for all luxury segments (L1-L3)
      - Determine approach for measuring months with key promotions in Core MAU

# Key Strategic Initiative: Luxury Segment Versioning

- Luxury Segment Versioning
  - Test goal: lift engagement at each segment level
  - Approach:
    - Create campaign level test & control groups
    - Test content and layout versions by Luxury segments
  - Measurement recommendation:
    - A/B Testing
    - Optimization technology (i.e. PCIQ)



# Key Strategic Initiative: Max ADR Attribute (\$750+)

- Max ADR Attribute \$750+
  - Confirm test goal:
    - Upsell
    - Brand loyalty
    - Brand awareness
  - Approach:
    - Align on use cases
    - Create campaign level test & control groups
  - Measurement recommendation:
    - A/B Testing
    - Optimization technology (i.e. PCIQ)

# Recommendations & Next Steps

# Recommendations and Next Steps

## Recommendations

- Begin tracking engagement goals as we move into new year to allow us to track and optimize against ongoing strategic initiatives
- Continue offer personalization by luxury segment and compare to other luxury communication offer performance and impact on revenue/delivered
- Expand regional relevancy through geo-targeting and personalization including offers and hotel spotlights

## Next Steps

- Continue PCIQ testing for preheader in January to continue to gain insights around what copy approaches resonate with members
- Evaluate Suite offer performance in January mailing for all luxury segments including Max ADR segment
- Kick-off February Lux MAU 12/21 and finalize plan for luxury version (L1/L2A)

A modern living room interior featuring a fireplace with a white tiled surround and a black metal mesh screen. A warm fire is burning in the hearth. To the left, a wooden-framed crossword puzzle hangs on the wall, with some letters filled in, including 'MARRIOTT', 'BONVOY', and 'CHICAGO'. Below the puzzle, a small table holds a container of pens and pencils and some papers. In the foreground, there are several round ottomans in shades of orange and red. To the right, a brown leather armchair with a blue cushion and a brown bag is visible. A dark wooden side table with a black spherical object and sunglasses sits next to the chair. The overall atmosphere is cozy and contemporary.

# Thank You!

MARRIOTT  
**BONVOY**

# Lux MAU Heatmaps

MODULE	August '21 8/14  (Introduction)	September '21 9/9  (Weekend Getaways)	October '21 10/14 (Resorts & Indulgent Getaways)	November '21 11/11 (Holiday Travel Planning & Local Holiday Experiences)	December '21 12/9 (New Years Bucket List)	January '22 1/14 (Wellness Getaways)	February '22 2/10 (Romantic Escapes)	March '22 3/10 (Road Trips + Spring Travel)	April '22 4/14 (Family & Spring Getaways)	May '22 5/12 (Long Weekends & Culinary Experiences)	June '22 6/9 (Summer Planning/Best Outdoor Spaces)	July '22 7/14 (Summer Travel/ Breathtaking Beaches)
Header	5.7%	8.2%	8.9%	7.8%	9.8%	11.2%	7.8%	13.1%	5.7%	6.8%	11.5%	8.2%
Hero	17.5%	21.3%	37.2%	24.7%	12.6%	26.3%	38.0%	18.6%	40.5%	18.1%	34.1%	35.5%
Account Box	34.0%	35.8%	12.4%	33.2%	25.3%	26.3%	21.7%	20.1%	27.5%	31.4%	35.7%	24.3%
Resorts	--	--	28.3%	--	25.2%	--	--	--	--	--	--	--
Loyalty	6.8%	--	--	--	7.7%	--	--	2.0%	--	--	--	--
Offers	16.1%	--	--	3.5%	2.1%	3.9%	18.3%	10.0%	--	18.9%	7.1%	10.3%
Moments	--	3.2%	1.0%	1.5%	--	2.2%	--	0.9%	--	5.5%	--	--
Brand Inspiration	7.4%	13.1%	1.3%	6.1%	1.8%	11.1%	7.4%	6.3%	1.5%	12.9%	1.9%	7.4%
Hotel Spotlight	8.9%	6.9%	5.6%	--	10.1%	--	4.2%	24.0%	20.0%	--	--	3.8%
Culinary	0.7%	1.4%	1.2%	0.9%	--	0.6%	1.1%	1.2%	0.3%	1.5%	--	0.9%
Yacht	--	--	--	9.7%	--	--	--	--	--	--	--	6.0%
Boutiques	--	--	--	1.9%	1.5%	1.0%	--	--	--	--	--	--
New Hotel Opening	--	--	--	4.7%	--	9.7%	--	1.1%	1.3%	1.7%	4.4%	--
Hotel Spotlight 2	--	--	--	--	--	--	0.6%	--	--	--	1.5%	--
Instagram	1.0%	6.1%	0.7%	2.7%	0.7%	4.1%	0.5%	0.4%	1.6%	1.2%	1.2%	1.8%
Footer	1.9%	4.0%	3.5%	3.4%	3.3%	3.8%	0.5%	2.5%	1.6%	1.9%	2.6%	1.8%
MODULE	August '22 8/11  (Last of Summer/ Spectacular Pools)	September '22 9/8  (Weekend Getaways)	October '22 10/13 (Fall Travel & Long Weekends)	November '22 11/10 (Relaxing Holiday Escapes)	December '22 12/8 (Winter/Holiday/ Family Travel)	January '23	February '23	March '23	April '23	May '23	June '23	July '23
Header	17.2%	11.0%	12.4%	10.2%	7.5%							
Hero	18.9%	22.6%	28.4%	27.3%	35.6%							
Account Box	23.8%	30.2%	37.0%	40.9%	27.1%							
Resorts	--	--	--	--	--							
Loyalty	--	--	--	--	--							
Offers	5.2%	12.2%	5.3%	6.4%	6.3%							
Moments	2.4%	5.8%	2.8%	1.6%	0.5%							
Brand Inspiration	2.4%	8.4%	3.1%	1.3%	--							
Hotel Spotlight	23.2%	--	1.0%	4.9%	7.0%							
Culinary	1.1%	0.9%	--	--	1.5%							
Yacht	--	--	--	--	4.6%							
Boutiques	0.7%	1.3%	--	4.3%	2.2%							
New Hotel Opening	2.3%	2.8%	1.0%	--	--							
Hotel Spotlight 2	--	--	1.3%	--	4.6%							
F1	--	--	2.0%	--	--							
Instagram	0.7%	2.2%	2.2%	0.6%	1.2%							
Footer	2.2%	2.7%	3.6%	2.4%	1.9%							

# Ritz December 3<sup>rd</sup> Newsletter

Creative: U.S. Version

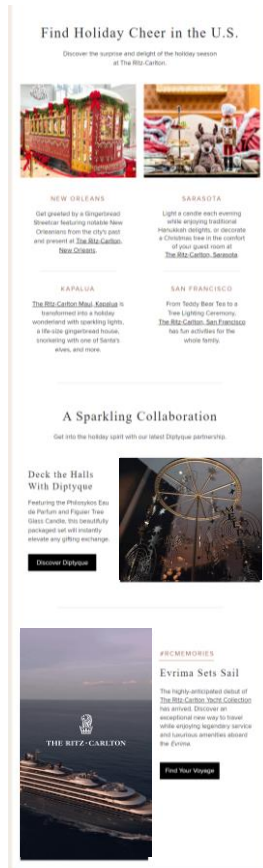
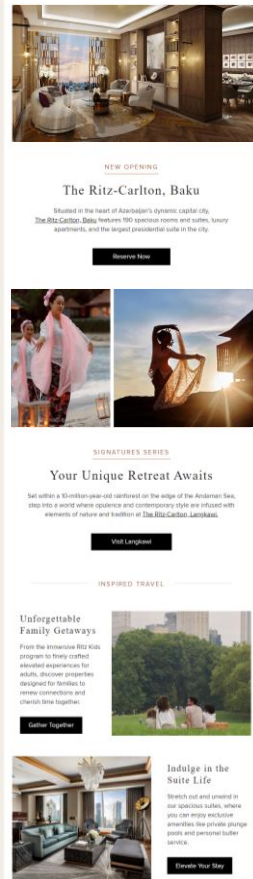
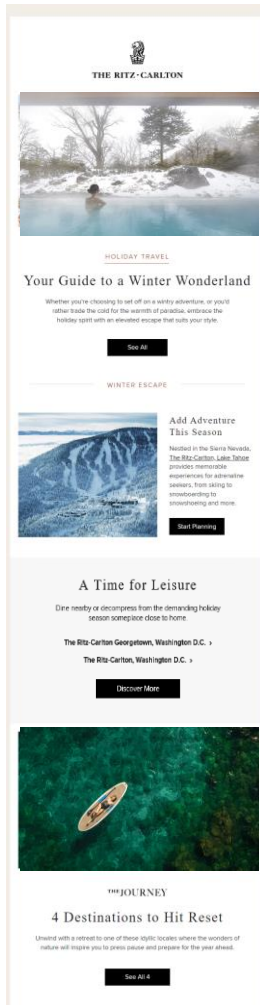
**Theme:** Holiday Travel

## Subject Line (Used PCIQ Optimization):

- (Direct) INSIDE THE RITZ-CARLTON: Picture-Perfect Winter Destinations
- (Authority) INSIDE THE RITZ-CARLTON: Your Guide to Celebration-Worthy Winter Travel
- (Listicle) INSIDE THE RITZ-CARLTON: 12 Extraordinary Winter Escapes
- (Intrigue) INSIDE THE RITZ-CARLTON: There's No Better Place(s) to Spend the Holidays
- (Question) INSIDE THE RITZ-CARLTON: Planning a Post-Holiday Reset?

## Pre-Header:


Plus, discover new hotel openings, offers, and the latest Yacht Collection debut





# Luxury Escapes: December 14<sup>th</sup> 2022

Subject Line: Get up to \$300 in Credits





MARRIOTT BONVOY  
ESCAPE TO LUXURY

» MY ACCOUNT  
» FIND & RESERVE


## True Tranquility Awaits

With a Credit of up to \$300



  
ST. REGIS

EDITION

  
THE RITZ-CARLTON

Enjoy a restful and relaxing getaway with unparalleled amenities and attention to detail. Reserve by Sunday at select hotels and resorts and receive an exclusive credit of up to \$300 to use toward hotel experiences — including world-class spa services, second-to-none dining, and more.\*

RESERVE TODAY

# Luxury MAU Targeting Criteria

Segment Name	Segment Description
L1	All stays are luxury
L2A	$\geq 50\%$ of stays are luxury
L2B	$< 50\%$ of stays are luxury
L3	All luxury stays are paid by bonus points