TODAY’S DISCUSSION TOPICS

1
WHY A CXO AT MARRIOTT?

2
CUSTOMER INTELLIGENCE AT THE HEART OF CX INNOVATION AND GROWTH

Starwood Integration
Marriott Hotels Transformation
Experiences Marketplace
RAVING BRAND FANS THROUGH AMAZING EXPERIENCES

1. Knowing + Delighting Customers
2. Brands + Portfolio People Love
3. Frictionless Experiences Powered by Tech
4. Passionate People Enriching the Experience
THE FOUR ROLES OF CX TO GROW OUR BUSINESS

CUSTOMER ACTIVIST
Know and represent the customer of today; fiercely advocate for the customer of tomorrow

APPLIED FUTURIST
Research and discover innovations that convert to customer value

EXPERIENCE ARCHITECT
Develop and orchestrate the enterprise customer experience strategy

CHANGE CATALYST
Paint an inspiring vision, imbue a customer-first mindset into the culture, and accelerate achievement of mission
The customer experience of the future lies at the nexus of design, technology, and the human touch.
CX IN PRACTICE

1. **Mapping** customer journeys
2. **Monitoring** health of customer journeys
3. **Identifying** disruptors to our journeys
4. **Linking** customer data across journeys
5. **Identifying and incubating** journey extensions and new ventures
6. **Prioritizing** investment across journeys
7. **Helping** leaders accelerate their areas
DISCOVER + ADVOCATE + ORCHESTRATE to ACCELERATE

...our ability to create amazing experiences

SERVING THE BUSINESS

FOCUS: Current businesses/ business models
KEY CLIENTS: Corporate Function and Continent leaders

TRANSFORMING THE ENTERPRISE

FOCUS: New businesses/ business models
KEY CLIENTS: CEO / Chief Commercial Officer
CUSTOMER INTELLIGENCE
THE HEART OF CX INNOVATION & GROWTH
Marriott International Completes Acquisition of Starwood Hotels & Resorts Worldwide, Creating World’s Largest and Best Hotel Company While Providing Unparalleled Guest Experience.
OUR JOURNEY TO ONE VOICE OF THE CUSTOMER

PRE 2013

- Multiple Tools
- Inefficient
- Research Focused

2014

- Single System
- Engagement
- Customer Focused

2016+

- Unified Platform
- Scalable
- Innovation Focused

FOUNDATIONAL

TRANSFORMATIVE
TRANSFORMATIVE ROLE

Goals (HQ & field bonus ties)

Drives operational execution

Enhances connection to guests

Fosters competitive spirit

Measures impact of innovation

Informs brand strategies

Identifies unmet needs
CORE PROGRAM STRENGTHS

Analytic Prowess

Embedded in Operations Culture
GSS Intent to Recommend is a Strong Indicator of Financial Performance

Intent to Recommend (% Top-2 Box)

RevPAR Index

- 0-39: 87.4
- 40-49: 106.2
- 50-59: 109.4
- 60-64: 113.5
- 65-69: 117.3
- 70-74: 118.0
- 75-100: 124.4
CHANGE MANAGEMENT

IMPLEMENTATION PHASES

ENGAGE       PREPARE       LAUNCH       SUSTAIN

DURING IMPLEMENTATION AND BEYOND

OVERVIEW VIDEO       LAND-IT       eLEARNING       WEBINARS

JOB AIDS & FAQs       BRIEFINGS & FACT SHEETS       OFFICE HOURS       MAILBOX
110 countries
6,000 properties
1.1 million rooms
1 Voice of the Customer
IT’S EFFICIENT AND INTUITIVE, SO YOU CAN FOCUS ON WHAT MATTERS MOST – OUR GUESTS
MARRIOTT HOTELS
TRANSFORMATION
The Marriott Hotels brand is on an exciting journey of transformation. We’re continuously innovating to evolve the hotel experience to meet the changing needs of our guests.
### INSPIRED BY AND DIRECTED BY CX

<table>
<thead>
<tr>
<th>BURNING PLATFORM</th>
<th>Insight team helps build the burning platform for change and engages all stakeholders on developing a path forward</th>
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</thead>
<tbody>
<tr>
<td>SERVICE</td>
<td>Insight/Research analyses all guest verbatim feedback to help inform path forward to develop “Hosting” culture</td>
</tr>
<tr>
<td>PRODUCT</td>
<td>Primary research conducted on NextGen travelers to inform the future guest room</td>
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<tr>
<td>RENOVATIONS</td>
<td>Closely monitor hotel performance post-renovation and conduct additional research to fine-tune / course correct</td>
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<tr>
<td>SKIN IN THE GAME</td>
<td>Invest heavily in the best-of-best innovations, led by my CX Innovation team, to prove impact of the mandated change.</td>
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INNOVATION HAS TO BE OWNED BY ALL OF US.

ARNE SORENSON
EXPERIENCES MARKETPLACE
EXPERIENCES MARKETPLACE

A NEW FRONTIER

100,000+ Travel Experiences for Guests Worldwide With PlacePass

Consumer Insight: wealth defined more by the accumulation of experiences rather than money

Personalization: More data about customer interests and preferences to build intimacy

Buy Direct: Offers even more tangible benefits for coming directly to MI

Loyalty: Enhances what it means to be a Marriott Rewards/SPG member
It’s just the beginning
QUESTIONS
THANK YOU