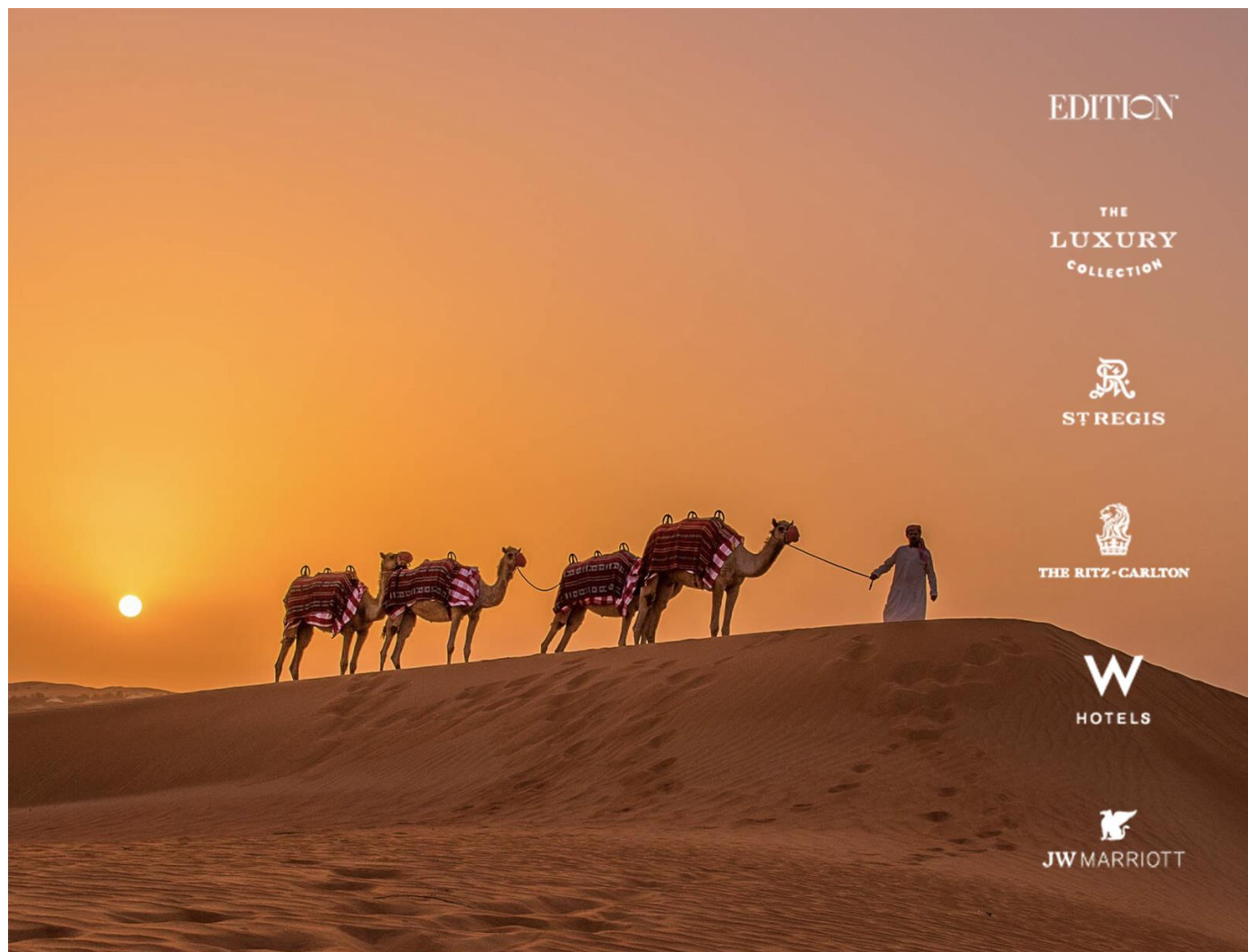


Luxury MAU Quarter 2 Email Performance Review (Nov-Jan)

March 2, 2022

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EDITION

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LUXURY
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THE RITZ-CARLTON


HOTELS


JW MARRIOTT

Today's Discussion:

- Quarterly Engagement Trends
- Content Highlights & Trends
- Learnings & Insights
- Recommendations



Creative Examples

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JW MARRIOTT

November
2021

MY ACCOUNT

FIND & RESERVE

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EDITION THE LUXURY COLLECTION ST REGIS THE RITZ-CARLTON JW MARRIOTT BONVOY

Discover Majestic Mountain Retreats For a Truly Elevated Experience

This winter, experience the natural beauty of a mountain gateway to The Ritz-Carlton. From a slope-side sanctuary in Lake Tahoe to an emerald green oasis in Oman, The Ritz-Carlton offers truly unforgettable escapes to some of the most beautiful places on earth.

[EXPLORE MOUNTAIN GETAWAYS](#)

Amherstar Elite | 100,000 POINTS | 100 NIGHTS

[VIEW ACTIVITY](#) [SEE BENEFITS](#)

Exploration Awaits

Find inspiration for your next escape.

JW MARRIOTT

Three Generations, One Trip

Multi-generational travel is growing across the globe. Discover tips from the travel experts at JW Marriott for ensuring each member of your family enjoys the time reconnecting.

[READ MORE](#)

THE RITZ-CARLTON

A Master Class in Holiday Entertaining

From choosing the menu to

December
2021

MY ACCOUNT

FIND & RESERVE

MARRIOTT INTERNATIONAL LUXURY BRANDS

EDITION THE LUXURY COLLECTION ST REGIS THE RITZ-CARLTON JW MARRIOTT BONVOY

Celebrate in the Swiss Alps, For a Sky-High New Year.

W Verbier is ideally situated for celebration — mixing contemporary urban design with an alpine touch. With six restaurants and bars, ski-in/ski-out access, and an array of soothing spa treatments, you'll find everything you need for an elevated holiday escape.

[DISCOVER W VERBIER](#)

First Lastname

Member | 8 POINTS | 7 NIGHTS

[VIEW ACTIVITY](#) [SEE BENEFITS](#)

More Ways to Spend Your Holidays

From secluded retreats to the center of it all, these iconic destinations deliver.

The Miami Beach EDITION®

Oceanfront bungalows. Private beach club. Michelin-starred chef cuisine.

[VISIT MIAMI](#)

JW Marriott®

Cancun Resort & Spa

January
2022

MY ACCOUNT

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Make Time to Unwind, In Blissful, Sun-Filled Solitude.

Inspired by the principles of mindfulness, the Los Cabos Beach Retreat & Spa entrances the here and now. So you can experience every moment to the fullest. Whether you're sipping the surf for smoothies, floating in one of our sparkling pools, or relaxing in the healing powers of the traditional desamoc, a Mexican sweet lodge, you'll find it easy to unplug from daily life.

[DISCOVER LOS CABOS](#)

First Lastname

Member | 8 POINTS | 7 NIGHTS

[VIEW ACTIVITY](#) [SEE BENEFITS](#)

Relaxation Awaits

Find inspiration for your next tranquil escape.

THE JOURNEY

The Beauty of Silence

Discover the quiet magic of water, deepen your connection to nature, and most in rare moments of peace at The Ritz-Carlton® hotels around the world.

[SEE ALL 5](#)

THE ANGLE

UP TO 50% OFF

The Magic

THE RITZ-CARLTON

A Master Class in Holiday Entertaining

From choosing the menu to

MARRIOTT
BONVOY®



Quarterly Performance Dashboard

(Nov '21 - Jan '22)

Engagement Summary:

- QoQ declines across most KPIs
- Fewer deliveries (5.5M to 4.8M)
- Steady CTR; positive lift in Jan
- Positive unsub. rate change

Quarterly Impacts:

- High engagement in August (1st mailing)
- Delivery declines impacted open & clicks
- Seasonal lows impacted December
- Open and CTO rates unreliable KPIs after Apple update in Sept '21

Recommendations:

- Continue to focus on click activity and audience health (unsub. rate)
- Develop 2022 test and learn plan focused on increasing overall and segment level click rates

Engagement Metrics

QoQ Comparisons

Deliveries:

4.8 M (-12%)

Unique Clicks:

73.6 K (-36%)

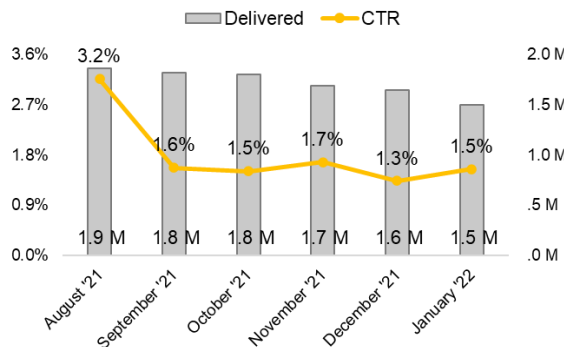
CTR:

1.5% (-0.6 pts.)

Unsub. Rate:

0.08% (-0.04 pts.)

Luxury MAU: 2021 Engagement Trends



Secondary Metrics (QoQ)

Opens	1.2 M (-30%)
Open Rate	24.6% (-6.6 pts.)
CTOR	6.2% (-0.5 pts.)

Top Content

Most Clicked: Account box & Mountain Retreat Nov hero
Secondary: Yacht, Resorts, Loyalty, and New Openings

Test Results

Campaign A/B Test: (Lux MAU vs. Core MAU)

- 2-month trend with Lux MAU delivering stronger luxury brand share; 10 pts. higher in Jan '22
- Pattern of stronger open rates, only slight decline in Jan

Offer A/B Test:

- Random 50/50 split test, offer vs. no offer all segments
- Slightly more clicks & bookings from "No Offer" group
- Not enough engagement in Escape to Lux & RC package
- Continue test other offers

Lux MAU A/B Test Results:

Quarterly Performance Results

- Lux MAU saw positive trend with tracked financials and lux brand contribution
- Inclusion of broader promotional content like Global Promo in Core MAU impacted control group engagement (see Nov stats)
 - Shifts seen when broad vs generic offers are included in Core MAU
- Lux MAU open rate trends were consistently stronger until decline in Jan '22; continue testing subject lines and pre-headers to lift rates
- Establish test & learn plan for lifting click rates; CTOR declines trending lower MoM
- Shifting to 90/10 test split from 75/25

Hypothesis:

Sending a more tailored, relevant email to a targeted luxury audience will increase engagement

Approach:

Conducted member-only A/B test; Lux MAU as test group & Core MAU as control; non-members only received Lux MAU

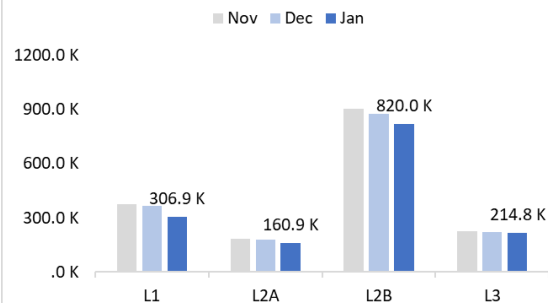
<i>Performance Categories</i>	Metrics	Nov '21 Lift	Dec '21 Lift	Jan '22 Lift
<i>Engagement</i>	Open rate	+5.9%	+6.7%	-3.1 pts.
	CTR	-2.9%	-0.6%	-1.0 pts.
	CTOR	-15.4%	-6.5%	-3.0 pts.
<i>Revenue</i>	Revenue	-48.7%	+243.1%	+77.5%
	Rev/Delivered	-84.6%	-12.4%	-52.7%
	Rev Share to Lux Brands	-30.0%	+11.3%	+1.6 pts.
<i>Bookings</i>	Total Bookings	-33.2%	+146.7%	+29.9%
	Bookings Share to Lux Brands	-8.0%	+1.1%	+10.3 pts.

Delivery Declines Continued, But Clicks Remained Steady

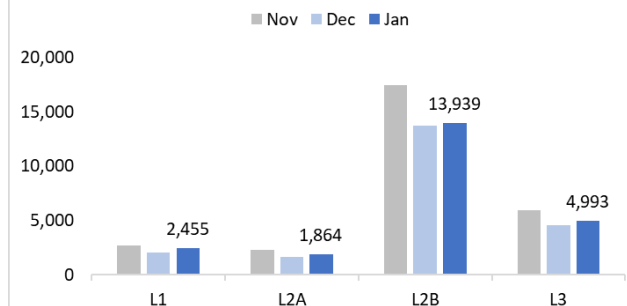
- Segment level delivery counts continue to decline MoM since August
- Additional information needed to understand decrease; audiences refreshed monthly
- Click counts dropped 24% in Dec compared to Nov; rebounds seen Jan across all levels – resulted in higher CTRs
 - Openers responded favorably to geo-targeted hero (27% of clicks) and new openings (10% of clicks) in Jan email

Segment Name	Segment Description
L1	All stays are luxury
L2A	>= 50% of stays are luxury
L2B	< 50% of stays are luxury
L3	All luxury stays are paid by bonus points

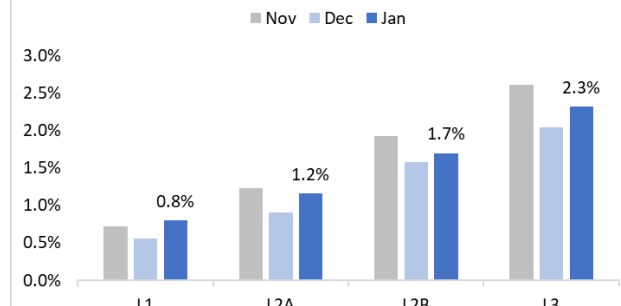
Nov - Jan Delivered Counts



Nov - Jan Click Counts

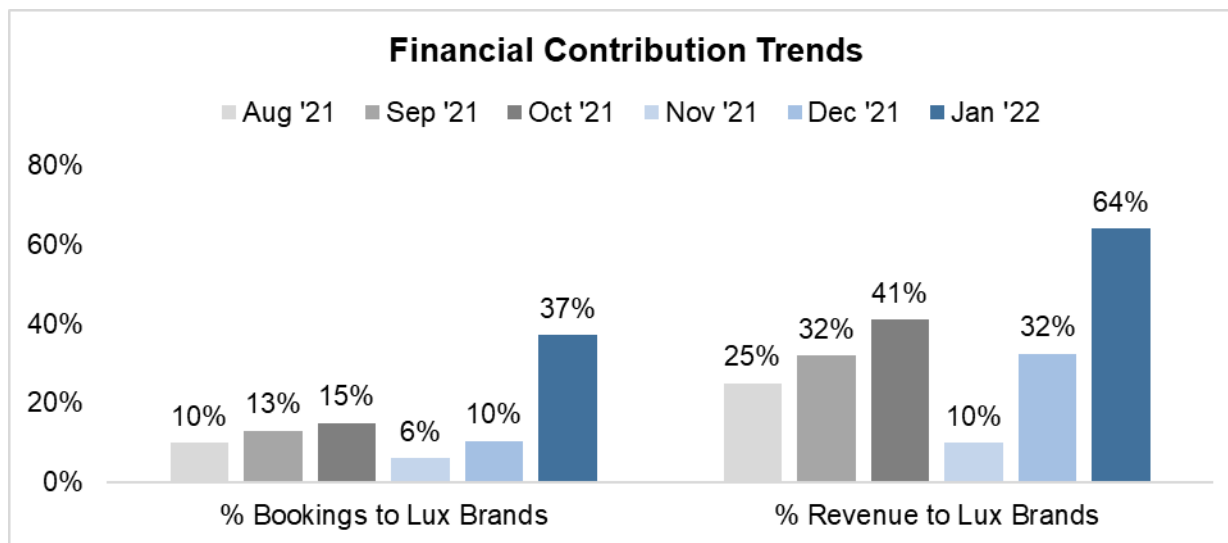


Nov - Jan CTRs



Rebound In Luxury Brand Contribution

- Seasonal lows impacted Nov and Dec engagement
- Rebound in Jan '22 financials led to stronger MoM luxury brand contributions
 - Lux booking contribution +27 pts. MoM and revenue +31 pts. MoM
 - Total tracked Jan email bookings +44% MoM & revenue +131% MoM leading to stronger lux brand contributions



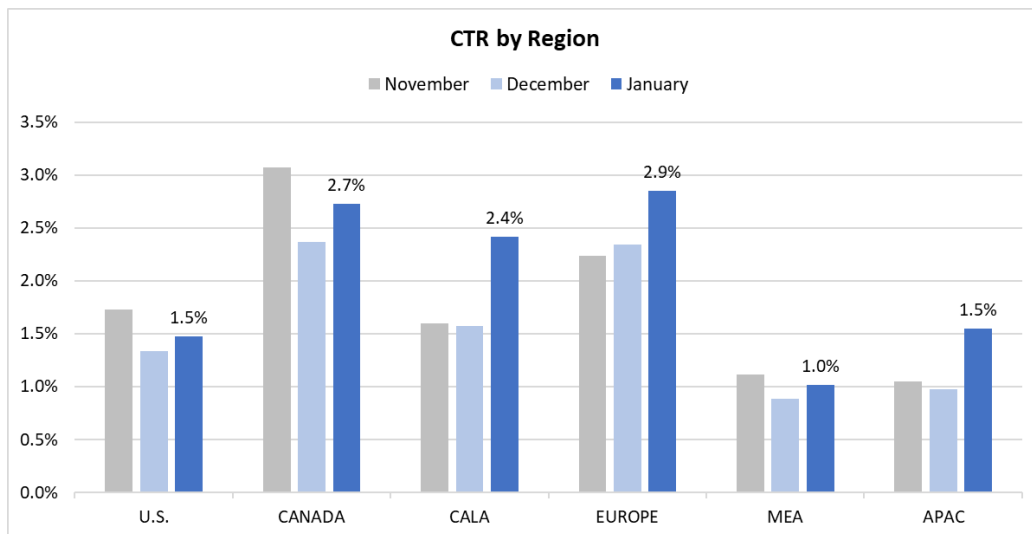
Lux MAU Performance versus Other Luxury Emails

- Lux MAU drove a sizeable amount of bookings and revenue overall
- CTR was similar to other luxury campaigns; Core MAU engagement driven by high activity in Global Promo

Metrics (Nov-Jan)	Engagement Data for Luxury Segments Only			
	Lux MAU	Core MAU	Ritz eNews*	Luxury Escapes
Delivered	4.8 M	1.3 M	4.6 M	6.7 M
Open Rate	24.6%	21.5%	16.4%	22.2%
CTR	1.5%	3.1%	1.2%	1.0%
CTOR	6.2%	14.6%	7.1%	4.5%
Bookings	899	698	43	664
Revenue	\$541.9 K	\$442.0 K	\$101.3 K	\$599.8 K
Rev/Del	\$0.11	\$0.33	\$0.01	\$0.09
% Bkgs to Lux	33.5%	14.8%	41.9%	49.8%
% Rev to Lux	55.1%	42.8%	86.3%	68.0%

Lux MAU Luxury Regional Breakdown

- Similar trends in CTR performance for U.S., Canada and MEA with December performance declines followed by an uptick in January
- CALA and APAC saw less of a decrease in December with a more significant spike in CTR by the end of the quarter
- Europe's trend varied in comparison to the other regions with gradual growth MoM throughout the quarter including the spike in January
- Engagement in Jan's geo-targeted hero was consistent for all; continue looking for opportunities to increase relevancy







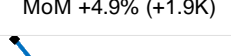


Geo-Targeted Hero Engagement

U.S.	#1, 28% of clicks
Canada	#2, 27% of clicks
CALA	#2, 27% of clicks
Europe	#1, 27% of clicks
MEA	#2, 19% of clicks
APAC	#2, 15% of clicks

Consistent Engagement Trends MoM – All Levels

- All levels saw delivery declines MoM, except Ambassadors who saw slight increases MoM
- Elites continue to show strongest engagement overall; CTR trends steady since Aug '21 highs
- Jan click rates improved for most levels from Non-mbrs. to Plat.

		Nov '21	Dec '21	Jan '22	Aug '21 – Jan '22 Engagement Trends	Total Nov'21-Jan'22
Non-Member	Deliv.	121.2 K	122.1 K	108.6 K	MoM -11.1% (-13.5K)	351.9 K
	CTR	0.4%	0.3%	0.4%		1.8%
Basic	Deliv.	644.1 K	622.0 K	532.2 K	MoM -14.4% (-14.7 K)	1.8 M
	CTR	1.0%	0.7%	1.0%		4.7%
Silver	Deliv.	199.0 K	193.1 K	178.4 K	MoM -7.6% (-14.7 K)	570.4 K
	CTR	1.5%	1.2%	1.5%		6.1%
Gold	Deliv.	350.2 K	338.2 K	322.7 K	MoM -4.6 (-15.5 K)	1.0 M
	CTR	2.1%	1.5%	1.7%		6.6%
Platinum	Deliv.	150.1 K	145.0 K	137.5 K	MoM -5.2% (-7.5 K)	432.6 K
	CTR	2.8%	2.3%	2.5%		8.0%
Titanium	Deliv.	189.9 K	186.1 K	182.6 K	MoM -1.9% (-3.5 K)	558.6 K
	CTR	3.1%	2.8%	2.7%		8.4%
Ambassador	Deliv.	38.0 K	38.6 K	40.5 K	MoM +4.9% (+1.9K)	117.2 K
	CTR	3.1%	2.9%	2.3%		7.6%

Account box and Hero: Most Engaging Modules

- Consistent engagement trends QoQ
- Same #1, 2, and 3 most clicked modules for all segments
- Mountain Retreat article may have edge over others with broader appeal vs. highlighting a specific location
 - Future test opportunity in 2022
- Placement #4 varied for L2A and L3 with December Hero slightly dropping to #5

#1 - Account Box
25.6K clks Nov-Jan,
Avg. 32.9% of email clks Nov-Jan



#2 – November Hero
8.4 K clks.
28.9% of email clks.



Discover Majestic Mountain Retreats
For a Truly Elevated Experience

This winter, experience the natural beauty of a mountain getaway to The Ritz-Carlton. From a slope-side sanctuary in Lake Tahoe to an emerald green oasis in Oman, The Ritz-Carlton offers truly unforgettable escapes to some of the most beautiful places on earth.

EXPLORE MOUNTAIN GETAWAYS

#3 – January Hero
7.5 K clks.
31.0%% of email clks.

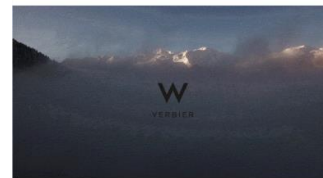


Make Time to Unwind,
With a Secluded Venetian Getaway.

Inspired by the principles of mindfulness, the *W Venice* Resort & Spa embraces the here and now, so you can focus on what matters most. Your pampering begins as you are transported from St. Mark's Square by private water shuttle to our 40-acre resort filled with gardens, olive groves and exceptional amenities.

DISCOVER VENICE

#4 – December Hero
3.4 K clks.
14.5%% of email clks.



Celebrate in the Swiss Alps,
For a Sky-High New Year.

W Verbier is ideally situated for celebration — mixing contemporary urban design with an alpine touch. With six restaurants and bars, ski-in/ski-out access, and an array of soothing spa treatments, you'll find everything you need for an elevated holiday escape.

DISCOVER W VERBIER

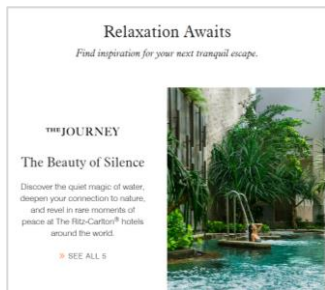
Yacht, Resorts, Loyalty, and New Openings: Top Secondary Modules

- Yacht article in Nov rose to #4 for L2A and L3, but #5 for others
- Resorts content resonated again this quarter with all segments
- Loyalty engaged L2B and L3 more; December Annual Choice Benefit was least engaging for L1 (1 click) and L2A (15 clicks)
- January Inspiration article “The Beauty of Silence” resonated with L3, #8 most clicked and L1 and L2A, #9

#5 – November Yacht
3.3 K clks.
11.4%% of email clks.



#6 – December Resorts
(Miami Beach EDITION)
2.7 K clks
11.6%% of email clks.



January New Openings
was #8 most clicked,
followed by November at #13

Jan article



Nov article



December Loyalty
(Annual Choice Benefit)
#8 most clicked for L2B and L3



Offer Engagement Stronger with L2B and L3

- Following offers included in December and January: Escape to Luxury, RC Reconnect Package, Plan Ahead & Save
- All segments had stronger CTRs for January Plan Ahead and Save
 - Direct messaging approach
 - Intriguing CTA - "See Offers" - appealed to those looking for more offers
- L1 had the least engagement of all segments
- Escape to Luxury offer not as strong as other offers; consistently lower CTR
- Plans in place to include Global Promo, Escape to Luxury, and New York Edition offer in February mailing
- Recommend conducting a second A/B test across all segments to understand engagement patterns

Segment = CTR (Click Counts)

December '21

Escape to Luxury

RC Reconnect Package

- | | |
|--------------------|----------------------------|
| • L1 = 0.01% (21) | • L1 = 0.01% (29) |
| • L2A = 0.01% (12) | • L2A = 0.02% (36) |
| • L2B = 0.01% (75) | • L2B = 0.03% (267) |
| • L3 = 0.01% (32) | • L3 = 0.05% (101) |

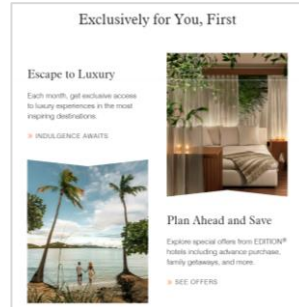
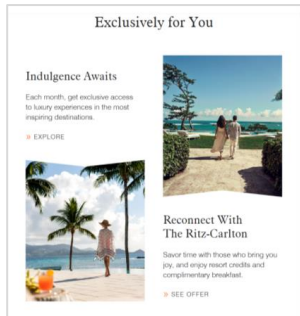
Segment = CTR (Click Counts)

January '22

Escape to Luxury

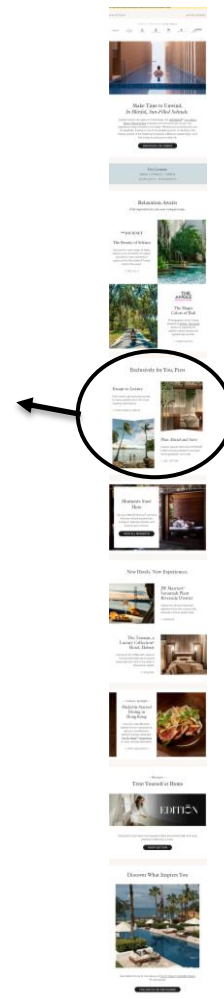
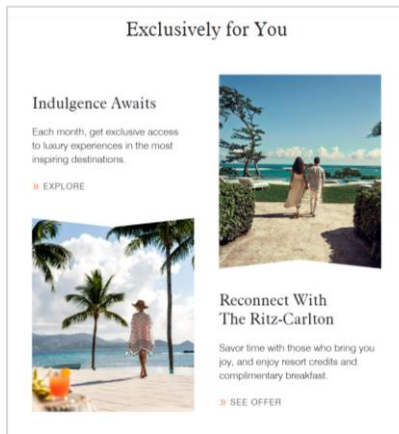
Plan Ahead and Save Offers

- | | |
|---------------------|----------------------------|
| • L1 = 0.01% (46) | • L1 = 0.02% (71) |
| • L2A = 0.02% (35) | • L2A = 0.03% (54) |
| • L2B = 0.03% (256) | • L2B = 0.05% (437) |
| • L3 = 0.03% (67) | • L3 = 0.07% (144) |



Dec '21 Lux MAU Offer Test Results

- Goal was to measure engagement of offer content at the segment level to inform future content decisions
- Random 50/50 split across all segments; offer vs no offer
 - Test offers: Escapes to Luxury and Ritz Reconnect Package
- Overall, the “No Offers” group had slightly higher engagement and more bookings compared to the “Offers” group
- The included offers were not strong enough to lift overall clicks and bookings
- Continue testing to see if other offer content can lift engagement or if these Dec patterns continue (for ex. Global Promo)



Dec '21 Lux MAU	Delivered	Open Rate	Clicks	Lift	CTOR	Lift	Bookings	Lift
Offers Group	822,293	21.6%	10,902	---	6.1%	---	116	---
L1	183,874	16.3%	991	---	3.3%	---	6	---
L2A	90,260	18.4%	820	---	4.9%	---	3	---
L2B	436,532	23.1%	6,857	---	6.8%	---	86	---
L3	111,627	26.9%	2,234	---	7.4%	---	21	---
No Offers	822,786	21.6%	11,070	+1.5%	6.2%	+0.1 pts.	143	+23.3%
L1	184,232	16.5%	1,045	+5.4%	3.4%	+0.1 pts.	13	+116.7%
L2A	90,929	18.3%	830	+1.2%	5.0%	+0.1 pts.	7	+133.3%
L2B	435,738	23.1%	6,868	+0.2%	6.8%	+0.0 pts.	94	+9.3%
L3	111,887	26.7%	2,327	+4.2%	7.8%	+0.3 pts.	29	+38.1%
Grand Total	1,645,079	21.6%	21,972		6.2%		259	

Nov-Jan Quarterly Heat Map

Content Modules

- Account Box saw high engagement across the quarter as we typically see
- Hero engagement was consistent in Nov and Jan; stronger engagement in resorts and Maldives content in Dec pulled clicks
- Hotel Spotlights and New Hotels engaged readers even with lower placement
- January saw an uptick in Instagram engagement -> St. Regis Punta Mita Resort

Module	Nov-21	Dec-21	Jan-22
	% Clicks	% Clicks	% Clicks
Header	7.8%	9.8%	11.2%
Hero	24.7%	12.6%	26.3%
Account Box	33.2%	25.3%	26.3%
Resorts	---	25.2%	---
Yacht	9.7%	---	---
Loyalty	1.5%	7.7%	2.2%
Offers	3.5%	2.1%	3.9%
Boutiques	1.9%	1.5%	1.0%
Brand Inspiration	6.1%	1.8%	11.1%
Hotel Spotlight (Maldives)	---	10.1%	---
New Hotels	4.7%	---	9.7%
Culinary	0.9%	---	0.6%
Instagram	2.7%	0.7%	4.1%
Footer	3.4%	3.3%	3.8%

Recommendations

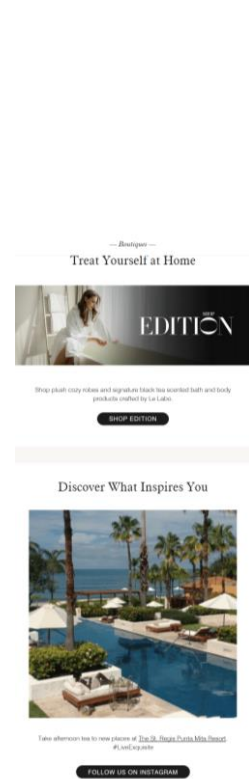
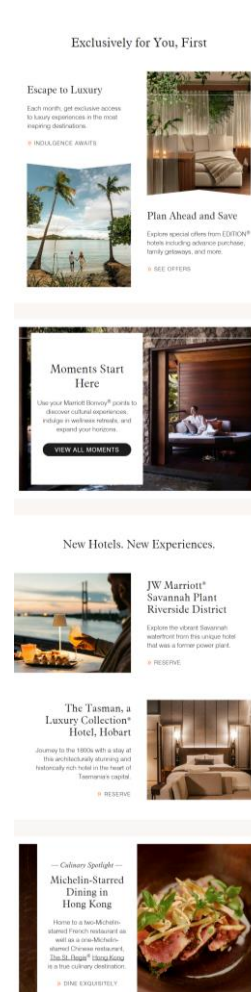
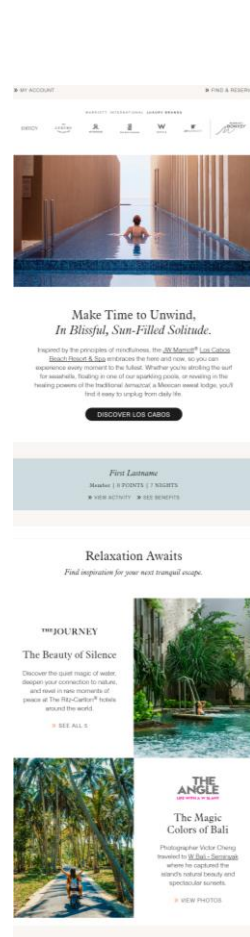
- Continue to monitor Lux control group performance in Core MAU
- Determine the right amount and type of content based on the different Luxury segment levels
- Continue regionally targeted content to drive lift in engagement
- Consider polling L1 and L2A audiences to ask what they want to see; use learnings to inform future content decisions
- Leverage 2021 performance trends to determine 2022 goals (consideration for email engagement: CTR)
- Consider that open rates were impacted by Apple update; now an unreliable KPI along with CTOR
- Determine if new KPIs are needed:
 - Focus on click counts to measure email traffic
 - Trend CTRs to measure audience engagement
 - Track unsubscribe rate to measure audience health
- Continue to leverage email technologies to optimize engagement (PCIQ subject lines/content)
- Recommend conducting a second A/B test across all segments to understand engagement patterns
- Consider A/B testing broader appeal articles in the hero vs. specific destinations (geo-target for further insights)

January 2022 Engagement

Luxury MAU:

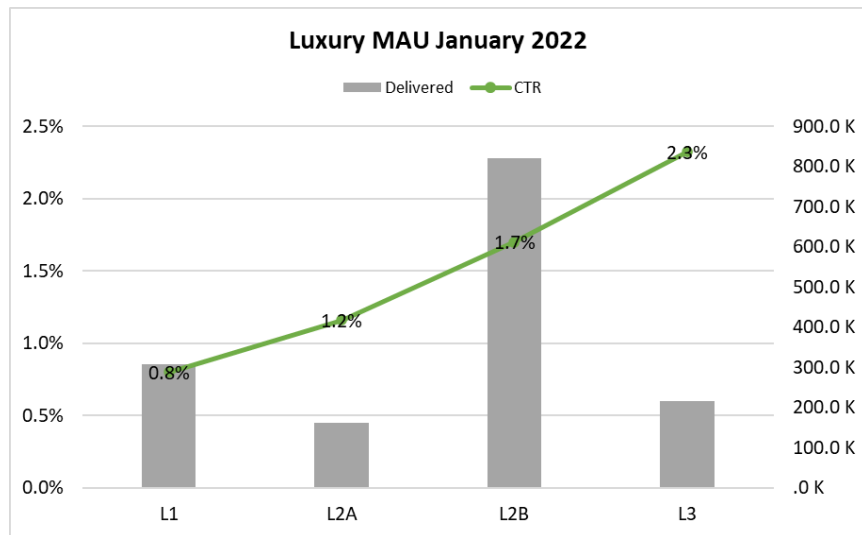
January 14, 2022

- Subject Line:
 - Kaitlin's Account Update: Make Time to Unwind in 2022
- Pre-Header:
 - Plus, 2 new luxury hotels to discover in Savannah and Tasmania



January 2022 Engagement Statistics by Luxury Segment

- Observations:
 - CTR increased 0.2 points MoM with January starting to see a slight increase as it moves away from seasonal lows
 - The L3 segment saw the highest overall engagement followed by L2B
- Recommendation:
 - Continue to optimize and develop content strategies by Luxury MAU segment to determine what amount and type of content resonates most at each segment level



	January '22	December '21	MoM
Delivered	1.5 M	1.6 M	-8.7%
Open Rate	24.6%	21.6%	+3.0 pts.
CTR	1.5%	1.3%	+0.2 pts.
CTOR	6.3%	6.2%	+0.1 pts.
Unsub Rate	0.09%	0.06%	+0.02 pts.
Bookings	374	259	+44.4%
Revenue	\$297.2 K	\$128.4 K	+131.4%
% Bkgs to Lux	35.6%	31.3%	+4.3 pts.
% Rev to Lux	55.9%	45.2%	+10.7 pts.

Jan '22 Heat Map:

- Readers engaged in content from top to bottom with the New Hotels module and Instagram both driving a high level of interest
- The Hero and Account box drove a high level of interest as usual; within 0.6pts of one another in January for percent of clicks
- Instagram had strong engagement with it driving 4.1% of clicks which was among the highest so far

Header:
11.2% clks.
36.7% bkg.

Hero:
26.6% clks.
23.5% bkg.

Account Box:
27.2% clks.
27.0% bkg.

Inspiration:
11.0% clks.
1.1% bkg.

Offers:
3.9% clks.
0.5% bkg.

Loyalty (Moments):
2.2% clks.
0.3% bkg.

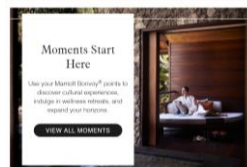
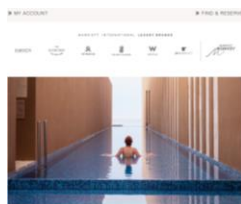
New Hotels:
9.8% clks.
10.0% bkg.

Culinary:
0.6% clks.
0.0% bkg.

Boutiques:
0.9% clks.
0.0% bkg.

Instagram:
4.1% clks.
1.1% bkg.

Footer (not shown):
2.6% clks. 0.0% bkg.



Heat Maps by Segment January 2022

- Account box activity remains high for all segments, with L2A the highest
- Hero also drove significant activity with it being the top clicked content for L2B and L3
- New Hotels drove interest among secondary content across all segments, at a higher rate for L2B and L3

% of Clicks by Segment

Modules	L1	L2A	L2B	L3
Header	13.30%	12.98%	10.70%	10.39%
Hero	17.73%	18.06%	28.32%	29.84%
Account Box	27.00%	35.49%	25.76%	23.63%
Inspiration	9.98%	10.25%	11.26%	11.51%
The Beauty of Silence	5.42%	6.13%	6.79%	6.83%
The Magic Colors of Bali	4.56%	4.12%	4.47%	4.68%
Offers	3.06%	3.74%	4.23%	3.66%
Escape to Luxury	1.20%	1.47%	1.56%	1.16%
Plan Ahead and Save	1.86%	2.27%	2.67%	2.50%
Loyalty	1.89%	1.55%	2.18%	2.62%
New Hotels	5.05%	7.18%	10.42%	11.60%
JW Marriott® Savannah Plant Riverside District	3.14%	5.04%	8.19%	9.71%
The Tasman, a Luxury Collection® Hotel, Hobart	1.91%	2.14%	2.23%	1.89%
Culinary	1.20%	0.50%	0.49%	0.47%
Boutiques	1.65%	0.97%	0.85%	0.80%
Instagram	2.96%	3.19%	4.27%	4.51%
Footer	16.18%	6.09%	1.51%	0.97%
Grand Total	100.00%	100.00%	100.00%	100.00%

Subject Line Test Results: Jan '22

- Slightly stronger engagement with the subject line that was more direct and personal in nature
- Captured more opens and clicks, but lifts were marginal; might be able to use any of the subject lines in future tests

Subject Line	Delivered	Opens	Opens Lift	Open Rate	Open Rate Lift	Clicks	CTR	CTOR
Winner: Your Account Update: Make Time to Unwind in 2022	150,259	35,469		23.61%		2,827	1.88%	7.97%
SL 1: Your Account Update: Mindful Travel, Magical Bali & Special Offers	150,283	34,568	+2.6%	23.00%	+0.60 pts.	2,777	1.85%	8.03%
SL 2: Your Account Update: How to Travel Mindfully This Year	150,244	34,353	+3.2%	22.86%	+0.74 pts.	2,543	1.69%	7.40%

PH: Plus, 2 new luxury hotels to discover in Savannah and Tasmania



Thank You!

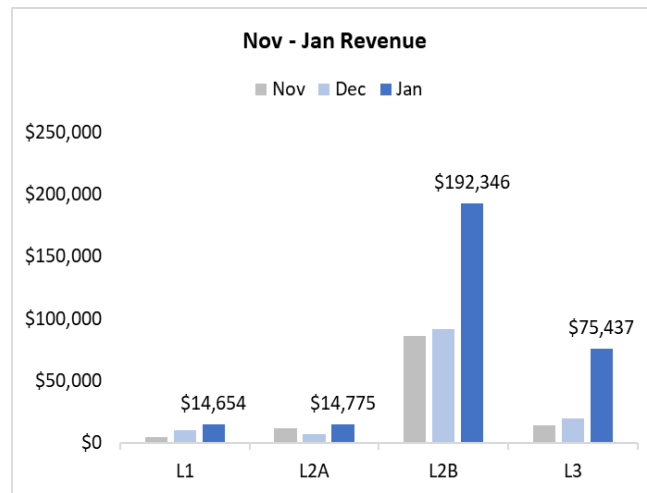
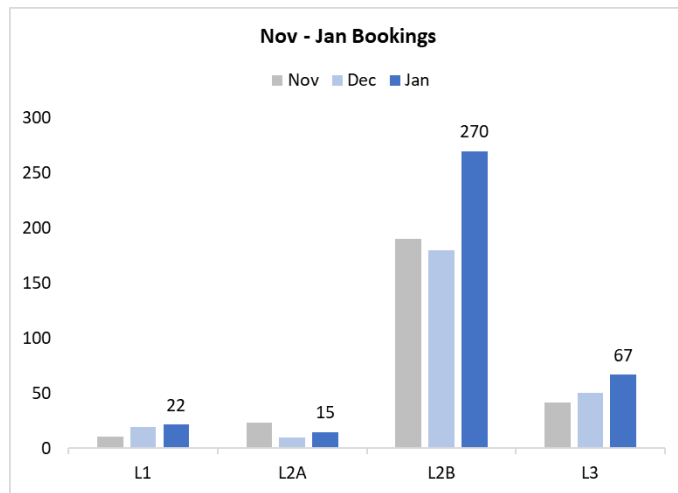
MARRIOTT
BONVOY

MOXY CHICAGO DOWNTOWN, ILLINOIS, USA

MoM Financial Gains For All Segments

Financials increased for all segments in January, with L2B and L3 having the strongest growth

Segment Name	Segment Description
L1	All stays are luxury
L2A	>= 50% of stays are luxury
L2B	< 50% of stays are luxury
L3	All luxury stays are paid by bonus points



January '22 Lux MAU A/B Test Results:

Segment Level Performance

Hypothesis:

Sending a more tailored, relevant email to a targeted luxury audience will increase engagement

Metric	Test Group (Lux MAU)	Control Group (Core MAU)	Lift
Delivered	1,502,570	400,053	
Open rate	24.6%	27.7%	-3.09 pts.
CTR	1.5%	2.6%	-1.02 pts.
CTOR	6.3%	9.3%	-2.98 pts.
Revenue	\$297,211	\$167,417	+77.5%
Rev/Delivered	\$0.20	\$0.42	-52.7%
Rev Share to Lux Brands	56%	54%	+1.58 pts.
Total Bookings	374	288	+29.9%
Bookings Share to Lux Brands	36%	25%	+10.3 pts.

Luxury Segment	Metric	Test Group (Lux MAU)	Control Group (Core MAU)	Lift
L1	Delivered	306,946	63,983	
	Open rate	21.3%	22.7%	-1.3 pts.
	CTR	0.8%	0.8%	-0.1 pts.
	CTOR	3.7%	3.7%	+0.0 pts.
L2A	Delivered	160,862	37,470	
	Open rate	21.7%	24.3%	-2.6 pts.
	CTR	1.2%	1.5%	-0.4 pts.
	CTOR	5.3%	6.3%	-1.0 pts.
L2B	Delivered	819,981	237,185	
	Open rate	25.2%	28.5%	-3.3 pts.
	CTR	1.7%	2.9%	-1.2 pts.
	CTOR	6.7%	10.0%	-3.3 pts.
L3	Delivered	214,781	61,415	
	Open rate	29.1%	31.8%	-2.7 pts.
	CTR	2.3%	3.9%	-1.6 pts.
	CTOR	8.0%	12.2%	-4.2 pts.

December '21 Lux MAU A/B Test Results:

Segment Level Performance

Hypothesis:

Sending a more tailored, relevant email to a targeted luxury audience will increase engagement

Metric	Test Group (Lux MAU)	Control Group (Core MAU)	Lift
Delivered	1,645,078	419,771	
Open rate	22.0%	15.4%	6.7%
CTR	1.4%	2.0%	-0.6%
CTOR	6.4%	13.0%	-6.5%
Revenue	\$128,438	\$37,432	243.1%
Rev/Delivered	\$0.08	\$0.09	-12.4%
Rev Share to Lux Brands	32%	21%	11.3%
Total Bookings	259	105	146.7%
Bookings Share to Lux Brands	10%	9%	1.1%

Luxury Segment	Metric	Test Group (Lux MAU)	Control Group (Core MAU)	Lift
L1	Delivered	368,105	69,291	
	Open rate	16.9%	17.7%	-0.8%
	CTR	0.6%	0.7%	-0.1%
	CTOR	3.7%	4.1%	-0.4%
L2A	Delivered	181,188	39,728	
	Open rate	18.8%	16.0%	2.8%
	CTR	1.0%	1.2%	-0.2%
	CTOR	5.4%	7.5%	-2.1%
L2B	Delivered	872,270	247,627	
	Open rate	23.5%	14.4%	9.1%
	CTR	1.7%	2.2%	-0.6%
	CTOR	7.0%	15.5%	-8.5%
L3	Delivered	223,515	63,125	
	Open rate	27.3%	16.0%	11.3%
	CTR	2.1%	2.9%	-0.8%
	CTOR	7.8%	18.2%	-10.4%

November '21 Lux MAU A/B Test Results:

Segment Level Performance

Hypothesis:

Sending a more tailored, relevant email to a targeted luxury audience will increase engagement

Metric	Test Group (Lux MAU)	Control Group (Core MAU)	Lift
Delivered	1,692,610	506,455	
Open rate	27.4%	21.5%	5.9%
CTR	1.7%	4.6%	-2.9%
CTOR	6.1%	21.5%	-15.4%
Revenue	\$116,270	\$226,434	-48.7%
Rev/Delivered	\$0.07	\$0.45	-84.6%
Rev Share to Lux Brands	10%	40%	-30.0%
Total Bookings	266	398	-33.2%
Bookings Share to Lux Brands	6%	14%	-8.0%

Luxury Segment	Metric	Test Group (Lux MAU)	Control Group (Core MAU)	Lift
L1	Delivered	375,773	82,271	
	Open rate	19.7%	18.8%	0.9%
	CTR	0.7%	1.6%	-0.9%
	CTOR	3.7%	8.5%	-4.9%
L2A	Delivered	185,383	49,290	
	Open rate	22.9%	19.2%	3.6%
	CTR	1.2%	2.6%	-1.4%
	CTOR	5.4%	13.7%	-8.3%
L2B	Delivered	903,575	291,157	
	Open rate	29.7%	21.7%	8.0%
	CTR	1.9%	5.2%	-3.3%
	CTOR	6.5%	24.0%	-17.5%
L3	Delivered	227,879	83,737	
	Open rate	35.0%	24.9%	10.0%
	CTR	2.6%	6.7%	-4.1%
	CTOR	7.5%	27.1%	-19.6%

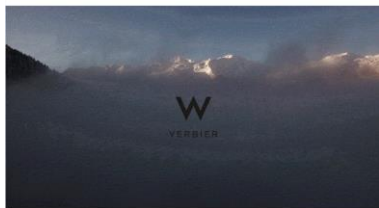
Nov-Jan Heat Map by Content Module (Detailed View)

Module	Nov-21		Dec-21		Jan-22	
	Clicks	% Clicks	Clicks	% Clicks	Clicks	% Clicks
Header	2.7 K	7.8%	2.7 K	9.8%	3.2 K	11.2%
Hero	8.4 K	24.7%	3.4 K	12.6%	7.5 K	26.3%
Account Box	11.3 K	33.2%	6.9 K	25.3%	7.5 K	26.3%
Resorts	---	---	6.8 K	25.2%	---	---
Annual Choice Benefit	---	---	2.1 K	7.7%	---	---
Yacht	3.3 K	9.7%	---	---	---	---
Loyalty	510	1.5%	---	---	618	2.2%
Offers	1.2 K	3.5%	573	2.1%	1.1 K	3.9%
Boutiques	656	1.9%	397	1.5%	272	1.0%
Brand Inspiration	2.1 K	6.1%	482	1.8%	3.1 K	11.1%
Hotel Spotlight	---	---	2.7 K	10.1%	---	---
New Hotels	1.6 K	4.7%	---	---	2.7 K	9.7%
Culinary	292	0.9%	---	---	165	0.6%
Instagram	930	2.7%	199	0.7%	1.1 K	4.1%
Footer	1.1 K	3.4%	887	3.3%	1.1 K	3.8%

Top Content by Luxury Segment – L1

First Lastname
Member | 0 POINTS | 7 NIGHTS
» VIEW ACTIVITY » SEE BENEFITS

#1 - Account Box
3.2K clks Nov-Jan



Celebrate in the Swiss Alps,
For a Sky-High New Year.

W Verbier is ideally situated for celebration — mixing contemporary urban design with an alpine touch. With six restaurants and bars, ski-in/ski-out access, and an array of soothing spa treatments, you'll find everything you need for an elevated holiday escape.

DISCOVER W VERBIER



Discover Majestic Mountain Retreats
For a Truly Elevated Experience

This winter, experience the natural beauty of a mountain getaway to The Ritz-Carlton. From a slope-side sanctuary in Lake Tahoe to an emerald green oasis in Oman, The Ritz-Carlton offers truly unforgettable escapes to some of the most beautiful places on earth.

EXPLORE MOUNTAIN GETAWAYS

#2 – November Hero – 808 clks.
9.8% of email clks.



THE RITZ-CARLTON
YACHT COLLECTION
Explore the
World Like
Never Before

Set sail on a voyage of exploration aboard The Ritz-Carlton Yacht Collection, where freedom and flexibility allow immersion in life's exceptional experiences, now participating in Marriott Bonvoy®.

FIND YOUR VOYAGE

#5 – November Yacht
304 clks.
3.7%% of email clks.



Make Time to Unwind,
With a Secluded Venetian Getaway.

Inspired by the principles of mindfulness, the JW Marriott® Venice Resort & Spa embraces the here and now, so you can focus on what matters most. Your pampering begins as you are transported from St. Mark's Square by private water shuttle to our 40-acre resort filled with gardens, olive groves and exceptional amenities.

DISCOVER VENICE

#3 – January Hero – 677 clks.
8.2%% of email clks.

More Ways to Spend Your Holidays

From secluded retreats to the center of it all, these iconic destinations deliver.



The Miami Beach
EDITION®

Oceanfront bungalows.
Private beach club.
Michelin-starred chef cuisine.

» VISIT MIAMI

#4 – December Hero – 350 clks.
4.3%% of email clks.

#6 – December Resorts – Miami Beach EDITION
253 clks, 3.1%% of email clks.

Top Content by Luxury Segment – L2A

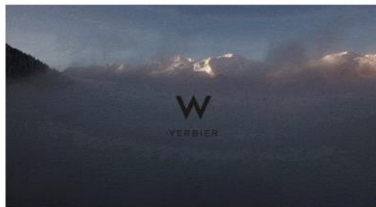
First Lastname
Member | 0 POINTS | 7 NIGHTS
» VIEW ACTIVITY » SEE BENEFITS

#1 - Account Box
2.7 K clks Nov-Jan



#4 – November Yacht
238 clks.
3.9%% of email clks.

#2 – November Hero
604 clks.
9.8% of email clks.



Celebrate in the Swiss Alps,
For a Sky-High New Year.

W Verbier is ideally situated for celebration — mixing contemporary urban design with an alpine touch. With six restaurants and bars, ski-in/ski-out access, and an array of soothing spa treatments, you'll find everything you need for an elevated holiday escape.

DISCOVER W VERBIER



Discover Majestic Mountain Retreats
For a Truly Elevated Experience

This winter, experience the natural beauty of a mountain getaway to The Ritz-Carlton. From a slope-side sanctuary in Lake Tahoe to an emerald green oasis in Oman, The Ritz-Carlton offers truly unforgettable escapes to some of the most beautiful places on earth.

EXPLORE MOUNTAIN GETAWAYS

#5 – December Hero
228 clks.
3.7%% of email clks.



Make Time to Unwind,
With a Secluded Venetian Getaway.

Inspired by the principles of mindfulness, the JW Marriott® Venice Resort & Spa embraces the here and now, so you can focus on what matters most. Your pampering begins as you are transported from St. Mark's Square by private water shuttle to our 40-acre resort filled with gardens, olive groves and exceptional amenities.

DISCOVER VENICE

#3 – January Hero – 430 clks.
7.0%% of email clks.

More Ways to Spend Your Holidays

From secluded retreats to the center of it all, these iconic destinations deliver.



The Miami Beach
EDITION®

Oceanfront bungalows.
Private beach club.
Michelin-starred chef cuisine.

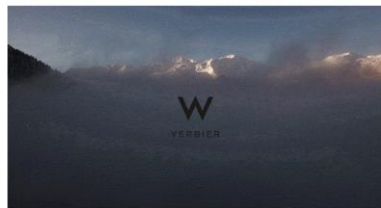
» VISIT MIAMI

#6 – December Resorts – Miami Beach EDITION
193 clks, 3.1%% of email clks.

Top Content by Luxury Segment – L2B

First Lastname
Member | 0 POINTS | 7 NIGHTS
» VIEW ACTIVITY » SEE BENEFITS

#1 - Account Box
14.8 clks Nov-Jan



Celebrate in the Swiss Alps,
For a Sky-High New Year.

W Verbier is ideally situated for celebration — mixing contemporary urban design with an alpine touch. With six restaurants and bars, ski-in/ski-out access, and an array of soothing spa treatments, you'll find everything you need for an elevated holiday escape.

DISCOVER W VERBIER



Discover Majestic Mountain Retreats
For a Truly Elevated Experience

This winter, experience the natural beauty of a mountain getaway to The Ritz-Carlton. From a slope-side sanctuary in Lake Tahoe to an emerald green oasis in Oman, The Ritz-Carlton offers truly unforgettable escapes to some of the most beautiful places on earth.

EXPLORE MOUNTAIN GETAWAYS

#2 – November Hero – 5.2 K clks.
11.1% of email clks.



THE RITZ-CARLTON
YACHT COLLECTION
Explore the
World Like
Never Before

Set sail on a voyage of exploration aboard The Ritz-Carlton Yacht Collection, where freedom and flexibility allow immersion in life's exceptional experiences, now participating in Marriott Bonvoy®.

FIND YOUR VOYAGE

#5 – November Yacht
2.0 K clks.
4.3%% of email clks.



Make Time to Unwind,
With a Secluded Venetian Getaway.

Inspired by the principles of mindfulness, the JW Marriott® Venice Resort & Spa embraces the here and now, so you can focus on what matters most. Your pampering begins as you are transported from St. Mark's Square by private water shuttle to our 40-acre resort filled with gardens, olive groves and exceptional amenities.

DISCOVER VENICE

#3 – January Hero – 4.6 K clks.
9.8%% of email clks.

More Ways to Spend Your Holidays

From secluded retreats to the center of it all, these iconic destinations deliver.



The Miami Beach
EDITION®

Oceanfront bungalows.
Private beach club.
Michelin-starred chef cuisine.

» VISIT MIAMI

#6 – December Resorts – Miami Beach EDITION
1.7 K clks, 3.6%% of email clks.

Top Content by Luxury Segment – L3

First Lastname

Member | 0 POINTS | 7 NIGHTS

» VIEW ACTIVITY » SEE BENEFITS

#1 - Account Box
4.9 K clks Nov-Jan



THE RITZ-CARLTON
YACHT COLLECTION

Explore the
World Like
Never Before

Set sail on a voyage of exploration
aboard The Ritz-Carlton Yacht
Collection, where freedom and
flexibility allow immersion in life's
exceptional experiences, now
participating in Marriott Bonvoy®.

» FIND YOUR VOYAGE

#4 – November Yacht
738 clks.
4.5%% of email clks.

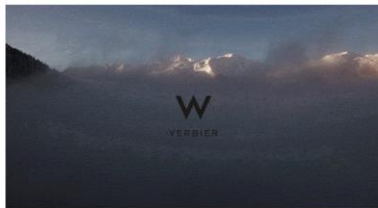


Discover Majestic Mountain Retreats
For a Truly Elevated Experience

This winter, experience the natural beauty of a mountain getaway to
The Ritz-Carlton. From a slope-side sanctuary in Lake Tahoe to an emerald
green oasis in Oman, The Ritz-Carlton offers truly unforgettable escapes to
some of the most beautiful places on earth.

EXPLORE MOUNTAIN GETAWAYS

#2 – November Hero
1.8 clks.
10.8% of email clks.



W
VERBIER

Celebrate in the Swiss Alps,
For a Sky-High New Year.

W Verbier is ideally situated for celebration — mixing contemporary
urban design with an alpine touch. With six restaurants and bars, ski-
in/ski-out access, and an array of soothing spa treatments, you'll find
everything you need for an elevated holiday escape.

DISCOVER W VERBIER

#5 – December Hero
698 clks.
4.3%% of email clks.



Make Time to Unwind,
With a Secluded Venetian Getaway.

Inspired by the principles of mindfulness, the JW Marriott® Venice
Resort & Spa embraces the here and now, so you can focus on what
matters most. Your pampering begins as you are transported from St.
Mark's Square by private water shuttle to our 40-acre resort filled with
gardens, olive groves and exceptional amenities.

DISCOVER VENICE

#3 – January Hero – 1.7 clks.
10.6%% of email clks.

More Ways to Spend Your Holidays

*From secluded retreats to the center of it all, these iconic
destinations deliver.*



The Miami Beach
EDITION®

Oceanfront bungalows.
Private beach club.
Michelin-starred chef cuisine.

» VISIT MIAMI

#6 – December Resorts – Miami Beach EDITION
567 clks, 3.5%% of email clks.

Luxury MAU: November 11, 2021

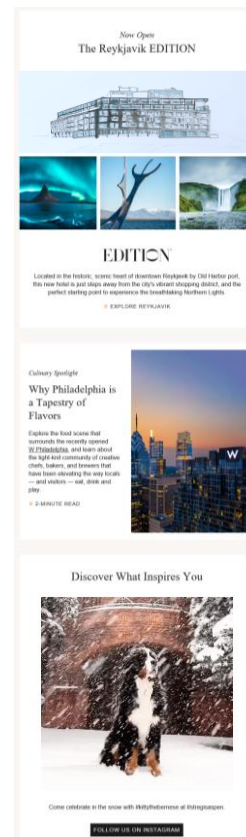
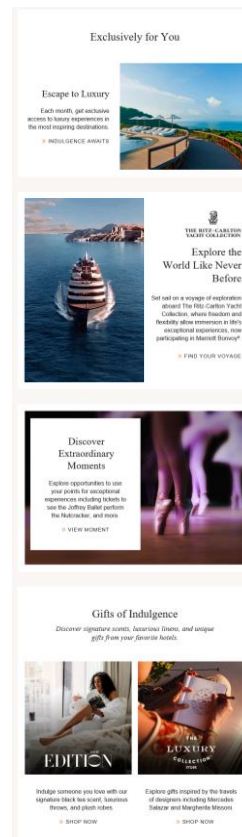
Subject Line:

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

Creative: Member Version



All Segments 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 2pt. increase in click %; 2nd highest for this module to-date

Header:
7.8% clks.
47.2% bkg.

Hero:
24.6% clks.
10.6% bkg.

Account Box:
34.1% clks.
37.0% bkg.

Inspiration:
6.1% clks.
0.4% bkg.

Offers:
3.7% clks.
4.5% bkg.

Yacht Announcement:
9.7% clks.
0.0% bkg.

Loyalty (Moments):
1.5% clks.
0.0% bkg.

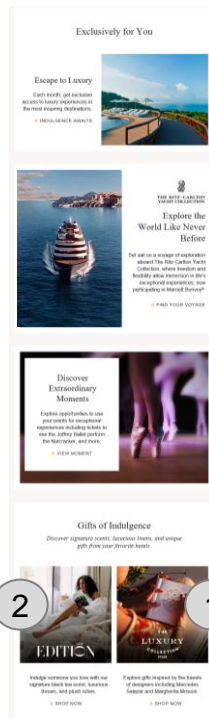
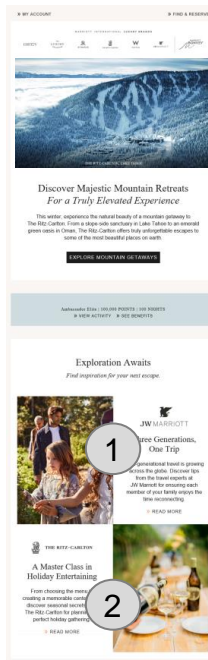
Boutiques:
1.9% clks.
0.4% bkg.

New Opening:
4.7% clks.
0.0% bkg.

Culinary:
0.8% clks.
0.0% bkg.

Instagram:
2.7% clks.
0.0% bkg.

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



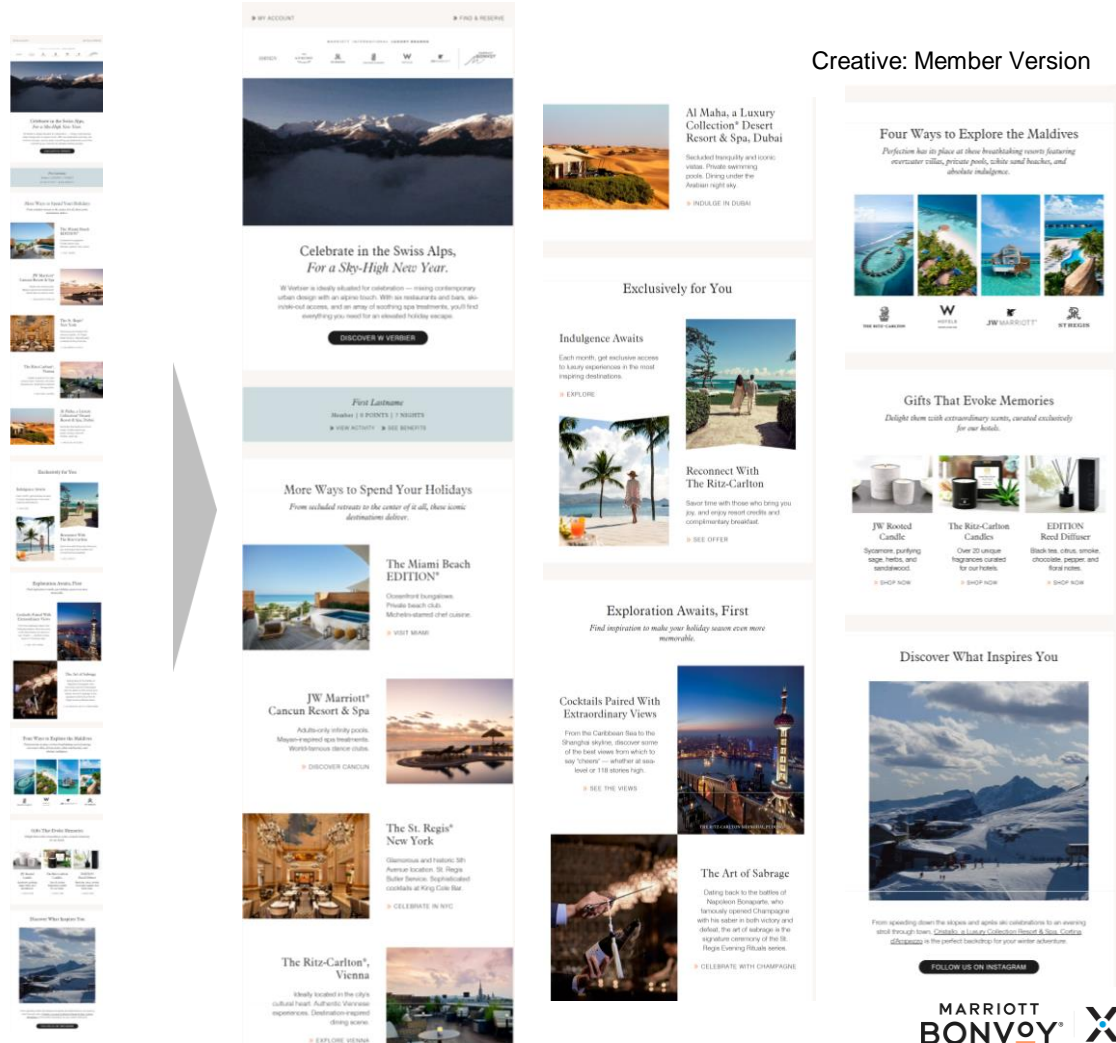
Luxury MAU: December 9, 2021

Subject Line:

Your Account Update: New Year's Plans,
Maldives Getaways, and Last-Minute
Holiday Shopping (*test winner*)

Pre-Header:

Plus, see your account balance and
explore the Maldives 3 ways



All Segments Heat Map: December 2021

(Member Version)

- Account box continues to see the highest click activity with Secondary Content following close behind this month (-1pts.)
- Hotel Highlights drove the 3rd highest % of clicks even with lower placement
 - Subject line winner and pre-header with Maldives callout drove higher engagement

Header:
9.8% clks.
31.1% bkg.

Hero:
12.7% clks.
7.4% bkg.

Account Box:
26.1% clks.
26.5% bkg.

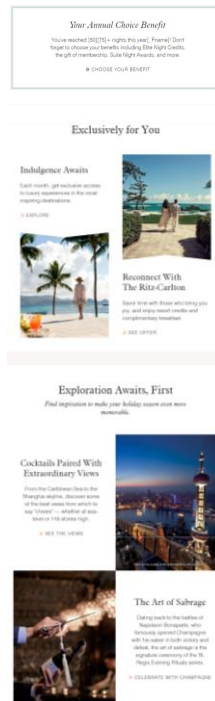
Secondary Content:
25.1% clks.
19.8% bkg.



Loyalty (Annual Choice Benefit):
7.9% clks.
8.9% bkg.

Offers:
2.1% clks.
0.4% bkg.

Inspiration:
1.8% clks.
0.0% bkg.

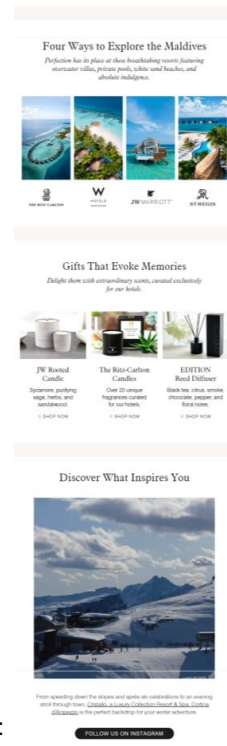


Hotel Highlights:
10.1% clks.
4.7% bkg.

Boutiques:
1.4% clks.
0.0% bkg.

Instagram:
0.7% clks.
0.8% bkg.

Footer (not shown):
2.2% clks. 0.4% bkg.



Lux MAU Regional Breakdown: By Luxury Segment

Percent of delivered by region & segment

Region	L1	L2A	L2B	L3	Total
APAC	17.2%	13.1%	5.6%	3.3%	8.5%
CALA	1.2%	1.0%	0.6%	0.4%	0.8%
CANADA	2.5%	3.3%	2.9%	3.3%	2.9%
EUROPE	4.8%	5.1%	3.0%	2.3%	3.5%
MEA	10.8%	7.2%	1.7%	0.9%	4.1%
US	0.1%	0.0%	0.0%	0.0%	0.0%
N/A	63.5%	70.2%	86.2%	89.8%	80.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

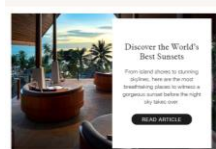
Performance Metrics: Luxury MAU, January 2022

Segment Code	Delivered	Opens	Open Rate	Clicks	CTR	CTOR	Unsub Rate	Bookings	Room Nts.	Revenue
L1 LUX ONLY	306.9 K	65.5 K	21.3%	2.5 K	0.8%	3.7%	0.25%	22	52	\$14.7 K
L2A HIGH USER	160.9 K	34.9 K	21.7%	1.9 K	1.2%	5.3%	0.12%	15	38	\$14.8 K
L2B LOW USER	820.0 K	207.0 K	25.2%	13.9 K	1.7%	6.7%	0.03%	270	713	\$192.3 K
L3 REDEEM ONLY	214.8 K	62.5 K	29.1%	5.0 K	2.3%	8.0%	0.03%	67	162	\$75.4 K
Total	1.5 M	369.9 K	24.6%	23.3 K	1.5%	6.3%	0.09%	374	965	\$297.2 K

Luxury Escapes Performance: January 2022



Expires by October 18 at select properties from these extraordinary brands to receive an exclusive credit of up to \$300 for your services, dining, golf, and more. Redeem your code of travel with stays worldwide through January 17, 2022.



- Subject Line: Escape to Luxury
- Preheader: Get away with a credit of up to \$300 at select properties worldwide.

Segment Code	Delivered	Opens	Open Rate	Clicks	CTR	CTOR	Unsub Rate
L1 LUX ONLY	554.1 K	104.8 K	18.9%	3.0 K	0.5%	2.8%	0.26%
L2A HIGH USER	310.9 K	62.0 K	19.9%	2.5 K	0.8%	4.0%	0.16%
L2B LOW USER	1.9 M	424.5 K	21.8%	23.4 K	1.2%	5.5%	0.05%
L3 REDEEM ONLY	530.1 K	130.8 K	24.7%	8.6 K	1.6%	6.6%	0.04%
Everyone Else	732.7 K	156.2 K	21.3%	8.0 K	1.1%	5.1%	0.12%
Total	4.1 M	878.3 K	21.6%	45.5 K	1.1%	5.2%	0.10%

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

Luxury Newsletter Roadmap 2021-2022



Goal: Grow revenue contribution and overall engagement from luxury segmentation through thoughtful content curation and an elevated marketing experience

	Q3 2021			Q4 2021			Q1 2022		
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March
Launch	<ul style="list-style-type: none"> - Define Lux MAU email strategy & approach (July) - Document content & creative strategies (July) - Create control groups for A/B test (July) 								
Tracking & Segmentation	<ul style="list-style-type: none"> - Set-up segmentation tracking (Sep) - Monitor & track segment level engagement 			<ul style="list-style-type: none"> - Establish email benchmarks (Dec) 			<ul style="list-style-type: none"> - Look for opportunities to expand segmentation (refresh segments, leverage 3rd party data) 		
Testing & Optimization	<ul style="list-style-type: none"> - A/B Test Lux MAU & BAU MAU (Aug.) - Start subject line / pre-header testing (Sep.) 			<ul style="list-style-type: none"> - Ongoing subject line & pre-header optimization - Test creative elements: images, CTAs, headlines - Test geo-targeting and versioning content 			<ul style="list-style-type: none"> - Ongoing subject line & pre-header optimization - Test creative elements: images, CTAs, headlines - Test geo-targeting and versioning content 		