



CASE STUDY:
Marriott®



INTRODUCTION

One of Marriott's guiding principles states, "We Put People First." There is no better way to put people first than to truly understand how the user will think, feel, and do in any given context. Marriott's website and mobile application allows users the flexibility of booking rooms on a browser or straight from their mobile device. Marriott broke digital ground in 2014 by introducing mobile checkout brand-wide. Today, our agency hopes to work with Marriott to enrich the experience for not only mobile users, but all who interact with any of Marriott's digital interfaces. It begins with understanding. In order to foster this understanding, our team feels user research is the first activity needed in our endeavor together. By spending time focused solely on the user, we will be able to garner insight into who is using the Marriott applications, why they are using them, and what outcomes they desire. In this way, we will be able to advocate for the user and continue in Marriott's spirit of putting people first.

WE PUT PEOPLE FIRST

"Take care of associates and they will take care of the customers."

WE PURSUE EXCELLENCE

Our dedication to the customer shows in everything we do.

WE EMBRACE CHANGE

Innovation has always been part of the Marriott story.

WE ACT WITH INTEGRITY

How we do business is as important as the business we do.

WE SERVE OUR WORLD

Marriott strives to be a force for good.



With solid user research, we will be able to make confident, informed decisions to build a solid foundation for all future work. User research will allow everyone working on the project from designers to marketers, developers to administration to place the user first. It goes beyond simply what the users may need: user research delves into needs in the

context of changing environments. Technology is a rapidly changing field. This constant in-flux environment can render features obsolete before they have been launched. User research will help to clarify what functions are important to user groups, while taking the dynamic nature of technological advancement in stride.

While we may have a cursory understanding of our target market, user research will uncover how the Marriott's applications are solving problems or creating frustrations for our users. It is imperative we uncover these pain points before the user encounters them. AppDynamics, a University of London based leader studying application usage, found that **90% of users** will stop using

an application due to substandard performance. **Eight in ten users** will completely delete an application due to poor experience. User research will help us eliminate this uncertainty and allow us to not only meet our customer's expectations, but to exceed them. With solid research, we will be able to delight the user and ensure we capture their business.

Initial user research uncovered the following pain points



Users have specific room requests including:

- Honeymoon suites
- Rooms booked together for families or wedding parties
- Child/baby friendly rooms

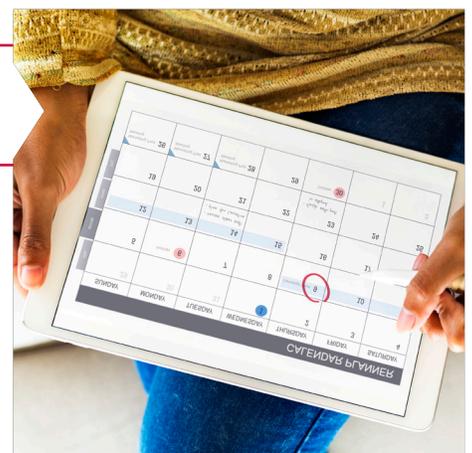
Users were unable to search or book based off of these needs.

SPECIAL OCCASIONS/SPECIAL NEEDS

MARRIOTT SPECIFIC TERMINOLOGY

Users have difficulty defining specific terms employed by Marriott including:

- Flexible dates
- Package rates
- Age-based rates





Users had difficulty when browsing through and sorting gallery images on the iPhone mobile application. Difficulty increased when screen size was reduced.

- Tested on iPad Pro
- iPhone 7 Plus
- iPhone 6

MOBILE APPLICATION INTERFACE

LANDMARKS & LOCAL EXPERIENCES

Ensure local landmarks and experiences are included consistently and thoroughly.

Inclusion of more basic needs:

- Grocery stores
- Hospitals
- Parks
- Doctors
- Gas stations,
- Restaurants with a price range

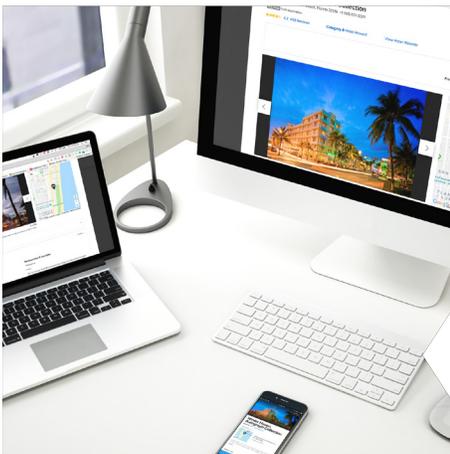


Ensure full functionality across application and website. Amenities and upgrades showcased on website but not on mobile.

Website highlights amenities:

- New Lobby
- Pools
- Pet friendly

Amenities missing on mobile application



MOBILE APPLICATION INTERFACE



NANO TESTING

In 1909, Henry Ford summed up product-driven marketing by stating, “Any customer can have a car painted any color that he wants so long as it is black.” Product development and marketing centered around concepts for new merchandise first, then the marketplace second. Often, this led to consumers making compromises to fit the product into their lifestyles. Product revisions occurred after

release, if at all. Customers had to accept the product as-is and had little input before a full-scale launch. One hundred and eight years later, we find ourselves in a market or consumer based society. Instead of a customer having a product’s color decided by the manufacturer, a customer can dictate specific features, colors, sizes, and functionality before the product



ships directly to their doorstep. This revolution has occurred in part due to user research.

User research allows companies to focus on who will be utilizing the product and in what context. By observing the user in their environment, decisions can be made to better the experience for the consumer, not necessarily the company. This can help avoid costly mistakes and create a pleasurable user experience for the customer. When a company is able to anticipate the consumer's needs, the consumer feels valued and they are more likely to not only use the company again, but also recommend it to others. This anticipatory ability does not come easily: it is something that must be developed with focused user research.

One method of user research is in person observation. Recently three individuals were chosen to book a hotel room on www.marriott.com. Their needs varied, as did the locations in which they were going to book their hotel rooms.



PARTICIPANTS

1

Soon to be married 35-year-old female. Her goal is to book a late year honeymoon in Jamaica

2

Mother of one booking a trip to Hilton Head, SC. This is a "tagalong" trip: her family has already booked their rooms and she, her husband, and daughter will be joining them last minute.

3

44-year-old male booking a room for a conference in Orlando, Florida.

PARTICIPANT 1

To begin her search, Participant 1 remarked on the variety of search options provided on Marriott's home page. While she knew she wanted to go to Jamaica, she had not done a lot of research on areas or airport names. A dropdown box allowed her to input cities, airports, or countries. She was able to input the dates of her honeymoon rather quickly, and seemed to be very comfortable with the site's interface. However, she stumbled over the "Flexible Dates" area. She clicked on a few things looking for an explanation or benefit to being flexible with their travel times,

however she became frustrated quickly. She gave up saying, "Our dates aren't flexible, so I am not sure why I am wasting time."

Once her options were input, she received only one search result. Both the participant and the user experience researcher assumed this was the only room available for her desired travel times. A preview of the room along with a rate were displayed. Once the participant clicked on the room, however, a sidebar appeared with options. It seemed out of place and rather confusing until the participant clicked on "something" and was taken to a page with a multitude of rooms available. The participant was very frustrated and confused over how she was able to see so many rooms. After retracing her steps, she found that it shows all of the possible hotels for her itinerary, however she mistook it for the rooms available. There was only one hotel meeting her criteria but it did have multiple rooms. As the participant moved forward she began to question other areas of the site, specifically the difference between the standard room rate and the package room rate. Similar to the flexible dates area, she



got frustrated and stopped looking for an explanation. Since she was booking her honeymoon, she was looking for a specific honeymoon suite or package, however she found none. Participant 1 gave up at this point, stating she would rather work with a company like Sandals or Beaches in order to secure the best deal specifically for a honeymoon.

This participant did not complete the task of booking a room as the site did not meet her specific needs.

KEY POINTS

- Input the travel dates quickly
- Confusion regarding “Flexible Dates”
- Frustrated and confused about the number of results
- Uncertain about the difference between the standard room rate and the package room rate
- Did not complete the task of booking a room as the site did not meet her specific needs.

PARTICIPANT 2



Participant 2’s family already booked a family beach trip to Hilton Head, South Carolina several months ago. Her work hours changed and she, her husband, and daughter decided to “tagalong.” For this customer, it was important to find a hotel close to where her family will be staying. When beginning the process, she had questions about the requirement to specify her child’s age. It states there may be “age based rates,” however these rates are not explained. Once the dates had been entered, Participant 2 found the sorting options very helpful. However, what she was most impressed by was the ability to switch into map view. This allowed her to see all hotels on the map and to click on each to access

a sidebar of information without losing the map. She was quickly able to choose a hotel very close to where her family would be staying. This function of the website made her visibly happy, and she remarked she would actually be using Marriott.com to book a room for the week. As she moved through the rest of the process, she was able to specify room options, even on short notice. She was able to request a rollaway bed or a crib, and specify a King size bed for her and her husband.

This participant completed the task of booking a room and was delighted by the ease of use.

KEY POINTS

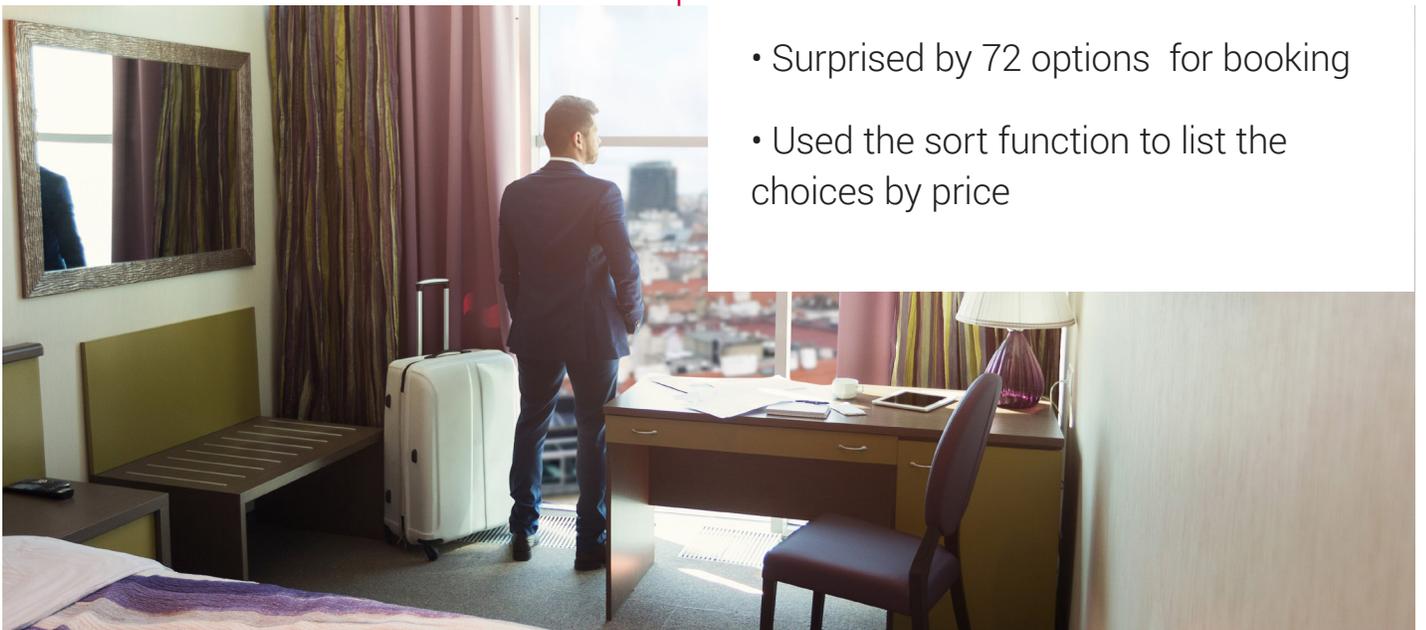
- Confusion about "aged-based rates"
- Completed the task easily

PARTICIPANT 3

Participant 3 was browsing for a hotel room for a three-day conference in Orlando, Florida. Unlike the other participants, he was using his iPad to browse the site. Initially, he expressed some doubt about the Marriott site, stating the calendar features usually give him problems. He books hotel rooms quite often for work and usually prefers the hotel chain's proprietary mobile application. After inputting the dates with no problems, he was surprised that seventy-two options were returned. He quickly used the sort function to list the choices by price. He selected the cheapest option and was able to quickly proceed to the end of the booking process. This participant had no problems booking a hotel room very quickly.

KEY POINTS

- Surprised by 72 options for booking
- Used the sort function to list the choices by price



USER RESEARCH GOALS

Three interviews will be conducted to provide user feedback and fulfill the following user research goals:

1

Develop strategies to anticipate and better address customer needs when booking a hotel.

Investigate the perception of the loyalty program, identifying strengths and weaknesses to improve customer interest.

2

3 Evaluate the approach to Marriott's "Deals" to determine if it is effective in comparison to other travel bundling sites.

Identify pain points in the user experience and determine the cause of user frustration when using a mobile application and website to book a hotel room.

4



USER RESEARCH GOALS

- 1** Develop strategies to anticipate and better address customer needs when booking a hotel.
- 2** Investigate the perception of the loyalty program, identifying strengths and weaknesses to improve customer interest.
- 3** Evaluate the approach to Marriott's "Deals" to determine if it is effective in comparison to other travel bundling sites.
- 4** Identify pain points in the user experience and determine the cause of user frustration when using a mobile application and website to book a hotel room.

USER RESEARCH QUESTIONS

User needs and behavior while booking

1. What are some of the reasons you might book a hotel?

Follow-up questions:

Have you considered or required the use of a hotel for a special event?

If so, what events?

How often do these occasions occur?

What kind of special requests or needs do you have when booking a hotel?

Rationale: This question will gain insight into the needs and desires of the hotel patron. It will inform the team of real needs and expectations from a customer. It requires the interviewee to specify occasions. It will allow us to identify offerings by the hotel and where effort should be focused. It will also help create a list of unknown events that may need a venue. It will allow Marriott to offer amenities that may not be offered by competitors.

2. When booking hotels, what device or method do you use primarily? Why?

Rationale: This question will allow the team to focus attention on primary methods of booking. We will be able to identify which devices are typically used and why that particular method is preferable to patrons. This information will guide efforts to refine the experience.

3. When do you browse or attempt to book a hotel? Why do you choose this time?

Rationale: By identifying when most people book hotels, we can anticipate possible distractions, develop features to streamline the booking process, and offer deals or incentives during peak booking times.

4. Do you find the process of choosing and booking a hotel enjoyable? Why or why not?

Follow-up Question:

What do you feel emotionally when booking? Why?

Rationale: The emotion state of the customer plays a huge role in how they will perceive the company. If the booking process is difficult or confusing, the patron may assume checking in and out, utilizing amenities, and payment methods may be just as frustrating. This information will allow Marriott to anticipate possible stress points and develop strategies to delight the patron.

Customer needs regarding hotel offerings

5. What are some of the primary considerations for your choice when you are booking a hotel?

Rationale: By addressing the considerations for choice by the customer, Marriott will be able to bolster its offering, deals, and amenities to meet the customer needs.

6. How important are on-site amenities such as spa treatments, on-site restaurants, catering, and special event planning?

Follow-up question:

Why are these amenities important?

Rationale: This question will reveal if people expect a hotel to provide services for special events. If so, it will allow the team to gauge how much emphasis should be placed on providing these amenities. Due to packaging and bundling services, as well as discount applications like Groupon, people may expect ease-of-use and bundling capabilities from the hotel.

Customer needs regarding deals and bundling services

7: Are you interested in partnerships with other businesses to maximize offerings regarding increased services and amenities?

Follow-up Questions:

Are you interested in bundling services and travel methods with Marriott?

Why or why not?

Rationale: This question will allow Marriott to investigate the viability of partnerships with other to maximize the hotel's capability. However, sometimes these partnerships can be costly and time consuming. If there is little interest, it may not be a worthwhile allocation of time and resources.

8. There are several travel websites which specialize in bundling offers. Do you utilize these sites or consider their usage when planning? Why or why not?

Rationale: Bundling sites and applications have gained in popularity. By offering deals on hotels, flight, car rental, and other services, people often feel they are getting a good deal. This may be a viable option for Marriott to consider, similar to the partnerships with other vendors and venues.

9. Do you use loyalty or reward programs offered by other businesses? Why or why not?

Rationale: Loyalty programs are more and more popular, however the usage may be inconsistent. This question will allow Marriott to gauge how many people subscribe to loyalty programs and actually use them. If users are active members and utilizing the programs, increasing the visibility of the program will be useful.

Customer interest in luxury upgrades

10: Many hotels offer an upgraded, luxury accommodations program. Some features may include room upgrades and upscale dining experiences. Are you interested in a luxury experience? Why or why not?

Follow-up Questions:

What special occasions would require luxury experiences? Why?

What occasions would NOT need a luxury experience? Why?

Rationale: The Luxury and Lifestyles program may be turning people away based on the perception of the program. Consumers may believe it is too costly or elegant for their budget or stage in life. However, Marriott does not want to degrade the program and turn away people who are looking for a truly luxury experience. This will allow insight into how to approach promoting the program and increasing reservations.

HYPOTHESES

1. Customers are more likely to use the mobile device to research and book a hotel room.
2. Customers experience some anxiety, worry, or doubt when booking a hotel room. This could be caused by the booking process or the experience at the hotel.
3. Many customers will consider the following factors, listed in order of importance: price, location, amenities.
4. The desired amenities offered by hotel will vary depending on the reason for booking the hotel. If the customer is staying only a night or two, the amenities may not matter at all.
5. Bundling and deal packages are becoming more desirable and popular as customers are always looking to save money and maximize their experience.
6. Loyalty programs can be very complicated and are usually associated with frequent shoppers - IE grocery store programs or restaurant programs. Customers may not travel enough to find the benefit in a loyalty program for a hotel.
7. A luxury experience will depend on the customer's needs when booking the hotel and their budget. Some may consider a luxury experience beyond their financial capabilities.

INTERVIEW GUIDE

Introduction

Hello! Thank you for joining me! Tonight we are going to just go through some questions about how and why you book hotels. This information is going to be used by Marriott to give them feedback and help the booking process and offerings for customers like you.

Warm Up

How often do you travel? Where to? Why?

Would you like to travel more?

If you could take a dream vacation, where would it be to? What would you like the hotel to offer to make it perfect?

Interview Questions

What are some of the reasons you might book a hotel?

When booking hotels, what device or method do you use primarily? Why?

When do you browse or attempt to book a hotel? Why do you choose this time?

Do you find the process of choosing and booking a hotel enjoyable? Why or why not?

What are some of the primary considerations for your choice when you are booking a hotel?

How important are on-site amenities such as spa treatments, on-site restaurants, catering, and special event planning?

Are you interested in partnerships with other businesses to maximize offerings regarding increased services and amenities?

There are several travel websites which specialize in bundling offers. Do you utilize these sites or consider their usage when planning? Why or why not?

Do you use loyalty or reward programs offered by other businesses? Why or why not?

Last question: Many hotels offer an upgraded, luxury accommodations program. Some features may include room upgrades and upscale dining experiences. Are you interested in a luxury experience? Why or why not?

Cool-Down

That's all the questions I have for you! Do you have any questions for me?

Any additional comments or thoughts?

Conclusion

Thank you so much for your time. I appreciate all of your answers and information. Your feedback will definitely be helpful!

INTERVIEW SUMMARY

Interview 1

Name: David - Roller Derby Referee

Gender: Male

Age: 40-45

Employment: Statistician

Hotel Stay Experience: Not often; once per year

Marriott Customer in the past 6 months? No

Environment: Digital interview over Facebook chat; Interviewee located in his home in Harrisburg, PA

Narrative: David is not a frequent traveler, however his experience with roller derby bouts and events includes utilizing hotels for special events. He also coordinates accommodations for out-of-town groups. David is a person who would rather travel than stay overnight, and he has friends in many of the areas he visits for derby events. During the interview, however, he did address specific amenities roller derby teams often need, such as laundry services, spa/hot tub access, and an area to air out equipment. He also discussed some hotels often have a space large enough to host roller derby bouts on-site. David utilizes bundling sites often, specifically Travelocity.

Interview 2

Name: Rose - The Family Traveler

Gender: Female

Age: 60-65

Employment: Education Administration Assistant/Mother

Hotel Stay Experience: Very often; once per month

Marriott Customer in the past 6 months? Yes

Environment: Digital interview over Facebook chat; Interviewee located in her home in Carrolltown, PA

Narrative: Rose travels very often, usually to visit family. Her main concerns were location, pet-friendliness, and having a comfortable bed due to health reasons. She uses the Marriott application to book hotels and often finds the experience easy. Rose also utilizes travel sites such as Travelocity in order to compare the amenities and offerings by each hotel in the area. She is a loyalty program user and would enjoy a luxury experience if the price was reasonable.

Interview 3

Name: Anne - The Frequent Business Traveler

Gender: Female

Age: 30-35

Employment: Self-Employed Jeweler

Hotel Stay Experience: Books a hotel for multiple days every other weekend

Marriott Customer in the past 6 months? Yes

Environment: Digital interview over Facebook chat; Interviewee located in her home in Pittsburgh

Narrative: Anne has her own business creating custom crafted jewelry. She travels every other weekend to conventions across the mid-to-eastern United States. Often, she is booking rooms for herself and several others for multiple days. Anne discussed amenity offerings such as wifi, breakfast, distance from the venue, and security. Because she is looking for the best value and what she refers to as the hotel "sweet spot," she utilizes applications like Orbitz. Anne is also very interested in consumer reviews of the hotel, as they can give her insight into the real experience of staying at a hotel. She would become loyal to a specific hotel if the experience was reliable.

INTERVIEW GUIDE

SPECIAL EVENTS

Question 1: When booking a hotel, how important are included amenities such as spa treatments, on-site restaurants, catering, and special event planning? Please choose the answer that most closely represents your needs.

- A. Very important: I like to have everything in one place and taken care of by the same people or company.
- B. Somewhat important: I would like to have some activities taken care of by the hotel to help streamline the process.
- C. Neutral: I have no opinion one way or another.
- D. Somewhat unimportant: While it is nice to have everything included, it does not bother me to plan things outside of the hotel.
- E. Completely unimportant: I would rather handle special event planning on my own.

Rationale: This question will reveal if people expect a hotel to provide services for special events. If so, it will allow the team to gauge how much emphasis should be placed on providing these amenities. Due to packaging and bundling services, as well as discount applications like Groupon, people may expect ease-of-use and bundling capabilities from the hotel.

Question 2: What special events would you plan or attend that require special attention and request fulfillment from a hotel? Check all that apply.

- | | | |
|--|---|---|
| <input type="checkbox"/> Weddings | <input type="checkbox"/> Birthdays | <input type="checkbox"/> General Parties |
| <input type="checkbox"/> Anniversaries | <input type="checkbox"/> Meetings | <input type="checkbox"/> Religious Celebrations |
| <input type="checkbox"/> Musical Events | <input type="checkbox"/> Festivals | <input type="checkbox"/> Trade Shows |
| <input type="checkbox"/> Conventions | <input type="checkbox"/> Award Ceremonies | <input type="checkbox"/> Performing Arts/Dance |
| <input type="checkbox"/> Prom/Homecoming | <input type="checkbox"/> Reunions | <input type="checkbox"/> Arbitrations |
| <input type="checkbox"/> Other | <input type="text"/> | |

Rationale: This requires the survey respondent to specify occasions. It will allow us to

identify offerings by the hotel and where effort should be focused. It will also help create a list of unknown events that may need a venue. It will allow Marriott to offer amenities that may not be offered by competitors.

Question 3: How interested are you in partnerships with other businesses to maximize offerings regarding increased services and amenities? Please choose the answer that most closely represents your needs.

- A. Very interested. I try to combine services and get the best deal possible when traveling or planning an event.
- B. Somewhat interested. I enjoy being able to save when possible.
- C. Neutral.
- D. Somewhat uninterested. Sometimes these deals can be complicated. However, I would be willing to browse simple offers.
- E. Completely uninterested. I will be traveling or hosting an event and I expect the costs associated with such events.

Rationale: This question will allow Marriott to investigate the viability of partnerships with other to maximize the hotel's capability. However, sometimes these partnerships can be costly and time consuming. If there is little interest, it may not be a worthwhile allocation of time and resources.

TECHNOLOGICAL QUESTIONS

Question 4: When using our mobile application (on a smartphone or tablet), please choose the answer which most relates to your experience.

- A. Excellent! It was easy to navigate, and all of the information I needed was there, along with all the features.
- B. Good. It was easy to understand once used.
- C. Neutral.
- D. Somewhat difficult. After puzzling over it for a bit and clicking a few buttons, I was able

to figure things out. It felt like there should be an easier way.

E. Very difficult. The interface was confusing and there were options missing.

Rationale: This question will gauge the effectiveness of the mobile application. It will help to clarify if there are pain points and frustrations which need to be investigated. It will also identify if users are able to use the application easily and effectively.

Question 5: When using our website on a desktop or laptop computer, please choose the answer which most relates to your experience.

A. Excellent! It was easy to navigate, and all of the information I needed was there, along with all the features.

B. Good. It was easy to understand once used.

C. Neutral.

D. Somewhat difficult. After puzzling over it for a bit and clicking a few links, I was able to figure things out. It felt like there should be an easier way.

E. Very difficult. The website was confusing and booking was frustrating.

Rationale: This question will gauge the effectiveness of the website interface. It will help to clarify if there are pain points and frustrations which need to be investigated. It will also identify if users are able to use the website easily and effectively.

Question 6: Marriott offers both website booking and mobile application booking. If you have utilized both, please choose the answer which most relates to your experience.

A. Excellent! The website and the application are very similar. I was able to seamlessly move from one to the other.

B. Good. The website and the application are related, but there are some differences. However, these were not completely disruptive. I can use both.

C. Neutral.

D. Somewhat difficult. The website and the application are related, but the information is

not exactly the same. I got a bit confused.

E. Very difficult. The website and the application are very different. Features were missing, information was hard to enter, and I was very frustrated.

Rationale: Since Marriott offers both mobile and desktop experiences to book a hotel, both should be easy to use and provide the same information. This question will allow the team to identify pain points and frustrations. If there are a lot of issues, it will require more in-depth user testing with both interfaces. If there are only a few problems, time and effort can be focused on more pressing issues.

LOYALTY PROGRAMS, DEALS, AND LUXURIES & LIFESTYLES

Question 7: Do you use loyalty programs offered by other businesses?

A. All the time! If a business has a loyalty program, I am a member. I use the loyalty program on every visit.

B. As much as possible! I am a part of loyalty programs at the businesses I frequent. I use them when I shop there.

C. Seldom usage. I am subscribed to many, but I only use them when I remember or there is a good deal.

D. Rare usage. I have a few subscriptions, but I rarely use them.

E. None. I do not belong to any loyalty programs.

Rationale: Loyalty programs are more and more popular, however the usage may be inconsistent. This question will allow Marriott to gauge how many people subscribe to loyalty programs and actually use them. If users are active members and utilizing the programs, increasing the visibility of the program will be useful.

Question 8: There are several travel websites which specialize in bundling offers. Do you utilize these sites or consider their usage when planning?

A. Always! These sites offer the best deals all in one place. The ease-of-use is unbeatable.

B. Most times. They seem reliable and very popular. I will check them out or go to specific hotels. It just depends on the situation

C. Seldom usage. If I see a commercial or someone mentions a site, I may check it out.

D. Never. I would rather deal with the hotel directly.

Rationale: Bundling sites and applications have gained in popularity. By offering deals on hotels, flight, car rental, and other services, people often feel they are getting a good deal. This may be a viable option for Marriott to consider, similar to the partnerships with other vendors and venues.

**Question 9: Marriott offers a loyalty program. In what ways could Marriott increase the attractiveness of their loyalty program?
Check all that apply.**

- | | |
|---|--|
| <input type="checkbox"/> Advertise on the radio | <input type="checkbox"/> Advertise on general sites |
| <input type="checkbox"/> Advertise on TV | <input type="checkbox"/> Advertise via text msg |
| <input type="checkbox"/> Advertise in print | <input type="checkbox"/> Advertise via email |
| <input type="checkbox"/> Advertise in airports | <input type="checkbox"/> Advertise via direct mail |
| <input type="checkbox"/> Advertisements on social media | <input type="checkbox"/> Advertise on travel sites |
| <input type="checkbox"/> Advertise on billboards | <input type="checkbox"/> Dedicated space on Marriott's webpage |
| <input type="checkbox"/> Send informational emails | <input type="checkbox"/> Pop up ads |
| <input type="checkbox"/> Feature based posts on social media | <input type="checkbox"/> Image based posts on social media |
| <input type="checkbox"/> Patron based posts on social media | <input type="checkbox"/> Testimonials |
| <input type="checkbox"/> Virtual Reality tours/posts | <input type="checkbox"/> Press Releases |
| <input type="checkbox"/> Information/Articles on trusted travel sites like TripAdvisor or AAA | |
| <input type="checkbox"/> Up-to-date blog posts | <input type="checkbox"/> Direct communication on social media |
| <input type="checkbox"/> Feature based posts on social media | <input type="checkbox"/> Other |

Rationale: Using the information from the above loyalty program questions, Marriott will be able to identify the channels most likely to connect to their consumers. Due to the proliferation of advertising across multiple channels, it is difficult to assess the most

reliable way to communicate with the customer. This question will allow the team to focus marketing efforts that best align with the way consumers wish to connect with Marriott.

Question 10: Marriott offers a Luxury and Lifestyles program. Based off of the name, choose the statement below that most defines your initial reaction to the Luxury and Lifestyles program.

- A. It sounds amazing. When planning an event or vacation, I want the very best. This title tells me Marriott can deliver.
- B. It sound intriguing. An upgrade to a vacation or an event may be warranted now and then.
- C. It sounds out of my price range. While I would to pamper myself with something luxurious, I simply cannot afford the price tag.
- D. This does not interest me. I am not traveling or planning an event meant to be luxurious.

Rationale: The Luxury and Lifestyles program may be turning people away based on the name and the perceived value of the program. Consumers may believe it is too costly or elegant for their budget or stage in life. However, Marriott does not want to degrade the program and turn away people looking for a truly luxury experience. This question will gauge the consumer's perception of the program based on it's title. This will allow insight into how to approach promoting the program and increasing reservations.