



APRIL 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

June 1st, 2017

yes

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APRIL 2017 EMAIL PROGRAM SUMMARY

Key initiatives

- **100 K MRCC** offer was featured in **eNews** & contributed significantly to forecast
- **MVP** launched in **eNews** but without the benefit of the full MVP experience
- **Account Linkage Solo** generated ~12 K linked accts 4x more efficiently than previous efforts

Optimize Email performance

- **Destinations** continued the summer theme & generated Open rate highs
- **MVC resend** added 40% more opens & 50% more clicks to the March original
- Design updates increased **Renewers** CTO% while **Hertz** remained unaffected
- Lifecycle **Hello Again** hit near Open% & CTO% lows

Test Summary: subject line optimization

		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	20.1 M +0.3%							
	Total Delivered	73.5 M -15.7%	15.0 M 26.8%	10.4 M 1.4%	12.6 M 15.1%	10.7 M -65.9%	5.4 M 28.0%	14.0 M 14.7%	5.5 M -14.0%
	Unsub Rate	0.16% -0.2 pts	0.10% -0.2 pts	0.15% 0.0 pts	0.13% -0.2 pts	0.11% -0.2 pts	0.27% -0.4 pts	0.23% -0.2 pts	0.17% 0.1 pts
	Delivery Rate	99% 0.3 pts	99% 0.8 pts	100% 2.8 pts	99% 0.2 pts	98% -0.9 pts	97% 0.9 pts	99% -0.6 pts	95% -1.1 pts
Engagement	Open Rate	23.6% -0.8 pts	25.1% 1.5 pts	19.0% 0.1 pts	26.4% 4.9 pts	20.8% -6.3 pts	32.8% -0.9 pts	21.9% 0.2 pts	22.7% -2.4 pts
	Opens	17.4 M -18.4%	3.8 M 34.6%	2.0 M 2.0%	3.3 M 41.1%	2.2 M -73.8%	1.8 M 24.5%	3.1 M 15.6%	1.2 M -22.2%
	Click Rate	2.1% 0.2 pts	3.1% 0.0 pts	1.5% -0.3 pts	1.5% 0.4 pts	2.5% 0.8 pts	5.7% -0.9 pts	0.6% -0.1 pts	0.8% -0.1 pts
	Unique Clicks	1.5 M -6.1%	457.4 K 27.3%	159.0 K -14.2%	190.4 K 57.0%	266.9 K -49.3%	307.4 K 10.8%	88.8 K 4.8%	41.5 K -24.4%
	Click to Open Rate	8.7% 1.1 pts	12.2% -0.7 pts	8.1% -1.5 pts	5.7% 0.6 pts	12.0% 5.8 pts	17.2% -2.1 pts	2.9% -0.3 pts	3.3% -0.1 pts
Financial	Bookings	36.1 K -42.6%	7.1 K -47.0%	4.7 K -34.1%	4.6 K 22.4%	9.3 K -64.4%	6.1 K -1.1%	2.6 K -16.5%	1.7 K -47.3%
	Revenue	\$11.7 M -45.0%	\$2.3 M -49.9%	\$1.5 M -33.3%	\$1.4 M 14.1%	\$3.1 M -65.7%	\$2.0 M -0.4%	\$680.8 K -19.5%	\$576.6 K -47.2%
	Conversion Rate	2.4% -1.5 pts	1.6% -2.2 pts	3.0% -0.9 pts	2.4% -0.7 pts	3.5% -1.5 pts	2.0% -0.2 pts	2.9% -0.7 pts	4.2% -1.8 pts
	Bookings per Delivered(K)	0.5 -32.0%	0.5 -58.2%	0.5 -35.0%	0.4 6.4%	0.9 4.5%	1.1 -22.8%	0.2 -27.2%	0.3 -38.8%

* Calculated using Mailable Openers** from Active, Inactive, and Non Member Counts

** Total Mailable minus anyone who has not clicked/opened an email in past 15 months

Note: Error in
Omniure financials

Program grew more efficient YoY, deliveries decreased 16% & CTO% increased 15% due to more clicks generated from less YoY opens

eNews CTO% was down 5% YoY; '16 ft. Megabonus;

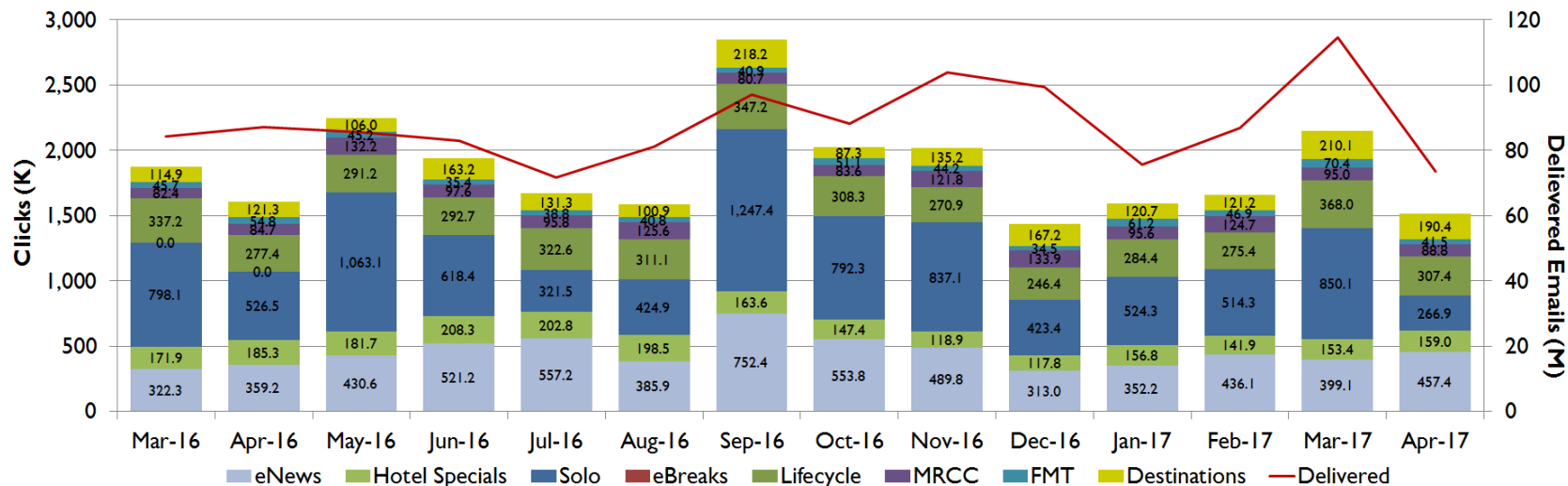
Hotel Specials CTO% fell 16%; '16 ft. Hilton Head Sweeps (middle offer)

Destinations continued Summer theme with highest Open% since Jan '16 & 11% YoY increase in CTO%

Solo Open% decreased 23% YoY and CTO% increased 94% due to MVC resend & '16 Solos

Lifecycle CTO% fell 11% YoY, driven by falling Anniversary and Hello Again CTO%

LACK OF LARGE VOLUME SOLOS RESULTED IN YOY CLICK VOLUME DECREASE DESPITE INCREASES IN CORE COMMUNICATIONS



April Key Solo Mailings

Apr '17: SPG Link Accounts Reminder
Points Expiration
MVC Follow-Up
METT

Delivered / Clicks

851 K / 88 K
390 K / 49 K
5.4 M / 48 K
2.4 M / 27 K

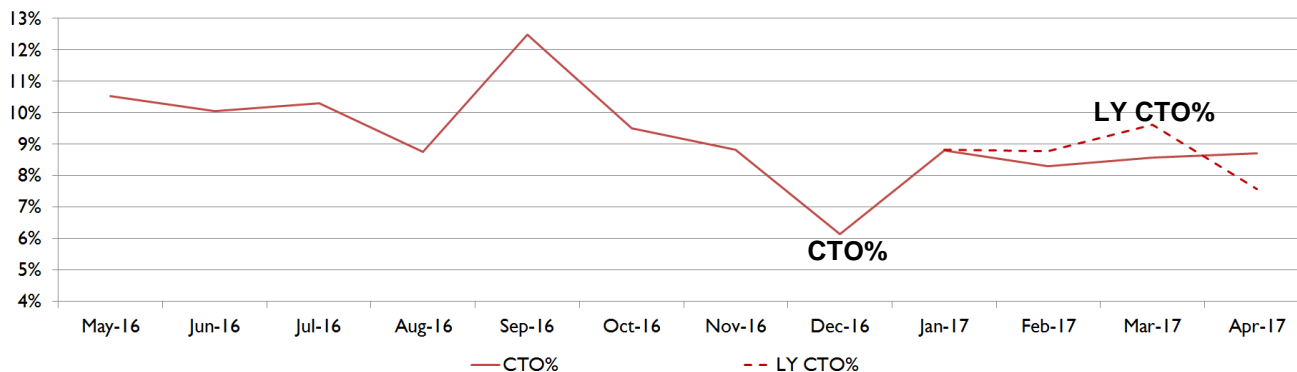
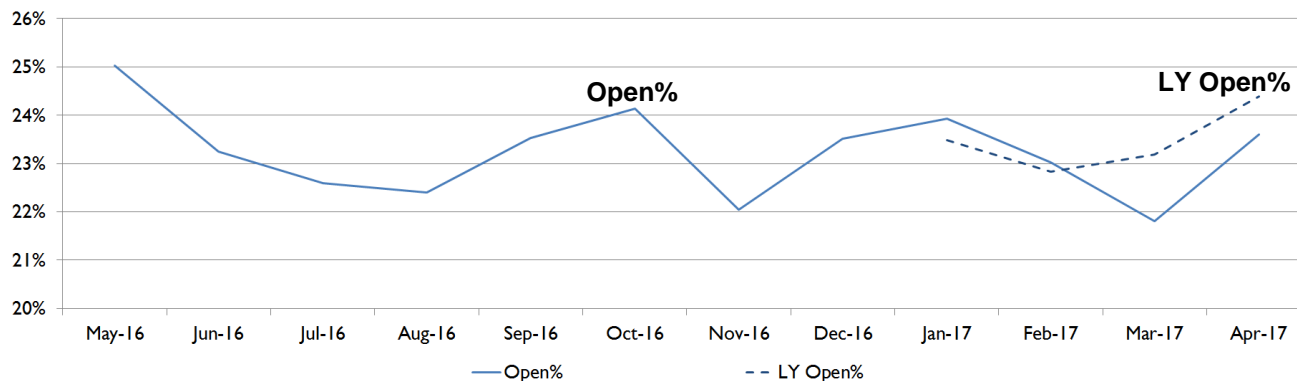
Apr '16: Member Rates

SPG Announcement
MB Last Chance Re
MB Achievement

Delivered / Clicks

14.4 M / 203 K
11.7 M / 76 K
1.5 M / 58 K
85 K / 45 K

OPEN% WAS CONSISTENT WITH 2016 TRENDS WHILE CTO% INCREASED YOY



Open% was 1.3% above the 12-month avg but down 3.2% YoY

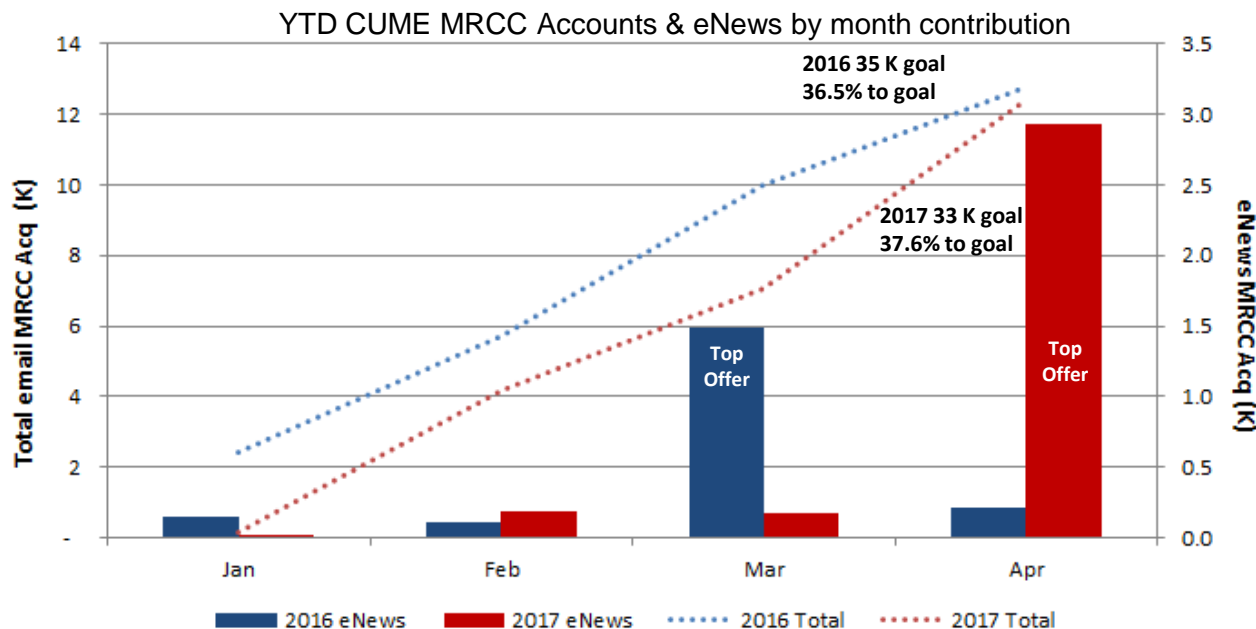
- Generally above avg Open% from core communications
- Apr '17 MVC reminder generated below avg Open%
- High Open% from SPG Announcement '16

CTO% was up 15.1% YoY

- MVC generated above avg CTO%
- Apr'16 Member Rates & SPG Announcement drove well below avg CTO%

KEY STORYLINES

ENEWS TOP OFFER CONTRIBUTED SIGNIFICANTLY TO MRCC FORECAST



eNews impact has increased

- eNews contributed 55% of MRCC acquisitions in April
- Mar'16 eNews generated 35%

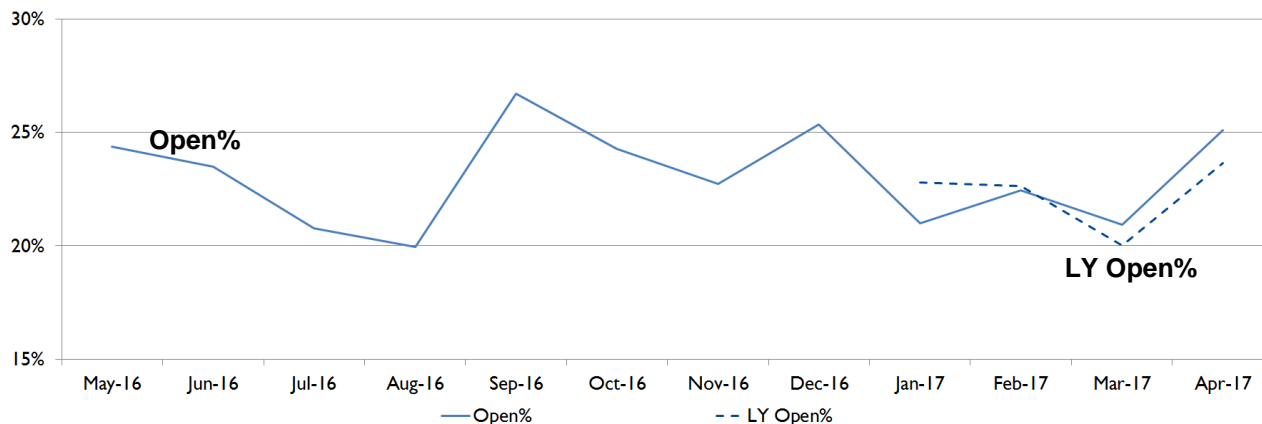
Without additional efforts, forecast may not be achieved

- Monthly MRCC avg 2.0 K
- Other support: ~ 300-400
- eNews (no Top Offer): ~ 100

Projected ~ 85% of forecast

Potential scenario: In order to meet forecast, 2 more Top Offer features in eNews in 2017

3RD HIGHEST OPEN% IN THE PAST YEAR HIGHLIGHTING POINTS



Promise of bonus points generated high Open%

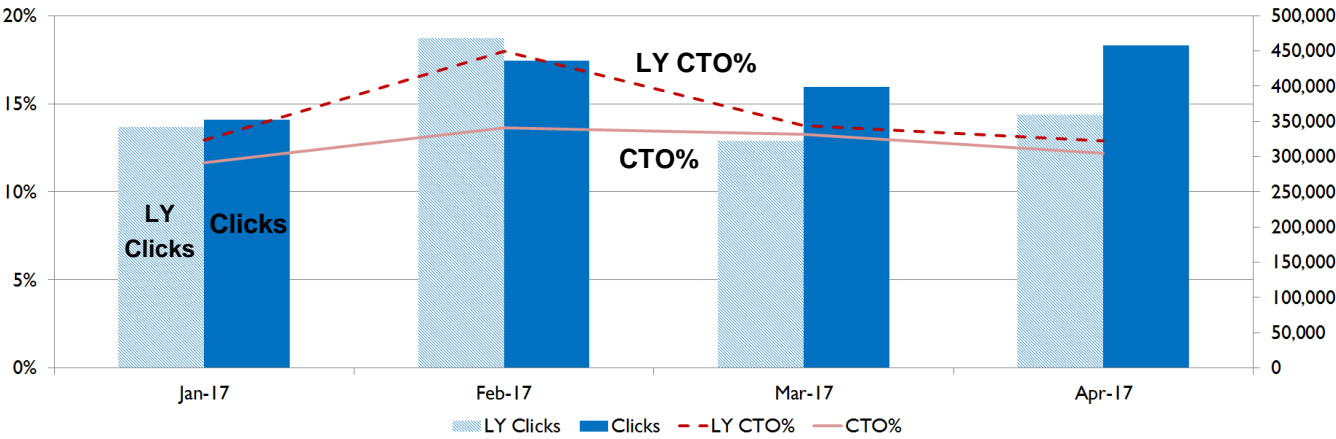
- MRCC SL: Your Account:
100,000 Bonus Points (Limited Time)
- Vacations SL: Your Account:
10,000 Points (Plus Vacation)

Members engage well with the promise of bonus points

Note: 500 K increase in audience MoM, due to increase in Chinese audience (27% increase YoY) but this did not appear to impact performance

MVP DID NOT HAVE A SIGNIFICANT IMPACT ON CLICK ENGAGEMENT

April click volume increased due to email volume instead of increase in CTO%



While click volume did increase in April, it was due to an increase in email delivered

- +27% YoY; +4% MoM

CTO%, which ideally would have increased with MVP, decreased YoY & MoM

Additionally, the Rewards section* generated lower click engagement

- 9% less clicks than 12 mo avg
- 4% decrease in % clicks to section

* MVP was located in the Rewards section

OVERVIEW OF MVP EXPERIENCES

(1) BAU: Curated Offers (with dynamic targeting)

Points sharing is the best way to tell a friend "let's go."

TRAVEL, TRANSFORMED

1a A Cupful of Credit: Use your Marriott Rewards® Credit Card to load a Starbucks Card & get 10% back as a statement credit. [Learn More](#)

2a Up to 35% Off Rental Cars: Book your next car with Hertz and get up to 5,000 points and 35% off. [Find A Car](#)

3a Get In, Rock Out: Enter to win or bid points now for VIP access to the Coachella Valley Music & Arts Festival. [Enter or Bid](#)

1b Earn 30,000 Bonus Points: Earn points towards your next vacation with the Marriott Rewards® Premier Credit Card. [Learn More](#)

2b Reward a Friend: You'll earn up to 50,000 points. They can get 10,000. [Earn Points](#)

3b Eleven Madison Park in NYC: Your points could gain you access to an exclusive dinner at one of the world's top restaurants. [Book with Points](#)

3c Mondavi Estate Private Tour: Visit Napa Valley for a private tour, lunch and wine pairing at this world-renowned estate. [Book With Points](#)

Sample of 22 other MVP Offers: (2) Optimize & (3) Random

Ready. Set. Weekend
Members save even more on weekends in New York, DC & across the US. [Book Now](#)

Save up to 20% Across the USA
Plan your trip in advance and save up to 20% from coast to coast. [Book Now](#)

Explore Boston
Plan your next trip to Beantown. [From \\$170](#)

Save up to 20% at Resorts
The longer you stay, the more you save. Book your trip by May 31st. [Book Now](#)

Escape to The Ritz-Carlton®
Choose the Reconnect Package and enjoy resort credits, breakfast and more. [Reserve Now](#)

BAU: Curated offers

- MRCC (targeted by region)
- Hertz/RAF (targeted?)
- Moments (targeted by pts)

Optimize: MVP-decisioned offers (tbd)

- April did not leverage M.com results

Random: Random rotation of all MVP offers

MVP Offer types: 29 total

- MR travel deals & destination lead rates
- RC Offers & benefits
- MR evergreen benefits
- Partner offers

'OPTIMIZED' GENERATED HIGHER CONV% WHICH DID NOT RESULT IN HIGHER REV/DELIVERED

MVP Segments	Delivered	Open%	Overall CTO%	MVP CTO%	Overall Conv%	MVP Conv%	Rev/Del
Optimize	4.9 M	26.4%	12.2%	0.9%	1.6%	1.9%	\$0.15
Random	1.2 M	26.3%	12.2%	0.8%	1.5%	1.6%	\$0.17
BAU	6.2 M	26.4%	12.5%	1.0%	1.4%	1.1%	\$0.16
Total	12.4 M	26.4%	12.4%	1.0%	1.5%	1.4%	\$0.16

Segment

Experience

Optimize:	MVP-decisioned offers
Random:	Random rotation of MVP offers
BAU:	Curated, fixed, Offers (with targeting)
	<ul style="list-style-type: none"> MRCC Hertz/RAF Moments

Optimize group generated slightly less revenue/del than BAU & Random

- Not fully ramped up
- Not a lot of data driving decisions
- M.com learnings were not fed in eNews results

BAU content generated the most click engagement

Random generated the highest Rev/Del*

- Random appeared to show more lead rates than other segments

*NOTE: Omniture error impacted financial tracking

'RANDOM' HAD MORE REVENUE FROM LEAD RATES *

The presence of lead rates may help increase campaign revenue

Optimize			Random			BAU		
MVP Offers	Revenue	Clicks	MVP Offers	Revenue	Clicks	MVP Offers	Revenue	Clicks
Save on weekends, NY, DC , across US	\$9.3 K	616	* Explore Boston (lead rates)	\$3.4 K	94	Refer a friend, earn up to 50K	\$67.0 K	6.8 K
Save up to 20% across US	\$8.4 K	865	* Explore San Diego (lead rates)	\$3.2 K	112	Hertz, up to 5K points and 35% off	\$0	3.5 K
Ritz-Carlton Reconnect	\$8.3 K	378	Mondavi private wine experience	\$2.5 K	94	Mondavi private wine experience	\$3.7 K	3.3 K
Ritz-Carlton Club Level	\$8.1 K	418	Member Rates, lowest rates	\$1.1 K	128	MRCC US cardholder - Starbucks 10% back	\$0	2.6 K
Europe up to 20% less	\$7.1 K	420	* Explore Toronto (lead rates)	\$770	53	Coachella, enter to win or bid points	\$3.1 K	477
Americas, save up to 20% at resorts	\$6.9 K	593	NYC for 15% less	\$488	105	NYC, Eleven Madison Park dining experience	\$4.4 K	345
Explore Atlanta (lead rates)	\$6.8 K	475	* Explore Phoenix (lead rates)	\$382	83	MRCC Canada - 30K points	\$0	212
Explore Boston (lead rates)	\$6.1 K	714	* Explore Miami (lead rates)	\$375	80			
Member Rates, lowest rates	\$4.2 K	237	Ritz-Carlton Reconnect	\$335	121			
Mondavi private wine experience	\$3.8 K	880	Ritz-Carlton Club Level	\$292	127			
Explore Miami (lead rates)	\$3.6 K	667	Exclusive travel deals	\$277	140			

- Unknown offer share of voice
- General, nationwide, int'l & resort offers
- Ritz-Carlton content
- City lead rates
- Member rates
- Mondavi experience (Moments)

- Offers had equal share of voice
- City lead rates
- Mondavi experience (Moments)
- Member rates
- General, nationwide offers do not appear to have driven top clicks or revenue

- Curated offers
- High clicks, no revenue (Hertz, MRCC)

High clicks low or no revenue: Starbucks (MRCC), Hawaii lead rate, Coachella (Moments)

Note: Different audience size for Optimize (4.9 M), Random (1.2 M) & BAU (6.2 M)

APRIL REMINDER WAS 4X MORE EFFICIENT THAN DEC'16 WITH TARGETING

Apr '17 (Gold)

THE RITZ-CARLTON REWARDS | Marriott REWARDS | spg. Starwood Preferred Guest

THREE PROGRAMS. ENDLESS POSSIBILITIES.

Activate your Gold status at SPG® by linking accounts today. You'll unlock benefits across SPG and Marriott Rewards® for the whole year.

LINK NOW

EASY LINK. INSTANT BENEFITS.

Here's what awaits at SPG:

- 50% BONUS ON STARPOINTS**
You can transfer these to your Marriott Rewards account.
- SPG MOMENTS**
Use points for VIP access to concerts, culinary events & more.
- ENHANCED ROOM UPGRADES**
Ask about views and other options when you check in.

LINK ACCOUNTS

KPIs	Apr '17	Dec '16
Delivered	851.8 K	11.3 M
Clicks	88.0 K	254.0 K
Acct Link	12.7 K	41.1 K
Open%	46.7%	25.5%
CTO%	22.1%	8.8%
Link per click	14.4%	16.2%
Link per email	1.5%	0.4%

Dec '16 (Gold)

THE RITZ-CARLTON REWARDS | Marriott REWARDS | spg. Starwood Preferred Guest

YOU HAVE UNCLAIMED GOLD STATUS

[FNAME] Your Marriott Rewards® Elite status now gives you Gold status at SPG®, too. Just link your accounts and get instant status match. Here's what awaits at SPG:

- ENHANCED ROOM UPGRADES**
Want a suite? Just ask when you check in.
- SPG MOMENTS**
Redeem for VIP access to concerts, culinary events & more.
- 50% BONUS ON STARPOINTS**
You can transfer these to your Marriott Rewards account.

LINK ACCOUNTS

LINKING IS EASY

- 1 Start at the Account Link page
- 2 Log in to Marriott Rewards
- 3 You'll be prompted to log in at SPG (or create an account)
- 4 Click "Link" and you'll get instant Status Match

GET STARTED

Apr '17 targeted only Gold/
Plat Elites & MRCC owners

- Dec'16 sent to all

Apr'17 generated significantly higher Open%, CTO%, & Link per email

Dec '16 generated a higher **link per click**, suggesting another segment may be responsive

- Previous openers
- Non-openers

Consider expanding audience based on previous open response with targeted messaging

TARGETING MESSAGE BASED ON PREVIOUS OPEN MAY DRIVE INCREMENTAL ACCOUNT LINKAGE

From Dec '16 Openers & Non-openers generated "2nd tier" Click%

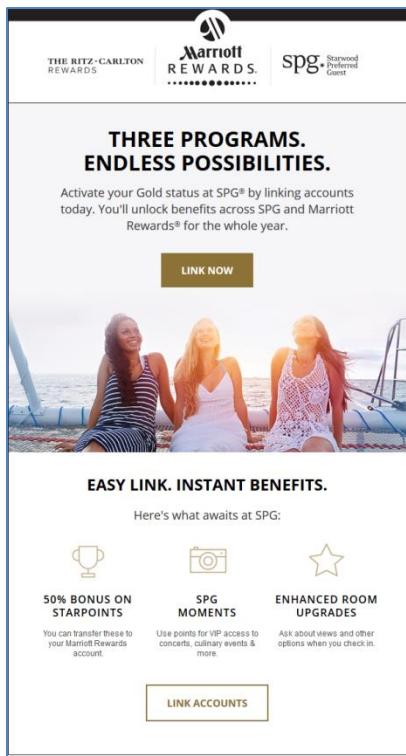
SPG Account Linkage Solos	Delivered	Clicks	Open%	CTO%	Click%
Apr '17 Reminder	851.8 K	88.0 K	46.7%	22.1%	10.3%
MRCC	541.2 K	45.5 K	47.5%	17.7%	8.4%
Gold	201.1 K	26.8 K	43.9%	30.4%	13.3%
Platinum	109.5 K	15.8 K	47.8%	30.1%	14.4%
Dec '16 Reminder	11.3 M	254.0 K	25.5%	8.8%	2.3%
MRCC	714.1 K	52.7 K	48.5%	15.2%	7.4%
Gold	246.8 K	29.4 K	40.5%	29.5%	11.9%
Platinum	145.4 K	21.0 K	43.4%	33.3%	14.5%
Basic	5.4 M	57.8 K	14.7%	7.3%	1.1%
Previous Non-Opener	653.0 K	16.7 K	15.2%	16.8%	2.6%
Previous Opener	1.7 M	58.6 K	49.7%	6.8%	3.4%
ROTW	2.4 M	17.7 K	25.4%	2.9%	0.7%

As high a click response as MRCC

Large audience size, highest open rate

COMPARED TO DEC '16, SEGMENT ENGAGEMENT GENERALLY IMPROVED

Apr '17 (Gold)



Compared to Dec '16*

Gold

+8.4% Open%

+3.0% CTO%

Platinum

+10.3% Open%

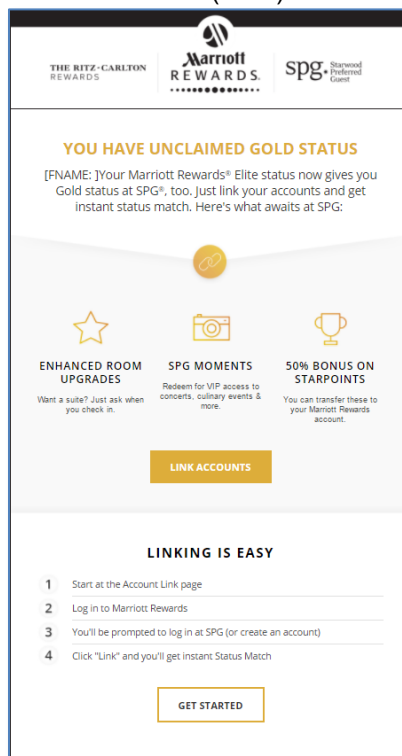
-9.8% CTO%

MRCC

-2.1% Open%

+16.3% CTO%

Dec '16 (Gold)



Open% improved except for MRCC

- Gold/Platinum SL's did not refer to SPG

Activate Your Gold Status Match

- MRCC used "Reminder" in SL

Reminder: Activate Your New Benefits

Overall design updates appeared to improve click engagement

- Expectation would be for gradual decreases in response

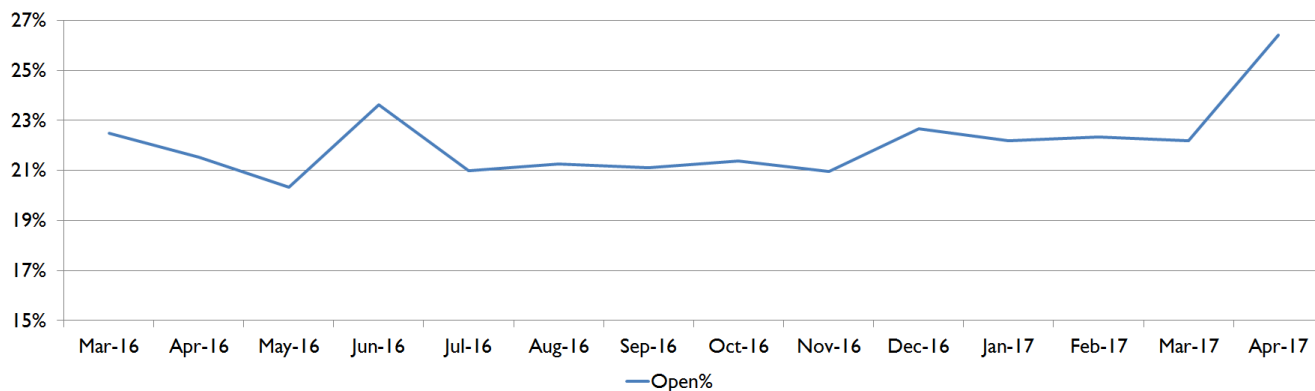
*Note:

Dec '16 had additional segments: Basic, Basic, Previous Non-Opener, Previous Opener, ROTW

Audience sizes were ~20% smaller., which may have impacted engagement

APR '17 DESTINATIONS OPEN% WAS THE HIGHEST SINCE MAR'16*

Open% has been trending upward and peaked in April



Subject line tests for each version; winners were:

- **Personalized, authoritative**
- **Utilized “Re:” in copy**

Summer:

- **Re: Your Summer Vacation**
- *How to Plan a Better Summer Vacation*
- *4 Secrets to the Best Summer Vacation*

Generic:

- **Re: Your Next Trip**
- *4 Secrets to a Better Holiday*
- *How to Plan a Better Holiday*

Continue to leverage best practices & to explore unique SL tactics for Destinations

* Destinations was expanded to all audience

2nd month in the “Vacation Planner” series continued to resonate with audience

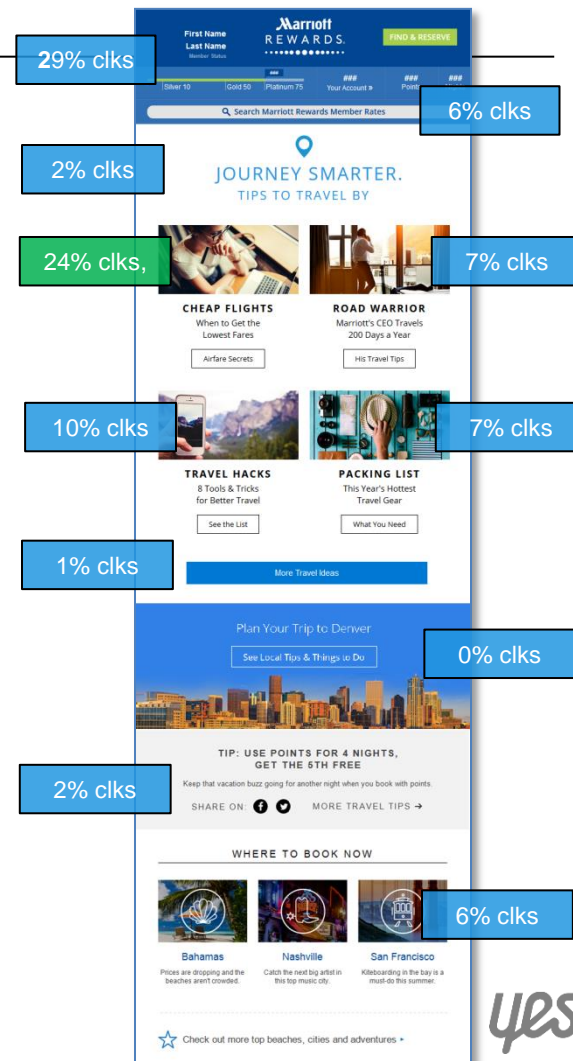
- Generated the 3rd most clicks in the past year

Journey Smarter Top section generated majority of email clicks (52%); continued success with 2-up layout

- May not have been as engaging as March Top 10 list
 - Section clicks fell 29% MoM
 - 61% MoM increase to Account Box
- Majority of clicks to **Cheap Flights**

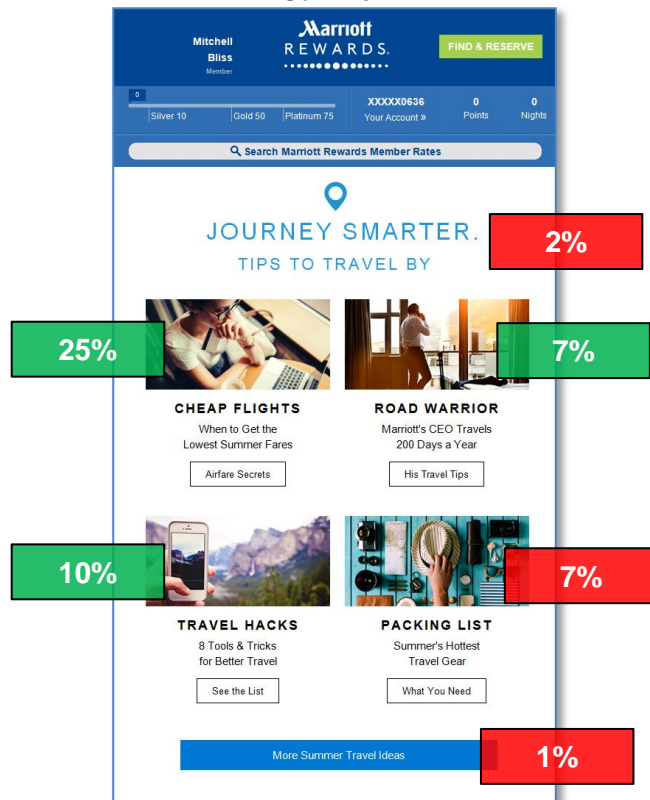
Trip Planner generated the highest click volume since July ‘16 (ft. Bahamas, Nashville and San Francisco)

Continued success with popular theme & successful layout

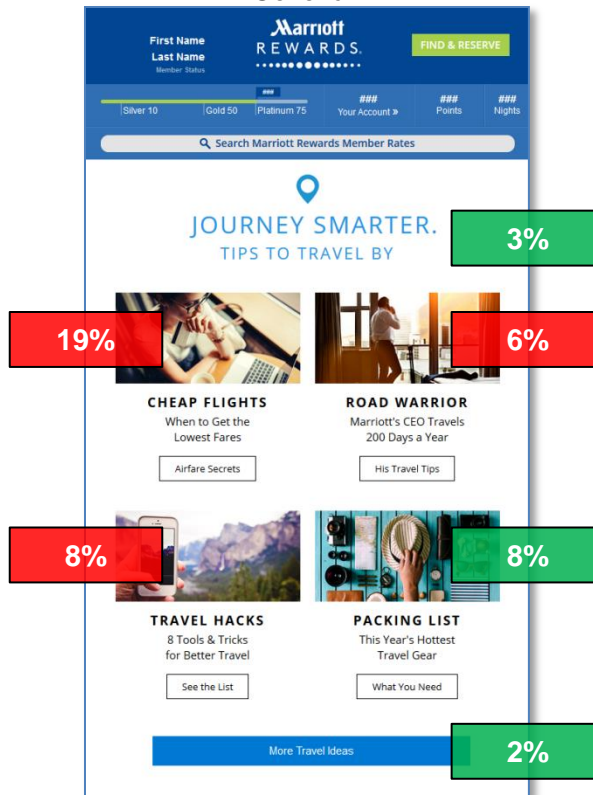


'SUMMER' AUDIENCE HAD HIGHER CLICK ENGAGEMENT WITH TOP SECTION

Summer



Generic



2 Versions of April Destinations

- Summer version: US, Europe & Canada
- Generic: ROW

Summer audience had higher click engagement with the main feature, particularly Cheap Flights

- Generic audience has 23% higher % of clicks to the Account Box/Search

Summer call outs may have helped generate extra relevance to the audience

RESENDS INCREASE ENGAGEMENT

United States

Marriott Vacation Club Solos	United States		Pacific Asia	
	Mar '17	Apr '17	Mar '17	Apr '17
Delivered	5.4 M	4.4 M	1.9 M	1.1 M
Open%	20.5%	11.1%	14.8%	5.6%
CTO%	6.6%	7.9%	9.1%	15.6%

Pacific Asia

MVC was resent to non-openers in March

While KPIs decreased, the resend generated:

- 545 K Opens, 40% of Mar
- 48 K Clicks, 50% of Mar

Leverage urgency to increase impact of resends

- Urgency in subject line & copy
- Expiration date

Same Day resends are effective for initiatives with a “last day”

UPDATES TO HERTZ SOLO MAY HAVE REVERSED DOWNWARD ENGAGEMENT TREND

Apr '17

First Name
Last Name
Member Status

Marriott
REWARDS.

FIND & RESERVE

Hertz

Find Rewards on the Open Road.

Members (that's you, FNAME!) can save up to 35% on Hertz base rates and earn up to 5,000 points on rentals picked up through August 31, 2017 at participating locations in the U.S., Canada, Europe, Mexico, Puerto Rico, Australia and New Zealand.

RENT A CAR

2,000

5,000

2,000 points for 2- to 4-day rentals

5,000 points for rentals of 5 days or more

Plan a Trip

Book online or call Hertz at 1-800-654-2210. Mention discount code CDP 154080, PC 169680, along with your Marriott Rewards number.

Hertz Promo Solos	Delivered	Open%	CTO%
Apr '17	990.9 K	26.4%	5.6%
Dec '16	991.4 K	26.2%	4.2%
Jun '16	997.1 K	23.4%	6.2%
Mar '16	996.3 K	23.9%	7.4%

Jun '16

First Name
Last Name
Member Status

Marriott
REWARDS.

FIND & RESERVE

Hertz

Book Now. Save and Earn Big.

You can save up to 35% off Hertz rental rates and earn up to 5,000 points as a Marriott Rewards member.

Save & Earn Now

This offer is good on rentals picked up through September 30, 2016 at participating airports and off airport locations in the U.S., Canada, Europe, Mexico, Puerto Rico, Australia and New Zealand.

+2K 2,000 points for 2- to 4-day rentals

+5K 5,000 points for rentals of 5 days or more

Plan your trip today Book online or call Hertz at 1-800-654-2210. Mention discount code CDP 154080, PC 169680, along with your Marriott Rewards number.

This is the Summer of the Road Trip

With gas prices at an all time low, there's no better time to plan your cross-country route--and we've got plenty of inspiration!

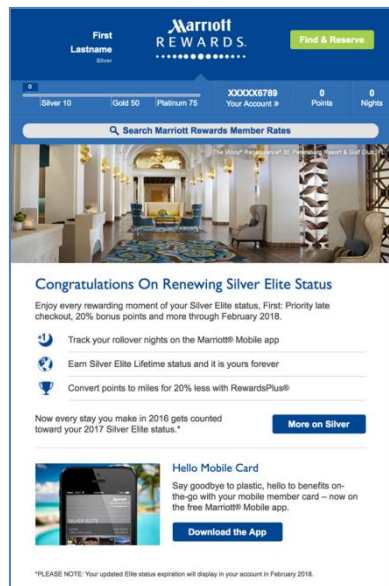
April Hertz updated design

- Main image & style: Explorer-Magician tone
- Orientation & layout of copy & content
- Updated CTA
- No secondary content

CTO increased 33% from last Hertz Solo, suggesting **a design refresh may improve response for static offers/content**

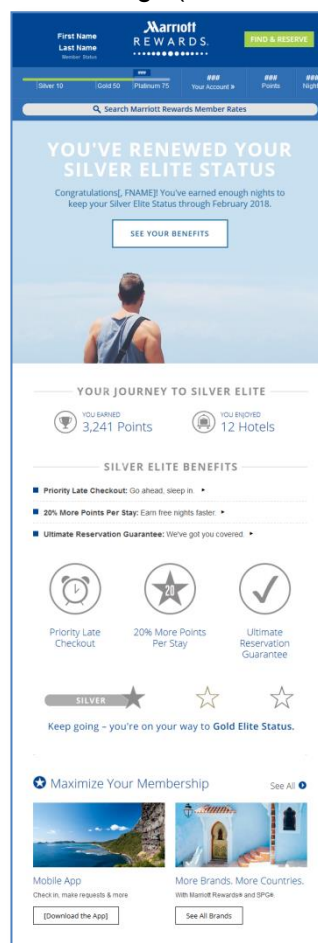
HIGHEST CTO% SINCE JAN '16 WITH REDESIGN

Older Design



Lifecycle: Renewers	Delivered	Open%	CTO%
Apr '16	52.6 K	61.7%	19.3%
May '16	50.7 K	63.3%	19.7%
Jun '16	48.5 K	66.0%	19.4%
Jul '16	66.0 K	66.9%	19.5%
Aug '16	58.0 K	66.4%	20.8%
Sep '16	51.2 K	66.6%	20.3%
Oct '16	58.8 K	65.7%	20.4%
Nov '16	44.8 K	64.8%	21.4%
Dec '16	11.7 K	63.8%	22.1%
Jan '17	103.4 K	61.3%	17.5%
Feb '17	71.4 K	60.2%	16.5%
Mar '17	73.1 K	62.4%	24.1%
Apr '17	50.6 K	62.8%	26.7%
Average	57.0 K	64.0%	20.6%

New Design (as of Mar '17)



A redesigned Renewers campaign launched on 3/8

- Personalized
- Primary focus on benefits

April & March generated the CTO% well above the previous layout

Note: the increase may only be with Silver Elite Status

Renewers update planned for 6/28; monitor Gold & Platinum results

SILVER CTO% INCREASED WITH NEW DESIGN

...and like March, Gold & Platinum did not

*April YoY % change

Silver

Delivered: -3.1% ▼

Open%: 1.8% ▲

CTO%: 48.6% ▲

- Silver clearly responding positively to new template
- As the largest audience, their performance drives overall

Gold

Delivered: -15.1% ▼

Open%: 6.4% ▲

CTO%: -3.1% ▼

April seasonally low volume for Gold delivery, potentially impacting results

Platinum

Delivered: -6.0% ▼

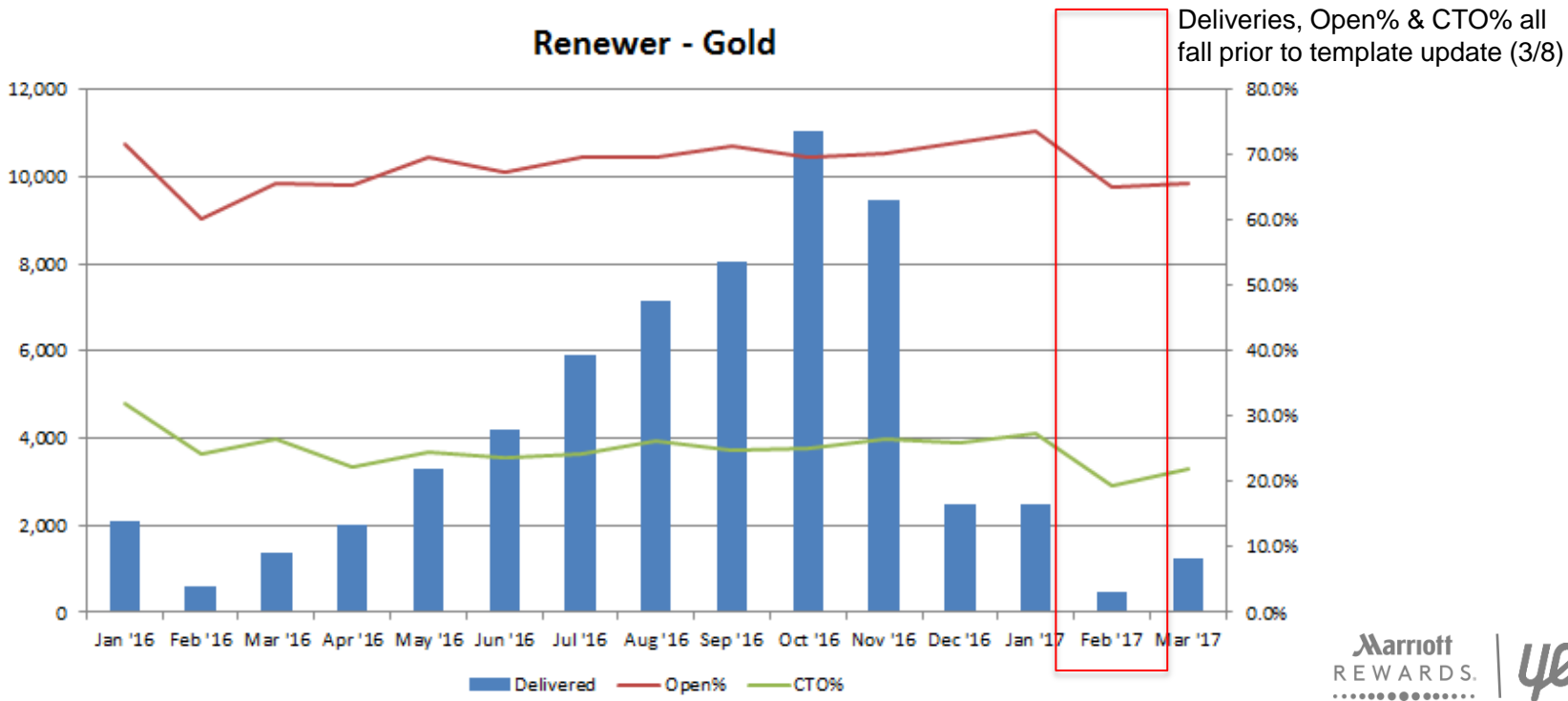
Open%: 0.4% ▲

CTO%: -21.1% ▼

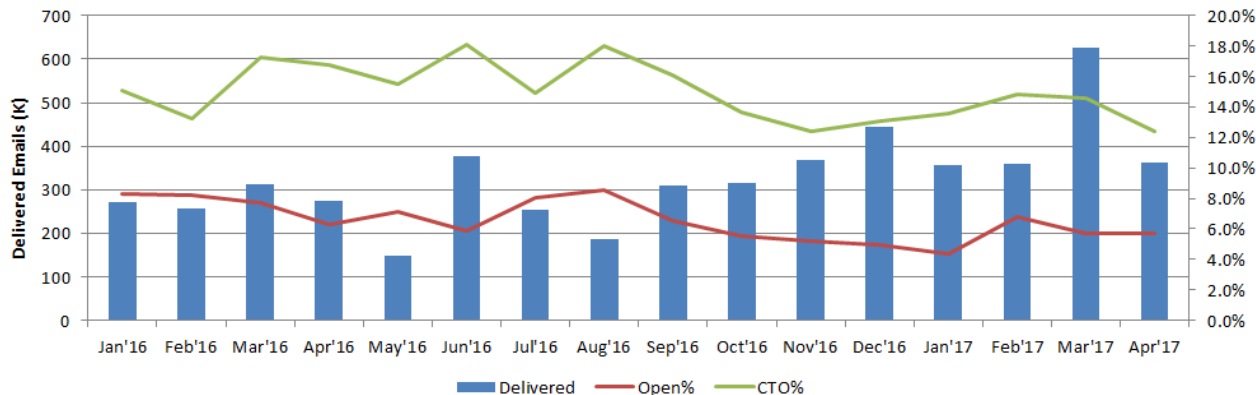
YoY decrease started in Jan & Feb, suggesting another reason for performance change

THERE MAY BE OTHER FACTORS THAN THE DESIGN UPDATE

- Decrease in CTO% for Gold & Platinum happened before template update
- **Continue to monitor**



OPEN% & CTO% ARE NEAR LOW'S



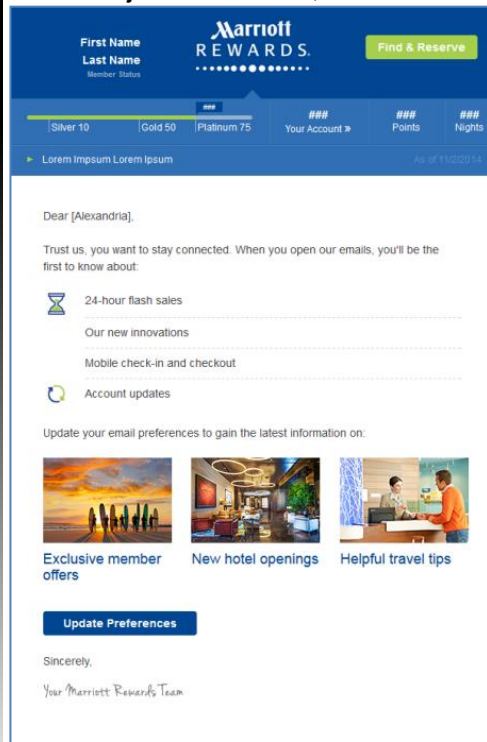
Lowest CTO% since Jan '16

- For both Hello Again and Reminder

Volume is 200-250 K /month, ~50% of Welcome audience (pts); more monthly opens than Achiever & more yearly opens than BuyBack

These emails may benefit most by highlighting unique value of email & a disruptive approach to this inactive audience

Subject Line: *Jim, it's true*



HIGH LEVEL RECOMMENDATIONS:

Provide compelling, relevant reasons to remain engaged

- Special events, sweepstakes: *Win tickets to the Superbowl, Win a lifetime of points*
- Travel inspiration & learning
- Flexible currency
- Recent & compelling program benefits

Strong imagery, stronger, personalized subject line

Inject personality & brand identity: personal fulfillment through travel

Have fun

Address the member state, list benefits of staying engaged with email



Chain Reaction cycles.com

MTB ROAD TRI RUN BMX

We've noticed you've been a little distant lately.

Need a little reminder on what we have to offer?

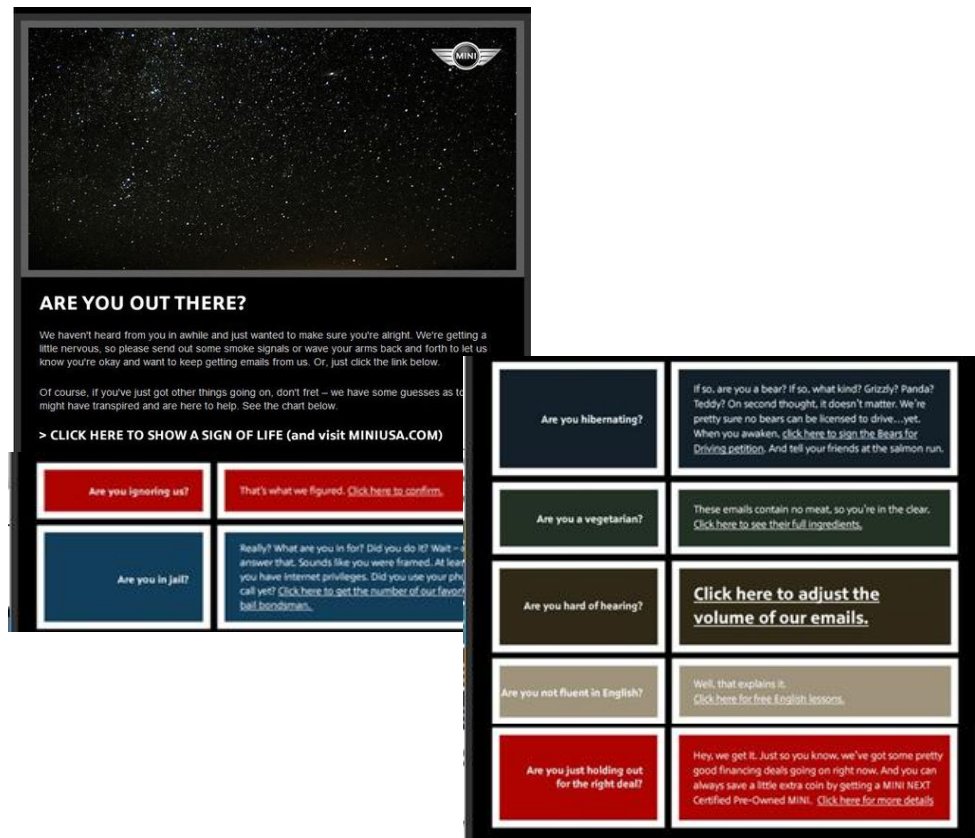
We could think of 99 reasons why you should receive our weekly emails, but you're probably pushed for time, so here are our **top five**, and if that's not enough to sweeten the deal, scroll down for a very special offer just for you!

- Handpicked offers direct to your inbox**
Not everyone has time to seek out the best deals on the web, so our experts handpick the latest and very best and deliver them direct to you, saving you both time and effort.
- Vouchers and competitions**
You'll be the first to be rewarded with our exclusive money off vouchers and promotions, plus get the latest info on our fantastic competitions and prize giveaways.
- Latest info on industry news and events**
The world of cycling is packed with industry gossip, hot new products, buying guides and action packed global events. Most assured that we're in the loop and by subscribing to our emails, that means you are too.
- More than just bikes**
We're not just a site for hardcore mountain bikers and die-hard roadies. We cater for you runners, triathletes, commuters and BMX riders too. Whether you're a seasoned pro or a fresh-faced beginner, we'll provide you with everything you need for your adventure.
- Shhh! Keep this one under your hat...**
Change is on the way! We've been busy behind the scenes to bring you a brand new kind of shopping experience, tailored to you. Very soon you'll be able to join us in our biggest event yet. You guessed it, you'll be first in the queue at our grand unveiling, so stay tuned to your inbox!

As a little welcome back gift we'd like to give you £10 off your next shop.
Enter the voucher code below at your basket to receive your discount.

GBP10
£75 minimum spend required

treat yourself now



MINI

ARE YOU OUT THERE?


We haven't heard from you in awhile and just wanted to make sure you're alright. We're getting a little nervous, so please send out some smoke signals or wave your arms back and forth to let us know you're okay and want to keep getting emails from us. Or, just click the link below.


Of course, if you've just got other things going on, don't fret – we have some guesses as to what might have transpired and are here to help. See the chart below.

> CLICK HERE TO SHOW A SIGN OF LIFE (and visit MINIUSA.COM)

Are you ignoring us?	That's what we figured. Click here to confirm.
Are you in jail?	Really? What are you in for? Did you do it? Wait – answer that. Sounds like you were framed. At least you have Internet privileges. Did you use your phone to call yet? Click here to get the number of our favorite bail bondsman.
Are you hibernating?	If so, are you a bear? If so, what kind? Grizzly? Panda? Teddy? On second thought, it doesn't matter. We're pretty sure no bears can be licensed to drive...yet. When you awaken, click here to sign the Bears for Driving petition. And tell your friends at the salmon run.
Are you a vegetarian?	These emails contain no meat, so you're in the clear. Click here to see their full ingredients.
Are you hard of hearing?	Click here to adjust the volume of our emails.
Are you not fluent in English?	Well, that explains it. Click here for free English lessons.
Are you just holding out for the right deal?	Hey, we get it. Just so you know, we've got some pretty good financing deals going on right now. And you can always save a little extra coin by getting a MINI NEXT Certified Pre-Owned MINI. Click here for more details.


Rewards for lack of engagement





YOU'VE JUST UNLOCKED:
The Wrinkle in Time Badge

Hey there! You previously installed Grammarly on your browser back when you were really into writing things on the Internet. Then you just disappeared. You can come back and continue writing awesome things now.



Push to Continue

Playful

FREE SHIPPING ON ORDERS OVER \$50!

URBAN OUTFITTERS

WOMEN'S MEN'S APARTMENT SALE

9:48 AM 98%

Messages *-BFF-* Edit

Are we seriously breaking up?

This sucks! We LOVE you!

Can we please stay together forever? Check:

☐ YES, our love is REAL (and I want to receive UO emails)


☐ No, it's totally over goodbye (remove me from your list)


Send

FOLLOW US:

GETS READ THE BLOG SEND TO A FRIEND MUSIC MONDAYS CONTESTS

Silly, but consistent with Brand





We're wondering: Do you still want to get emails from us?

We noticed you haven't opened our Food email in a while, and frankly, the kitty who monitors our newsletters is a little concerned.

If you don't want our emails anymore, you don't have to do anything — we'll automatically remove you from the list.

But if you still want BuzzFeed Food in your inbox, just click here, and we'll keep sending you amazing recipes twice a week!

I Still Want BuzzFeed!

APRIL TESTING SUMMARY

- SUBJECT LINE OPTIMIZATION

SUBJECT LINE TESTING

Destinations (Generic):

- **Re: Your Next Trip (10.7%)***
- 4 Secrets to a Better Holiday (7.3%)
- How to Plan a Better Holiday (7.0%)

Destinations (Summer):

- **Re: Your Summer Vacation (8.0%)***
- How to Plan a Better Summer Vacation (5.0%)
- 4 Secrets to the Best Summer Vacation (4.9%)

Hotel Specials:

- **[FNAME's] May Travel Deals (15.7%)***
- Save 30% with May Travel Deals (14.7%)

Descriptors of winning subject line:

Personalized, authoritative, leverages common email experience in a clever way

Personalized, authoritative, leverages common email experience in a clever way

Champion SL still winning; 2nd month over general offer details in SL

**Results are statistically significant*

KEY TAKEAWAYS

Additional support will be required to meet **MRCC** forecast

An initial read on MVP results

- **BAU** (curated content) generated the highest click engagement
- **Lead Rates** may help communications generate additional revenue

Campaign optimization opportunities

- Consider **previous opener activity** as a target audience in future **Account Linkage** efforts
- Continue **2-up layout** and **summer travel** theme in future **Destinations**
- **Resends** continued to add incremental engagement & can be made more effective by **leveraging urgency**
- Monitor ongoing **Gold/Platinum** response to **Renewers** for continued CTO% decrease
- **Hello Again** is a large lifecycle audience that may require unique & aggressive approaches to create engagement

Subject line insights to higher Open rates

- Highlight **bonus point** opportunities
- Referencing “SPG” in account linkage subject lines did not increase Open%
- Destinations audience may be more inclined to respond to aggressive subject line tactics; continue to use personalization and authoritative tone for mass audience & explore more creative tactics (e.g. questions, emoji’s)

Support Key initiatives

- Is **MVP** decisioning increasing engagement & revenue in email campaigns?
- Does success of **MVP** offers/content on M.com translate to success in email?
- What's the goal for **linked accounts** in 2017?

Optimize Email performance

- Are we increasing the number of unique openers for **Destinations**?
- Should a top 10 list be a persistent feature of **Destinations**?
- Can we determine the value of Trip Planner (**Destinations**) to those that receive it? How does engagement change by changing the prominence of the Trip Planner?
- A/B creative designs (e.g. **Hertz**) would help validate updates are moving in the right direction
- Do Gold & Platinum favor another version of **Renewers** than the newest?
- Do members that are brought back from **Hello Again/Winback** demonstrate long term value?

INDUSTRY INSIGHTS

SPG ACCOUNT LINKAGE EFFORTS DID NOT DRIVE SIGNIFICANT ACTIVITY

MR Solo (4/11)

THREE PROGRAMS. ENDLESS POSSIBILITIES.

Activate your Gold status at SPG® by linking accounts today. You'll unlock benefits across SPG and Marriott Rewards® for the whole year.

[LINK NOW](#)

EASY LINK. INSTANT BENEFITS.

Here's what awaits at SPG:

- 50% BONUS ON STARPOINTS**
You can transfer these to your Marriott Rewards account.
- SPG MOMENTS**
Use points for VIP access to concerts, culinary events & more.
- ENHANCED ROOM UPGRADES**
Ask about views and other options when you check in.

[LINK ACCOUNTS](#)

Highlighted:

- Status Match
- 50% Bonus Starpoints
- SPG Moments redemptions
- Room upgrades

SPG Solo (4/3)

THE POWER OF TWO.

If you haven't already, **link your SPG account** with Marriott Rewards® to receive two new advantages: Elite Status Match and Points Transfer. Then discover new redemption options and destinations.

Membership at your fingertips.

[DESIGN CARD](#)

member to **book directly** with SPG® to give these benefits and more, including **Elite Status Match** and **Points Transfer**.

TAKE HOME MORE.
Earn Starpoints® and Elite status credit for stays.

LET YOUR PHONE GET THE DOOR.
Check in and unlock your door with SPG Keyless™ on the SPG app.

BEST RATE GUARANTEE.1
If you find a lower rate, we'll match it and reward you!

FREE WI-FI.
Enjoy complimentary in-room internet.

THE POWER OF TWO.

haven't already, **link your SPG account** in Marriott Rewards® to receive two new advantages: Elite Status Match and Points Transfer. Then discover new redemption options and destinations.

Highlighted:

- Status Match
- Pt transfer

SPG Solo (4/3) featured

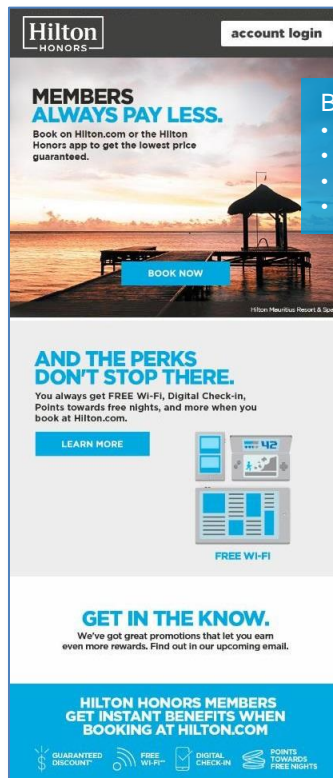
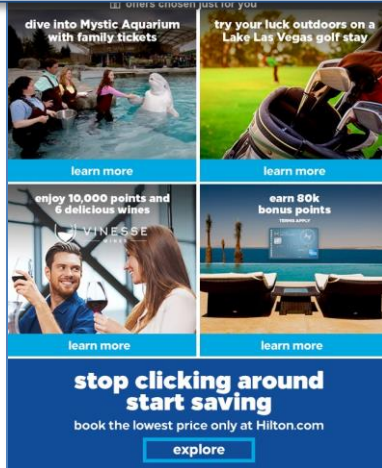
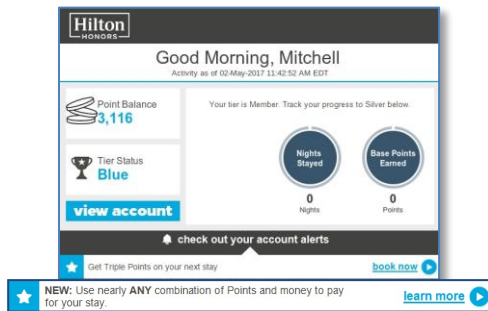
1. Mobile: Member card design
2. Book Direct benefits
3. Account Linkage

The day of the MR Solo
12.6 K Account links were generated

SPG Solo did not appear to increase upon the daily avg (~4.5 K)

MULTIPLE TOUCHPOINTS FOR HILTON BENEFITS

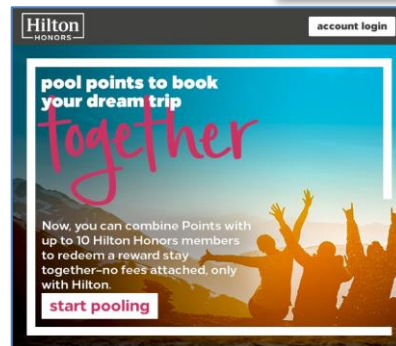
Points+Money notification in Newsletter account box



Book Direct Benefits solo

- Lowest guaranteed price
- Free Wi-Fi
- Digital Check-in
- Points

Dedicated Solos to pooling points



MOBILE SUPPORT

Social tie-in

Hilton Honors account login

FOLLOW HILTON HONORS ON INSTAGRAM FOR INCREDIBLE TRAVEL MOMENTS.
And share yours with us too!

INSIDER ACCESS.
Connect with Hilton Honors on social to get our latest offers, travel tips and more.

HILTON HONORS MEMBERS GET INSTANT BENEFITS WHEN BOOKING AT HILTON.COM

Guaranteed discount, Free Wi-Fi, Digital check-in, Points towards free nights

Mobile Features highlighted

spg Rewards

It's all yours

Come back and enjoy exclusive benefits when you book through the SPG® apps or spg.com. As a member, you'll get:

- Our lowest available rates and members-only discounts
- Access to complimentary in-room internet
- Starpoints® and credit toward elite status

BOOK NOW

spg Rewards

Membership at your fingertips

DESIGN YOUR MEMBER CARD. ADD IT TO YOUR SPG APP AND HEAD FOR PARADISE.

DESIGN CARD

Remember to **book directly** with SPG® to receive these benefits and more, including **Members-Only Rates** at participating resorts.

- TAKE HOME MORE.** Earn Starpoints® and Elite status credit for stays
- LET YOUR PHONE GET THE DOOR.** Check in and unlock your door with SPG Keyless™ on the SPG app
- BEST RATE GUARANTEE.** If you find a lower rate, we'll match it and reward you!
- FREE WI-FI.** Enjoy complimentary in-room internet

THE POWER OF TWO.

If you haven't already, link your SPG account with Marriott Rewards® to receive two new advantages: Elite Status Match and Points Transfer. Then discover new redemption options and destinations.

Marriott Rewards **spg Rewards**

Hilton Honors account login

CHANGE THE WAY YOU TRAVEL WITH THE HILTON HONORS APP.
Seamlessly control your entire stay, and get the lowest price guaranteed when you book, all through the app!

YOUR ROOM. YOUR VIEW.
Choose your room and view. Powered by Google Maps, it's easy to get the exact room you want.

YOUR STAY. YOUR WAY.
From extra pillows to your favourite snacks. Order ahead and everything will be waiting when you arrive.

LET YOURSELF IN WITH DIGITAL KEY.
Now your phone opens your door at over 300 hotels, with many more on the way.

GET IN THE KNOW.
In our next email, you'll learn about getting the lowest price and instant benefits.

HILTON HONORS MEMBERS GET INSTANT BENEFITS WHEN BOOKING AT HILTON.COM

Guaranteed discount, Free Wi-Fi, Digital check-in, Points towards free nights

Incentives for adoption

EARN 3,000 BONUS POINTS
When you download and book a stay on the Carlson Mobile App.

STAY TWO SAVE 20%.
Six days through April 30, 2017 at participating Radisson hotels.

STAY TWO SAVE 15%.
Now through May 31, 2017 at Country Inns & Suites by Carlson®.

TRIPLE POINTS ON EVERY STAY
Look for the SAVE MORE icon to indicate members' elite rates exclusive.

earn 500 more points when you book through the app

sign up

Family activities

win a once in a lifetime trip to LA!

enter now

Dinosaurs in the Wild comes to Birmingham

learn more

Family scavenger hunts at the Hilton London Metropole

learn more

take a break, leave the kids at home and relax

book now

Alton Towers package at Hilton St George's Park

explore now

snap up an unforgettable break in Dubai

learn more

earn 500 more points when you book through the app

sign up

APPENDIX

MRCC RESULTS AGAINST FORECAST (EMAIL)

Email details	Jan	Feb	Mar	Apr
Standalone email accounts	1,738	1,377	2,429	2,278
eNews accounts	20	188	168	2,935
Hotel Specials accounts	3	3	27	61
Points expiration accounts	77	85	105	43
Confirmation email accounts	46	36	34	28
Other ridealong	3	1	4	3
Refer-a-Friend	319	257	128	27
Total	2,206	1,947	2,895	5,375
YTD Summary				
% year elapsed	33.3%			
YTD accounts	12,423			
2017 email accounts budget	33,000			
% to budget	37.6%			
Prior year YTD	12,789			
% Y/Y	-2.9%			

APRIL 2017 MR CAMPAIGN REVIEWS

CLICK VOLUME INCREASED 27% YOY DUE TO 27% INCREASE IN DELIVERIES

		Program	eNews	Core	PO
Audience	Total Delivered	73.5 M -15.7%	15.0 M 26.8%	13.5 M 26.6%	1.5 M 28.7%
	Unsub Rate	0.16% -0.2 pts	0.10% -0.2 pts	0.10% -0.2 pts	0.06% -0.1 pts
	Delivery Rate	99% 0.3 pts	99% 0.8 pts	99% 0.9 pts	100% -0.0 pts
Engagement	Open Rate	23.6% -0.8 pts	25.1% 1.5 pts	24.4% 1.2 pts	31.2% 3.8 pts
	Opens	17.4 M -18.4%	3.8 M 34.6%	3.3 M 33.1%	463.2 K 46.4%
	Click Rate	2.1% 0.2 pts	3.1% 0.0 pts	2.9% -0.2 pts	4.4% 2.1 pts
	Unique Clicks	1.5 M -6.1%	457.4 K 27.3%	392.1 K 18.0%	65.3 K 143.6%
	Click to Open Rate	8.7% 1.1 pts	12.2% -0.7 pts	11.9% -1.5 pts	14.1% 5.6 pts
Financial	Bookings	36.1 K -42.6%	7.1 K -47.0%	5.6 K -51.8%	1.5 K -17.5%
	Revenue	\$11.7 M -45.0%	\$2.3 M -49.9%	\$1.8 M -53.9%	\$525.7 K -29.0%
	Conversion Rate	2.4% -1.5 pts	1.6% -2.2 pts	1.4% -2.1 pts	2.3% -4.6 pts
	Bookings per Delivered(K)	0.5 -32.0%	0.5 -58.2%	0.4 -61.9%	1.0 -35.9%

~ 600 K increase in audience size due to increase in Chinese audience

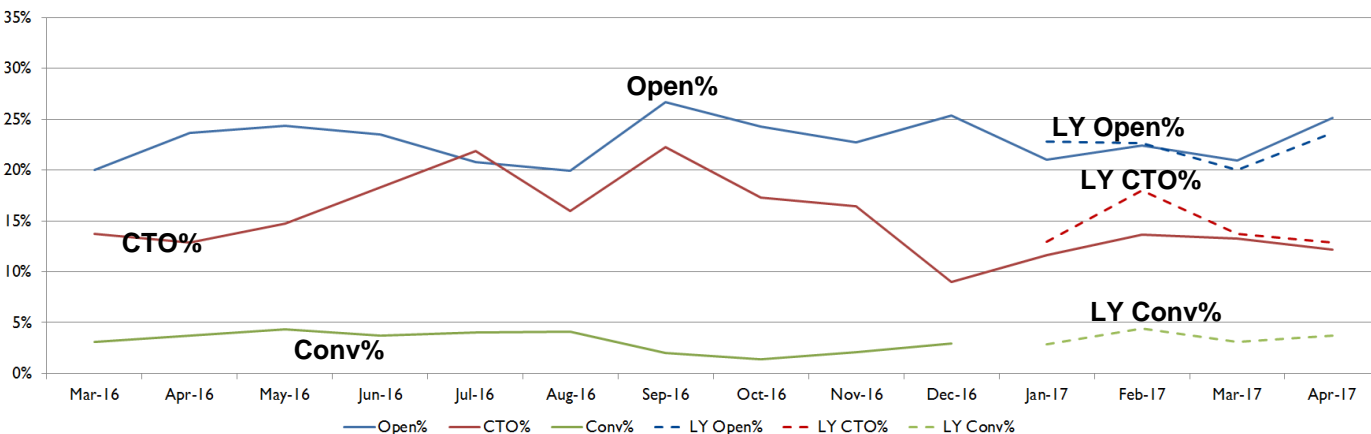
Open% was up 6.2% YoY and was 9.2% above the 12-month avg

- Subject line featured 100 K bonus pt offer (via MRCC)

CTO% fell 5% YoY

- April'16 ft MegaBonus and was not featured in '17

APR '17 ENEWS EMAIL KPI TRENDS



April generated the highest Open% in 2017 to-date and was 9% above the 12-month avg

- MRCC SL: Your Account: 100,000 Bonus Points (Limited Time)
- Vacations SL: Your Account: 10,000 Points (Plus Vacation)

Note: 2016 subject line highlighted Member Rates which also generated high response

- "Your Account: Introducing Member Rates"

CTO% was 22% below the 12-month avg

APR '17 ENEWS SECTIONS

eNews generated the most monthly clicks in 2017 thus far, though 7% fewer clicks than the 12-month avg

- Account box accounted for the 3rd highest % of clicks since Jan '16

Top Offer section generated a 3% higher % of clicks than the 12-month avg but a 10% lower click volume

- 100 K MRCC was the primary offer with Caribbean/Latin America pt offer as default
- 71% of audience were targeted with MRCC offer
- This combination was featured in Mar '16 Top Offers which generated the lowest overall eNews click volume from 2016-2017 to-date
- April eNews generated ~ 1.9 K CC signups vs ~1.5 K Mar'16 (with 80 K MRCC offer)

Rewards section which included MVP generated 9.2% fewer clicks than the 12-month avg and a 4.3% lower % of clicks

- MVP Offers were featured in the rewards section for the first time in April and did not seem to generate incremental clicks, as the Rewards section generated 1.1% (864) fewer clicks than months that did not feature Megabonus/Sweeps (Since Jan '16)

ACCOUNT BOX
28% clks, 70% bks

SEARCH
4% clks, 8% bks

TOP OFFER
46% clks, 7% bks

Earn 100,000 Bonus Points.
Plus, there is no limit to how many points you can earn with the Marriott Rewards Premier credit card.

REWARDS-HEADER
5% clks, 4% bks

TRAVEL. TRANSFORMED

REWARDS-MVP
7% clks, 7% bks

Reward a Friend
You'll earn up to 50,000 points. They can get 10,000.

Up to 35% Off Rental Cars
Book your next car with Hertz and get up to 5,000 points and 35% off.

REWARDS-REDEEM
2% clks, 0% bks

REWARDS-EARN
2% clks, 0% bks

REWARDS-MAIN
0% clks, 0% bks

MOBILE REQUEST
0% clks, 0% bks

Tip: Reach Us Anytime
Forget your toothbrush? Need the hotel shuttle? Chat and send requests to your hotel any time with the Marriott Mobile App.

Use the Marriott Mobile App for a chance to win 3.75 million points.

CITY SCENE
2% clks, 2% bks

Ride the Aloha Wave.
Urban modernity meets surfer chill in Hawaii's largest city. Come for the beach, stay for the culture, food and welcoming spirit.

See: Diamond Head
Eat: Poke
Do: Surf Waikiki

Stay: The Laylow, Autograph Collection
Slide into vacation mode at this new hotel tucked in a garden.

EBREAKS
2% clks, 0% bks

Find Your Weekend Adventure.
Discover last-minute deals across the map.

APR '17 ENEWS SECTIONS

Standalone mobile app module only generated 0.4% of overall clicks

- Included 3.75 M pt sweepstakes
- Consistent with March trend of decreasing engagement with each touchpoint

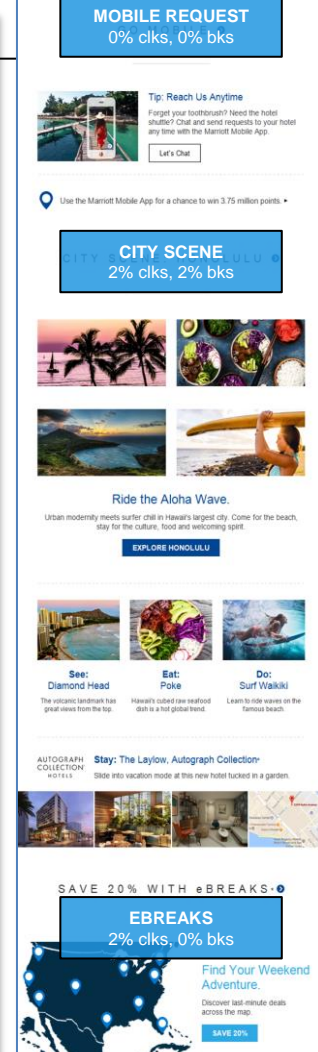
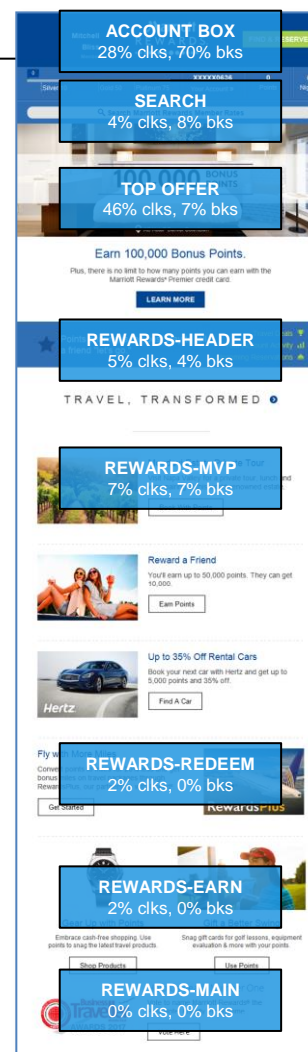
High engagement with Honolulu (City Scene); generated the 2nd highest click volume &% of clicks since Jan '16

- Section redesign seems to be attracting more clicks; compared to 2017 to-date, % of clicks is 43.5% above 2016 YTD and 65.3% above 2016 FY
- Absence of Hotel Openings in April may have contributed to higher click engagement to this section

eBreaks click engagement improved MoM, but still below 12 mo avg

- % of clicks and click volume were up MoM 53.0% & 72.8% respectively
- Click volume was 9.1% below the 12-month avg and accounted for a 3.0% lower % of clicks

Lower engagement seemed to correlate with new creative



APR '17 ENEWS REWARDS SECTION ANALYSIS

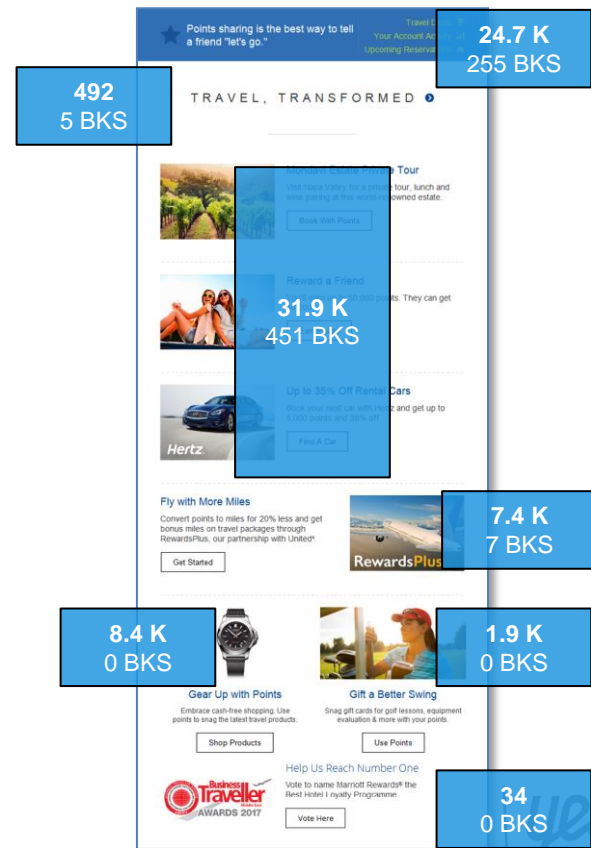
Default milestone in Account Box featured points sharing and leveraged Explorer-Magician experiential tone; generating 67% fewer clicks than when point sharing was positioned as a new benefit (Jan+Feb'16)

MVP offers accounted for 42.3% of Rewards clicks; the highest clicked offers were:

- Refer a friend/earn 50K = 9.7% of Rewards clicks (7.3K)
- Mondavi wine experience = 5.7% of Rewards clicks (4.3K)
- Hertz 5K points + 35% off = 5.2% of Rewards clicks (3.9K)
- MRCC US cardholder - Starbucks 10% back = 4.5% of Rewards clicks (3.4K)

April Merchandise redemptions click volume decreased 40.2% and % of Rewards clicks decreased 51.6%

- Had similar creative treatment as March



APR '17 ENEWS MVP OFFERS

April eNews MVP Offers	Delivered	Bookings	Revenue	Open%	Overall CTO%	MVP CTO%	Overall Conv%	MVP Conv%	Bk/ Del (K)
Optimize	4.9 M	2.5 K	\$751.0 K	26.4%	12.2%	0.9%	1.6%	1.9%	0.5
Random	1.2 M	577	\$203.7 K	26.3%	12.2%	0.8%	1.5%	1.6%	0.5
BAU	6.2 M	3.0 K	\$983.0 K	26.4%	12.5%	1.0%	1.4%	1.1%	0.5
Total	12.4 M	6.0 K	\$1.9 M	26.4%	12.4%	1.0%	1.5%	1.4%	0.5

April '17 eNews MVP Offer Conversion Rates			
MVP Offers	Optimize	Random	BAU
Save up to 20% across US	4.6%	0.0%	N/A
Americas, save up to 20% at resorts	4.2%	1.1%	N/A
Save on weekends, NY, DC, across US	3.9%	0.0%	N/A
Member Rates, lowest rates	3.8%	3.1%	N/A
Europe up to 20% less	3.3%	1.9%	N/A
Ritz-Carlton Club Level	2.9%	1.6%	N/A
Explore Atlanta (lead rates)	2.7%	0.0%	N/A
NYC for 15% less	2.6%	1.0%	N/A
Ritz-Carlton Reconnect	2.4%	0.8%	N/A
Explore San Francisco (lead rates)	2.0%	2.4%	N/A
Explore Boston (lead rates)	1.8%	7.4%	N/A
Explore Miami (lead rates)	1.8%	1.3%	N/A
Mondavi private wine experience	1.6%	5.3%	0.5%
NYC, Eleven Madison Park dining experience	1.6%	0.0%	2.9%
Explore Toronto (lead rates)	1.1%	1.9%	N/A
Coachella, enter to win or bid points	1.1%	0.0%	2.5%
Explore Phoenix (lead rates)	1.0%	1.2%	N/A
Explore Houston (lead rates)	1.0%	0.0%	N/A
Explore San Diego (lead rates)	0.8%	10.7%	N/A
Explore Chicago (lead rates)	0.7%	0.0%	N/A
Explore San Juan (lead rates)	0.6%	0.0%	N/A
Caribbean/Latin America - save 15% + breakfast	0.5%	0.0%	N/A
Ritz-Carlton Breakfast	0.4%	0.9%	N/A
Explore Hawaii (lead rates)	0.4%	0.0%	N/A
Refer a friend, earn up to 50K	0.4%	0.0%	2.1%
Exclusive travel deals	0.3%	1.4%	N/A
MRCC Canada - 30K points	0.0%	0.0%	0.0%
MRCC US cardholder - Starbucks 10% back	0.0%	0.0%	0.0%
Hertz, up to 5K points and 35% off	0.0%	0.0%	0.0%



Optimize group generated a 4.4% higher booking/delivered than BAU and was 6.6% higher than Random

- BAU group had highest campaign and MVP section CTO%
 - Both results were statistically significant
- Optimize group had highest campaign and MVP section Conv%
 - Neither results were statistically significant

TOP OFFERS BY REVENUE

Optimize		
MVP Offers	Revenue	Clicks
Save on weekends, NY, DC , across US	\$9.3 K	616
Save up to 20% across US	\$8.4 K	865
Ritz-Carlton Reconnect	\$8.3 K	378
Ritz-Carlton Club Level	\$8.1 K	418
Europe up to 20% less	\$7.1 K	420
Americas, save up to 20% at resorts	\$6.9 K	593
Explore Atlanta (lead rates)	\$6.8 K	475
Explore Boston (lead rates)	\$6.1 K	714
Member Rates, lowest rates	\$4.2 K	237
Mondavi private wine experience	\$3.8 K	880
Explore Miami (lead rates)	\$3.6 K	667

Random		
MVP Offers	Revenue	Clicks
Explore Boston (lead rates)	\$3.4 K	94
Explore San Diego (lead rates)	\$3.2 K	112
Mondavi private wine experience	\$2.5 K	94
Member Rates, lowest rates	\$1.1 K	128
Explore Toronto (lead rates)	\$770	53
NYC for 15% less	\$488	105
Explore Phoenix (lead rates)	\$382	83
Explore Miami (lead rates)	\$375	80
Ritz-Carlton Reconnect	\$335	121
Ritz-Carlton Club Level	\$292	127
Exclusive travel deals	\$277	140

BAU		
MVP Offers	Revenue	Clicks
Refer a friend, earn up to 50K	\$67.0 K	6.8 K
Hertz, up to 5K points and 35% off	\$0	3.5 K
Mondavi private wine experience	\$3.7 K	3.3 K
MRCC US cardholder - Starbucks 10% back	\$0	2.6 K
Coachella, enter to win or bid points	\$3.1 K	477
NYC, Eleven Madison Park dining experience	\$4.4 K	345
MRCC Canada - 30K points	\$0	212

- General, nationwide offers
- Ritz-Carlton content
- General international & resort Offers
- Atlanta, Boston, Miami, San Diego lead rates
- Member rates
- Mondavi private wine experience (Moments)

- Equal share of voice
- Destination lead rates
- Mondavi private wine experience (Moments)
- Member rates
- General, nationwide offers do not appear to have driven top clicks or revenue

- Unequal share of voice
- High clicks, no revenue (Hertz, MRCC)

High clicks not on list

- MRCC US – Starbucks 764
- Hawaii lead rate

CTO% WAS THE HIGHEST SINCE OCT '16

		Hotel			
		Program	Specials	Core	PO
Audience	Total	73.5 M	10.4 M	9.0 M	1.4 M
	Delivered	-15.7%	1.4%	-1.5%	25.6%
	Unsub Rate	0.16%	0.15%	0.15%	0.11%
		-0.2 pts	0.0 pts	0.0 pts	0.0 pts
	Delivery Rate	99%	100%	100%	100%
		0.3 pts	2.8 pts	2.7 pts	3.5 pts
Engagement	Open Rate	23.6%	19.0%	18.3%	23.2%
		-0.8 pts	0.1 pts	-0.0 pts	-0.0 pts
	Opens	17.4 M	2.0 M	1.7 M	315.0 K
		-18.4%	2.0%	-1.5%	25.4%
	Click Rate	2.1%	1.5%	1.4%	2.3%
		0.2 pts	-0.3 pts	-0.3 pts	-0.3 pts
Financial	Unique Clicks	1.5 M	159.0 K	128.5 K	30.5 K
		-6.1%	-14.2%	-18.9%	13.0%
	Click to Open Rate	8.7%	8.1%	7.8%	9.7%
		1.1 pts	-1.5 pts	-1.7 pts	-1.1 pts
	Bookings	36.1 K	4.7 K	3.3 K	1.4 K
		-42.6%	-34.1%	-39.3%	-16.5%
Financial	Revenue	\$11.7 M	\$1.5 M	\$1.0 M	\$485.2 K
		-45.0%	-33.3%	-39.3%	-15.2%
	Conversion Rate	2.4%	3.0%	2.6%	4.4%
		-1.5 pts	-0.9 pts	-0.9 pts	-1.6 pts
Financial	Bookings per Delivered(K)	0.5	0.5	0.4	1.0
		-32.0%	-35.0%	-38.4%	-33.5%

Hotel Specials deliveries increased 1.4% YoY while click volume decreased 14.2%

Open% was nearly flat MoM, YoY, and was in line with the 12-month avg

- Current champion continued to win in SL testing: *[First Name] May Travel Deals*

CTO% was the highest since Oct '16, but was 3.4% below 12-month avg

APR '17 HOTEL SPECIALS EMAIL KPI TRENDS

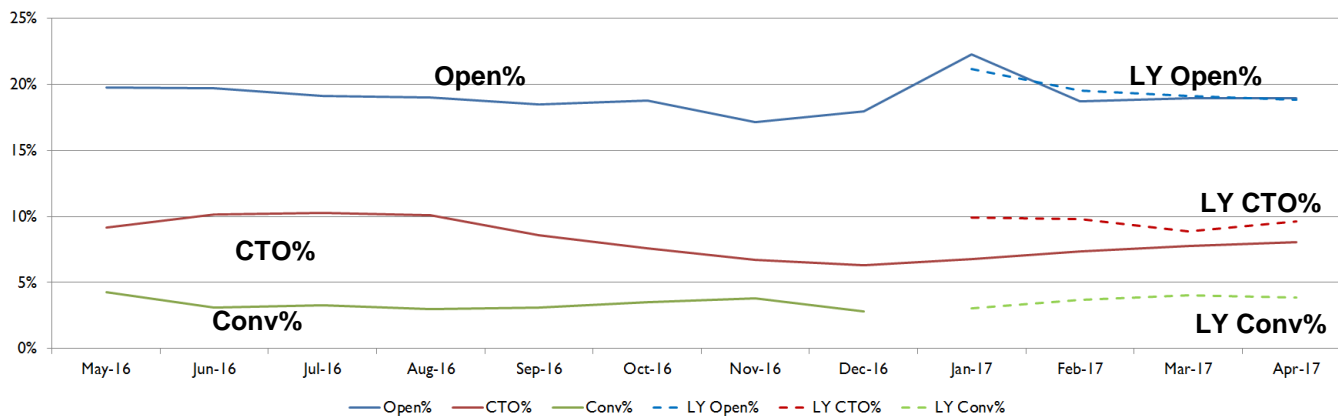
Open% was nearly flat MoM & YoY

Champion Subject line continued to win

- **SL:** [FNAME's] **May Travel Deals (15.7%)**
- **SL:** Save 30% with May Travel Deals (14.7%)

Note: Winner was same as last year's

CTO% improved MoM but was 3.4% below 12-month avg



APRIL '17 HOTEL SPECIALS CORE LINK ANALYSIS

April Hotel Specials generated the highest click volume since Sep '16

- Field offers generated the highest click volume since Aug '16, but % of overall clicks was 1.0% below 12-month avg
 - Headline leveraged Explorer-Magician voice

Overall there were a lower number of curated offers than a typical month

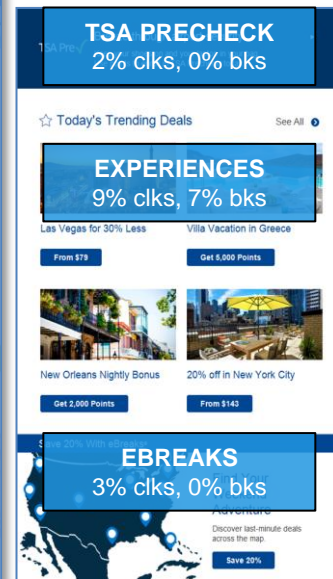
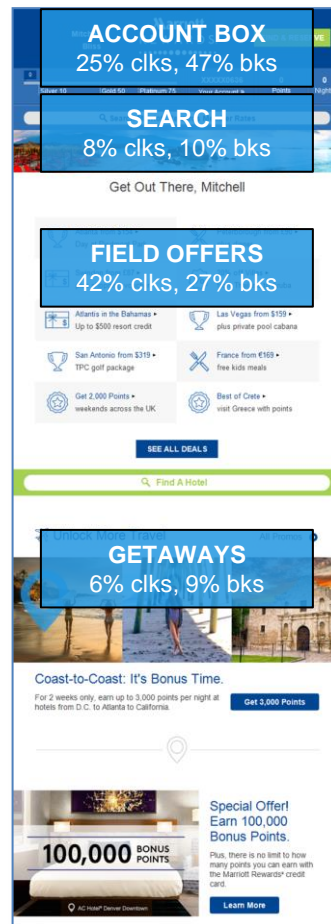
- Coast to Coast offer generated 6% of email clicks, slightly lower than avg for that content placement
 - Creative used an animated GIF to show breadth of Coast to Coast offer

Today's Trending Deals offer generated 9% of clicks, well above section avg

- Top Destinations featured (NYC & Las Vegas)
- Less overall number of destination offers displayed than other months

eBreaks generated the 2nd lowest % of clicks and 3rd lowest click volume since Mar '16

- New creative featured for 3rd month in a row



APR '17 HOTEL SPECIALS LINK ANALYSIS

Observations

Most clicked content:

- Coast-to-Coast 8.1 K
- eBreaks 6.6 K
- Greece 6.2 K
- NYC 5.1 K
- Las Vegas 4.5 K
- TSA Pre-check 3.5 K



OPEN% WAS THE HIGHEST SINCE JAN'16

		Program	Dest.	Core	PO
Audience	Total	73.5 M	12.6 M	10.9 M	1.6 M
	Delivered	-15.7%	15.1%	12.0%	41.1%
	Unsub Rate	0.16%	0.13%	0.13%	0.11%
		-0.2 pts	-0.2 pts	-0.2 pts	-0.1 pts
Engagement	Delivery Rate	99%	99%	99%	100%
		0.3 pts	0.2 pts	0.2 pts	-0.1 pts
	Open Rate	23.6%	26.4%	25.9%	30.1%
		-0.8 pts	4.9 pts	4.8 pts	4.3 pts
Engagement	Opens	17.4 M	3.3 M	2.8 M	488.2 K
		-18.4%	41.1%	37.7%	64.8%
	Click Rate	2.1%	1.5%	1.4%	2.1%
		0.2 pts	0.4 pts	0.4 pts	0.5 pts
	Unique Clicks	1.5 M	190.4 K	157.1 K	33.3 K
Financial		-6.1%	57.0%	51.7%	87.8%
	Click to Open Rate	8.7%	5.7%	5.6%	6.8%
		1.1 pts	0.6 pts	0.5 pts	0.8 pts
	Bookings	36.1 K	4.6 K	3.4 K	1.2 K
Financial		-42.6%	22.4%	12.9%	63.8%
	Revenue	\$11.7 M	\$1.4 M	\$1.1 M	\$385.5 K
		-45.0%	14.1%	5.9%	44.4%
	Conversion Rate	2.4%	2.4%	2.2%	3.5%
Financial		-1.5 pts	-0.7 pts	-0.8 pts	-0.5 pts
	Bookings per Delivered(K)	0.5	0.4	0.3	0.7
		-32.0%	6.4%	0.8%	16.1%

Destinations deliveries increased 15.1% YoY and click volume increased 57.0%

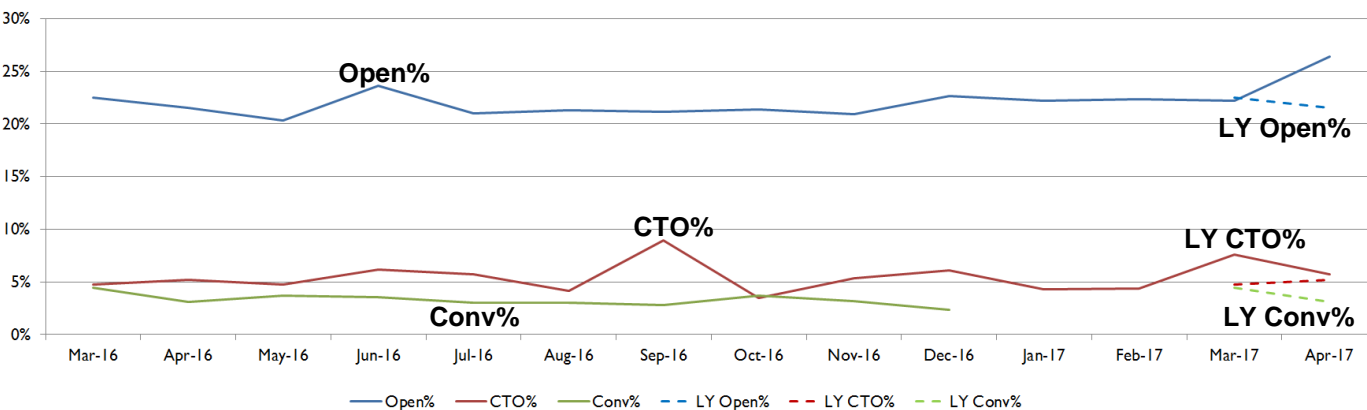
April was the 2nd month of the “Vacation Planner” series; content and subject lines were segmented

- Summer: US, Can, Europe
- Generic: ROW

Open% was the highest since Jan '16

- Subject line test winners began with “RE” (abbrv. for “regarding”)
- Preheader was personalized with first name

APR '17 DESTINATIONS EMAIL KPI TRENDS



Open% was the highest since Jan '16; separate subject line tests were conducted for Summer and Generic versions

Summer:

- **Re: Your Summer Vacation (8.0%)**
- How to Plan a Better Summer Vacation (5.0%)
- 4 Secrets to the Best Summer Vacation (4.9%)

Generic:

- **Re: Your Next Trip (10.7%)**
- 4 Secrets to a Better Holiday (7.3%)
- How to Plan a Better Holiday (7.0%)

Note: LY was: [FNAME's]
Weekend Full of Wanderlust

April **CTO%** was 4.5% above 12-month avg

APRIL '17 DESTINATIONS CORE LINK ANALYSIS

April was the second month in the “Vacation Planner” series and generated the 3rd most clicks in the past year

2-up layout was continued from March & generated majority of email clicks (52%)

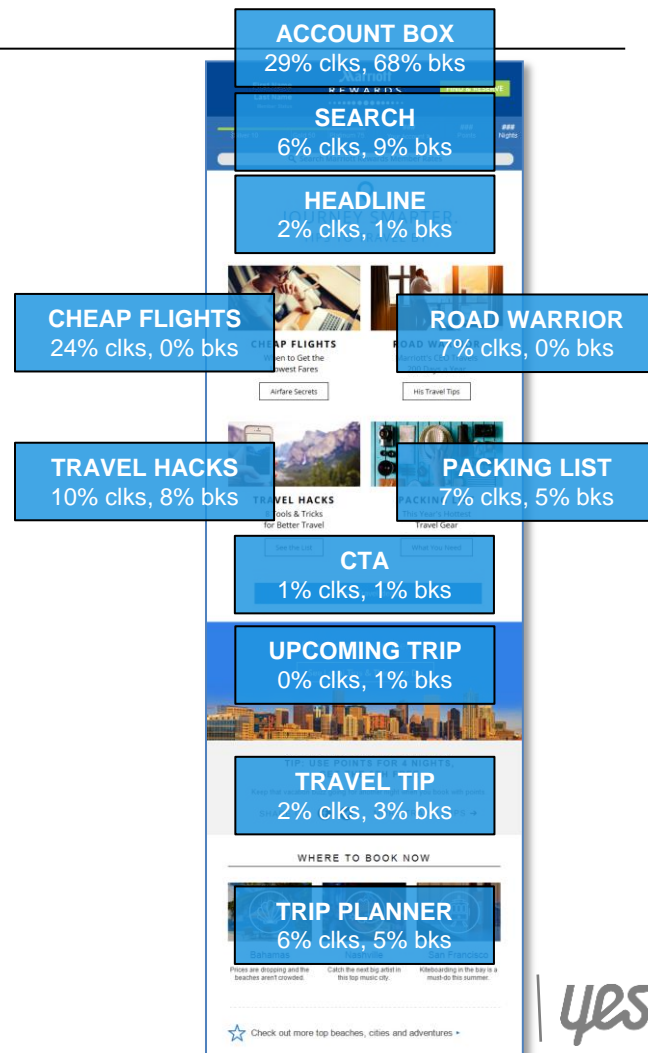
- This was a section drop of 29% from March, which suggests Top 10 list was more engaging
- Slightly more use of copy
- Two of the 4 featured articles link off to non-Marriott sites

Cheap Flights generated the highest clicks in this section (24%)

Difference in interaction between Summer & Generic

- % of clicks to top content was 16.3% higher in the ‘Summer’ version than in the ‘Generic’ version
- % of clicks to Account Box + Search was 22.6% higher in ‘Generic’ version than in ‘Summer’ version

Trip Planner section generated the highest click volume since July ‘16 (ft Bahamas, Nashville and San Francisco) while Upcoming Trip Module & Travel tip clicks both fell below 12 month avgs



CTO% INCREASED YOY AS 2016 FEATURED HIGH VOLUME, LOW CTO% CAMPAIGNS

		Program	Solos
Audience	Total	73.5 M	10.7 M
	Delivered	-15.7%	-65.9%
	Unsub Rate	0.16%	0.11%
		-0.2 pts	-0.2 pts
Engagement	Delivery Rate	99%	98%
		0.3 pts	-0.9 pts
	Open Rate	23.6%	20.8%
		-0.8 pts	-6.3 pts
Engagement	Opens	17.4 M	2.2 M
		-18.4%	-73.8%
	Click Rate	2.1%	2.5%
		0.2 pts	0.8 pts
	Unique Clicks	1.5 M	266.9 K
Financial		-6.1%	-49.3%
	Click to Open Rate	8.7%	12.0%
		1.1 pts	5.8 pts
	Bookings	36.1 K	9.3 K
		-42.6%	-64.4%
Financial	Revenue	\$11.7 M	\$3.1 M
		-45.0%	-65.7%
	Conversion Rate	2.4%	3.5%
		-1.5 pts	-1.5 pts
Financial	Bookings per Delivered(K)	0.5	0.9
		-32.0%	4.5%

YoY, Solo deliveries decreased 66% YoY and clicks decreased 49%

- 2016 Member rates & SPG Shareholder Solo generated CTO% below 6%

April generated the lowest Open% since Jan '16

- MVC accounted for 51% of solo volume & generated an Open% that was 52% below Apr solo avg

CTO% was up 94% YoY and 22% above the 12-month avg

- SPG Link Account Reminder Solo generated a CTO% 125% above the 12-month solo avg

UPDATES TO HERTZ SOLO DID NOT APPEAR TO INCREASE CLICK ENGAGEMENT

Apr '17

First Name
Last Name
Member Status

Marriott
REWARDS.
.....

FIND & RESERVE

Hertz

Find Rewards on the Open Road.

Members (that's you, FNAME!) can save up to 35% on Hertz base rates and earn up to 5,000 points on rentals picked up through August 31, 2017 at participating locations in the U.S., Canada, Europe, Mexico, Puerto Rico, Australia and New Zealand.

RENT A CAR

2,000

5,000

2,000 points for 2- to 4-day rentals

5,000 points for rentals of 5 days or more

Plan a Trip

Book online or call Hertz at 1-800-654-2210. Mention discount code CDP 154090, PC 169680, along with your Marriott Rewards number.

Hertz Promo Solos	Delivered	Open%	CTO%
Apr '17	990.9 K	26.4%	5.6%
Dec '16	991.4 K	26.2%	4.2%
Jun '16	997.1 K	23.4%	6.2%
Mar '16	996.3 K	23.9%	7.4%

Jun '16

First Name
Last Name
Member Status

Marriott
REWARDS.
.....

FIND & RESERVE

Silver 10 Gold 50 Platinum 75 Your Account > My Points My Nights

Search Marriott Rewards Member Rates

Hertz

Book Now. Save and Earn Big.

You can save up to 35% off Hertz rental rates and earn up to 5,000 points as a Marriott Rewards® member.

Save & Earn Now

This offer is good on rentals picked up through September 30, 2016 at participating airports and off airport locations in the U.S., Canada, Europe, Mexico, Puerto Rico, Australia and New Zealand.

+2K 2,000 points for 2- to 4-day rentals

+5K 5,000 points for rentals of 5 days or more

Plan your trip today. Book online or call Hertz at 1-800-654-2210. Mention discount code CDP 154090, PC 169680, along with your Marriott Rewards number.

This is the Summer of the Road Trip

With gas prices at an all time low, there's no better time to plan your cross-country route—and we've got plenty of inspiration!

April Hertz updated design

- Updated main image
- Orientation & layout of copy & content
- Updated CTA

Subject line leveraged Explorer-Magician tone and generated the highest subject line of previous Solos

- SL: Up to 35% off and 5,000 points with Hertz

SPG ACCOUNT LINKAGE SOLO REMINDER SEGMENTS GENERALLY PERFORMED SIMILARLY

Gold

THE RITZ-CARLTON REWARDS | Marriott REWARDS | spg. Preferred Guest

THREE PROGRAMS. ENDLESS POSSIBILITIES.

Activate your Gold status at SPG® by linking accounts today. You'll unlock benefits across SPG and Marriott Rewards® for the whole year.

[LINK NOW](#)

EASY LINK. INSTANT BENEFITS.

Here's what awaits at SPG:

- 50% BONUS ON STARPOINTS**
You can transfer these to your Marriott Rewards account.
- SPG MOMENTS**
Use points for VIP access to concerts, culinary events & more.

[LINK ACCOUNTS](#)

DISCOVER A NEW DESTINATION.

Transfer points for use at these SPG properties and more:

- VEDEMA RESORT, SANTORINI
- W MALDIVES
- THE ST. REGIS BORA BORA

[LINK ACCOUNTS](#)

MRCC

SPG Account Linkage Solos	Delivered	Clicks	Bookings	Open%	CTO%	Conv%
Apr '17 Reminder	851.8 K	88.0 K	2.7 K	46.7%	22.1%	3.1%
Dec '16 Reminder	11.3 M	254.0 K	4.0 K	25.5%	8.8%	1.6%
Oct '16 Reminder	13.8 M	550.9 K	6.0 K	28.7%	13.9%	1.1%
Sep '16 Launch	18.0 M	502.0 K	5.0 K	24.8%	11.3%	1.0%

SPG Account Linkage Solos	Gold		Platinum		MRCC	
	Apr '17	Dec '16	Apr '17	Dec '16	Apr '17	Dec '16
Delivered	201.1 K	246.8 K	109.5 K	145.4 K	541.2 K	714.1 K
Clicks	26.8 K	29.4 K	15.8 K	21.0 K	45.5 K	52.7 K
Open%	43.9%	40.5%	47.8%	43.4%	47.5%	48.5%
CTO%	30.4%	29.5%	30.1%	33.3%	17.7%	15.2%

Overall mailing generated 12.6 K linked accounts

April SPG Link Account Reminder solo was targeted to highly engaged members (MRCC, Gold, Platinum)

- April reminder generated a higher Open% and CTO% than similar SPG solos

Compared to Dec '16 reminder solo, engagement per segment was generally higher:

SPG Reminder Solo Engagement	Open	CTO%
MRCC	-2.1%	+16.3%
Gold	+8.4%	+3.0
Platinum	+10.3%	-9.8%

Which may be a result of high performing segment (e.g. Previous Opener) that wasn't segmented in April

MVC FOLLOW-UP

United States

First Name
Last Name
Member ID

SEARCH

Gold 10 Gold 20 Platinum 75 Your Account 8 888 888 8888 888 8888

Search Marriott Rewards Member Rates

DREAM VACATION. EVERY VACATION.
Planning a family trip is easy when you own a piece of paradise.

4 DAYS / 3 NIGHTS
LAS VEGAS
Stay steps from The Strip in French-inspired splendor at Marriott's Grand Chateau.
From \$199

5 DAYS / 4 NIGHTS
ORLANDO
With golf on site and theme parks moments away, Marriott's Grande Vista is central to it all.
From \$199

6 DAYS / 5 NIGHTS
HAWAII
Own a piece of tropical paradise in Waikoloa on the Big Island or in Oahu.
From \$799

WHY TIMESHARE?
Discover how Marriott Vacation Club ownership can give you unforgettable family vacations every year. >

Marriott Vacation Club Solos	United States		Pacific Asia	
	Mar '17	Apr '17	Mar '17	Apr '17
Delivered	5.4 M	4.4 M	1.9 M	1.1 M
Open%	20.5%	11.1%	14.8%	5.6%
CTO%	6.6%	7.9%	9.1%	15.6%

Pacific Asia

First Name
Last Name
Member ID

SEARCH

Gold 10 Gold 20 Platinum 75 Your Account 8 888 888 8888 888 8888

Search Marriott Rewards Member Rates

DREAM VACATION. EVERY VACATION.
Planning a family trip is easy when you own a piece of paradise.

4 DAYS / 3 NIGHTS
PHUKET, THAILAND
Your private villa awaits at the exclusive Marriott's Mai Khao Beach. Plus earn 10,000 points.
From \$350

4 DAYS / 3 NIGHTS
SURFERS PARADISE, AUSTRALIA
Soak in the sandy lagoon at Marriott Vacation Club at Surfers Paradise on Australia's sunny Gold Coast.
From \$249

WHY TIMESHARE?
Discover how Marriott Vacation Club ownership can give you unforgettable family vacations every year. >

Marriott Vacations solo was resent in April to recipients that did not open in March

- While Open% decreased with the resend, there was a net gain of:
- 545 K Opens, 40% of original
- 48 K Clicks, over half of the original

Updates to creative (in March)

- Pulled in CTA copy style from HS, as these are offer-based; CTA shows price value
- Sticky content at bottom: Why Timeshare links to a page on the MVC site

SPRING '17 MEGABONUS TO-DATE

MegaBonus Total Performance	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Spring '16	74.9 M	60.7 K	\$19.3 M	1.3 M	0.8
Fall '16	94.0 M	15.8 K	\$4.7 M	1.1 M	0.2
Spring '17	69.0 M	37.0 K	\$12.4 M	1.2 M	0.5

MegaBonus Total Performance	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Achievement	232.9 K	8.9 K	\$2.8 M	124.8 K	38.2
Announcement	7.8 M	10.6 K	\$3.1 M	345.1 K	1.4
Preview	7.9 M	12.1 K	\$4.3 M	187.5 K	1.5
Registration Confirmation	487.2 K	3.3 K	\$1.0 M	25.2 K	6.8
Registration Reminder	1.5 M	1.9 K	\$543.5 K	69.2 K	1.3
Last Chance Registration	1.5 M	1.9 K	\$592.8 K	58.0 K	1.3
Total Earned	336.3 K	6.3 K	\$1.9 M	93.5 K	18.7
eNews Feb '16	10.6 M	6.1 K	\$1.9 M	218.7 K	0.6
Hotel Specials Feb '16	9.0 M	76	\$28.0 K	3618	0.0
PO-Benefits Feb '16	907.2 K	6.5 K	\$2.3 M	68.6 K	7.1
PO-Offers Feb '16	1.1 M	0	\$0	676	0.0
eNews Mar '16	10.6 M	1.6 K	\$454.9 K	49.5 K	0.2
Hotel Specials Mar '16	10.1 M	192	\$58.5 K	3885	0.0
PO-Benefits Mar '16	1.1 M	358	\$127.7 K	9.5 K	0.3
PO-Offers Mar '16	1.1 M	43	\$17.9 K	915	0.0
eNews Apr '16	10.7 M	915	\$248.1 K	62.2 K	0.1
Spring '16	74.9 M	60.7 K	\$19.3 M	1.3 M	0.8
Announcement	7.9 M	4.5 K	\$1.3 M	318.9 K	0.6
Achievement	140.2 K	5.1 K	\$1.4 M	89.8 K	36.2
Registration Confirmation	615.7 K	3.6 K	\$1.1 M	33.9 K	5.8
eNews Sep '16	11.5 M	1.4 K	\$462.6 K	419.6 K	0.1
Hotel Specials Sep '16	9.3 M	21	\$4.7 K	10.2 K	0.0
PO-Benefits Sep '16	1.2 M	418	\$139.0 K	107.4 K	0.3
PO-Offers Sep '16	1.1 M	12	\$1.9 K	3.1 K	0.0
eNews Oct '16	12.0 M	56	\$14.6 K	34.7 K	0.0
Hotel Specials Oct '16	9.3 M	185	\$53.4 K	5.8 K	0.0
PO-Benefits Oct '16	1.2 M	33	\$8.2 K	5.6 K	0.0
PO-Offers Oct '16	1.1 M	68	\$18.9 K	1.5 K	0.1
eNews Nov '16	11.9 M	238	\$61.1 K	21.9 K	0.0
PO-Benefits Nov '16	1.3 M	182	\$65.2 K	2.4 K	0.1
PO-Destinations Nov '16	1.2 M	2	\$388	351	0.0
Destinations Nov '16	10.6 M	4	\$1.1 K	1.6 K	0.0
eNews Dec '16	12.5 M	39	\$9.5 K	11.6 K	0.0
PO-Benefits Dec '16	1.2 M	18	\$7.9 K	4.4 K	0.0
Fall '16	94.0 M	15.8 K	\$4.7 M	1.1 M	0.2
Announcement	8.5 M	14.3 K	\$4.9 M	347.6 K	1.7
Registration Confirmation	905.3 K	3.4 K	\$1.1 M	43.1 K	3.7
Achievement	258.0 K	2.0 K	\$706.7 K	14.5 K	7.8
Registration Reminder	8.0 M	3.4 K	\$1.1 M	198.5 K	0.4
Last Chance Registration	7.7 M	2.6 K	\$791.4 K	165.6 K	0.3
Last Chance Booking	645.5 K	2.4 K	\$715.8 K	25.9 K	3.8
eNews Jan '17	13.7 M	3.4 K	\$1.1 M	179.7 K	0.2
eNews Feb '17	15.0 M	5.2 K	\$1.8 M	250.0 K	0.3
eNews Mar '17	14.4 M	308	\$94.1 K	12.4 K	0.0
Spring '17	69.0 M	37.0 K	\$12.4 M	1.2 M	0.5

LIFECYCLE CLICKS INCREASED 11% YOY DUE TO A 28% INCREASE IN DELIVERED EMAILS

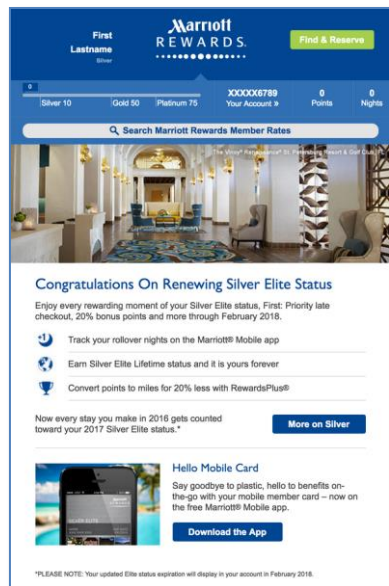
		Program	Lifecycle
Audience	Total	73.5 M	5.4 M
	Delivered	-15.7%	28.0%
	Unsub Rate	0.16% -0.2 pts	0.27% -0.4 pts
	Delivery Rate	99% 0.3 pts	97% 0.9 pts
Engagement	Open Rate	23.6% -0.8 pts	32.8% -0.9 pts
	Opens	17.4 M -18.4%	1.8 M 24.5%
	Click Rate	2.1% 0.2 pts	5.7% -0.9 pts
	Unique Clicks	1.5 M -6.1%	307.4 K 10.8%
	Click to Open Rate	8.7% 1.1 pts	17.2% -2.1 pts
Financial	Bookings	36.1 K -42.6%	6.1 K -1.1%
	Revenue	\$11.7 M -45.0%	\$2.0 M -0.4%
	Conversion Rate	2.4% -1.5 pts	2.0% -0.2 pts
	Bookings per Delivered(K)	0.5 -32.0%	1.1 -22.8%

Open% and CTO% were down YoY, MoM, and below 12-month avg

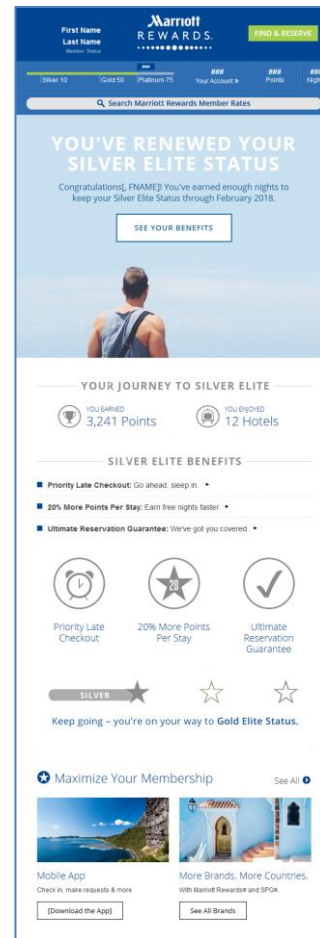
Launches of note:

- Silver Focus: Invitation/TOG
- 2nd month of updated Renewers

HIGHEST CTO% SINCE JAN '16 WITH REDESIGN



Lifecycle: Renewers	Delivered	Open%	CTO%
Apr '16	52.6 K	61.7%	19.3%
May '16	50.7 K	63.3%	19.7%
Jun '16	48.5 K	66.0%	19.4%
Jul '16	66.0 K	66.9%	19.5%
Aug '16	58.0 K	66.4%	20.8%
Sep '16	51.2 K	66.6%	20.3%
Oct '16	58.8 K	65.7%	20.4%
Nov '16	44.8 K	64.8%	21.4%
Dec '16	11.7 K	63.8%	22.1%
Jan '17	103.4 K	61.3%	17.5%
Feb '17	71.4 K	60.2%	16.5%
Mar '17	73.1 K	62.4%	24.1%
Apr '17	50.6 K	62.8%	26.7%
Average	57.0 K	64.0%	20.6%



A redesigned Renewers campaign launched on 3/8

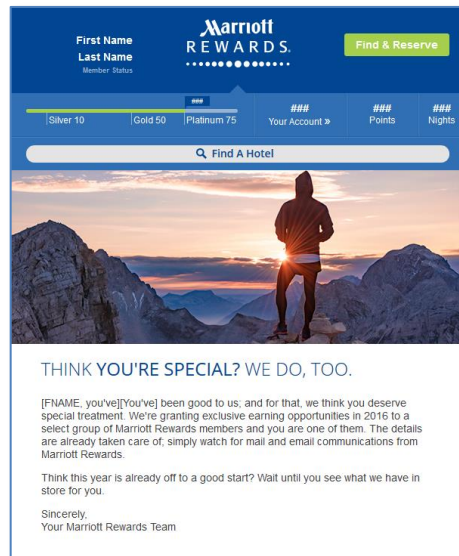
- Personalized
- Primary focus on benefits

April & March generated the highest CTO% vs the previous layout

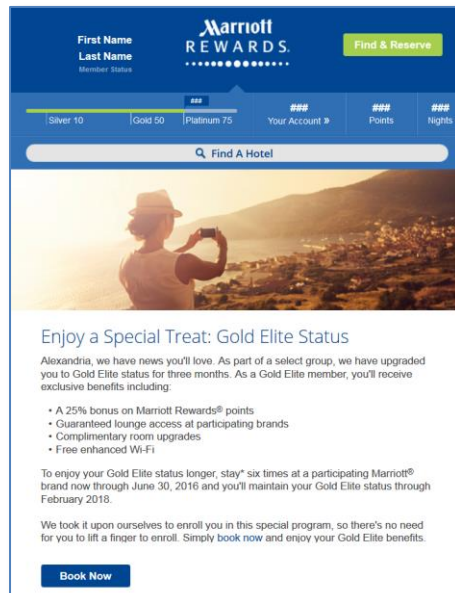
- The increase may only be with Silvers
- March deep dive analysis suggests CTO% decreases with new template
- Renewers refresh planned for 6/28

SILVER FOCUS: INVITATION + TASTE OF GOLD

Invitation



Taste of Gold



Silver Focus Invitation and Taste of Gold have been automated and will launch 2nd & 3rd week of each month, respectively

- Performance has been consistent with previous years despite the change in audience size

Invitation SL: Exclusive offers are coming your way in 2017

TOG SL: Enjoy Your Gold Elite Status

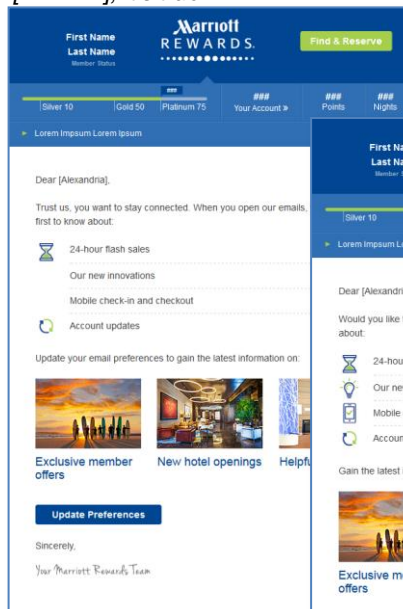
Lifecycle: Silver Focus Invitation	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/Del (K)
2017	71.1 K	80	\$21.6 K	38.0%	4.3%	6.8%	1.1
2016	237.9 K	285	\$103.7 K	33.6%	5.4%	6.6%	1.2
Δ	-70.1%	-71.9%	-79.2%	13.3%	-19.6%	3.1%	-6.1%

Lifecycle: Silver Focus TOG	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/Del (K)
2017	70.9 K	732	\$233.3 K	52.0%	10.0%	19.8%	10.3
2016	197.5 K	2.0 K	\$767.8 K	50.6%	11.1%	18.4%	10.3
Δ	-64.1%	-64.2%	-69.6%	2.9%	-9.8%	7.4%	-0.3%

LIFECYCLE: HELLO AGAIN

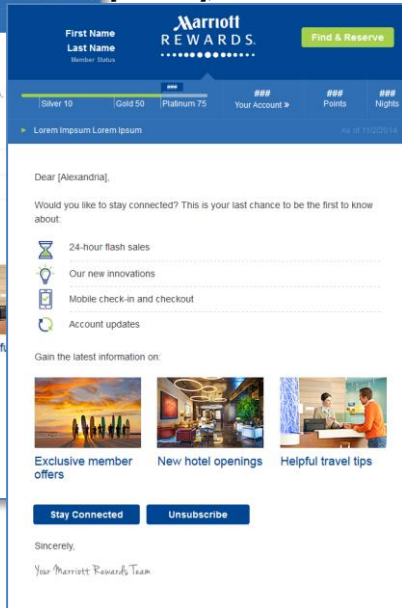
Hello Again

[FNAME], it's true!



Hello Again Reminder

[FNAME], this is it!



Hello Again Lifecycle	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Jan '16	270.8 K	102	\$25.7 K	7.2%	16.7%	3.1%	0.4
Feb '16	256.8 K	58	\$12.4 K	6.9%	16.6%	2.0%	0.2
Mar '16	313.9 K	68	\$24.2 K	6.0%	19.4%	1.8%	0.2
Apr '16	275.4 K	62	\$22.1 K	5.5%	19.5%	2.1%	0.2
May '16	149.3 K	42	\$13.3 K	7.1%	15.5%	2.5%	0.3
Jun '16	376.6 K	107	\$39.0 K	4.9%	22.1%	2.6%	0.3
Jul '16	252.7 K	55	\$15.6 K	6.6%	17.4%	1.9%	0.2
Aug '16	187.6 K	50	\$12.4 K	6.3%	21.2%	2.0%	0.3
Sep '16	310.3 K	67	\$31.1 K	5.4%	18.7%	2.1%	0.2
Oct '16	315.1 K	44	\$13.4 K	5.0%	15.6%	1.8%	0.1
Nov '16	369.6 K	40	\$10.5 K	4.4%	14.8%	1.6%	0.1
Dec '16	444.1 K	38	\$13.0 K	4.0%	15.3%	1.4%	0.1
Jan '17	357.5 K	24	\$6.8 K	4.0%	14.3%	1.2%	0.1
Feb '17	359.1 K	36	\$12.9 K	5.2%	15.5%	1.3%	0.1
Mar '17	625.8 K	75	\$20.3 K	4.4%	17.0%	1.6%	0.1
Apr '17	361.9 K	27	\$6.4 K	6.2%	12.7%	0.9%	0.1

Lowest CTO% since Jan '16

- For both Hello Again and Reminder

These emails may most benefit by highlighting latest program updates

- Consider updating template to support “plug and play” modules
- Increase content refresh cycle
- Volume is ~ 300 K /month, ~50% higher than Welcome



THANK YOU!



APRIL ENEWS BY SECTION

Core % of Clicks			
Row Labels	Apr '17	12 Mo. Avg	Apr Diff
Account Box	27.63%	20.9%	32.1%
Top Offer	45.62%	44.5%	2.5%
Search	4.30%	4.7%	-9.3%
Rewards	15.72%	16.4%	-4.3%
City Scene	1.95%	1.1%	70.3%
Editorial	0.40%	0.8%	-48.6%
eBreaks	2.08%	2.1%	-3.0%
Footer	2.29%	0.7%	217.3%

TSAT % of Clicks			
Row Labels	Apr '17	12 Mo. Avg	Apr Diff
Account Box	23.44%	20.0%	17.0%
Top Offer	46.81%	45.8%	2.3%
Search	4.68%	5.6%	-17.2%
Rewards	17.14%	15.0%	13.9%
City Scene	2.09%	1.2%	78.0%
Editorial	0.38%	2.2%	-82.7%
eBreaks	3.78%	2.7%	39.5%
Footer	1.69%	0.7%	140.2%

WHPH % of Clicks			
Row Labels	Apr '17	12 Mo. Avg	Apr Diff
Account Box	17.19%	13.3%	28.9%
Top Offer	54.91%	56.5%	-2.8%
Search	2.23%	2.6%	-14.6%
Rewards	19.50%	17.0%	14.5%
City Scene	1.91%	0.5%	310.4%
Editorial	0.37%	3.0%	-87.5%
eBreaks	3.29%	1.5%	115.1%
Footer	0.60%	0.4%	41.1%

APRIL HOTEL SPECIALS BY SECTION

Core % of Clicks			
Row Labels	Apr '17	12 Mo. Avg	Apr Diff
Account Box	24.6%	23.5%	4.7%
Search	7.8%	9.5%	-17.7%
Field Offers	41.7%	42.1%	-1.0%
Getaways	6.2%	8.0%	-22.6%
Experiences	9.0%	4.2%	111.5%
eBreaks	3.2%	5.4%	-40.2%
Footer	5.7%	1.6%	253.4%

TSAT % of Clicks			
Row Labels	Apr '17	12 Mo. Avg	Apr Diff
Account Box	18.8%	18.4%	2.2%
Search	8.1%	9.8%	-17.8%
Field Offers	49.5%	47.0%	5.4%
Getaways	5.5%	8.3%	-34.1%
Experiences	8.8%	4.1%	112.1%
eBreaks	3.3%	5.7%	-41.8%
Footer	4.0%	1.2%	237.8%

WHPH % of Clicks			
Row Labels	Apr '17	12 Mo. Avg	Apr Diff
Account Box	18.2%	17.7%	2.5%
Search	4.5%	6.0%	-23.8%
Field Offers	46.6%	47.2%	-1.1%
Getaways	11.4%	10.0%	13.6%
Experiences	11.5%	4.9%	136.0%
eBreaks	3.7%	5.0%	-26.8%
Footer	1.2%	0.7%	64.4%

APRIL DESTINATIONS BY SECTION

Core % of Clicks			
Row Labels	Apr '17	9 Mo. Avg	Apr Diff
Account Box	28.8%	27.7%	4.0%
Top Offer	51.7%	44.4%	16.4%
Search	6.0%	5.7%	5.4%
Middle Offer	1.7%	11.1%	-84.5%
Bottom Offer	5.6%	4.1%	36.5%
Upcoming Trip	0.3%	0.5%	-28.6%
Footer	5.8%	1.9%	197.6%

TSAT % of Clicks			
Row Labels	Apr '17	9 Mo. Avg	Apr Diff
Account Box	22.2%	21.2%	4.6%
Top Offer	58.0%	48.5%	19.6%
Search	5.9%	5.3%	11.0%
Middle Offer	1.9%	12.5%	-85.2%
Bottom Offer	6.8%	4.8%	41.7%
Upcoming Trip	0.5%	0.5%	-8.6%
Footer	4.8%	1.5%	224.1%

WHPH % of Clicks			
Row Labels	Apr '17	9 Mo. Avg	Apr Diff
Account Box	17.8%	18.7%	-4.7%
Top Offer	67.8%	54.0%	25.7%
Search	2.7%	2.8%	-3.9%
Middle Offer	2.8%	13.3%	-78.9%
Bottom Offer	6.4%	4.4%	45.3%
Upcoming Trip	0.9%	1.4%	-39.3%
Footer	1.7%	0.9%	95.2%

REDEEM

Hilton HONORS account login

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POINTS = ACCESS
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EXPLORE EXPERIENCES

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Congratulations, you've successfully redeemed Starpoints® for a Free Night Award. Remember, now all of your eligible SPG Award stays and nights will earn credit toward elite status qualification, helping you earn elite Gold and Platinum status even faster.

Here are your Award details:

Number of nights redeemed: 10
Stay at: The Westin New York Hotel
Hotel: The Westin New York Hotel

Questions? Contact the SPG® Customer Contact Center. We're here to help.

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spg. moments

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- Get into high gear with cooking lessons from world famous chefs, join exclusive members-only Porsche Motorsport team races, rediscover experiences you crave. Find your Moment today.
- Experience a weekend in Louisville. All including shore with local chefs. Sponsored by a private chef and local chef.
- Join professional golfer Justin Thomas for a weekend of golf fun in Las Vegas, Nevada.
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TRIPLE POINTS ON EVERY STAY

Carlson Rewards

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Plus, enjoy 5,000 bonus points for every Sunday or Monday night you stay — up to 100,000 points!

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YOU ARE REGISTERED

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great deal

when you stay 2 nights or more, get 15% off.

book now

earn double points on your first & every stay

register in 1 click

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No limits. No minimums. There's no stopping you.

come back

to get 3x points on your next stay, so what wait any longer?

book now

SPG Rewards

EXCLUSIVE

The sooner, the better.

Don't miss out on an exclusive new-member offer selected just for you. Register through April 30, 2017, and complete your stays between March 01, 2017, and May 31, 2017.

FIRST STAY EARNS 1,500 BONUS STARPOINTS

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POTENTIAL BONUS 4,000 BONUS STARPOINTS

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Earn points for each eligible stay at a Hyatt hotel. Earn points for each eligible stay at a Hyatt hotel. Earn points for each eligible stay at a Hyatt hotel.

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Make the most of each stay with your Hyatt Rewards. Make the most of each stay with your Hyatt Rewards. Make the most of each stay with your Hyatt Rewards.

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when you book by September 4, 2017.

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Earn up to 30,000 bonus points toward FREE nights!

Earn up to 30,000 bonus points toward FREE nights! Earn up to 30,000 bonus points toward FREE nights! Earn up to 30,000 bonus points toward FREE nights!

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Save the summer savings in savings with a Tax Day offer of up to 30% off our best available weekend rate. Save the summer savings in savings with a Tax Day offer of up to 30% off our best available weekend rate.

Where will your points take you?

Where will your points take you? Where will your points take you? Where will your points take you?

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2X + 2X

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EXPLORE INSIDER DATES

Get the best of both rewards. Earn double Starpoints® on all eligible revenue for your events on Insider Dates — where you'll get the absolute best rates — with 10 rooms or more.

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Join today to earn rewards for your meetings and events, enjoy exciting bonus opportunities and much more.

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earn 100k points & a luxury night

get 1,000 points for sharing your story

enjoy bonus points up to 100,000 points

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LEARN MORE

Call your Sales Accountable to book by October 31, 2017. For arrival by December 31, 2017.

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THANK TO SPG PRO, YOU CAN EARN DOUBLE STARPOINTS®

2X + 2X

START THE CONVERSATION

SUBMIT RFP/QUOTE

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You're registered for SPG® Pro Double Double. Now you can earn double Starpoints® and double eligible nights towards elite status on meetings and event stays with a signed hotel contract. Book and arrive by 30 June 2017 at more than 1,500 hotels and resorts across 35 distinct five brands in the SPG programme. Time to get earning.

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2 COME BACK FOR MORE. Check back often to discover all the new SPG Pro bonuses added to your dashboard.

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LAUNCH DASHBOARD

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Great rates are piling up

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EARN UP TO \$600

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WYNDHAM REWARDS

Free custom reward

Book Now

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