

The background of the slide is a photograph of the JW Marriott Phuket Resort & Spa. It shows a large, multi-story resort building with traditional Thai-style architecture, featuring tiled roofs and open-air walkways. The building is illuminated with warm yellow lights. In the foreground, there is a large, calm pool of water that reflects the lights from the building and the sky. The sky is a mix of orange, yellow, and blue, indicating a sunset or sunrise. The overall atmosphere is serene and luxurious.

。 MARRIOTT BONVOY EMAIL PROGRAM

First 8 Weeks Evaluation and March '19 Review

May 2, 2019

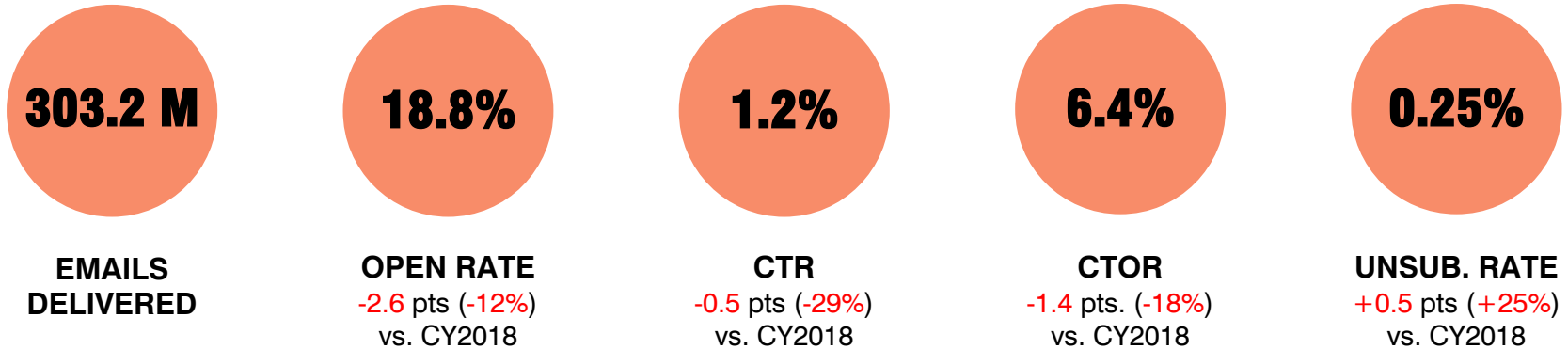
◦ TODAY'S WE WILL...

- Take a look at the first 8 weeks of Marriott Bonvoy's email program performance
 - Overall engagement
 - Member level performance
 - Cobrand emails, did they have an impact on performance?
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 - Tests and optimizations for the month
 - Monthly insights

FIRST 8 WEEKS OF MARRIOTT BONVOY EMAIL PROGRAM

MARRIOTT BONVOY PROGRAM ENGAGEMENT

Feb 23 – Apr 10



- Engagement declines in open rate and click rates
- Unsub. rate is up 25% vs. 2018 avg; continue to monitor
- Factors influencing performance:
 - Few triggered campaigns have returned to market since OBOP; these typically have the highest engagement; recommend expediting relaunch
 - Much higher volume of Cobrand emails than pre-OBOP; Moments now 2x per month
 - Member Account Update launched on 3/30

ESTABLISH NEW PROGRAM BASELINE KPIs

Current performance allows us to begin establishing new email channel baselines at the campaign and program levels

Recommend setting baselines after 3rd program month (May 31) or 3rd campaign mailing

Feb 13 - April 23 Program Averages:

18%

OPEN RATE

1%

CTR

6%

CTOR

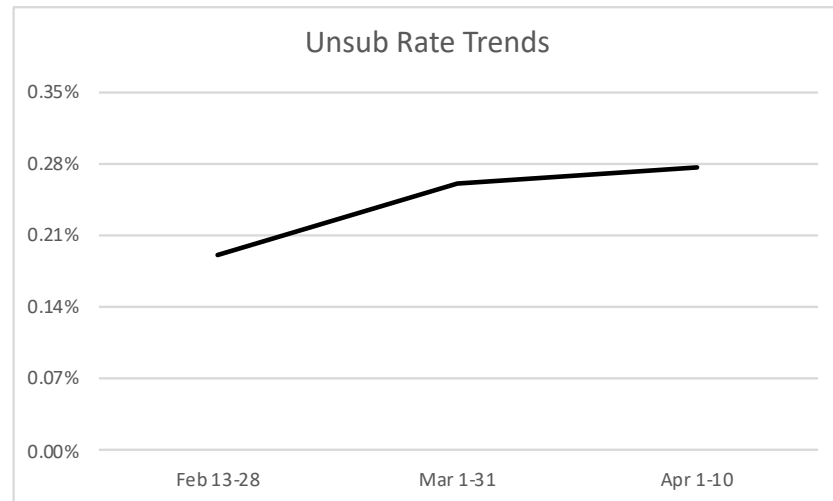
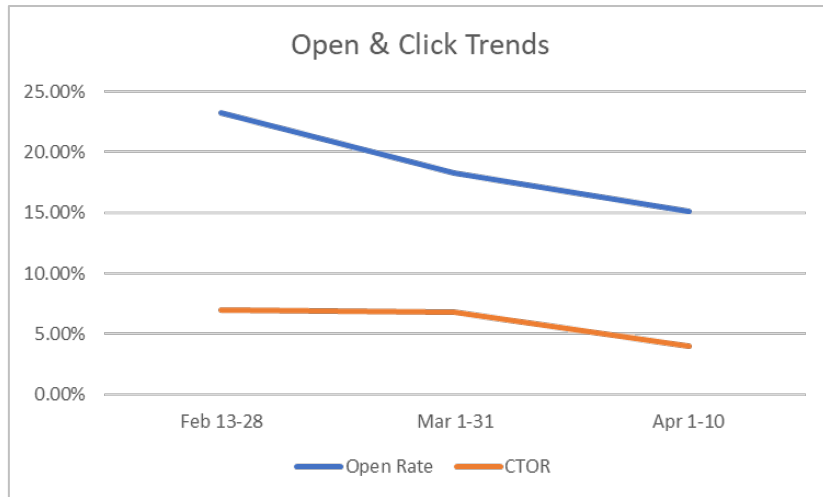
.24%

UNSUB. RATE
(monitor engagement)

MEMBER COMMUNICATIONS LAUNCH PLAN

- Activity This Week & Next
 - Achievers & Renewers (ENG) tentative launch this week with translations to follow
 - Abandon Search internal kick off this week; relaunch planned for June
 - Welcome series 2 – 4 tentative launch next week
 - Incent Redemption taking a phased approach with ph.1 planned for end of Q2 deployment
- May/June Launch
 - On-Boarding refresh kick-off mid-May
 - Offers & Packages tentative launch June 6
 - Lifetime Achievers aiming to start deploying in June
- Future Launch
 - Near Level
 - Anniversary
 - Happy Birthday
 - Redemption Recognition

ENGAGEMENT RATE TRENDS



Open and CTO rates decreased over the time period and Unsub. rates increased

Look for opportunities and develop a plan to apply reengagement tactics to win back unengaged members early (90 days of inactivity)

ELITES ARE STILL ENGAGING AT ABOVE AVERAGE RATES

- Establish benchmarks after 3 months of OBOP
- Track seasonal and campaign-level trends

MEMBER	SILVER	GOLD	PLATINUM (ALL)
Open Rate: 15.8%	Open Rate: 21.5%	Open Rate: 25.1%	Open Rate: 30.2%
CTR: 0.7%	CTR: 1.5%	CTR: 2.2%	CTR: 3.3%
CTOR: 4.7%	CTOR: 7.1%	CTOR: 8.7%	CTOR: 11.1%
Unsub. Rate: 0.27%	Unsub. Rate: 0.16%	Unsub. Rate: 0.14%	Unsub. Rate: 0.06%

ELITES DRIVE EMAIL ENGAGEMENT (80/20 RULE)

1

Made up 30% of Delivered and 80% Financials

2

Drove 1 in 4 Opens and nearly 60% of Clicks

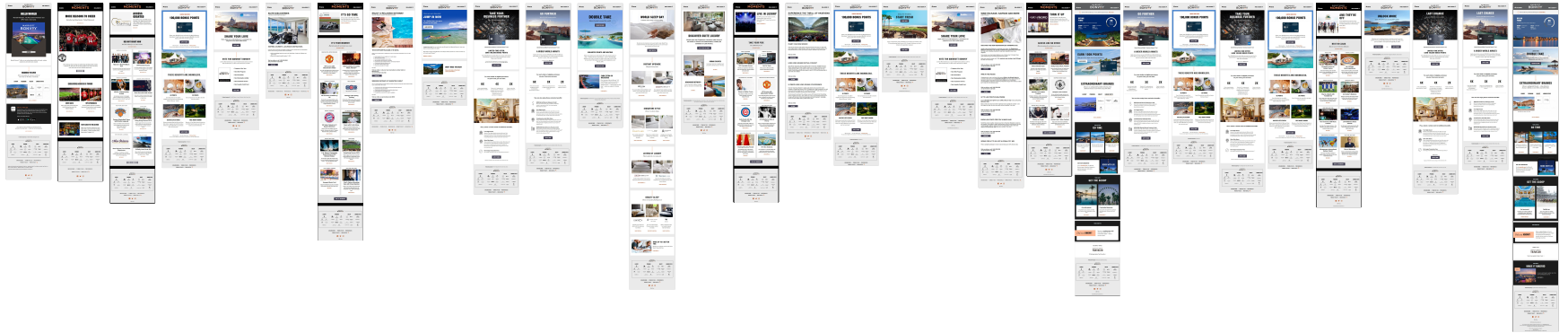
3

Are least likely to Unsubscribe

	TOTAL	ELITES	BASICS	% of Total	
				ELITES%	BASICS%
Total Mailable	18.8 M	3.5 M	15.3 M	19%	81%
Delivered	282.2 M	90.8 M	191.4 M	32%	68%
Opens	53.5 M	23.1 M	30.3 M	43%	57%
Clicks	3.5 M	2.1 M	1.4 M	60%	40%
Total Unsubs	625.6 K	113.6 K	512.0 K	18%	82%
Bookings	75.2 K	61.4 K	13.7 K	82%	18%
Room Nights	171.4 K	141.0 K	30.4 K	82%	18%
Revenue	\$29.6 M	\$24.1 M	\$5.4 M	82%	18%

- Recommend being selective and targeted with communications to Elite members
- Defining the value of an email address will help measure the financial impact of Elite unsubscribe rates

SAMPLE INBOX FEB 13 – APRIL 30 (ELITE MEMBER)



HEAVY MIX OF COBRAND EMAILS IS AFFECTING ENGAGEMENT

- Cobrand emails drove overall program engagement KPIs; they made up 26% of total delivered and 27% total unsubs for the time period
- Even though Cobrand contributed to YTD performance, it was not as bad as we thought with KPIs only slightly depressed YoY
- Cobrand acquisition email engagement is typically lower than other communications; this is evident despite having high-value LTOs in market
 - Of all the Partner and Solo emails, Cobrand made up 38% of the total and had some of the lowest engagement
 - Third lowest open rate of 14%, lowest CTOR of 2%, and resulted in 262K unsubs (0.25%)
- Improve Cobrand Solo email targeting strategy; promote only one card product at a time to those with the highest chance of acquisition

COBRAND ACQUISITION GOALS: YTD PERFORMANCE

- Chase
 - Acquired 9,096 new accounts between 1/1 – 3/31
 - 48% of them from March
 - 20% behind goal of 45,730 and down 10% YoY
- Amex (2/21 – 4/11)
 - Brilliant: 1,435 new accounts (NAA)
 - Currently on track with 9,900 YE goal
 - Business: 1,665 new accounts (NAA)
 - Currently behind 7,263 YE goal

RECOMMENDATIONS

- Further analysis on former program affiliation
 - Compare post-OBOP email performance to prior programs (MR/SPG/RCR), to determine if we should handle specific audience segments differently
- Expedite the relaunch of timely, relevant member comms. to lift engagement KPIs
- Define strategy for an earlier reengagement touch point that targets members that have not opened or clicked an email in 3-6 months

RECOMMENDATIONS: COBRAND

- Show prospects only the card offer for which they have the highest propensity instead of all possible offers; currently sending acquisition emails for more than one card product
- Evaluate cobrand email approach to avoid over-messaging
 - Focus on those with propensity to enroll
 - Re-target only openers who did not apply
- Look for ways to integrate cobrand into other campaigns rather than solos
 - Core monthly campaigns: MAU, Offers & Packages, Traveler
 - Relaunch high-engagement automated triggers that can include cobrand placements, e.g., Points Expiration, Abandoned Search, Birthday (underway for Welcome emails 2-4)

CAMPAIGN HIGHLIGHTS

FEB 13TH OBOP LAUNCH ANNOUNCEMENT

24.7 M
Delivered

20.4%
Open Rate

10.9%
CTOR

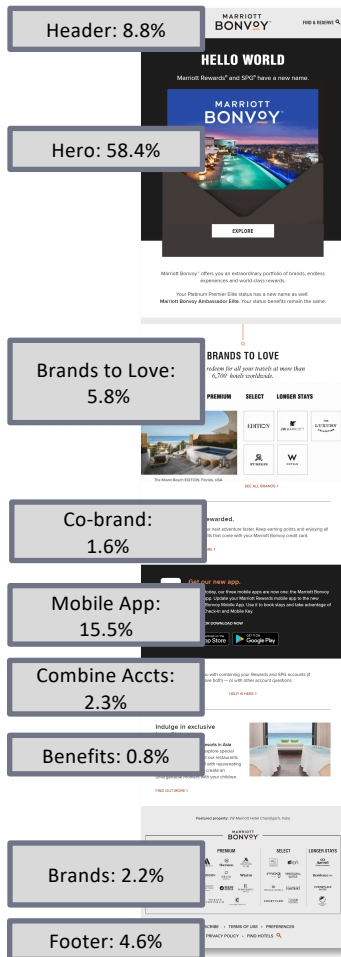
0.16%
Unsub. Rate

14.2 K
Bookings

31.8 K
Room Nights

\$5.35 M
Revenue

- Campaign engagement above avg. for time period and drove over \$5M in revenue
- Members, especially Elites, were interested in launch with above average open and CTO rates
- Limited clicks throughout message suggest this could have been a 2 touch campaign approach
 - 1st touch = hello postcard
 - 2nd touch = highlight breadth of portfolio and benefit education



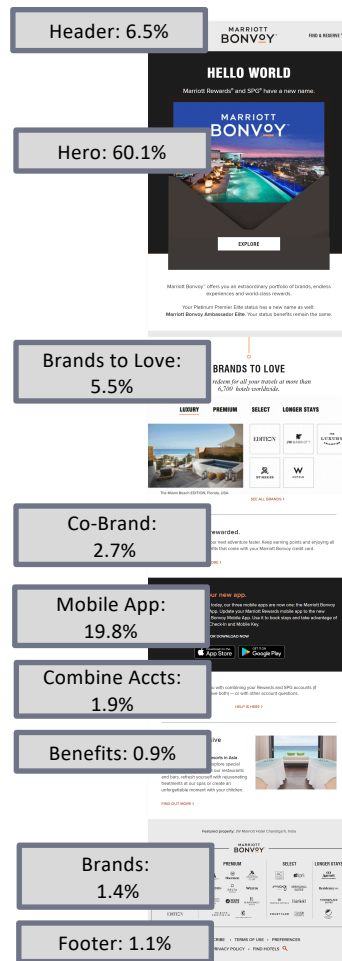
FEB 13TH OBOP ANNOUNCEMENT

Member Level Engagement:

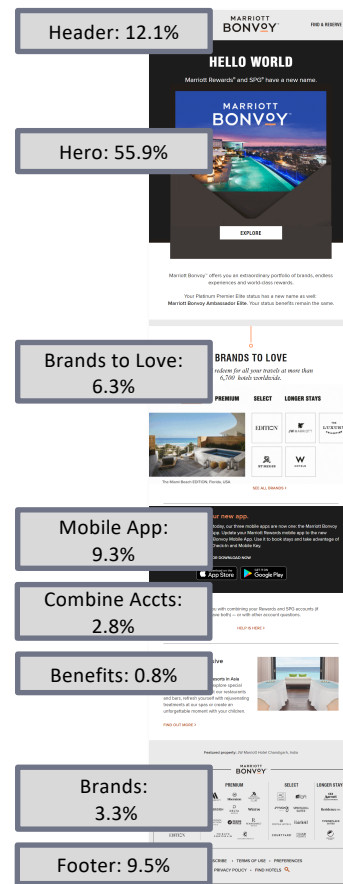
- Basics and Elites had similar click patterns
- Hero, App, and Brand Education content were top 3 for all members; over 70% of clicks

Level	Delivered	Open Rate	CTR	CTOR	Unsub Rate
BASIC	19.3 M	17.6%	1.3%	7.2%	0.19%
SILVER	2.2 M	24.1%	3.3%	13.7%	0.10%
GOLD	1.6 M	31.6%	6.0%	19.1%	0.10%
PLATINUM (All)	1.6 M	38.0%	8.7%	22.9%	0.03%
TOTAL	24.7 M	20.4%	2.23%	10.9%	0.16%

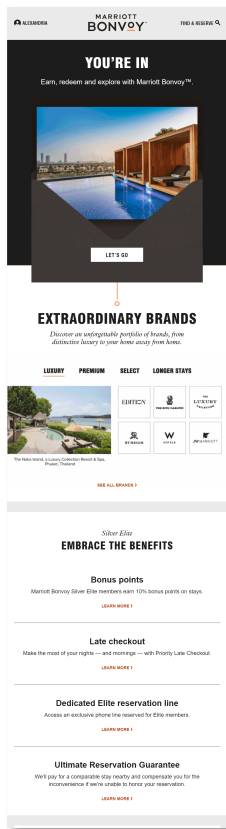
ELITE MEMBERS



BASIC MEMBER



WELCOME EMAIL 1 LAUNCHED ON FEB 20TH



Feb 20 – Apr 10

861.1 K
Delivered

26.6%
Open Rate

6.4%
CTR

23.9%
CTO Rate

0.54%
Unsub. Rate

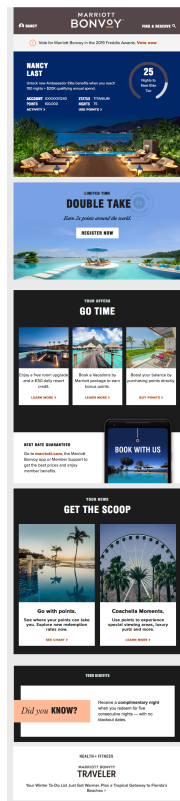
2.1 K
Room Nights

\$375.7 K
Revenue

1.6%
Conversion

- Launched the first email in a series of 4 in Orchestration; emails 2-4 launching soon
- Open and click engagement above program avg.
- Successfully drove a 2% conversion from new members and 1 booking per K emails delivered
- Partnering with CX to track overall campaign & email level engagement, benchmarks, and incrementality
- Steps to expand MVP content options underway

MONTHLY ACCOUNT UPDATE (MAU) LAUNCHED MARCH 30TH



30.6 M
Delivered

20.9%
Open Rate

9.0%
CTOR

0.29%
Unsub. Rate

22.4 K
Room Nights

\$3.9 M
Revenue

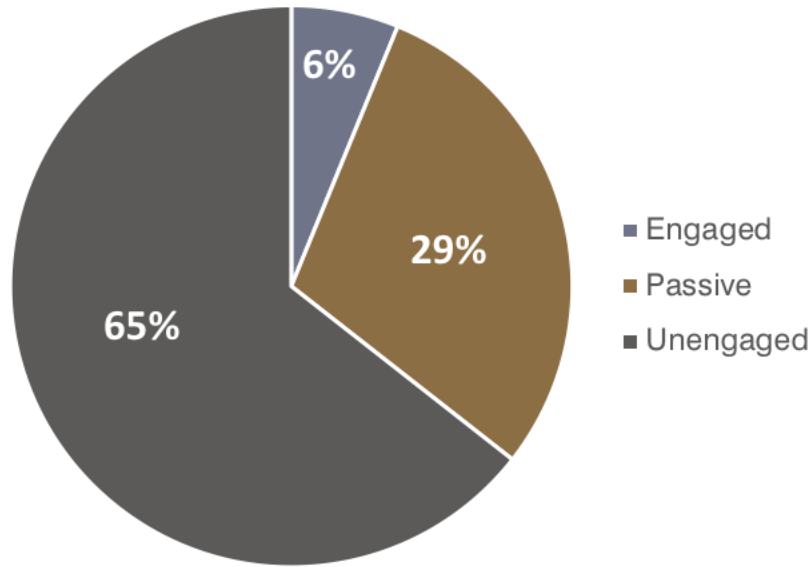
- Engagement rates are above program average
- Subject line optimization lifted open rates; plans underway for ongoing optimization
- Continue to monitor overall engagement and for key modules; establish benchmarks after 3 mailings
- Unsub. rate was higher than average; possible impact from other program related messages

MARCH 2019 EMAIL REVIEW

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35% OF MEMBERS ENGAGED IN MARCH '19 EMAILS



35% of members are opening and clicking on emails in March 2019

Establishing new MBV benchmarks for ongoing comparison & trends

Enhance reporting to see engagement by key segments (i.e. member level and country)

MARCH 2019 PERFORMANCE SUMMARY

- First full month of Marriott Bonvoy email campaigns; drove over \$19M in revenue and 107K room nights with limited booking focused emails
- Cobrand and other Solo's drove delivery counts; Promo & MAU drove financials

Engagement

194.9 M
Emails
Delivered

18.3%
Open Rate
-3.2 pts vs. 2018 Avg.

6.8%
CTO Rate
-1.0 pts vs. 2018 Avg.

0.26%
Unsub. Rate
+1.0 pts vs. 2018 Avg.

Financials

107.8 K
Room Nights
+27% vs. 2018 Avg.

\$19.1 M
Revenue
+27% vs. 2018 Avg.

1.9%
Conversion Rate
-0.11 pts vs. 2018 Avg.

\$0.24
BPK
-30% vs. 2018 Avg.

MARCH 2019 EXECUTIVE DASHBOARD

Metrics	ATM	Brand BPP	Cobrand	MAU	METT	Promo	RTM	Solo	Total
Sent	4.9 M	8.4 M	34.6 M	31.9 M	26.5 M	23.6 M	474.9 K	70.4 M	200.9 M
Delivered	4.9 M	8.2 M	34.3 M	30.7 M	26.0 M	22.7 M	419.1 K	67.7 M	194.9 M
Delivery Rate	99.2%	98.0%	98.9%	96.1%	98.0%	96.0%	88.3%	96.2%	97.0%
Opens	1.0 M	1.9 M	5.4 M	6.4 M	5.0 M	4.5 M	116.5 K	11.4 M	35.6 M
Open Rate	20.2%	22.8%	15.9%	20.9%	19.1%	19.6%	27.8%	16.8%	18.3%
Clicks	115.7 K	111.4 K	118.2 K	577.4 K	128.4 K	634.2 K	29.1 K	704.2 K	2.4 M
CTR	2.4%	1.4%	0.3%	1.9%	0.5%	2.8%	6.9%	1.0%	1.2%
CTOR	11.8%	6.0%	2.2%	9.0%	2.6%	14.24%	25.0%	6.2%	6.8%
Unsubs	8.0 K	28.4 K	81.1 K	88.4 K	53.8 K	66.4 K	2.1 K	177.8 K	505.9 K
Unsub Rate	0.16%	0.35%	0.24%	0.29%	0.21%	0.29%	0.49%	0.26%	0.26%
Bookings	2.6 K	1.7 K	1.3 K	10.1 K	4.1 K	19.6 K	521	7.8 K	47.6 K
Room Nights	5.9 K	3.9 K	2.8 K	22.6 K	9.6 K	45.1 K	1.2 K	18.3 K	109.4 K
Revenue	\$1.0 M	\$.8 M	\$.5 M	\$3.9 M	\$1.8 M	\$7.7 M	\$218.5 K	\$3.2 M	\$19.1 M
Conversion	2.23%	1.48%	1.11%	1.75%	3.18%	3.09%	1.79%	1.10%	1.97%
BPK	0.53	0.20	0.04	0.33	0.16	0.86	1.24	0.11	0.24

Solo & Cobrand had highest % of delivered emails at a combined 52% (35% & 17% respectively)

Promo made up 41% of monthly room nights and MAU 21%

New baselines will be established for categories

Financial data source: Omniture 7-day

RTM = Triggered member comms. (i.e. Welcome)

ATM = Triggered lifecycle promotions (uses models)

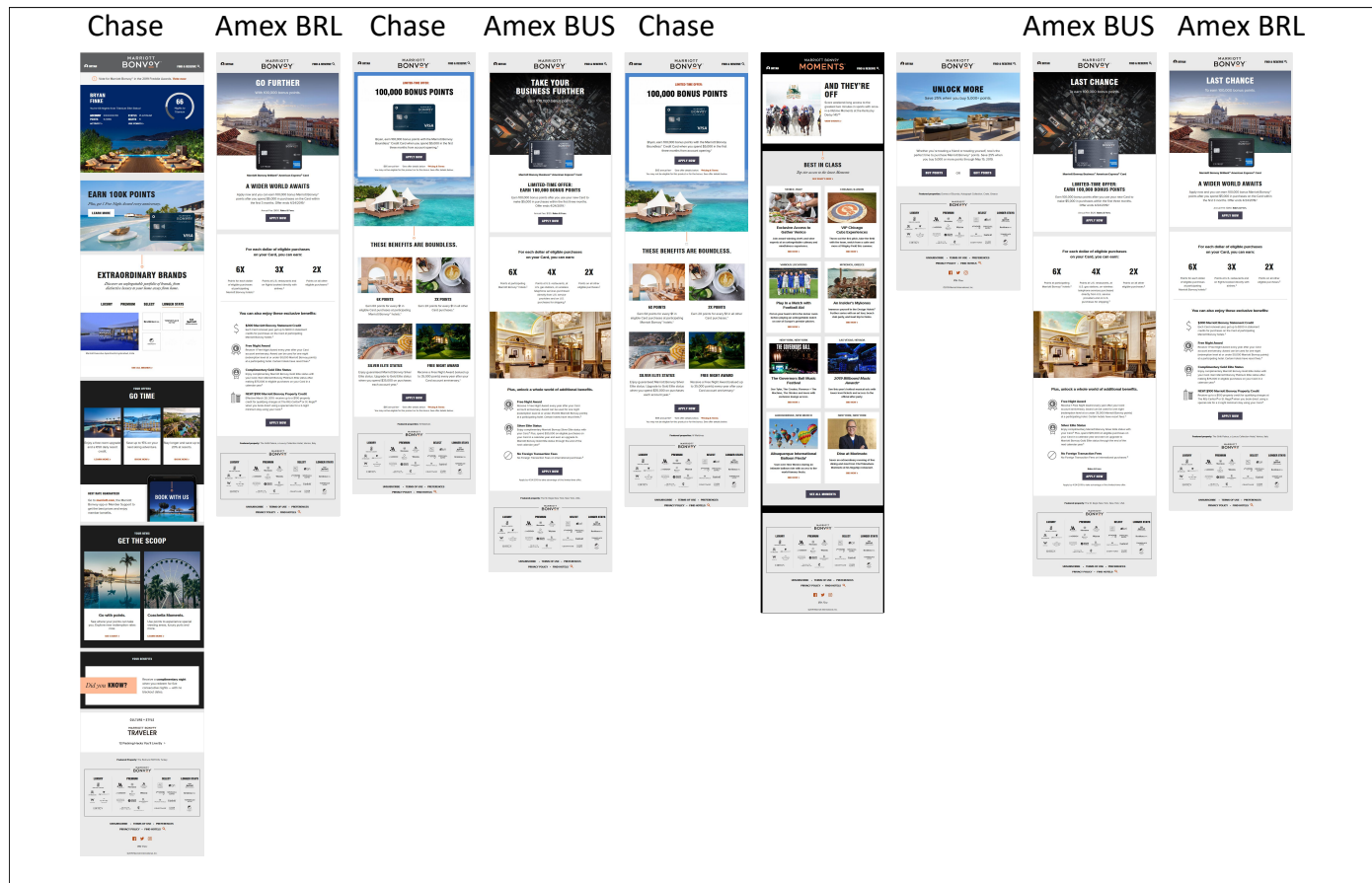
Key Initiatives & Campaign Highlights

SAMPLE APRIL INBOX: COBRAND

Actual inbox of an Elite
Member in 3/30 – 4/17

7 touches in two weeks

MAU with prominent
Cobrand offer + 6 Solo
emails featuring
different card products

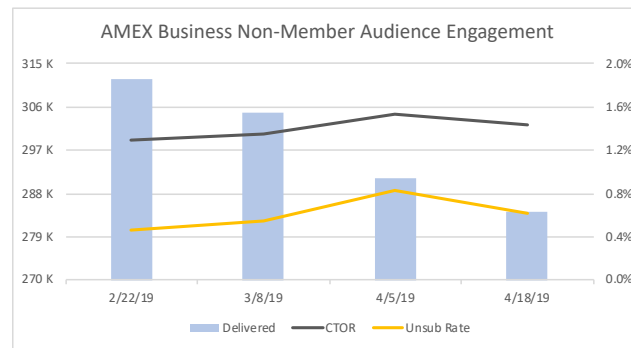
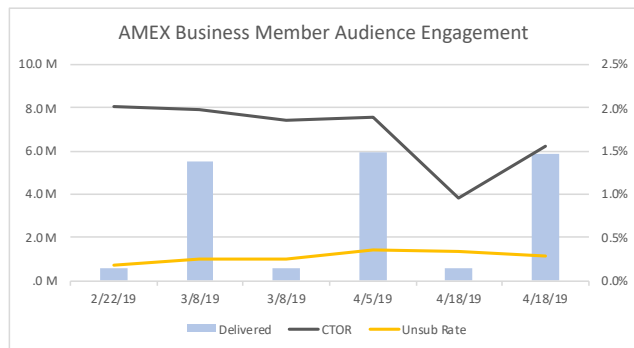
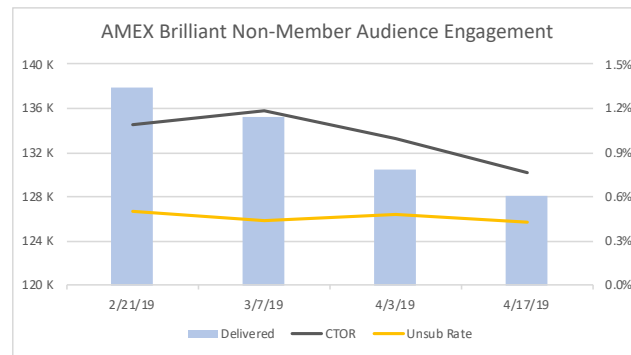
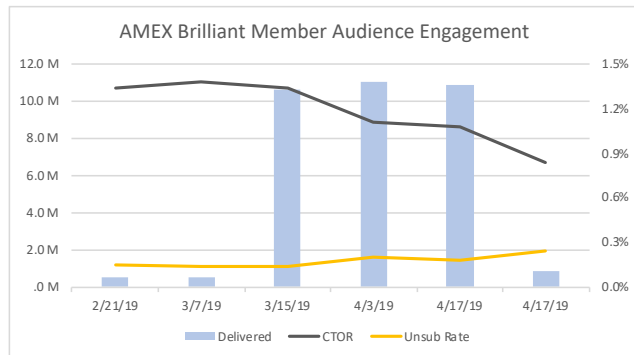


COBRAND EMAIL SUPPORT: AMEX (BRILLIANT & BUSINESS)

- Delivered 56.8M acquisition emails promoting both card products
 - Open rate of 13.9% is 23% below YTD program average
 - CTOR of 1.5% is 75% below YTD program average
 - Unsubscribe rate of 0.24% is slightly below average of 0.25%
- Audiences that overlap card products were getting several acquisition emails in a week; sometimes within days of each other
- Cobrand team will revisit marketing tactics and email targeting rules reducing the frequency of offers/products emailed to members while working to meet goals

COBRAND EMAIL ENGAGEMENT (AMEX)

CTO and unsub rate engagement declined over time for both card products



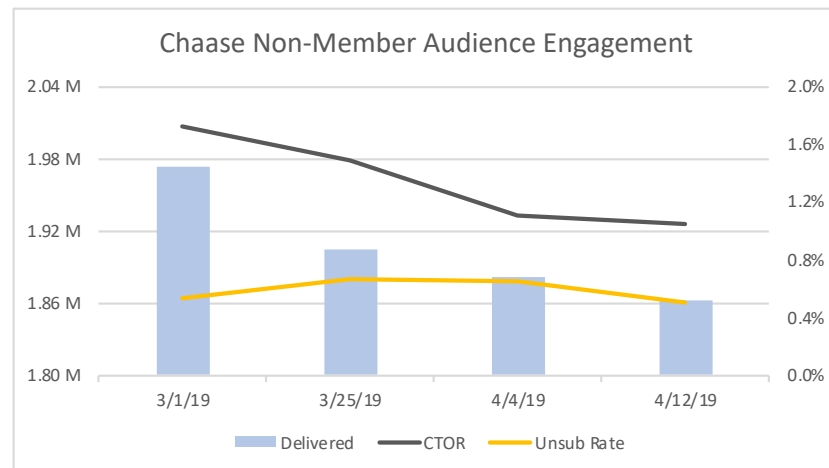
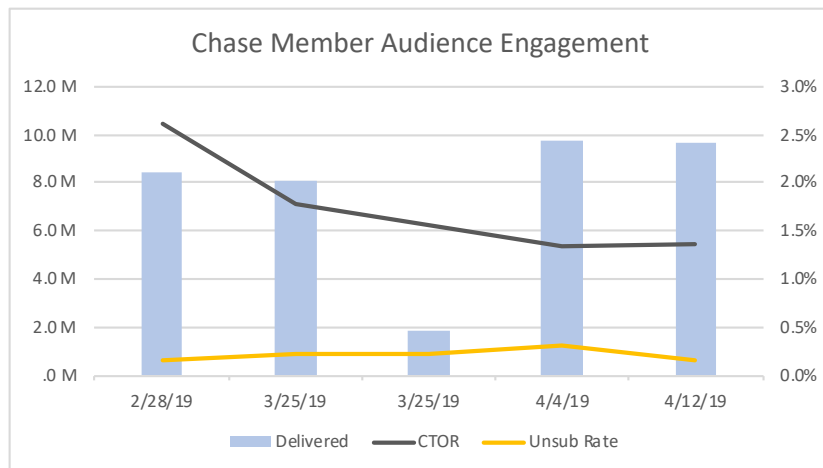
COBRAND EMAIL SUPPORT: CHASE BOUNDLESS

- Delivered 45.3M acquisition emails promoting the Boundless card; engagement is just slightly above the Amex emails
 - Open rate of 13.9% is 23% below YTD program average
 - CTOR of 1.7% is 72% below YTD program average
 - Unsubscribe rate of 0.28% is above average of 0.25%
- KPI increases are possible with a more narrow, highly targeted audience that will deliver the same new account results
- Cobrand team will revisit marketing tactics and email targeting rules reducing the frequency of offers/products emailed to members while working to meet goals

COBRAND EMAIL ENGAGEMENT (CHASE)

CTO and unsub rates declined over time for both members & non-members

Bank tracking for initial vs. remails needed in order to show value of all touch points & targeting



DOUBLE TAKE PROMOTION: EMAIL SUPPORT

Announcement: 3/12 Reg. Confirmation

MAU: 3/30

22.6 M
Delivered

19.7%
Open Rate
-1.3 pts vs Mar. Avg.

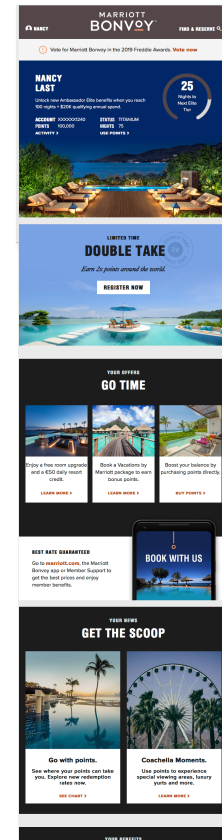
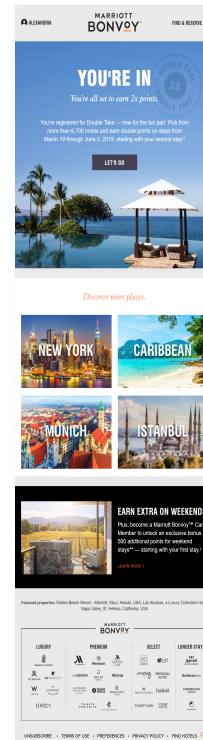
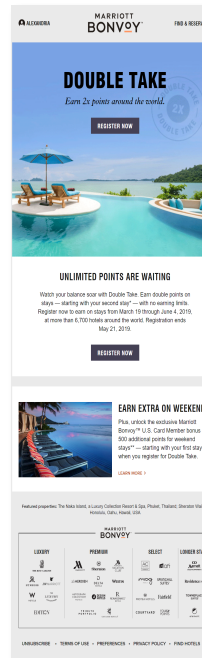
14.2%
CTOR
+7.5 pts vs Mar. Avg.

509.2 K
Registrations*

44.8 K
Room Nights

\$7.6 M
Revenue

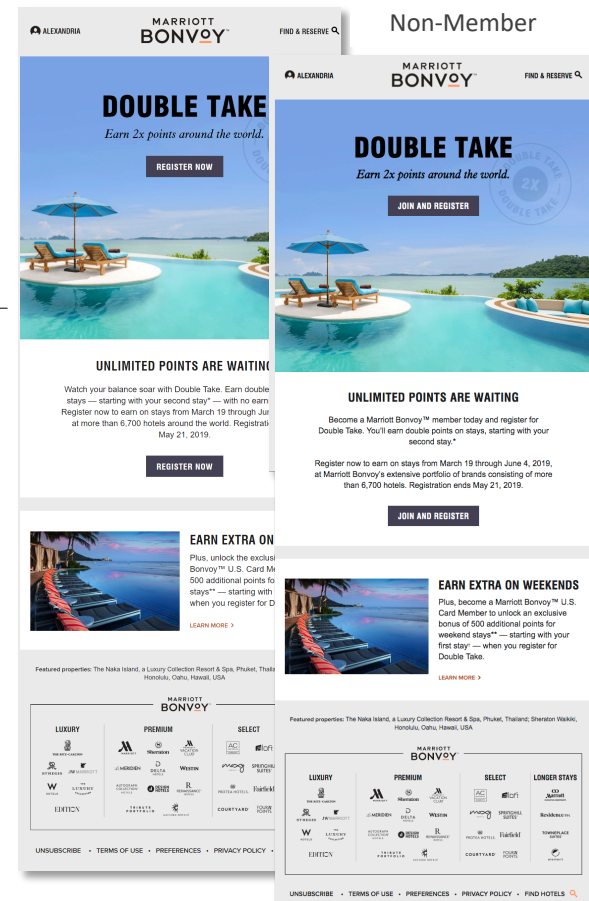
- Promo emails launched 3/12 to 22.6M members and non-members; support provided in MAU
- Announcement open rates are +7% above March program avg. – used simplicity & personalization
 - {FirstName}, Earning is Easy with Double Take
 - {FirstName}, Earn Double Points Around the World
- CTOR is more than double the March avg.; copy highlighted unlimited earning potential
- Working on featuring promo in Welcome+ soon



DOUBLE TAKE ANNOUNCEMENT: 3/12

22.1 M	19.1%	14.5%	40.7 K	\$6.9 M
Delivered	Open Rate	CTOR	Room Nights	Revenue

- Above average open and CTO rates drove 4.2M impressions and 611K visits to the promotion page
- Non-Member 18% open rate was 7% higher than Basics and captured 5% of opener clicks
 - Positive reaction to subject line; continue to optimize and show value of membership in both subject line & email copy
 - "{FirstName}, Join and Earn Double Points"
- Unable to get results from Wylei Dynamic Content Assembly due to missing email code; try effort again



DOUBLE TAKE REGISTRATION CONFIRMATION

507.8 K 42.0% 9.7% 4.1 K \$699.6 K
Delivered Open Rate CTR Room Nights Revenue

- Basics had the highest engagement of all; shows continued interest in offer content; super low unsub rate!
- Used Wylei SmartMatrix to optimize destination content
- Cobrand acquisition offer drove just as much engagement as destination content; both worked well as click-catcher content

	Open Rate	CTR	CTOR	Unsub. Rate
BASIC	42.9%	6.1%	14.1%	0.03%
SILVER	41.5%	4.1%	10.0%	0.01%
GOLD	41.8%	3.8%	9.0%	0.01%
PLATINUM (ALL)	41.9%	3.4%	8.1%	0.00%

The screenshot shows the 'Double Take' registration confirmation page. The layout includes a header with the Marriott Bonvoy logo and a 'Find & Reserve' button. Below the header is a hero section with a tropical beach image and text about earning 2x points. This is followed by a 'Discover' section with four destination tiles: New York, Caribbean, Munich, and Istanbul. Below that is a 'Weekend' section promoting an offer for Marriott Bonvoy Card members. The footer contains a grid of brand logos categorized into Luxury, Premium, Select, and Longer Stays. Performance metrics are overlaid on the left side of the page:

- HEADER: 9.3%
- HERO: 59%
- DISCOVER: 14%
- WEEKEND: 14%
- BRANDS: 2.0%
- FOOTER: 1.1%

Testing and Optimization

SUBJECT LINE TEST RESULTS

FREDDIE AWARDS WAVE 2 (3/29)	%PPT DIFF.	DESCRIPTION OF WINNER
ENG Version • Choose the Winners of the 2019 Freddie Awards • Cast Your Vote for the 2019 Freddie Awards	Winner -1.2 pts	Less task-oriented, makes the recipient feel important, like they will personally decide
BEN Version • Choose the Winners of the 2019 Freddie Awards • Cast Your Vote for the 2019 Freddie Awards	Winner -0.9 pts	

- Opposite winner for Japanese version; copy approach was more direct
- ENG version reached statistical significance (99%); other versions had low open counts
- Continue to optimize subject lines by country to determine the best approach regionally

SUBJECT LINE TEST RESULTS

MAU – MEMBER ACCOUNT UPDATE (3/30)	WINNERS	DESCRIPTION OF WINNER
BEN Version <ul style="list-style-type: none"> Your Marriott Bonvoy Account Update: Special Offers, Benefits and More Introducing Your Marriott Bonvoy Account Update 	Winner -1.2 pts	Branded and sets expectations for message content
FRE Version <ul style="list-style-type: none"> Présentation des nouveautés relatives à votre compte Marriott Bonvoy Nouveautés relatives à votre compte Marriott Bonvoy : offres spéciales, avantage... 	Winner -0.4 pts	Direct approach about account updates
SPA Version <ul style="list-style-type: none"> Presentamos la actualización de su cuenta de Marriott Bonvoy La actualización de su cuenta de Marriott Bonvoy: Ofertas especiales, beneficios... 	Winner -0.7 pts	

- CHS and BEN winners shared the same approach; all other languages preferred the direct message
- Japanese version reached statistical significance (directional at 90%); all other versions did not
- Opportunity for cumulative learnings using new Epsilon technology for in-language versions

OTHER SUBJECT LINE LEARNINGS

For the emails that were not tested, personalization, earning, and fascination styles/tactics drove above average engagement

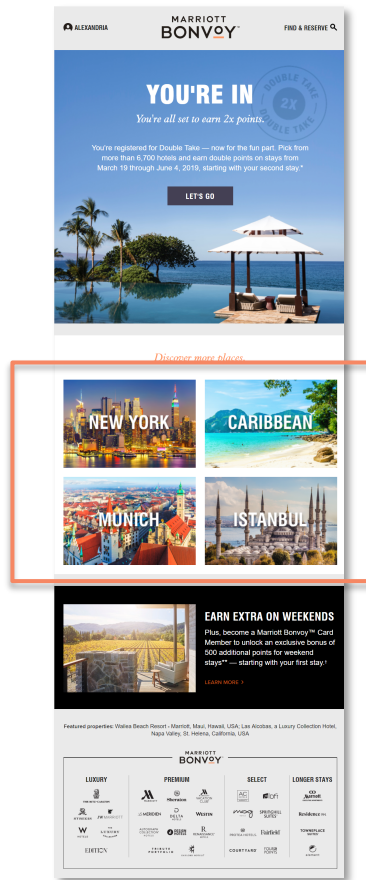
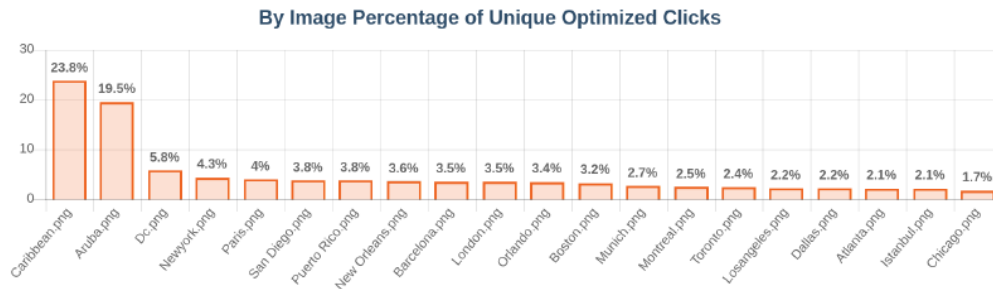
- Most of the higher open rate emails went to a more engaged audience, like cardholders
- Lower engaged emails (orange & red colors) were acquisition messages

Campaign/Cell	Deployed	Delivered	Open %	Subject Line	Observations
US Amex Spend and Get - Consumer Remail	3/12/19	31.7 K	38.0%	<Firstname>, Earn up to 100,000 Bonus Points	<ul style="list-style-type: none"> - Used personalization: first name & exclusivity - Fascination used in Moments; a common winning style - 8 out of 11 subject lines include 'Earn' with points reference
US Amex Spend and Get - Business Version	3/6/19	14.8 K	34.9%	<Firstname>, Earn up to 90,000 Bonus Points	
Moments Bi-Monthly	3/5/19	3.3 M	28.2%	<Firstname>, Earn up to 45,000 Bonus Points	
Chase Solo Event	3/11/19	1.0 M	27.2%	Experience the Extraordinary	
US Amex Spend and Get - Consumer Version	3/8/19	198.2 K	26.0%	Exclusive Invitation: Tribeca Film Festival Events	
Moments Bi-Monthly	3/19/19	3.1 M	21.7%	<Firstname>, Earn up to 100,000 Bonus Points	
Double Take Announcement In-Lang	3/12/19	14.4 M	19.7%	Make Memories with Marriott Bonvoy Moments	<ul style="list-style-type: none"> - 4 out of 7 low performing subject lines were Cobrand remails - Suggest subject line test plan for Remails to improve KPI - Test approach to bonus pts again; impact from end date - Adding end date didn't drive urgency; add when 1-2 wks out
Cruises-Only Solo	3/7/19	9.5 M	18.6%	{FirstName}, Earning is Easy with Double Take	
AP Member Favorites	3/11/19	1.7 M	16.3%	{FirstName}, Earn Double Points Around the World	
Amex Acquisition Member Remail for Brilliant	3/7/19	533.3 K	15.9%	{FirstName}, Start Earning Double on Your Second Stay	
Amex Acquisition Member for Brilliant	3/15/19	10.6 M	13.9%	{FirstName}, Join and Earn Double Points	
Amex Acquisition Member Remail for Business	3/8/19	573.1 K	13.5%	[FirstName], Limited Time: Cruise to Rewards Faster	
Amex Acquisition Non-Member Remail for Brilliant	3/7/19	135.2 K	13.3%	It's Time: Vote for Your Favourite Hotels and Resorts	
Amex Acquisition Non-Member Remail for Business	3/8/19	304.7 K	10.7%	[First Name], 100,000 Bonus Points Await – Ends April 24	
				[First Name], 100,000 Bonus Points Await – Ends April 24	
				Limited-Time Offer: 100,000 Bonus Points Await – Ends April 24	
				[First Name], 100,000 Bonus Points Await – Ends April 24	
				Where Will 100,000 Bonus Points Take You?	

DOUBLE TAKE REG. CONFIRMATION: WYLEI SMARTMATRIX

English Version:

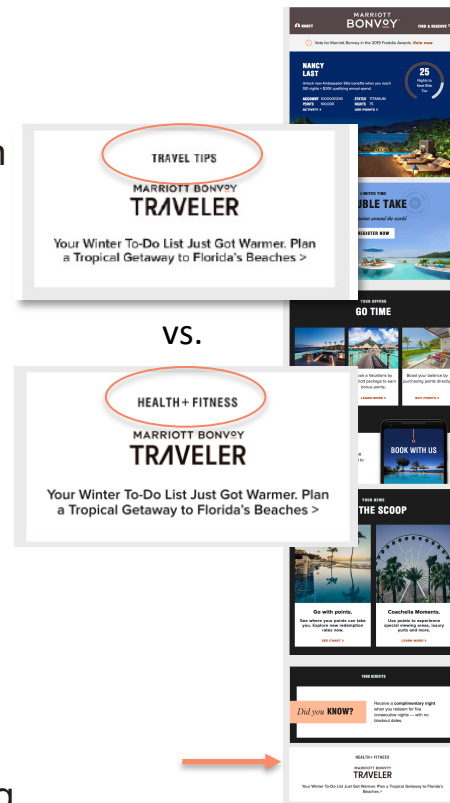
- 12.5% lift in CTOR for the section (99% significance)
- Top 4 out of 20: Caribbean, Aruba, DC, New York (in order)
- Control grp. had similar engagement, but Puerto Rico #2 & New Orleans #4
- Optimization for other languages did not reach significance from low click engagement; use tech to optimize only English version; partner with regions to feature their top 4 destinations using CDATA targeting rules



• MARCH 30 MAU: WYLEI WEBSRAPE/OPTIMIZATION

Scraped 5 Traveler articles and optimized eyebrow text (Travel Tips for each article vs. using the Traveler designated eyebrows for each article)

- Set up two different optimizations in same module space:
 - 22.5% lift in CTR for section (98% significant) = Traveler eyebrows
 - 28.9% lift in CTR for the section (99% significant) = Travel Tips eyebrow
- CTR was the same for both control group and optimized group; recommend using either option going forward
 - Traveler eyebrows had a slightly higher Total and Unique click count
- For the Traveler eyebrow optimization, all member levels preferred Culture + Style articles
 - Platinum's responded to Culture + Style and Tips + Trends equally
- Partnering with Traveler team to expand content approach and targeting
- Recommend using images vs. text only, increasing prominence of article title & CTA style to lift clicks



Actionable insights

ACTIONABLE INSIGHTS

- Establish new program benchmarks after 3 months of MBV mailings
- Define the value of an email address to help measure the financial impact of unsubscribes; cost for losing the ability to communicate via email
- Revisit Co-brand marketing tactics and email targeting rules; promote only one card product at a time to those with the highest chance of acquisition
- In order to gain insights, use Wylei optimization on large segments (i.e. English)
 - Use rules-based logic, regional insights, and internal data to optimize content for smaller language or country segments
- Use Wylei optimization tech on large deployments and modules higher up in the email in order to gain actionable insights
 - Support like web scrape & video can be used anywhere

THANK YOU!





THE RITZ-CARLTON

Q1 2019 Email Program Review

May 2, 2019



yes

MARCH NEWSLETTER

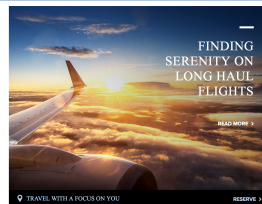
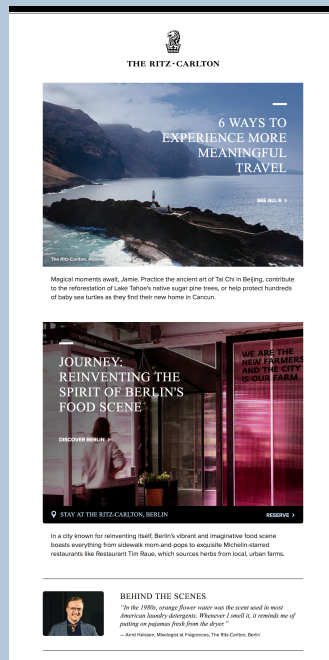
THEME: Live Your Best Life

Performance:

- 1.8M Delivered
- 18% Open Rate
- 0.8% CTR
- 4.5% CTOR
- 216 Bookings*
- 519 Room Nights*
- \$137K Revenue*

Observations:

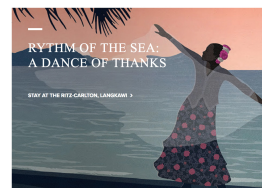
- Open rate aligns with 2018 avg., but CTOR was down - 45%
- Engagement possibly influenced by new email approach and changes in overall loyalty program communications
- Ongoing test & learn plans for 2019 were developed to grow email engagement over time



The Ritz-Carlton is thrilled to become the first official hotel of current F1 Formula One® Champions, who count five-time world champion Lewis Hamilton as one of their drivers. Stay tuned for opportunities to get closer and go faster with race-day experiences and more.



With Marriott Bonvoy® Moments and The Ritz-Carlton, there are infinite possibilities to discover — including exclusive Michelin-star dining opportunities, exhilarating Mercedes-AMG Petronas Motorsport experiences, and more.



Each Ritz-Carlton property has its own moment to honor its area's traditions. At The Ritz-Carlton, Langkat, six dancers gather on the shore every Thursday at sunset to offer a dance of thanks to the sea called: *Danan Piyogan*.

[FIRST LAST'S][YOUR] RESERVATION HISTORY:

Recent Stay(s): [CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY] Please share your favorite moments with us on Instagram.

SHARE #RCMEMORIES

Upcoming Stay(s): [CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY] Enhance your stay in [City] with local activities and experiences.

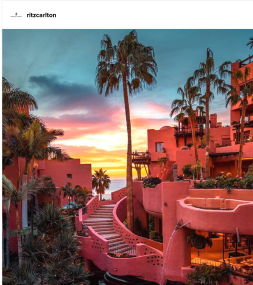
PLAN YOUR VISIT

At Your Local Ritz-Carlton FARM-TO-TABLE CUISINE AT M BISTRO

New Orleans: Discover our menu featuring organic, seasonal produce from farms across the South.

[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]

DISCOVER



#RCMEMORIES

Experience The Ritz-Carlton through the eyes of fellow travelers and share unforgettable moments from your own stay.

SEE MORE #RCMEMORIES

COMING NEXT MONTH
Global Culinary Experiences • Mezcal Cocktails • Rooms with a View

APRIL NEWSLETTER

THEME: Food & Beverage

THE RITZ-CARLTON

6 GLOBAL CULINARY ADVENTURES

SEE ALL 6 >

Connect to your destination by discovering local delicacies. Journey to Chengdu for the region's anonymous Sichuan cuisine, taste authentic mole poblano in Mexico City, or discover what Barcelona, Osaka, New Orleans and Dubai have to tempt every discerning palate.

JOURNEY: 11 QUESTIONS WITH CHEF DEAN FEARING

READ MORE >

STAY AT THE RITZ-CARLTON, DALLAS

RECEIVE >

In a state known for bigger and better, Chef Dean Fearing, owner of his eponymous restaurant at The Ritz-Carlton, Dallas, explains how he derives culinary inspiration from music, magazines and the spirit of Texas that infuses every dish.

BEHIND THE SCENES

"Whether I'm creating a new dish or writing a new song, I love the idea of putting together something from scratch that didn't exist before."

— Chef Dean Fearing

WHERE COCKTAILS AND ART COLLIDE

READ MORE >

TRAVEL WITH A FOCUS ON YOU

RECEIVE >

Take a "liquid journey" of epic proportions through Barcelona's famed P41 Bar & Cocktails and by the Honey Bee, made with white tea-infused tequila, organic local honey, chocolate mole bitters and bee pollen.

WINE, ART, AND MEMORIES

WATCH THE VIDEO >

Follow the journey of artist and writer, Megan Morrison on a tour of California's picturesque landscapes and watch how she drew inspiration from Santa Barbara, Rancho Mirage, San Francisco and Half Moon Bay to design four wine labels for the newly launched Silver Kent wine, made exclusively for The Ritz-Carlton.

THE HEART AND SOUL OF A CITY

SEE ALL CITY PROPERTIES >

Whether you are traveling for business, pleasure, or a little of both, join us for a stay in one of our city-center properties. Visit Dubai's vibrant art deco-inspired property or travel to Tokyo and experience the "hedgehouse in the sky" with rooms starting on the 40th floor of the city's tallest building.

MIX YOUR OWN MEZCAL MAGIC

DISCOVER ABOUT MEZCAL >

Mexico's other spirit has taken the world by storm, infusing modern cocktails with its smoky character and unique flavor profiles. Learn how mixologists around the globe are finding inspiration in this new behind-the-bar staple.

RECIPE: ABEJA REINA

1.5 oz reposado tequila • 1 oz honey ginger syrup • 1 oz fresh-squeezed orange juice • 0.5 oz mezcal

*Combine the tequila, syrup, and orange juice in a shaker. Shake gently and well. Add the honey ginger syrup in a small amount of water. Add a little more to taste the honey on top. Garnish with a slice of candied orange.

WELCOME TO KAZAKHSTAN: LET'S EAT

STAY AT THE RITZ-CARLTON, KUALA LUMPUR >

Every culture has its own way of welcoming guests, many of which center around food. At The Ritz-Carlton, Almaty, guests are greeted each evening with a nightly array of local delicacies including tiny loaves of fried dough called baureles—one of Kazakhstan's national pastries—which bring to mind popovers or bagels.

DISCOVER INFINITE POSSIBILITIES

SEE ALL MOMENTS >

REMEMBER MOMENTS

With Marriott Bonvoy® Moments and The Ritz-Carlton, there are infinite possibilities to discover — including exclusive Michelin-star dining opportunities, exhilarating Mercedes-AMG Petronas Motorsport experiences, VIP concert packages and more.

[FIRST LAST'S][YOUR] RESERVATION HISTORY:

Recent Stay(s):
[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]
Please share your favorite moments with us on Instagram.

SHARE #RCMEMORIES >

Upcoming Stay(s):
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Enhance your stay in [City] with local activities and experiences.

PLAN YOUR VISIT >

At Your Local Ritz-Carlton

FARM-TO-TABLE CUISINE AT M BISTRO

New Orleans: Discover our menu featuring organic, seasonal produce from farms across the South.

[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]

DISCOVER >

ritzcrlton

♥ 🔖 📌

#RCMEMORIES

Experience The Ritz-Carlton through the eyes of fellow travelers and share unforgettable moments from your own stay.


SEE MORE #RCMEMORIES >

COMING NEXT MONTH


6 Beach Escapes • Family-Friendly Travel • Dining for Memories

MAY NEWSLETTER

THEME: Plan Your Summer Getaway




THE RITZ-CARLTON



6 SECRET BEACH ESCAPES

RESERVE >

Master the art of relaxation at Patiko Cove, also known as Secret Beach, in Maui. Set sail to Thailand's Hong Island and snorkel among schools of rainbow-colored fish. Or dine on uber-fresh seafood in Quarry, Chile's colorful fishing town.




JOURNEY: ONE TRIP, TWO CITIES

READ MORE >

STAY IN WASHINGTON, DC

RESERVE >


Springtime in the D.C. metro area is more than just museums. From the quaint streets of Georgetown to Virginia's wine country, indulge in the supreme pleasures including a new waterfront music venue, mouthwatering Middle Eastern cuisine or a crisp glass of rosé on the rooftop.



BEHIND THE SCENES

"Our Fall Harvest experience is a treat if you are looking for a refined wine tasting and tour with an exclusive feel. Set in the rolling hills of Virginia, their delicate vine & winemaking and breathtaking views offer a truly unique and memorable experience."

— Jon Chevrolet, Director of Sales & Marketing, The Ritz-Carlton, Tysons Center



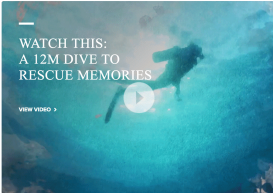
7 EXOTIC WAYS TO UNWIND

READ MORE >

TRAVEL WITH A FOCUS ON YOU

RESERVE >


These seven serenely-inducing experiences will transport you to a state of bliss on your next journey—from Berlin to Miami and destinations in between.



WATCH THIS: A 12M DIVE TO RESCUE MEMORIES

VIEW VIDEO >

Every day, every guest, is our chance to create a lasting memory—like the time two of our determined Gardenmen, both accomplished divers, recovered an underwater camera for a guest by diving to the bottom of the bay in St. Barts.



UPGRADE YOUR STAY

RESERVE >

From unspoiled natural landscapes to skylines that shimmer with man-made creations, view from each suite at The Ritz-Carlton capture the true essence of a destination. Enjoy serene special touches, like a gourmet kitchen and breathtaking views of the soft white sand of Seven Mile Beach in Grand Cayman.



UNFORGETTABLE FAMILY VACATIONS

RESERVE >

Forge a deeper connection together this summer with a vacation designed with your family in mind. Ritz Kids® offers full and half-day experiences of exploration and discovery for your little ones, and our family-friendly hotels offer plenty of activities to help create memories that last a lifetime.



ACCESS GRANTED

SEE ALL MOMENTS >

With Marriott Bonvoy® Moments and The Ritz-Carlton, there are infinite possibilities to discover — including an exhilarating race-day experience in Montreal with Mercedes-AMG Petronas Motorsport.



THE CANARY ISLANDS: FIRES OF CREATION

STAY AT THE RITZ-CARLTON, ARANHA

The interplay between water and molten rock — the way one cools as the other scorches — gave rise to mountain peaks on the ocean floor that created the Canary Islands. Each day at noon, guests at The Ritz-Carlton, Aranha may honor the island's origins by lighting a candle for each of the seven main islands.

[FIRST LAST'S][YOUR] RESERVATION HISTORY:

Recent Stay(s):

[CHECK-IN DATE] TO [CHECKOUT DATE] AT [PROPERTY]

Please share your favorite moments with us on Instagram.

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New Orleans: Discover our menu featuring organic, seasonal produce from farms across the south.

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DISCOVER >



ritzcrlton



#RCMEMORIES

Experience The Ritz-Carlton through the eyes of fellow travelers and share unforgettable moments from your own day.

SEE MORE #RCMEMORIES >

COMING NEXT MONTH

Lorem Ipsum Dolor (20) • Lorem Ipsum Dolor (20) • Lorem Ipsum Dolor Sit (20)

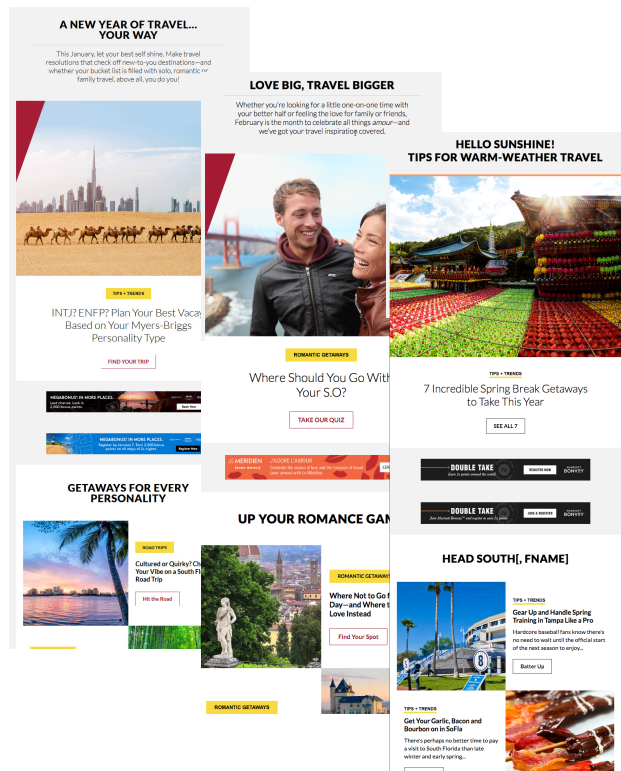
Q1 2019 Quarterly Email Review

April 10, 2019

yes



Q1 '19 PERFORMANCE VS. GOAL



OPEN RATE
16.2%
(+1.9% vs goal of 15%)

CTO RATE
5.5%
(-0.5% vs goal of 6%)

SESSIONS
42.6K
(+113% vs goal of 20K)

DURATION
1:01
(-32% vs goal of 1:30)

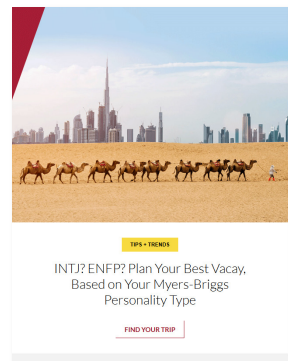
PAGES/VISIT
1.38
(-45% vs goal of 2.5)

- Open and CTO rates were aligned with goal; 2% above & on-par respectively
- Online activity was down over 30% for key KPIs compared to goal
 - Site changed mid-quarter to align with loyalty program launch
 - Infinite scroll functionality down in Feb and March
 - Continue to monitor engagement after relaunch in April

MAIN TAKEAWAYS

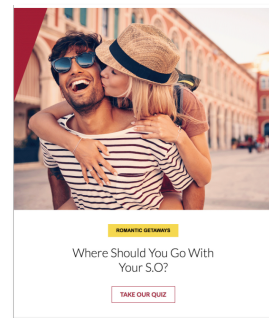
➤ Personality driven hero article in Jan drove record high clicks

- 37K unique module clicks – the most since '17 launch; 59% of clicks
- Article generated 28.8K sessions, 77% of total



➤ YoY engagement down in romance quiz in hero; consider broader appeal

- 24% of total clicks on module; -14 pt. vs. last years 35% of clicks
- 10K clicks vs. 21K clicks last year; generated 8.5K sessions, 33% of total
- Reused 2018 high performing quiz
- Had to show quiz to all due to last minute targeting change
- Revisit plan to target content based on previous engagement next time; reduces risk of turning off previous readers



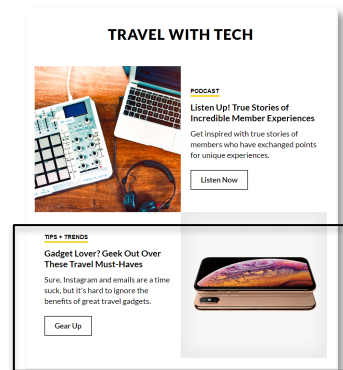
MAIN TAKEAWAYS

March content provides insight for future targeting and personalization:

- Elites enjoyed gadgets more than Basics & non-members, especially Plat.
 - In the top 3 for Platinum and 4th for other Elites (outside of header and footer)
 - Consider as targeted content in the future by level

- Non-member top 3 interests were hero, Spring Training Camp, and promo (outside of header and footer)
 - For members, hero was #1 & 7 European Towns was #2....was #4 for non-mbrs
 - Continue to monitor interest in locations outside of U.S.; may need domestic focus

- 1.4K clicks on Double Take promotion banners which was 84% of all banner clicks (member & non-member combined); most to-date for banners
 - Good click-catchers for email and support for promo team



ACTIONABLE INSIGHTS

Repeatable tactics:

- Interactive quizzes, polls work well; consider including in every mailing as consistent content
- Personality driven content engaged readers and recommend approach as a future content option
- Revisit repurposing high performing content for select audiences; use data to drive targeting
- Target Elites with travel tech/gadgets content; tips to make traveling easier
- Promo banners are good click-catchers, even with non-members

Areas for opportunities:

- Partner with Epsilon on throttling strategy when adding new audiences of significant size
- Monitor engagement of non-members closely and look for opportunities to tailor content to their interests and travel patterns
- Consider including content like treat yourself or “galentine’s” to broaden Feb romance theme

7.9% LIFT FROM HERO OPTIMIZATION IN MARCH

Wylei Optimization Overview:

Reporting Period: March 23 –26, 2019

Control: 10% Random Control

Optimization: Optimized on First Party and Contextual Data
Lift: 7.94% with 100% Statistical Significance

Hero 1: Animated Sun



Hero 2: Slideshow (first image)



Performance Summary:

- Hero image optimization; Animated Image vs. Slideshow (3 Images)
- Slideshow drove higher engagement (contributed to 80% of the overall 7.9% lift)
- Animation had stronger engagement in Oct'18 hero optimization
- Continue looking for opportunities to optimize animation in hero for trends
- Increase number of images and options to at least 3-4 to increase overall performance and aid in lifting interaction from different segments