



Marriott[®]

INTERNATIONAL

"IN AN INFLATIONARY WORLD, A TOLL BRIDGE (LIKE COMPANY) WOULD BE A GREAT THING TO OWN BECAUSE YOU'VE LAID OUT THE CAPITAL COSTS. YOU'VE BUILT IT IN OLD DOLLARS AND YOU DON'T HAVE TO KEEP REPLACING IT."

- WARREN BUFFET

Duncan Everson

April 2021

Integrated Marketing Campaign-Service

South Salem High School

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Salem, OR. 97302

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Executive Summary



Company Description:

Marriott International is a hospitality company that operates and franchises many various brands. They offer a wide mix of hotel brands to accommodate travelers with a range of service options ranging from Luxury to Select stays.

Campaign Objectives:



Campaign Target Market:

Primary: 30-50 year old (Generation X) Americans

Secondary: Small and medium businesses within America that exist within any business to consumer industry

Tertiary: 35-45 year old entrepreneurs within urban areas

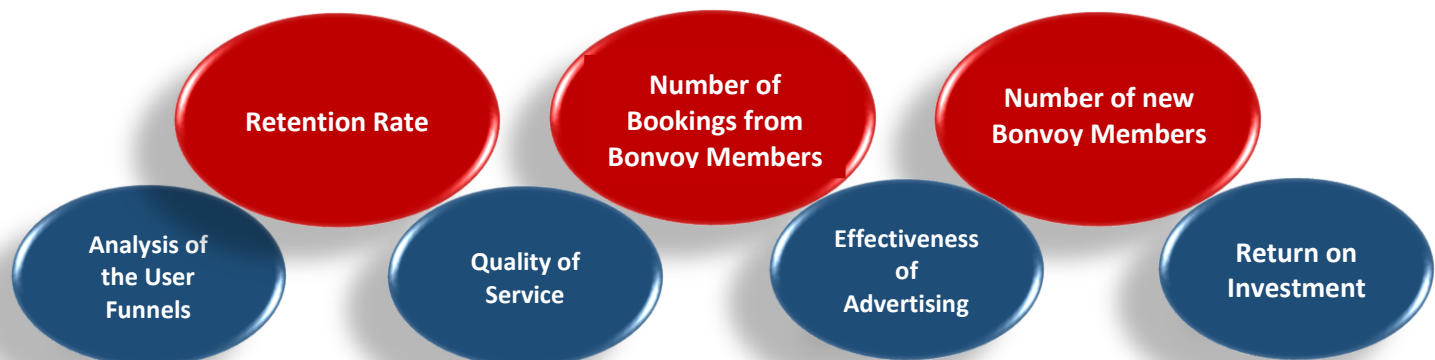
Campaign Activities:

Phase	Activities
1. Prep	On June 1 st , 2021, we will begin development of a new Partner Business system called The Atlas. On August 2 st , 2021, we will begin development on a new promotional lineup system called Hotspots, and a new lodging option called Extensions. All development for these activities will end on November 2 nd , with testing of the systems occurring on December 16 th . On January 17 th , we will have a press release to announce the systems to the world and key information so that people may make vacation plans around these systems.
2. Launch	On May 2 nd , 2022, we will unlock all of the modifications and new systems added, making it all available to the general public. We will begin advertising through personalized promotion, as well as mass market advertising techniques to get the word of our systems out there. We will conclude all activities on June 15 th , and we will evaluate each activity to determine whether or not they were successful, and whether or not we should continue their use to maximize profits.

Campaign Budget:

Technology Improvements (1 time cost)	\$308,566
Campaign (Cost for every implementation)	\$4,850,000
Budget Total	\$5,199,912

Key Metrics:



Description of Service

Company Summation:

Marriott International is a diversified hospitality company that manages and franchises several hotels and lodging related facilities. In 1995, Marriott International was the first hotel company to offer online reservations, further differentiating themselves from competition. Today, Marriott has over 30 brands with 7484 properties in 131 countries and territories around the world. As of 2017, the company had employed over 177,000 people. However, the Covid-19 pandemic has taken a toll on the company as 92% of profits have been lost. In August of 2020, the company reported that 91% of its properties have been reopened and are slowly beginning to recover from the tremendous losses suffered.

Marriott International hosts a large service mix designed to accommodate travelers' lodging needs in a luxurious fashion, with dozens of hotel chains for the average traveler to choose from. Marriott International offers three main types of hotel stays. Luxury hotels offer a large, personalized variance of rooms in a luxurious fashion for a high price, while the Premium hotels offer mid-tier luxury at a moderate price. The Select hotels come at a relatively low price and offer little in the way of personalized variance and luxury in their hotel rooms, but what they lack in luxury, they make up for in the unmatched consistency. This effective tiered pricing strategy offers customers a large number of choices when it comes to making decisions about their hotel stays. Marriott has also added experiences to the service mix, offering tours and trips for customers to add to their stay.

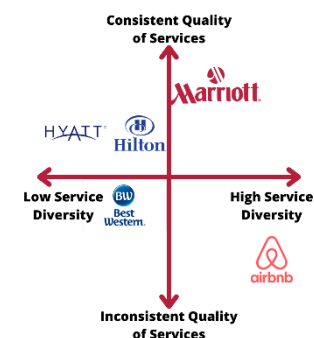


Figure 1: Perception Map

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Strong brand diversity, with over 30 brands that range in quality from Luxury to Select Strong brand reputation in the hospitality industry for providing consistency in the quality of services Prominent online presence, currently the 9th most frequented website for travel and tourism, holds a 4.9-star rating in the App Store 	<ul style="list-style-type: none"> Because Marriott International hotels operate as franchisees, there exists lesser control over the hotels themselves, the services offered, and the actions taken by such hotels, that is not outlined in the licensing agreement. Rooms booked through third party travel agencies or travel websites often take commission from the booking payment, meaning less revenue for Marriott
Opportunities	Threats
<ul style="list-style-type: none"> Marriott International has a captive audience on the app, meaning there exists a large group of people that can be promoted to through the app or website relating to future endeavors. Marriott has the opportunity to pilfer customers from other companies that have been bruised and weakened by the covid hit to the hospitality industry. 	<ul style="list-style-type: none"> Covid-19. As of August 2020, Marriott had lost 92% of its profits due to the pandemic Airbnb is a major competitor as consumers may find it to be safer as it is typically single -family occupancy Other lodging companies may be able to take customers from Marriott, depending on the actions taken by both Marriott and other companies.

Figure 2: SWOT analysis

Campaign Objectives

Primary: Increase Retention rate of Generation X individuals that have stayed with a Marriott International brand in the last 6 months within the United States to be 60%, an increase of 5 percentage points from the industry standard of 55%, within the dates of July 16th and August 30th, 2021.

Rationale: The retention rate within the travel and tourism industry is one of the lowest out of all economic sectors. An increase of retention rate would lead to an increase in total occupancy rate and would directly affect competitors that customers would otherwise utilize, such as Airbnb or Hilton.

Secondary: Increase the number of bookings of rooms from Bonvoy loyalty program members within the United States to be 53%, a increase of 3 percentage points from the baseline 50% of bookings coming from Bonvoy loyalty program members within the dates of July 16th and August 30th, 2021.

Rationale: Increasing the number of bookings that come from our captive audience that exists on our app as Marriot members would allow for a reduction in mass market advertising effort. As more and more of the limited Marriott rooms are filled with customers that can be reached effectively through our app, the need to spend money on mass market advertisements would diminish, and the money could thus be spent on expansion efforts.

Tertiary: Grow the average amount of new Bonvoy members per 45-day span from 81,111, to 85,000 in between the dates of July 16th and August 30th, 2021.

Rationale: Marriott within the year of 2020 has boasted a loyalty program membership growth of 1 million individuals. This equates to 81,111 individuals within any given 45-day span. Increasing the total number of new members will synergize well with the first two objectives, in that growth of the total volume of members will see more possible people that may book rooms consistently.

Campaign Target Market

Primary:

30-50 year olds within America (Generation X)

Demographic Data:

- 30-50 years old
- \$75,000 approx. average income
- Has a large amount of money in various assets

Psychographic/Behavioristic Data:

- Values referrals from close friends
- High brand loyalty
- Travels relatively frequently

<ul style="list-style-type: none"> ➤ Makes up 19.85% of population in America <p>Geographic Data:</p> <ul style="list-style-type: none"> ➤ Mobile (not pinned to hotel) ➤ Is on vacation 	<ul style="list-style-type: none"> ➤ Moderately involved with technology and social media ➤ Receptive to deals and opportunities to save and/or earn money
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Figure 3: Primary Target Market Information Table

Secondary:	
Small and Medium sized business that exist within urban areas of America and operate within any industry	
<p>Demographic Data:</p> <ul style="list-style-type: none"> ➤ Exists within any business to consumer industry ➤ Yearly revenue is under \$1 billion <p>Geographic Data:</p> <ul style="list-style-type: none"> ➤ Business is located within America ➤ Business is located near a Marriott International owned hotel brand 	<p>Psychographic/Behavioristic Data:</p> <ul style="list-style-type: none"> ➤ Is connected with at least 2 other businesses within their local area ➤ Is looking to reach more potential customers. ➤ Utilizes trade journals and industry reports for decision making ➤ More rationally driven ➤ Opportunistic ➤ Is receptive to testimonials of other business owners

Figure 4: Secondary Target Market Information Table

Tertiary:	
35–45-year-old Entrepreneurs within urban areas	
<p>Demographic Data:</p> <ul style="list-style-type: none"> ➤ 35–45 years old ➤ \$75,000 approx. average income ➤ Has a large amount of money in various assets <p>Geographic Data:</p> <ul style="list-style-type: none"> ➤ Located within Urban areas ➤ has multiple homes or enough room in their home to list part of it out 	<p>Psychographic/Behavioristic Data:</p> <ul style="list-style-type: none"> ➤ Has utilized a Marriott International hotel before ➤ Receptive to deals and opportunities to save and/or earn money ➤ Is receptive to word of mouth promotion ➤ Has a social circle of at least 10 close friends ➤ Has at least 100 acquaintances

Figure 5: Tertiary Target Market Information Table

Campaign Activities and Schedule

Phase 1: Modifications and Preparations

Stage 1: Development of the Atlas System

- On June 1st, 2021, we will hire two app developers, two software engineers, and two website developers to modify the app and website to allow for the businesses to list themselves on a map for Loyalty Program members to utilize and pay for through the Marriott Bonvoy app for Bonvoy points, in exchange for 10% of the amount paid to be taken for ourselves as commission.

How it Works:

For the Prospective Customers

- The avenues for prospects to enter the map on the app will exist on the home and book page (see figure 6 and 7)
- After entering the map, the prospect will be taken to an overlay of apple maps created by Marriott (see figure 8). The prospect will be able to zoom and move around on the map, as well as tap on the icons that will present themselves upon zooming in.
- At the top of the screen, there will be an icon available for individuals to be able to view the options available to them in list form (see figure 9 and 10).

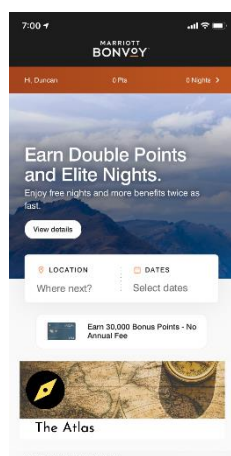


Figure 6: New app home page

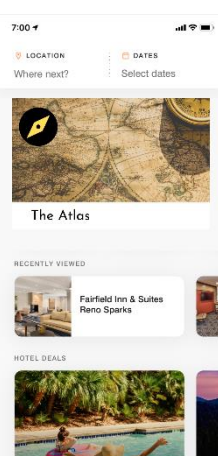


Figure 7: New app book page

- At the bottom left corner, there will exist a filter for the prospect to help narrow down the options presented that best match what the prospect is looking for (see figure 9). The categories that prospects will be able to filter by are as follows:
 - Food and Drink
 - Things to do
 - Shopping
 - Services
 - Marriott Hotels
 - Marriott Activities
 - Marriott Extensions
 - Other/Miscellaneous

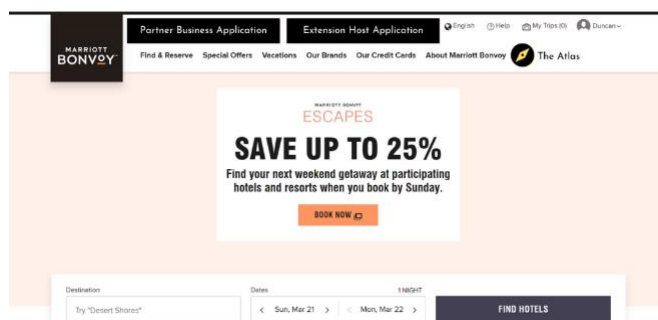


Figure 8: New website landing page

- After selecting one of the icons presented on the map, boxes will appear at the bottom of the screen (see figure 11).
- After clicking or tapping on the businesses box presented in the list form or on the map, the prospect will be taken to a profile that will showcase information about the partner business. There will exist a format that must be followed by all partner businesses for the sake of consistency, however the content within the format will be input entirely by the businesses themselves (see figure 12). The information showcased on the pages will include:

- A string of photos
- The business's name
- The business's combined rating from google maps and from our app and website
- What categories this business falls under
- The business's physical address
- The business's contact information
- A description of the business and/or product or service
- Any additional text that the business would like to add onto their profile

- Only loyalty members will be able to click the purchase button and then make payment.

- If they have purchased a service, then their reservation that was inputted at the payment page will be shown on their profile, or if no reservation is necessary, they will be able to simply go to the service or utilize the service whenever they need by relaying their first and last name to the business offering the service.
- If they have purchased a product then the product will either be sent to their room, or to an address of their choice, as inputted at the payment page.

For the Partner Businesses

- On the app, there will exist an avenue for businesses to list themselves after selecting the settings button, by then tapping the button with the text "Apply your business for partnership today!" (see figure 13).

- On the website, there will exist an avenue for businesses to list themselves by clicking on the "Partner Business Application" button (see

figure 8).

- After clicking the application button, partner businesses will then fill out their profile with all the information required within the formatting as previously mentioned. Once they finish inputting the information, they will be taken to a guidelines and conditions page that will outline all elements that will immediately get them removed from our partner business system.

Additional Key Information:

- On average a Bonvoy point is worth \$0.09
- Individuals that make a purchase from a partner business will, for no additional charge, make 3% of the price paid back as Bonvoy points. We as a company will still take 10% commission rate off the top of what is paid to Partner Businesses, but we will be issuing out 3% of that 10% of value to customers in the form of Bonvoy points.
- Customers will also have the ability to share the app with other individuals utilizing the share button that will be present in the bottom right corner of the map (see figure 9).
 - On the app, it will simply use the apple share feature, where if individuals text or email the map to another individual, they will receive 200 Bonvoy points, which can be done up to a maximum of 3 times before no more points are distributed.
 - On the website, individuals will need to click on the share button. It will take them to their email login, where then they can share the link to the website's map to individuals via an email in exchange for 200 Bonvoy points, which can be done up to a maximum of 3 times.
- There will additionally be the option for businesses to add onto their profile a rating called a Bonvoy Champion score. This score will be toggleable by the business so that it may or may not be shown to customers. This score will be issued out to the partner businesses by the local Marriott International hotel brand's customer service departments. The departments will issue them out based on the following reasons:
 - Cooperation with suggestions issued out by local Marriott International hotel brands.
 - Promotion of the Atlas system
 - Staying partners for extended periods of time
 - Advocacy
- As time goes on, the number of points awarded to businesses will be raised higher and higher, so that partner businesses that join later can compete with the older ones.

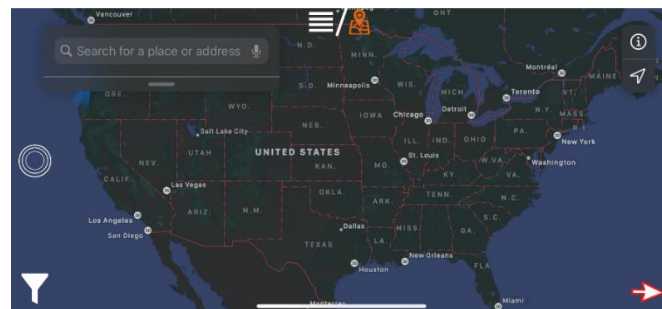


Figure 9: Atlas landing screen

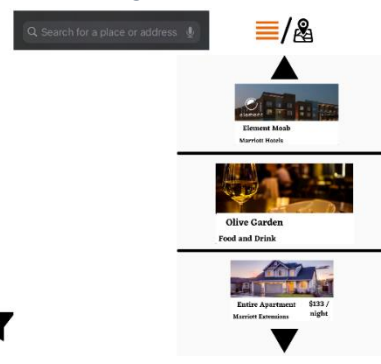


Figure 10: Atlas presented in list form.

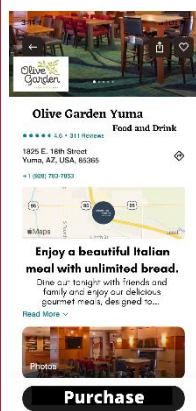


Figure 12: Entity Profile

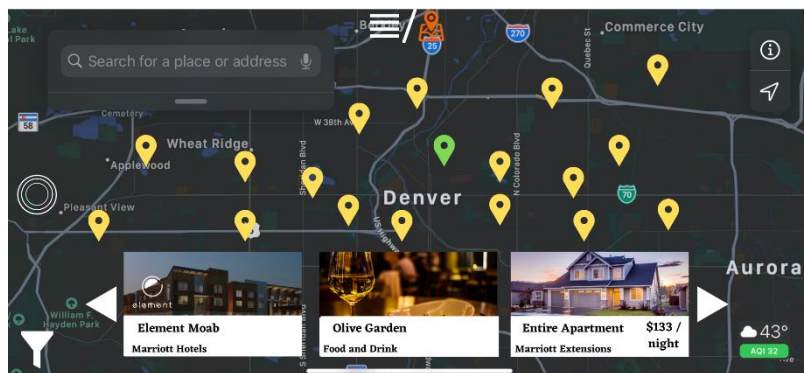


Figure 11: Atlas zoomed in and icon selected

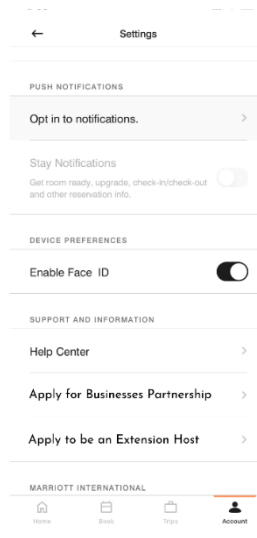


Figure 13: New app settings

How this ties into Campaign Objectives (1,2 and 3):

The retention rate will be increased by the giving out of more Bonvoy points in exchange for the utilization of the Atlas., alongside the increased volume of unique visitors that will come to the app in response to the new atlas system. The amount of loyalty program members that book rooms will increase, due to the necessity of a membership to utilize the atlas. Finally, the number of new members will increase within the campaign due to the necessity of a membership to utilize the atlas and to get Bonvoy points with any purchase from partner businesses.

Incentives:

Customers

- **Customers will utilize this service because of the additional Bonvoy points available to them. There also exists strong likelihood that customers will utilize the Atlas system for local activities done while not on vacation as well, granting additional revenue to both partner businesses and Marriott International.**

Partner Businesses

- **Businesses will participate in this system because of the additional total volume of purchases that flow to them due to listing with our Atlas system. It will cost nothing to register as a Marriott partner, and in return for registering, their business will be presented on the Marriott map or list so as to gain additional sales volume.**
- **Businesses will also have incentive to positively affect Marriott International by the issuance of Bonvoy Champion points from local Marriott International brands.**

Stakeholder Funnel:

Customers				
Awareness	Interest	Consideration	Conversion	Advocacy
Customer sees map on the home page or on the book page	Customer enters into map and moves the map around in examination	Customer clicks on an icon or on a box and is then taken to	Customer purchases a product or service from a partnered business	Customer shares the map with a friend for additional Bonvoy points
	Customer selects to view the businesses in list form and scrolls through the list or inputs a location			

Figure 14: Customer Funnel for the Atlas System

Partner Businesses				
Awareness	Interest	Consideration	Conversion	Advocacy
Prospective business goes to settings and views the “Apply your business for partnership today!” button	Prospective business taps or clicks on the application button	Prospective business is then taken to the information page and is shown all of the information about the system.	Prospective business fills out all of the information for their profile and then submits information	Links to our website from their app or website for additional Bonvoy Champion points
Prospective business views the “Partner Business Application” button				

Figure 15: Partner Business Funnel for the Atlas System

Stage 2: Development of Hotspot System

- On August 2nd, 2021, we will hire 2 app and 2 web developers to modify the app and website so as to distribute a selection of promotional choices, modifiable by a series of intensity changing geographic circles, to the Customer’s that have just utilized the app or the website to book a room. Customers will be able to utilize whichever promotional item they select.

How it Works:

- The customer, upon purchasing a night with a Marriott International Hotel, will have an additional promotion added to their promotions in their profile (see figure 16), which upon being clicked or tapped on, will showcase the following items for the user to choose from:
 - **225 additional Marriott Bonvoy points**
 - **A 10% discount at their next Marriott International hotel room**
 - **The opportunity to refer a friend for 65 Bonvoy points and a 7% discount at any hotel**
 - **\$50 of credit for use at any partner business**
 - **A 24-hour 5% discount on all partner businesses products and services**
- Based on where the hotel they stayed at was geographically located, the customer may receive promotions with a modified intensity, where intensity refers to how much of a benefit the customer will receive with their promotion.
- Customer’s will be able to select which promotional option they wish to utilize from the account page in the app by first selecting “My Promotions”. On the website, customers will be able to make the selection after clicking on their name in the upper right corner, and then clicking on the “Promotions” button.

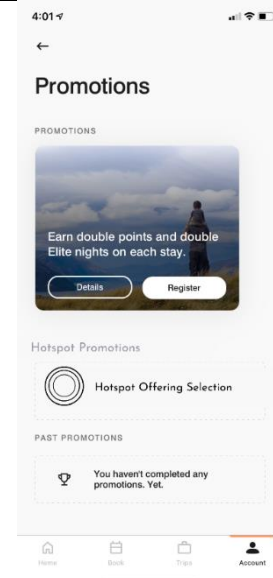


Figure 16: New promotions section of the app

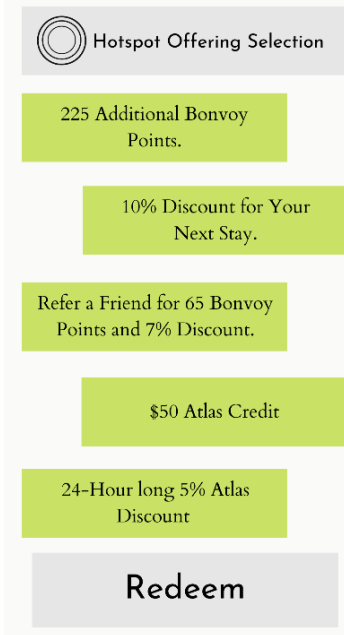


Figure 17: Menu where customer selects Hotspot item

map. To activate the selection, simply tap the icon.

hotspots will change location once per day

- The hotspots will randomly change to be in different locations at 12:00am EST
- The hotspots will automatically shift to the 4 regions that had the lowest occupancy rate the day prior. The hotspots will not appear in the same region 2 times in one week, however they may reemerge in the same region after one week.
- If need be, the campaign manager can manually select the next hotspot locations.
- The intensity of the items the user can select from will remain the same regardless of if the hotspots have shifted prior to redemption.
- Individuals that have redeemed their selection and wait to utilize their promotions until after the campaign has ended will have their promotions honored.

How this ties into Campaign Objectives (1 and 2):

The retention rate will be increased by the issuance of promotional items that either encourage a new hotel booking, or the utilization of the map to make purchases. The amount of loyalty program members that book rooms will increase, due to the issuance of promotional items that boost the map.

Customer Funnel:

Awareness	Interest	Consideration	Conversion	Advocacy
Customer is notified either by push notification or by the pop-up bubble on the map that they have a sales promotion	Customer clicks or taps on the promotion tab on either the website or app	Customer clicks on the hotspot promotion and then is shown the corresponding information important to them about the promotions	Customer clicks or taps the redeem button, after having tapped or clicked the desired item, adding the button to the map that the customer can push to 'activate' the promotion and make it live	Customer shares the map with a friend for additional Bonvoy points

Figure 20: Customer funnel for Hotspot promotion system

Stage 3: Development of the Marriott Extensions System

- On August 2nd, 2021 we will hire two app developers and two web developers to modify the app and website for homeowners in the local San Diego area to list their space for people to stay the night at.

How it Works:

For the Prospective Customers

- If utilizing the map system to find their room, the Extensions will be showcased alongside all other icons present on the map. Once the user clicks on an Extension icon, then they will be shown a list of Extensions with the major difference being the addition of the price per night (see figure 11).
- Once the user then clicks or taps on one of the items in the list, they will be taken to a profile that has a similar format to the partner business format (see figure 12), with elements as follows:
 - A string of photos
 - The rooms one sentence description as provided by the host
 - The room's rating from our app and website
 - The room's physical address
 - A messaging system where interested parties may contact the host
 - A description of the room

- This will show them available promotions and upon clicking or tapping on the hotspot promotion, the user will be prompted to select which promotion to utilize (see figure 17).
- The customer will then select the desired promotion, and then hit redeem, effectively adding that single promotion to the map as a clickable or tappable button that will exist on the right side of the map at the middle of the screen, available to be activated at any moment (see figure 18).
- Customer's will be able to see the geographic locations of the intensity modifiers, represented as circles, by toggling on the Hotspot icon located on the left side of the map at the middle (see figure 18).
- The intensity that the promotions are modified corresponds to the position of the circle.
 - If the hotel is within the inner circle, the promotions will have their intensity increased by 3x.
 - If the hotel is within the middle circle, the promotions will have their intensity increased by 2x.
 - If the hotel is within the outer circle, then the promotions will have their intensity increased by 1.5x.
- Outside of the circles, there will be no modifications to the intensity of the sales promotions

Additional Key Information:

- Customers will only receive this lineup of promotions once.
- The sales promotions will only be offered within American hotels
- We will have 4 hotspots up at any time and these

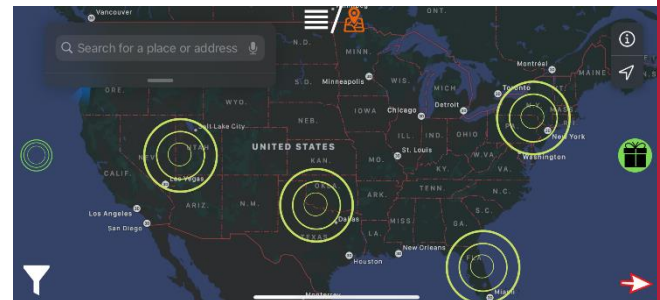


Figure 18: Atlas map showcasing hotspot locations

- Any additional text that the room would like to add onto their profile

- Once the user has hit the proceed button, they will be taken to a date selection page, and then after that, a page where they will fill out all required information that pertains to the purchase. Once the purchase has been made, they will be taken back to the map.

For the Lodging Hosts

- Potential Lodging hosts, in order to list their homes on our service, will follow a similar process to the partner business application system, with the only major differences being the wording utilized in reference to the applicant and also the information inputted

Additional Key Information:

- The houses will be offered as potential rooms that guests can stay at and will be shown to customers through the Marriott Bonvoy app as well as the website.
- The Extensions will not be shown to people that have clicked or tapped on a hotel on the map, or to the individuals that have gone the standard route for staying at a hotel room by using the search bar and by entering in the desired stay dates.

How this ties into Campaign Objectives (2 and 3):

The amount of loyalty program members that book rooms will increase, due to the necessity of a membership in order purchase an Extension. The number of new members will increase within the campaign due to the necessity of a membership to access Extensions.

Stakeholder Funnel:

Customers				
Awareness	Interest	Consideration	Conversion	Advocacy
The customer views the pop up bubble for the Extensions within the Atlas system.	Customer taps or clicks on the Extensions pop up, and is then taken to the list of Extensions	Customer clicks or taps on one of the Extension items and is shown the information for the Extension	The customer purchases Extension lodging	The customer shares the map with a friend for additional Bonvoy points

Figure 21: Customer funnel for the Extensions system

Lodging Hosts				
Awareness	Interest	Consideration	Conversion	Advocacy
Potential hosts view the lodging host application button	Potential host taps or clicks on the application button	Potential host is taken to the information input page and is shown all of the relevant information about the system.	Potential host fills out all of the information for their profile and then submits the information	The host shares the map with a friend for additional Bonvoy Champion points

Figure 22: Lodging Hosts funnel for the Extensions system

Stage 4: Testing

- On December 16th, 2021, we will conduct tests to ensure the Atlas System, Hotspot System, and Extensions System all run smoothly.
- We will travel through the funnels of all activities, all the while documenting anomalies and anything of significance for the developers to address.
- We will test the Hotspot system by inputting data saying we purchased rooms using each of the sales promotion tools, and then we will measure whether or not the app discounts the room in a correct manner, and whether it charges the correct amount to a bank account.

Stage 5: Publicity

- On January 17th, 2022, we will engage in a press release discussing the Atlas System, the Hotspot System, and the Extensions System.

Phase 2: Campaign Launch

Stage 1: Campaign Launch

- On May 2nd, 2022, we will unlock all technological changes made.
- We will also begin tracking the customer's journey through the user funnel for each marketing activity, and we will also begin issuing out prompt and response surveys for the purpose of tracking metrics.

Stage 2: Advertising

- On May 2nd, 2022, we will begin advertising.
 - Primary Target Market Advertising:
 - Billboards in major cities (see figure 23)
 - Spectaculars in airports (see figure 24)
 - Digital Display Advertisements on Google
 - Magazines
 - Radio
 - Push Notifications to all of our customer base
 - Direct Email to Previous Customers
 - Solicitation of Publicity
 - Secondary Target Market Advertising:
 - Billboards in major cities (see figure 25)
 - Trade journals
 - Digital display advertisements on google.
 - Push notifications to all of our customer base



Figure 23: Billboard promoting The Atlas to customers



Figure 24: Spectacular in Airport promoting The Atlas to customers



Figure 25: A billboard promoting The Atlas to local businesses.

- Direct email and mail to businesses
 - Solicitation of Publicity
- Tertiary Target Market Advertising:
- Digital display advertisements on google
 - Push notifications to all of our customer base
 - Direct email to previous customers
 - Solicitation of publicity

Stage 3: Campaign Conclusion

- On July 15th, 2022, we will halt all activities and begin evaluation of the metrics.
- If the metrics determine that the Atlas system was a success, then we will continue our partnerships and continue to allow for customers to gain Bonvoy points in exchange for utilizing the map in specific purchases.
- If the metrics demonstrate that the Hotspot system was a success, then we will make smaller circles and keep them running at reduced benefits, with the standard promotion element falling to be half of what it was during the campaign.
- If the metrics determine that the Extension system was a success, we will allow the activity to continue past the end of the campaign without further interference unless needed.

Gantt Chart:

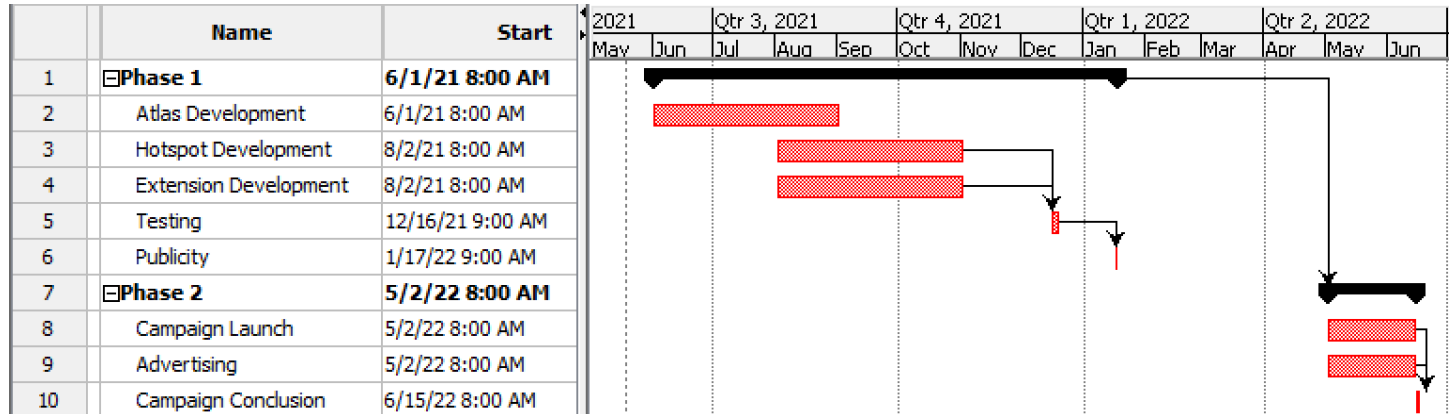


Figure 26: Gantt chart showcasing development schedule

Budget

Proposed Budget				
Item	Quantity	Salary Total	Months of work	Total
Phase 1: Modifications and Preparations				
Activities Manager	1	\$55,130	6	\$27,565
Software Engineer	2	\$172,884	6	\$86,442
App Developer (Atlas)	2	\$139,774	3	\$34,944
Web Developer (Atlas)	2	\$119,634	3	\$29,909
App Developer (Hotspots)	2	\$139,774	3	\$34,944
Web Developer (Hotspots)	2	\$119,634	3	\$29,909
App Developer (Extensions)	2	\$139,774	3	\$34,944
Web Developer (Extensions)	2	\$119,634	3	\$29,909
Phase 1 Total (Cost):				\$308,566
Item	Quantity	Salary	Months of Work	Total
Phase 2: Campaign Launch				
Campaign Director	1	\$71,365	1.5	\$8,921
App Developer	2	\$139,774	1.5	\$17,471
Web Developer	2	\$119,634	1.5	\$14,954
		Cost	Impressions	
Primary Target Market Efforts (PTME)				
Medium Billboard	400 (8-weeks)	\$1,100,000	12,000,000	
Displays in Airports	50 (8-weeks)	\$650,000	2,750,000	
Display Ads (Google)	344,828	\$200,000	5,745,562	
Magazines	40	\$700,000	4,700,000	
Radio	N/A	\$100,000	N/A	
Push Notifications	N/A	\$0	N/A	
Email Past Customers	N/A	\$0	N/A	
Solicitation of Media Coverage	N/A	\$0	N/A	
PTME Impressions:				25,195,562+
PTME Cost:				\$2,750,000

Secondary Target Market Efforts (STME)				
Medium Billboard	400 (8-weeks)	\$1,100,000	12,000,000	
Display Ads (Google)	344,828	\$200,000	5,745,562	
Trade Journals	50	\$600,000	3,000,000	
Push Notifications	N/A	\$0	N/A	
Email to Businesses	N/A	\$0	N/A	
Mail to Businesses	N/A	\$0	N/A	
Solicitation of Media Coverage	N/A	\$0	N/A	
				STME Impressions: 20,745,562+
				STME Cost: \$1,900,000
Tertiary Target Market Efforts (TTME)				
Display Ads (Google)	344,828	\$200,000	5,745,562	
Push Notifications	N/A	\$0	N/A	
Email Past Customers	N/A	\$0	N/A	
Solicitation of Media Coverage	N/A	\$0	N/A	
				TTME Impressions: 5,745,562+
				TTME Cost: \$200,000
				Phase 2 Total (Impressions): 51,686,686+
				Phase 2 Total (Cost): \$4,850,000
Total Cost: \$5,199,912				

Figure 27: Budget table laying out costs of the campaign.

Key Metrics

Metric	Purpose	Determination Method	Benchmark	How to Improve in the Future
Primary Metrics				
Retention Rate	We wish to measure fluctuations in the retention rate and improve the rate because it is easier and cheaper to sell and market to existing customers. We want to discern whether there is significant change during the campaign	Analyze unique information given to Marriott by any given customer and compare it with unique information from the last 6 months (e.g. email, address, credit card information, names etc.)	60% retention rate	We can continue with loyalty systems to further give customers a sense that they are getting good value and are getting a good deal by staying with Marriott
Number of Bookings from Bonvoy Members	Measure the fluctuations in member bookings and improve the number of bookings done by members because members are easier to contact than individuals that have not purchased from us and members are also more likely to purchase from us again.	Look at how many bookings are done through accounts that exist as memberships vs how many bookings are done independently without a Bonvoy account	53% of bookings are from members	We can incentivize bookings with new promotional efforts and increase the value of having a membership when booking a hotel room and communicate very clearly the value of having a membership when the customer is considering making a purchase.
Number of New Bonvoy Members	Measure the number of new Bonvoy Members because it is important to grow the total volume of members because members are more inclined to purchase a Marriott room and are more receptive to information presented to them than individuals that have not purchased from Marriott.	We will examine, through the Marriott database, the number of new members that have been acquired in between the starting and ending dates of the campaign.	85,000 new members within the span of the campaign.	We can further incentivize membership by increasing the value of a membership to prospective members with, for example, creation of new systems only available to members.
Secondary Metrics				
Analysis of the User Funnel	Measure quantitative data about how the customer travels through the system.	Integrate tracking software into the systems to watch how the users travel through the funnel	5% of individuals that enter the funnel exit after they show advocacy	Determine where the fall-off points are and then solve the cause of the fall-off point
Quality of Service	Measure qualitative data about how the customer views the system. Allow the customer to "pull" features instead of us "pushing" features	The responses to survey prompts asking for feedback	3% of customers respond with a feature suggestion and/or general feedback	Determine the most requested feature improvements and implement them into the systems
How Effective	Measure what advertising efforts best elicit interest	The responses to survey prompts asking how they heard about the	0.2% of advertisement	Swap out plans that do not work, and experiment with new advertising channels

Advertising Channels are		systems compared to the total amount of impressions made.	viewers reach conversion	
Return on Investment	Measure the Return on Investment for the campaign and development	$(\text{Net Profit} / \text{Costs}) * 100 = \text{Return on Investment}$	10% ROI	Evaluate the above three metrics and then implement system modification and additional features to ultimately improve profit from the systems. We can also cut down on phase 2 expenses by removing advertising channels that have failed.

Figure 28: Metrics table outlining metrics to be utilized in the success or failure determination

Biggest Risks of Campaign Implementation

1. Partner business or lodging host errors.

When working with any sort of entity or individual, there exists risk in that those your working with do something that negatively impacts the business. With our partner business system, or with the Marriott Extensions system, there exists risk that those we work with will say a remark or do an action and tie Marriott International or one of our brands into their behavior.

What we are doing to mitigate the risk

Upon application into our system as a host or partner, documents outlining guidance and necessary instruction, alongside what will not be permitted, will be shown to them and they must acknowledge that they have read and accept our terms for them to move on. These documents open up the possibility to sue individuals that behave in error and tie Marriott International into it, therefore discouraging publicity issues. If such a behavioral issue does occur, then we will immediately distance ourselves from our partner or host, and if the issue is big enough, issue out a public apology.

2. Risk of Failure

We cannot be certain that we will recover the costs we incurred in developing the new programs, or that those programs will be successful. Or in other words, there exists risk that the systems and programs implemented will fail, or in other words, not achieve the break even point.

What we are doing to mitigate the risk

We will be having evaluation periods every 3 days in the 45 day campaign to discern if a pivot is necessary due to some element not working. We will also end activities at the end of the campaign, assuming they are not successful, so as to refocus on other areas and pivot elements of the systems that we could not while it was active.

3. Unexpected problems

There exists a possibility that problems unforeseen may exist within any of these systems that may interrupt user flow or that may exist as damaging to general user experience.

What we are doing to mitigate the risk

We will hire 2 app and 2 web developers to be on call during the 45-day campaign to sort out any issues that may arise in the systems.

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