

Lifecycle Quarterly Review: *Points Activation + Achievers Refresh*

April 20, 2023

MARRIOTT
BONVOY®

ZADUN, A RITZ-CARLTON RESERVE, LOS CABOS, MEXICO

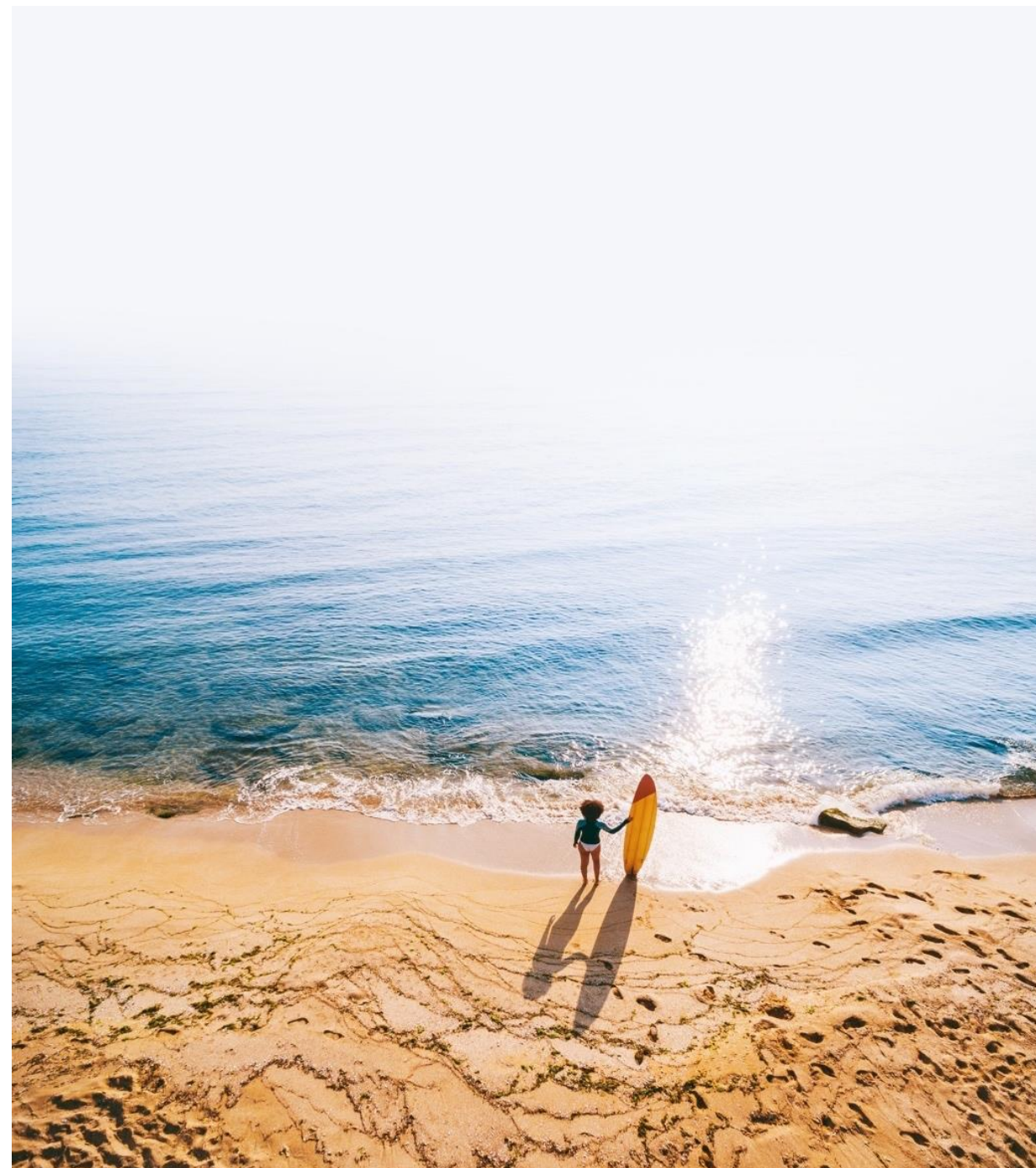


Today, we will review the following Lifecycle campaigns:

Incent Redemption

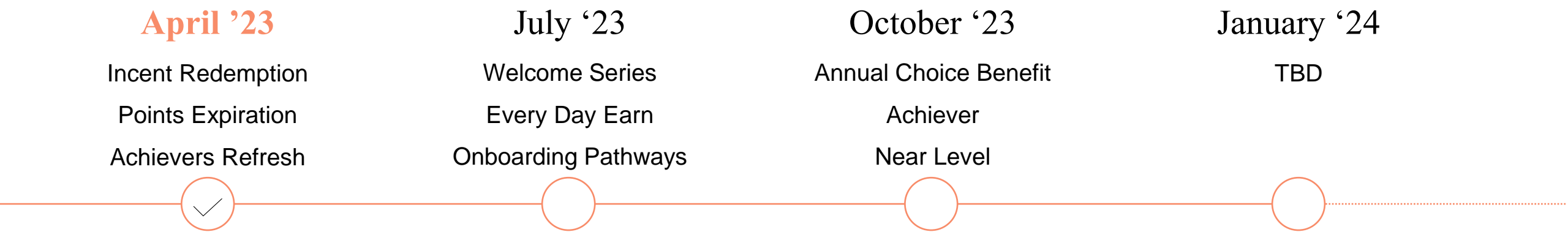
Points Expiration

Achievers Refresh
(Renewal, Leniency, Downgrade)



2023 Quarterly Review Schedule

Several lifecycle campaigns have been selected for performance reviews each quarter.



Incent Redemption

Sample Creative: Incent Redemption

Jan-Feb 2023

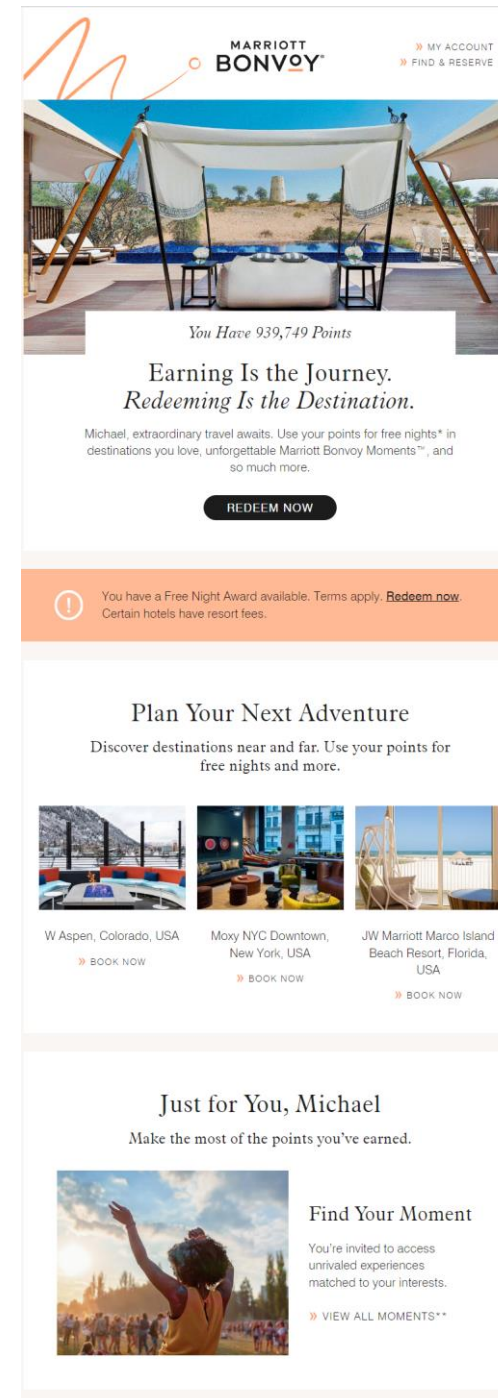
Targeting Criteria: Members with an English language preference who have at least 10,000 points or more to redeem for a variety of offerings tailored to their point balance tier.

- 10,000-19,999 pts.
- 20,000-49,999 pts.
- 50,000-99,999 pts.
- 100,000+ pts.

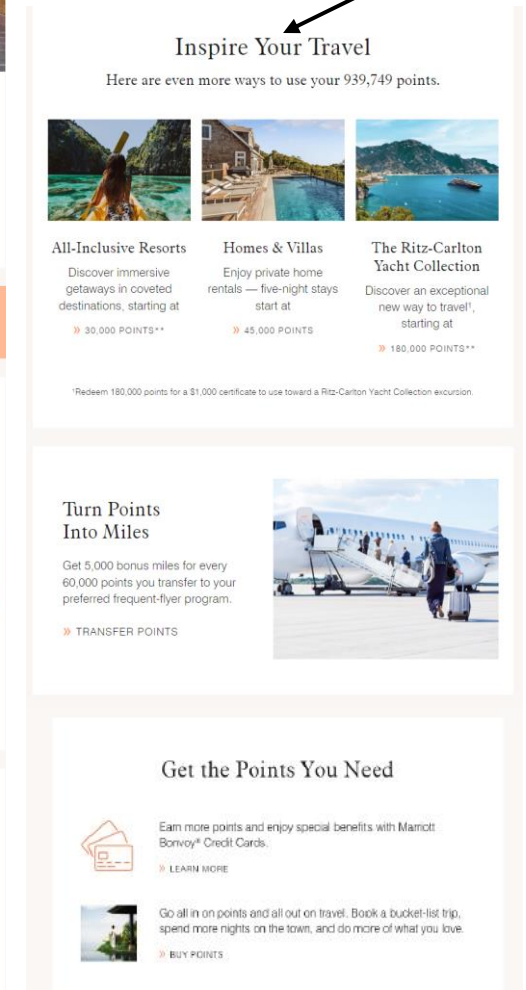
Subject Line(s)

SL: Michael, What Will You Do With Your Points?

PH: Redeem for free nights, extraordinary experiences, and more.




Redemption module was dynamic for EMEA region and for all recipients based on points buckets




Incent Redemption: Dynamic Modules

Targeted redemption content based on point balance and region


10,000–19,999 points



Instant Redemptions
Spa services and snacks at hotels start at just
2,500 POINTS



Marriott Bonvoy Boutiques
Shop your favorite hotel brand bedding, candles, and more, starting at
5,000 POINTS



The Latest Tech
Shop for the best in electronics, starting at
5,000 POINTS

20,000–49,999 points (shown in layout)



Health and Wellness
Get the latest wellness products, starting at
7,500 POINTS




Air + Car
Redeem for flights or car rentals with as few as
10,000 POINTS




Gift Cards
Good for hotel stays, dining, and more. Gift cards start at
12,500 POINTS


EMEA ONLY: 10,000–49,999 points



Instant Redemptions
Spa services and snacks at hotels start at just
2,500 POINTS




Marriott Bonvoy Boutiques
Shop your favorite hotel brand bedding, candles, and more, starting at
5,000 POINTS




Air + Car
Redeem for flights or car rentals with as few as
10,000 POINTS


EMEA ONLY: 50,000 points or more



Air + Car
Redeem for flights or car rentals with as few as
10,000 POINTS




All-Inclusive Resorts
Discover immersive getaways in coveted destinations, starting at
30,000 POINTS**




The Ritz-Carlton Yacht Collection
Discover an exceptional new way to travel*, starting at
180,000 POINTS**

*Redeem 180,000 points for a \$1,000 certificate to use toward a Ritz-Carlton Yacht Collection excursion.


50,000–99,999 points



All-Inclusive Resorts
Discover immersive getaways in coveted destinations, starting at
30,000 POINTS**




Homes & Villas
Enjoy private home rentals — five-night stays start at
45,000 POINTS



Cruise With Points
Redeem for your sailing, starting at
63,000 POINTS


100,000 points or more



All-Inclusive Resorts
Discover immersive getaways in coveted destinations, starting at
30,000 POINTS**



Homes & Villas
Enjoy private home rentals — five-night stays start at
45,000 POINTS




The Ritz-Carlton Yacht Collection
Discover an exceptional new way to travel*, starting at
180,000 POINTS**

*Redeem 180,000 points for a \$1,000 certificate to use toward a Ritz-Carlton Yacht Collection excursion.

Incent Redemption: Dynamic Modules


Targeted property features

NAD Properties




W Aspen,
Colorado, USA

» BOOK NOW



Moxy NYC Downtown,
New York, USA


» BOOK NOW



JW Marriott Marco Island
Beach Resort, Florida, USA


» BOOK NOW

CALA Properties




JW Marriott Los Cabos
Beach Resort & Spa,
Mexico

» BOOK NOW



W Costa Rica – Reserva
Conchal, Guanacaste,
Costa Rica


» BOOK NOW



The Westin Puntacana
Resort & Club, Punta Cana,
Dominican Republic


» BOOK NOW

APAC Properties




W Shanghai – The Bund,
China

» BOOK NOW



The Ritz-Carlton Maldives,
Fari Islands, Maldives


» BOOK NOW



Josun Palace, a Luxury
Collection Hotel, Seoul
Gangnam, South Korea


» BOOK NOW

APAC, JAPAN Properties




The Westin Tokyo,
Japan

» BOOK NOW



Sheraton Grande Tokyo
Bay Hotel, Japan


» BOOK NOW



The Ritz-Carlton, Okinawa,
Japan


» BOOK NOW

EUR Properties




The Westin London City,
United Kingdom

» BOOK NOW



W Rome, Italy


» BOOK NOW



The Bodrum EDITION,
Turkey


» BOOK NOW

MEA Properties




The Dubai EDITION,
UAE

» BOOK NOW



Protea Hotel Fire & Ice!
Cape Town, South Africa


» BOOK NOW



The St. Regis Cairo,
Egypt


» BOOK NOW

APAC, KOREA Properties




JW Marriott Dongdaemun
Square Seoul, South Korea

» BOOK NOW



Josun Palace, a Luxury
Collection Hotel, Seoul
Gangnam, South Korea


» BOOK NOW



THE PLAZA Seoul,
Autograph Collection,
South Korea


» BOOK NOW

APAC, INDIA Properties




The St. Regis Mumbai,
India

» BOOK NOW



W Goa, India


» BOOK NOW



The Westin Chennai
Velachery, India

» BOOK NOW

APAC, CHINA Properties




Sheraton Sanya Haitang
Bay Resort, Hainan, China

» BOOK NOW



JW Marriott Hotel Shanghai
at Tomorrow Square, China


» BOOK NOW



The St. Regis Hong Kong,
Hong Kong


» BOOK NOW

APAC, AUSTRALIA Properties




W Brisbane,
Queensland, Australia

» BOOK NOW



JW Marriott Gold Coast
Resort & Spa, Queensland,
Australia

» BOOK NOW



Sheraton Grand Mirage
Resort, Port Douglas,
Queensland, Australia

» BOOK NOW

Performance Insights: Incent Redemption

- Overall performance for Jan & Feb 2023 was showing stronger than 2019 averages and the same time period in 2020
- CTR of 3.68% and a 0.07% unsub rate indicated that audience health remained positive
- 70.7K redemptions from 57.8K email openers when looking 14 days after deployment (*Jan 9th solo*); most redeemed for free nights
- CTRs increased for those with higher point balances; patterns were the same for both active and inactive groups
- 10-49K group had lower engagement and redemption activity, both in EMEA and rest of the world; an ideal group for testing new personalization tactics and content to lift performance
- The Hero captured a majority of click activity among segments, followed by the 'Inspire Your Travel' which was actually the primary click for Active EMEA members

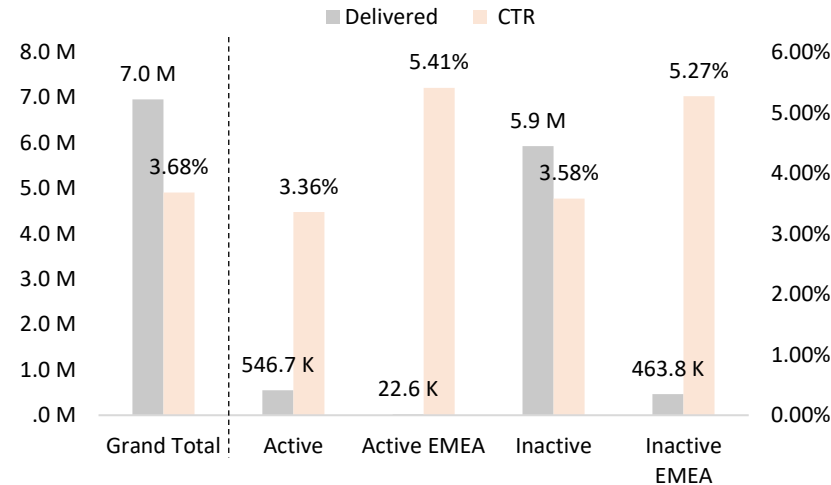
Incent Redemption: Performance Overview

Jan - Feb 2023

| | |
|----------------------------|---|
| 7 M Delivered | 3.2 K Halo Bookings |
| 3.68% CTR | 57.8 K # of Openers With Redemption* |
| 0.07% Unsub Rate | 70.7 K # of Redemptions* |

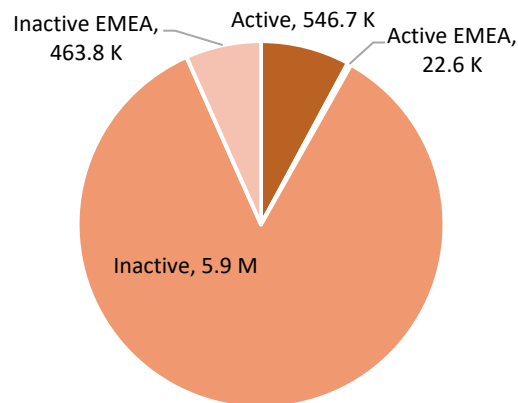
*Redemption activity from Jan 9th launch solo

Engagement by Segment

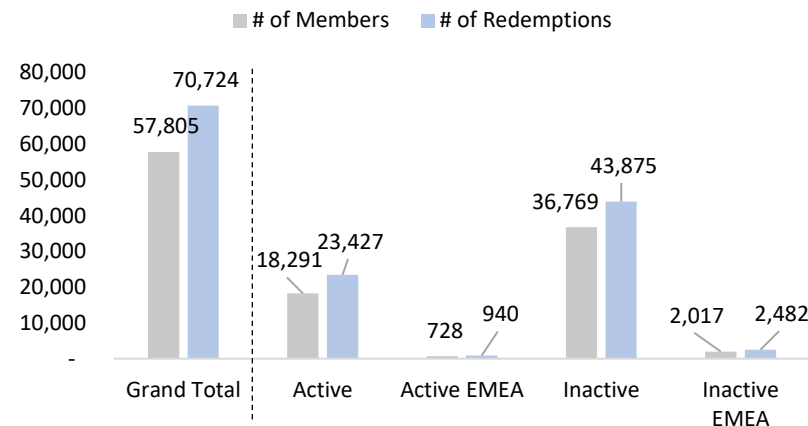


- Overall performance showing stronger than 2019 average and same time period in 2020
- 3.68% CTR was +1.1 pts. compared to 2019 average, but -2.1 pts. vs. same time period 2020
- Audience health remained positive at a 0.07% unsub rate; aligned with 2019 and 2020 averages
- 95% of Jan/Feb email deliveries was from the initial launch on Jan 9th; it generated 70.7K redemptions from 57.8K email openers 14 days after deployment
- Campaign was paused on 3/9 to make content updates; plans are in place to turn the campaign back on this week

Deliveries by Activity Level



Email Opener Redemption Activity by Segment



Incent Redemption Benchmarks:

Aug-Dec 2019 Avg.
CTR = 2.56%
Unsub Rate = 0.04%

Jan-Feb 2020 Avg.
CTR = 5.77%
Unsub Rate = 0.07%

Incent Redemption

Redemption Stats – Jan 9, 2023 Campaign

Total **Openers**: 1,600,066

% of Openers that Redeemed: 3.6%

| Segment | # of Members | # of Redemptions |
|--------------------|---------------|------------------|
| Grand Total | 57,805 | 70,724 |
| Active | 18,291 | 23,427 |
| Active EMEA | 728 | 940 |
| Inactive | 36,769 | 43,875 |
| Inactive EMEA | 2,017 | 2,482 |

Top 4 Redemption Categories - Openers (listed in order):

- **Active** = Standard Redemption (14,764), Top Off Award (1,013), Cash & Points (983), PointsSavers (481)
- **Active EMEA** = Standard Redemption (569), Cash & Points (51), PointsSavers (38), Upgrades (32)
- **Inactive** = Standard Redemption (27,214), Top Off Award (3,262), Cash & Points (1,720), Points to Miles Transfer (1,692)
- **Inactive EMEA** = Standard Redemption (1,480), Points to Miles Transfer (113), Cash & Points (105), PointsSavers (100)

Total **Clickers**: 238,820

% of Clickers that Redeemed: 4.4%

| Segment | # of Members | # of Redemptions |
|--------------------|---------------|------------------|
| Grand Total | 10,611 | 13,032 |
| Active | 2,322 | 3,022 |
| Active EMEA | 122 | 174 |
| Inactive | 7,502 | 9,024 |
| Inactive EMEA | 665 | 812 |

Leverage data to update email content by calling out some of these top member choices to capture more redemption activity; consider branding module notating they are member favorites

Reporting Notes:

- # of Members = those that received the Jan 9th email and either opened or clicked (campaign key 2051656)
- # of Redemptions = criteria includes anyone with a redemption in the 14 days after the deployment, the redemption needed to have an issue date between Jan 9 – 23, and the redemption needed to happen after the open or click. Only included redemptions that had a point value greater than 0.

Incent Redemption

Point Balance Segment Performance

- Strong engagement and revenues from all segments, active and inactive, in the first 2 months of the year
- CTRs increased as point balances went up; same for both active and inactive groups
- Unsub rates were low for all segments except the EMEA 10-49K groups; both had nearly the same rate of 0.14%
- Test into showing top content options based on reporting insights to drive engagement from lower point groups 10-49K
- Use 3rd party data signals to test personalized hero messages with a reason to redeem at Marriott properties

| Jan – Feb 2023 | Delivered | CTR | Unsub% | Bookings | Revenue | Conv. |
|---------------------------|----------------|--------------|--------------|------------|-----------------|--------------|
| Active 10-19K | 75.9 K | 2.44% | 0.03% | 13 | \$1.3 K | 0.70% |
| Active 20-49K | 106.3 K | 2.30% | 0.03% | 41 | \$11.3 K | 1.67% |
| Active 50-99K | 93.4 K | 3.05% | 0.03% | 41 | \$6.1 K | 1.44% |
| Active 100K+ | 271.1 K | 4.13% | 0.03% | 145 | \$60.2 K | 1.29% |
| Active EMEA 10-49K | 7.8 K | 4.26% | 0.14% | 4 | \$3.0 K | 1.21% |
| Active EMEA 50K+ | 14.8 K | 6.01% | 0.03% | 16 | \$6.8 K | 1.80% |
| Active Total | 569.2 K | 3.44% | 0.03% | 260 | \$88.7 K | 1.33% |

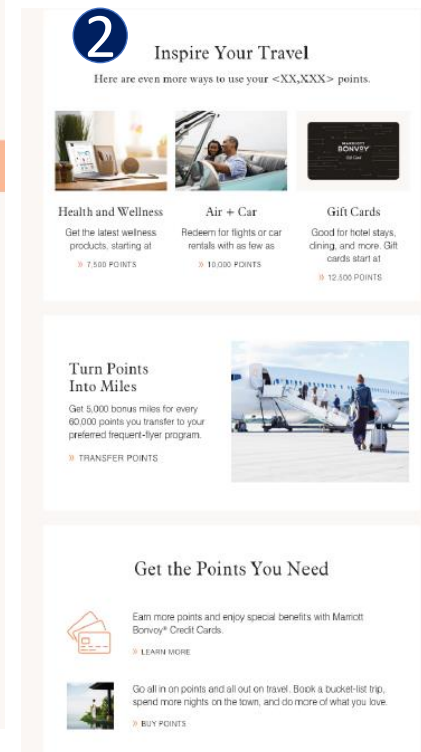
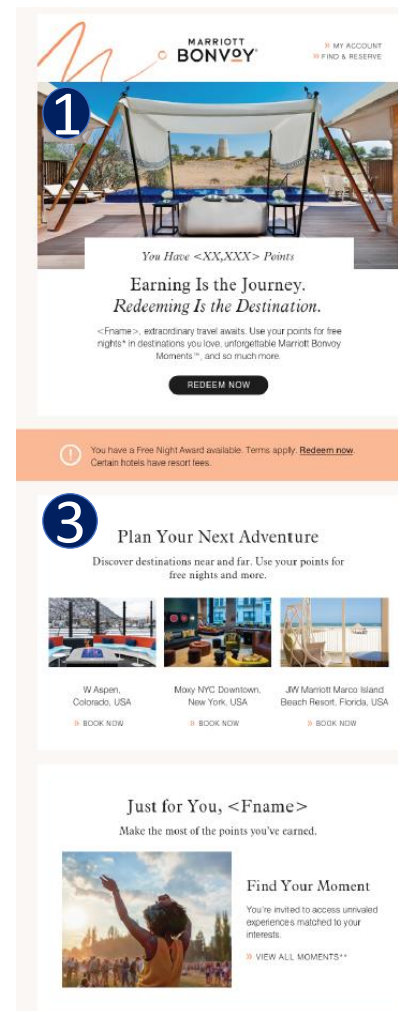
| Jan – Feb 2023 | Delivered | CTR | Unsub% | Bookings | Revenue | Conv. |
|-----------------------------|--------------|--------------|--------------|--------------|----------------|--------------|
| Inactive 10-19K | 2.0 M | 3.29% | 0.09% | 599 | \$227.9 K | 0.93% |
| Inactive 20-49K | 1.8 M | 3.28% | 0.07% | 801 | \$262.1 K | 1.35% |
| Inactive 50-99K | 903.5 K | 3.74% | 0.05% | 564 | \$187.7 K | 1.67% |
| Inactive 100K+ | 1.3 M | 4.34% | 0.04% | 744 | \$349.4 K | 1.36% |
| Inactive EMEA 10-49K | 311.1 K | 4.88% | 0.15% | 121 | \$60.8 K | 0.80% |
| Inactive EMEA 50K+ | 152.8 K | 6.07% | 0.08% | 137 | \$75.5 K | 1.48% |
| Inactive Total | 6.4 M | 3.70% | 0.07% | 3.0 K | \$1.2 M | 1.25% |

Incent Redemption

Heatmap by Segment

- The Hero captured a majority of click activity among segments.
- The second most engaged module was 'Inspire Your Travel' which was actually the primary click for Active EMEA members
- EMEA segments had more activity on the Points to Miles module than others
- 'Plan Your Adventure' module came in the top 3 for Active and was not far behind in 4th place for Inactive

| Email Modules / % of Clicks | Active | Active EMEA | Inactive | Inactive EMEA | Grand Total |
|-----------------------------|--------|-------------|----------|---------------|-------------|
| Header | 10.88% | 8.90% | 13.10% | 12.98% | 12.92% |
| Hero | 28.27% | 24.59% | 49.15% | 44.76% | 47.15% |
| Plan Your Next Adventure | 17.56% | 18.87% | 11.89% | 13.01% | 12.43% |
| Moments Module | 7.35% | 10.18% | 3.83% | 5.52% | 4.27% |
| Inspire Your Travel Module | 26.80% | 25.72% | 15.33% | 14.13% | 16.06% |
| Points to Miles | 6.02% | 7.99% | 3.80% | 5.36% | 4.13% |
| Get the Points You Need | 1.45% | 2.12% | 0.64% | 1.01% | 0.74% |
| Footer | 1.68% | 1.63% | 2.24% | 3.24% | 2.30% |



Recommendations and Next Steps: Incent Redemption

Recommendations

- Establish monthly/quarterly tracking of redemption activity
- Leverage data to update email content by calling out some of these top member choices to capture more redemption activity; consider branding module notating they are member favorites
- Test into showing top content options based on reporting insights to drive engagement from lower point groups 10-49K
- Use 3rd party data signals to test personalized hero messages with a reason to redeem at Marriott properties
- Test a second touch point 7 or 14 days later to those who haven't redeemed
- Consider sending a near redemption version to members with balances between 2,000-9,999K points

Next Steps

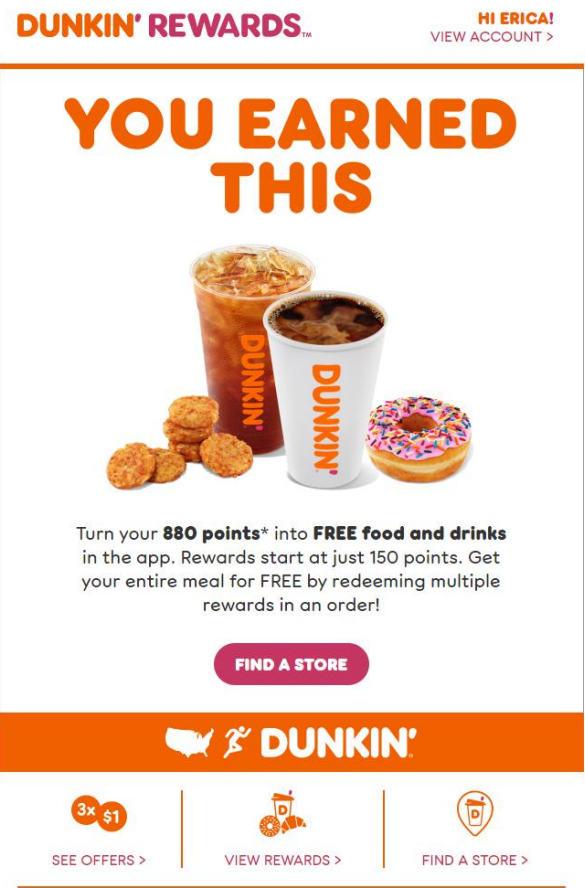
- Set-up reporting framework and establish delivery cadence
- Restart campaign in April
- Determine if and when any creative updates will be made; consider developing a test plan for top 3 opportunities

INDUSRTY EXAMPLES

Playful approach to subject line and hero drives you to mobile app to redeem (btw, I have the app!)

Subject line = Let your points pick up the tab 🙌

Pre-Header = Savor your FREE food and drink rewards.



Urgency used in subject line + prominent redemption how-to steps; consider testing this approach with new members or never before redeemers

Subject line = Erica, don't forget to use your 2X points

Pre-Header = And remember, double the points means faster rewards.



GET A \$5 REWARD
FOR EVERY \$50 YOU SPEND (!)

You have 2 of 2 2X points days
to use by December 31.

2X

READY TO REDEEM?

1. Apply at online checkout or show barcode below in stores.
2. Earn double the points all day long.
3. Repeat. (Gold members get two 2X points days every year!)

INDUSRTY EXAMPLES

Near redemption message example

Subject line = Erica, you're about to earn a Reward...

Pre-Header = Yep, This is really happening.

DSW
DRESS SHOE WAREHOUSE

HI, ERICA | VIP STATUS: GOLD | YOU HAVE \$5 IN REWARDS

WOMEN | MEN | KIDS | BRANDS | CLEARANCE

DSW VIP

REMEMBER: YOU GET
POINTS (AKA REWARDS) WITH EVERY PURCHASE
GET THOSE REWARDS ▶ DETAILS ▶

DSW VIP

YOU'RE SOOO
CLOSE TO
A REWARD

\$13
TO GO

JUST SPEND \$13 AND
WE'LL DROP A \$5 REWARD
IN YOUR ACCOUNT



REMEMBER,
YOU GET 5%
BACK IN
REWARDS ON
EVERYTHING
\$100 (OR 100 PTS)
= \$5 REWARD

THESE SHOULD HELP GET YOU THERE



Kelly & Katie
Jazzy Flat
\$14.99-\$49.99



New Balance
Fresh Foam Arishi v4...
\$89.99



adidas
Questar Running Shoe ...
\$29.99-\$39.99



Kelly & Katie
Ankle Saddle
\$44.99



Coach and Four
Ankle Saddle
\$99.99



Kelly & Katie
Ankle Saddle
\$44.99



Chico
Bridal Low Wedge...
\$59.99



Chico Village
Gabriel Loafer
\$99.99



Jessica Simpson
Gabriel Pump
\$89.99-\$99.99

WE FEEL A REWARD
COMING

SHOP BY SIZE

35.56.5777.5

88.599.51011

WANT TO EARN THAT REWARD
EVEN FASTER?

2X

USE YOUR 2X POINTS DAYS
2/2 left

LOG INSEE MORE WAYS TO
EARN POINTS

DSW VIP

REMEMBER: YOU GET
POINTS (AKA REWARDS) WITH EVERY PURCHASE
GET THOSE REWARDS ▶ DETAILS ▶

DSW VIP

YOU'RE SOOO
CLOSE TO
A REWARD

\$13
TO GO

JUST SPEND \$13 AND
WE'LL DROP A \$5 REWARD
IN YOUR ACCOUNT



REMEMBER,
YOU GET 5%
BACK IN
REWARDS ON
EVERYTHING
\$100 (OR 100 PTS)
= \$5 REWARD

WANT TO EARN THAT REWARD
EVEN FASTER?

USE YOUR 2X POINTS DAYS
2/2 left

LOG IN

SEE MORE WAYS TO
EARN POINTS

15

MARRIOTT
BONVOY® X

Points Expiration

Sample Creative: Points Expiration

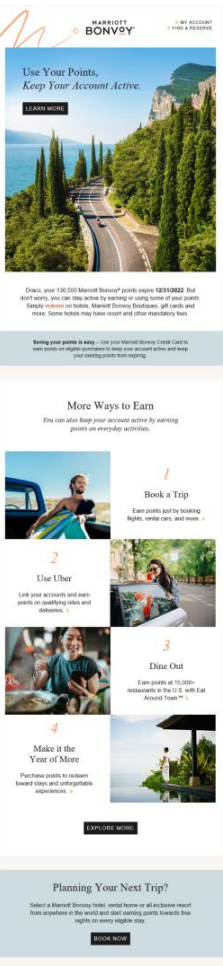
September 30th 90-Day | November 30th 30-Day

90-day points expiration kicked off with an initial large deployment on September 30th, followed by the 30-day points expiration with an initial large deployment on November 30th

90-Day Targeting Criteria: Eligible Marriott Bonvoy members globally whose points will be expiring in 90 days with a reminder about the various ways to earn points and how to prevent their points from expiring.

PCIQ Subject Lines

- SL1:** Don't Let Your Points Expire[, Fname]
- PH:** Take action by [December 31, 2022][31 December 2022].



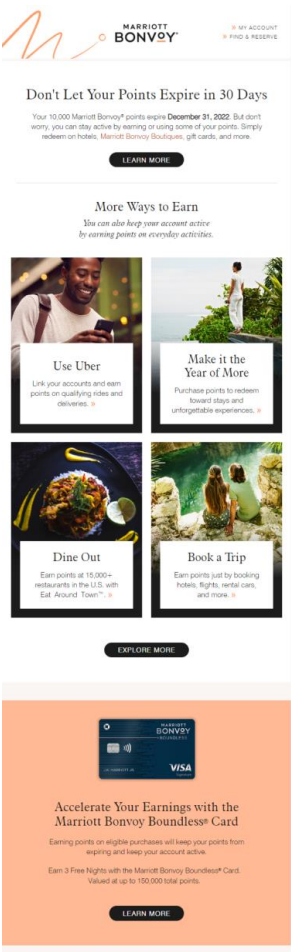
ENG Cardholder

30-Day Targeting Criteria: Eligible Marriott Bonvoy members globally whose points will be expiring in 30 days with a reminder about the various ways to earn points and how to prevent their points from expiring.

*The email opt-out suppression was lifted for sending a **transactional version** of the email.

PCIQ Subject Lines

- SL1:** [Fname, your][Your] Points Are About To Expire
- PH:** Discover all of the different ways to keep your points and account active



BEN Borderless

Points Expiration Key Storylines

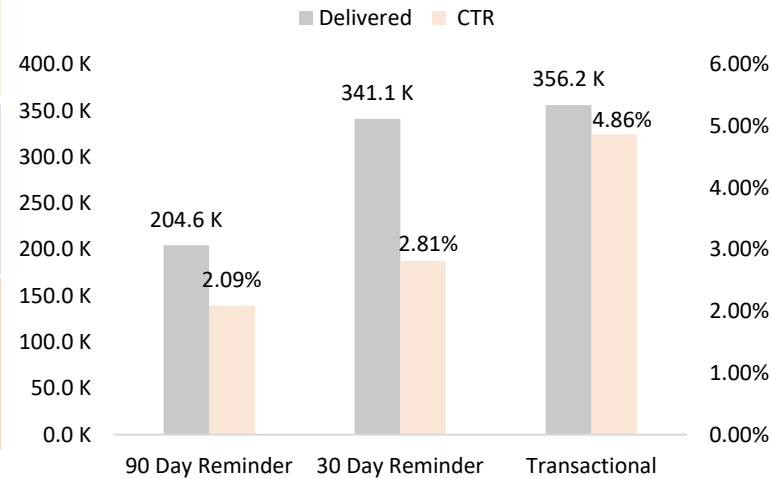
- Throughout Q1 deployments the highest engagement was from 30-day transactional and 30-day reminder campaigns versus the 90-day
- Highest revenue throughout Q1 came from the 30-day transactional with 90-day reminder and 30-day reminder having nearly equal revenue
- Luxury segments made up a smaller percentage of overall delivery volume, but they had a higher CTR on both campaigns
 - The highest CTR was from L3 members with a 7.07% CTR versus Non-luxury with a CTR of 2.42%; recommend exploring opportunities to promote point usage and reminders for select luxury segments in other communications
 - All member levels Silver – Ambassador averaged a higher CTR in Q1 versus Basic members
- When looking at engagement by Opportunity Segments (OPSEG), the highest engagement was consistently from the “Frequent Traveler” and “Marriott Elites with Competition” segments

Points Expiration January – March 2023

Q4 2022 Average
CTR = 2.29%
Revenue = \$812.5K
Rev/del. = \$0.08

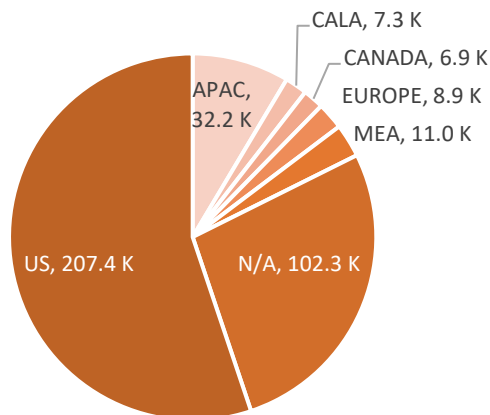
| | |
|-----------------------------|---------------------------------|
| 901.9 K Delivered | 393 Bookings |
| 3.46% CTR | 1.26% Conversion Rate |
| 0.16% Unsub Rate | \$82.1 K Revenue |

Engagement by Campaign

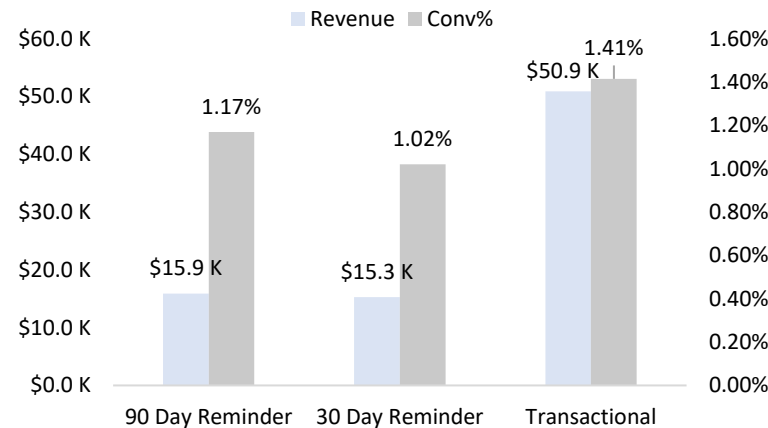


- Overall higher engagement in Q1 2023 vs Q4 2022
 - Lower engagement in months closer to launch in September which featured only 90-day reminders
 - Highest's engagement in Q1 from 30-day reminders (4.1% in Feb and 4.0% in January)
 - Significantly higher engagement from Ambassador members each month with lowest engagement from Basic members, recommend to conduct content optimization for basic members

Deliveries by Region



Revenue by Campaign



- Recommend pulling in active offers in last chance reminders to increase activity
- Less revenue in Q1 compared to Q4 with higher deliveries in Q4; Q1 campaigns resulted in a higher rev/del at \$0.09.
- 30-day transactional drove more revenue in every month that it was launched, recommend to evaluate including points expiration reminders in between 90 and 30 day
 - December 30 day reminder went out to 5.5M and generated over 50% of 2022 revenue

Points Expiration

Segment-Level Performance

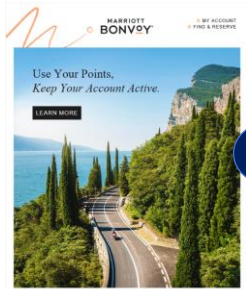
- Highest CTR came from “Cost Conscious Frequent Travelers” and “Marriott Elites with Competition” OPSEGs
- Highest revenue came from “Low Lodging Spenders” and “Inclined to Stay with Competition” highlighting effectiveness of available points in the decision-making process
 - Offer content played a role in driving engagement with higher performing segments
- On average, all OPSEG groups had lower unsubscribe rates than the uncategorized MBV members; recommend to continue including OPSEG segments as targeting criteria to personalize content
- Similar to unsubscribe rate, all OPSEG groups had higher CTR and lower unsub rates than the uncategorized MBV members

| Jan – Feb 2023 | Delivered | Clicks | CTR | Unsub Rate | Bookings | Revenue |
|--|-----------|--------|------|------------|----------|-------------|
| Avid Travelers | 4,064 | 186 | 4.6% | 0.00% | 5 | \$555.00 |
| Big Ticket Spenders | 327 | 12 | 3.7% | 0.00% | 0 | \$0.00 |
| Cost Conscious Frequent Travelers | 1,057 | 69 | 6.5% | 0.09% | 0 | \$0.00 |
| Home Rental Enthusiasts | 3,711 | 166 | 4.5% | 0.00% | 3 | \$309.00 |
| Inclined To Stay With Competition | 6,816 | 280 | 4.1% | 0.06% | 6 | \$1,935.60 |
| Low Hotel Spenders | 1,499 | 44 | 2.9% | 0.07% | 2 | \$172.00 |
| Low Lodging Spenders | 15,353 | 541 | 3.5% | 0.07% | 10 | \$3,864.00 |
| Marriot Elites With Competition | 351 | 21 | 6.0% | 0.00% | 0 | \$0.00 |
| OTA Loyalists | 1,487 | 54 | 3.6% | 0.00% | 1 | \$200.00 |
| N/A | 315,787 | 7,443 | 2.4% | 0.11% | 67 | \$10,769.73 |

Content Highlights: Points Expiration

- Hero image and CTA captured a majority of both engagement and revenue for the 90 and 30-day reminder campaigns
- Plan your next trip was not included in the 30-day reminder email which generated 23% of total revenue in Q1 for the 90-day email, recommend to incorporate a module promoting using points towards upcoming trip
 - Potential to leverage upcoming trip messaging which is a high performer in other MBV campaigns to promote opportunities to redeem points
- Top content module outside of hero image/CTA was the “Dine Out” message for both 90/30 day versions; recommend to capture member preference for point redemption opportunities to be leveraged in second touch point for 30-day reminder
- Explore More CTA was the next most clicked behind dine out aligned with engagement patterns observed in other MBV campaigns, recommend to lean into testing CTA copy around exploration and discover messaging around redemption opportunities
- A greater share of revenue went to the hero expiration message in the 30-day reminder as well as the "my account" section, recommend to tailor 30-day reminder more towards urgency messaging to lift engagement higher
- Dine out was the preferred offer CTA across all OPSEG groups, recommend to consider additional F&B content/offers in future Points Expiration campaigns (localization play here)
 - Recommend to consider Project Silk or Eat Around Town content

90 Day Reminder: Heat Map by OPSEG Segment



1

- Hero captured the most click activity across all OPSEG segments
- Top performing offer amongst most OPSEG groups was dine out content, recommend to leverage EAT content and redemption opportunities in points expiration campaigns
- Plan your next trip was consistently the third most clicked item across all OPSEGs over cobrand content

Having your points in 45+ 100k your Marriott Bonvoy Card? Get it now. Points on eligible purchases will keep your account active and keep your existing points from expiring.

More Ways to Earn
You can also keep your account active by earning points on everyday activities.



2

EXPLORE MORE

Planning Your Next Trip?
Select a Marriott Bonvoy hotel, rental home or all-inclusive resort from anywhere in the world and start earning points towards free nights on every eligible stay.



70,000 Points
LEARN MORE

3

| Modules | Avid Travelers | Big Ticket Spenders | Cost conscious Frequent Travelers | Home Rental Enthusiasts | Inclined To Stay With Competition | Low Hotel Spenders | Low Lodging Spenders | Marriot Elites With Competition | OTA Loyalists | N/A | Grand Total |
|--------------|----------------|---------------------|-----------------------------------|-------------------------|-----------------------------------|--------------------|----------------------|---------------------------------|---------------|---------|-------------|
| Header | 18.46% | 20.00% | 15.00% | 13.33% | 15.82% | 21.62% | 18.73% | 23.08% | 26.47% | 15.69% | 16.05% |
| Hero | 58.46% | 60.00% | 53.33% | 65.71% | 56.63% | 51.35% | 54.82% | 53.85% | 38.24% | 58.48% | 58.05% |
| Ways to Earn | 16.92% | 20.00% | 25.00% | 15.24% | 20.92% | 21.62% | 18.18% | 15.38% | 23.53% | 17.59% | 17.84% |
| Next Trip | 3.85% | 0.00% | 6.67% | 3.81% | 4.08% | 2.70% | 4.68% | 0.00% | 8.82% | 4.63% | 4.60% |
| Credit Card | 0.00% | 0.00% | 0.00% | 0.00% | 0.51% | 0.00% | 0.55% | 0.00% | 0.00% | 0.02% | 0.08% |
| Footer | 2.31% | 0.00% | 0.00% | 1.90% | 2.04% | 2.70% | 3.03% | 7.69% | 2.94% | 3.59% | 3.38% |
| Grand Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

30 Day Reminder: Heat Map by OPSEG Segment



- Hero was the top module for revenue and engagement in both the 90 and 30-day reminders with a greater share going to the hero in the 30-day reminder
- Top content module outside of hero image/cta was the Marriott Bonvoy Boutiques module
 - Top engagement from content in the offer grid was Explore More and Dine out which is a similar engagement pattern to the 90-day reminder
 - Highest revenue from the offer section came from Explore More CTA and Book a Trip CTA
- Higher offer section engagement came from “Cost conscious Frequent Travelers” and “Low Hotel Spenders” OPSEGS

| Modules | Avid Travelers | Big Ticket Spenders | Cost conscious Frequent Travelers | Home Rental Enthusiasts | Inclined To Stay With Competition | Low Hotel Spenders | Low Lodging Spenders | Marriot Elites With Competition | OTA Loyalists | N/A | Grand Total |
|--------------|----------------|---------------------|-----------------------------------|-------------------------|-----------------------------------|--------------------|----------------------|---------------------------------|---------------|---------|-------------|
| HEADER | 10.00% | 23.08% | 8.45% | 15.00% | 9.63% | 5.45% | 13.48% | 15.79% | 8.62% | 11.28% | 11.40% |
| Hero | 73.33% | 61.54% | 76.06% | 71.25% | 74.32% | 74.55% | 71.28% | 78.95% | 70.69% | 68.55% | 69.16% |
| Ways to Earn | 15.00% | 7.69% | 15.49% | 12.50% | 15.06% | 20.00% | 13.71% | 5.26% | 13.79% | 16.62% | 16.21% |
| Credit Card | 0.83% | 0.00% | 0.00% | 0.83% | 0.25% | 0.00% | 0.12% | 0.00% | 1.72% | 0.21% | 0.23% |
| Footer | 0.83% | 7.69% | 0.00% | 0.42% | 0.74% | 0.00% | 1.42% | 0.00% | 5.17% | 3.35% | 3.00% |
| Grand Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

30 Day Transactional: Performance Summary and Heat Map

- 30-day transactional drove proportionately more revenue than the total Points Expiration delivery volume in Q1 2023
- 30-day transactional email had a higher CTR of 4.86% versus the combined Q1 CTR for Points Expiration of 3.46%
- Luxury members engaged more with the header more than nonluxury members and both had nearly the same about of clicks on the footer
- “Learn More” CTA in the hero captured similar share of engagement from luxury and nonluxury members with a combined 86% of clicks and 81% of revenue

| Jan – March* | Performance |
|--------------------------------|-------------|
| Delivered | 356.2K |
| % of Total Pts. Exp. Delivered | 39.49% |
| Clicks | 17.3 K |
| CTR | 4.86% |
| Unsub% | 0.24% |
| Bookings | 245 |
| Revenue | \$50.9 K |
| % of Total Pts. Exp. Revenue | 62.02% |

| Heat Map | Luxury | | Nonluxury | |
|-------------|-------------|--------------|-------------|--------------|
| Modules | % of Clicks | % of Revenue | % of Clicks | % of Revenue |
| Header | 13.27% | 23.76% | 12.38% | 17.22% |
| Hero | 84.50% | 76.24% | 85.60% | 82.78% |
| Footer | 2.23% | 0.00% | 2.03% | 0.00% |
| Grand Total | 100.00% | 100.00% | 100.00% | 100.00% |

Recommendations and Next Steps

Recommendations

- Plan your next trip was not included in the 30-day reminder email which generated 23% of total revenue in Q1 for the 90-day email, recommend to incorporate a module promoting using points towards upcoming trip
- Top performing offer amongst most OPSEG groups was dine out content, recommend to leverage EAT content and other redemption opportunities in points expiration campaigns
- On average all OPSEG groups had lower unsubscribe rates than the uncategorized MBV members, recommend to continue including OPSEG segments as targeting criteria with the potential to personalize content
- Top content module outside of hero image/cta was the “Dine Out” offer, recommend to capture member preference for point redemption opportunities to be leveraged in follow-up 30-day reminder
- Explore More CTA was the next most clicked behind dine out aligned with engagement patterns observed in other MBV campaigns, recommend to lean into exploration and discover messaging around redemption opportunities
- A greater share of revenue went to the hero expiration message in the 30-day reminder as well as the “my account” section, recommend to tailor 30-day reminder more towards urgency messaging to drive engagement


Next Steps

- Look into opportunities to leverage EAT and Project Silk content to lean into F&B engagement
- Explore opportunities to incorporate upcoming trip content and other messages supporting trip planning
- Develop a testing strategy and discovery session into available optimization and testing opportunities


Achiever Refresh

Sample Creative: Achiever Refresh

Leniency
Tues, Jan 24, 2023



MY ACCOUNT
FIND & RESERVE



Congratulations, You are Titanium Elite!

Sarah, thank you for your commitment to Marriott Bonvoy® in 2022. As a token of appreciation for your loyalty, we have upgraded you to Titanium Elite status through February 2024. Enjoy some of these elevated benefits* on future stays:

75% Bonus Points on Stays
Redeem for exclusive rewards sooner, including Marriott Bonvoy Moments™.

Welcome Gift Choice
Upon arrival, choose points, a breakfast offer, or an amenity.**


Enhanced Room Upgrades
Based on availability when you arrive at the hotel.

EXPLORE ALL BENEFITS


Where to Next?

Book, check in, access your digital membership card, and make requests from anywhere. Get the most from your app now.


OPEN THE APP



Renewal
Tues, Jan 31, 2023



MY ACCOUNT
FIND & RESERVE



Congratulations!

You've Renewed Your Titanium Elite Status.

Thank you for your commitment to staying with Marriott Bonvoy® in 2022 and congratulations on renewing your Titanium Elite status through February 2024. These are some of the elevated benefits* you'll continue to enjoy at our extraordinary portfolio of hotels:

75% Bonus Points on Stays
Redeem for exclusive rewards sooner, including Marriott Bonvoy Moments™.

Welcome Gift Choice
Upon arrival, choose points, a breakfast offer, or an amenity.**


Enhanced Room Upgrades
Based on availability when you arrive at the hotel.

EXPLORE ALL BENEFITS

Where to Next?

Book, check in, access your digital membership card, and make requests from anywhere.


DOWNLOAD THE APP




Kick-Start Your 2023

Reach your Elite status goals faster! Register now, then earn 1,000 bonus points and 1 bonus Elite Night Credit on each eligible night.*


REGISTER NOW



Downgrade
Tues, Mar 14, 2023 ENG
Fri, Mar 31, 2023 INL



MY ACCOUNT
FIND & RESERVE



An Important Update to Your Account

Thank you for your commitment to Marriott Bonvoy®. We hope you have enjoyed your Ambassador Elite status. While you did not meet the requirements to renew this status in 2023, we are pleased to offer you Titanium Elite status through February 2024, with access to the dedicated Titanium Elite Support Line and Team.


U.S. Toll Free: 1 (800) 399-4229
International: +800 3994 2290

LEARN MORE

Earn Twice Each Night

Register now, then earn 1 bonus Elite Night Credit and 1,000 bonus points on each eligible night, to reach your Elite status goals faster.*


REGISTER NOW



Travel With Your Fingertips

Book, check in, access your digital membership card, and make requests from anywhere. Get the most from your app now.

OPEN THE APP



Performance Insights: Achievers Refresh (All Campaigns)

- Strong engagement and positive audience health for Leniency and Renewal campaigns; overall CTRs were 11% and 4% respectively with unsubscribe rates at or below 0.10% (Bonvoy marketing benchmark is 0.20%)
- Downgrade overall CTR of 6% was strong, but was also influenced by a high unsubscribe rate of 0.64%
- Transactional email versions were created for each mailing to target those on the email opt-out suppression list; additional tracking needed to understand performance differences from the marketing version
- All campaigns generated halo bookings (1.5K) and revenue (\$706.3K), but Downgrade generated 65% of the bookings & revenue
- Ambassadors were highly engaged in the targeted Ambassador Experience module and pulled in more clicks than the hero; linked body copy was the main draw calling out profile update and viewing preferences messages

Achiever Refresh: Renewal

Sample Creative: Renewal

Tues, Jan 31, 2023



Targeting Criteria: Members with an English language preference who are global residents and renewed their status through 2022 activity and will enjoy their current status through 2024. Versions include:

- Renewed Silver Elite
- Renewed Gold Elite
- Renewed Platinum Elite
- Renewed Titanium Elite
- Renewed Ambassador Elite

*The email opt-out suppression was lifted for sending a **transactional version** of the email that will go to members who are opted out of email.

SL: You've Renewed {Member Status} Elite Status Through 2024!
PH: Continue to enjoy your Elite benefits

Transactional
Version



Congratulations, Lauren!

You've Renewed Your Titanium Elite Status.

Thank you for your commitment to staying with Marriott Bonvoy® in 2022 and congratulations on renewing your Titanium Elite status through February 2024. These are some of the elevated benefits* you'll continue to enjoy at our extraordinary portfolio of hotels:

75% Bonus Points on Stays

Redeem for exclusive rewards sooner, including Marriott Bonvoy Moments™.

Welcome Gift Choice

Upon arrival, choose points, a breakfast offer, or an amenity.**

Enhanced Room Upgrades

Based on availability when you arrive at the hotel.



EXPLORE ALL BENEFITS

Be in the Know

To stay informed about important program updates, log in now, activate your profile, and select your communication preferences.

» OPT IN NOW

Marketing
Version



Congratulations!

You've Renewed Your Titanium Elite Status.

Thank you for your commitment to staying with Marriott Bonvoy® in 2022 and congratulations on renewing your Titanium Elite status through February 2024. These are some of the elevated benefits* you'll continue to enjoy at our extraordinary portfolio of hotels:

75% Bonus Points on Stays

Redeem for exclusive rewards sooner, including Marriott Bonvoy Moments™.

Welcome Gift Choice

Upon arrival, choose points, a breakfast offer, or an amenity.**

Enhanced Room Upgrades


Based on availability when you arrive at the hotel.

EXPLORE ALL BENEFITS

Where to Next?

Book, check in, access your digital membership card, and make requests from anywhere.


» DOWNLOAD THE APP



Kick-Start Your 2023

Reach your Elite status goals faster! Register now, then earn 1,000 bonus points and 1 bonus Elite Night Credit on each eligible night.*

» REGISTER NOW



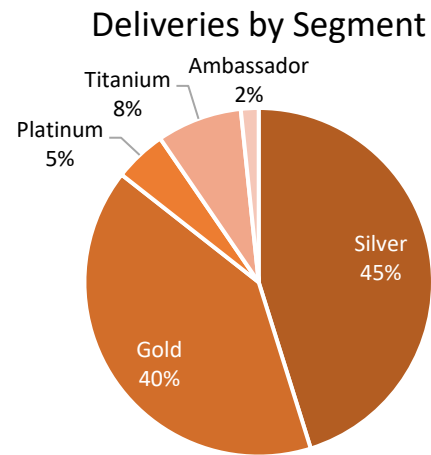
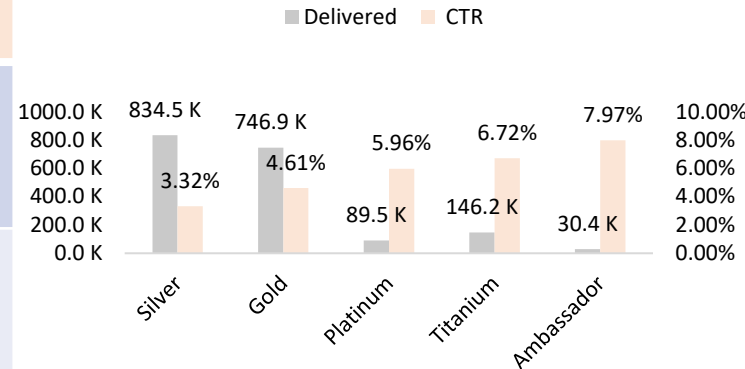
30

Achiever Refresh: Renewal

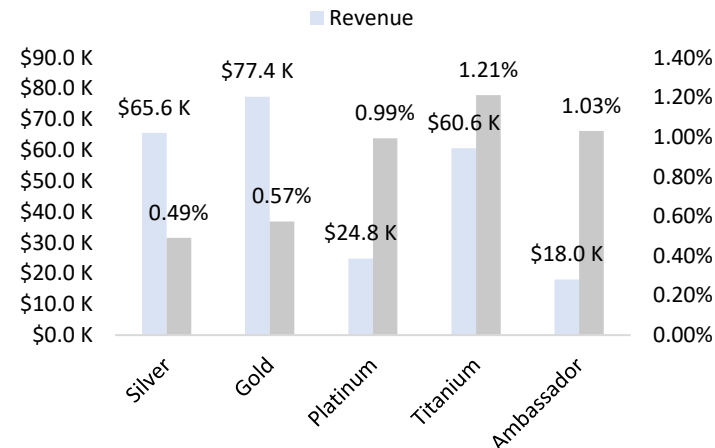
Performance Summary: Jan 31, 2023

| | |
|----------------------------|---------------------------------|
| 1.8 M Delivered | 530 Bookings |
| 4.31% CTR | 0.66% Conversion Rate |
| 0.10% Unsub Rate | \$246.4 K Revenue |

Engagement by Segment



Revenue by Segment



- Campaign meant to congratulate Elite members on renewing their status had strong engagement, and resulted in 530 bookings
- 4.31% CTR was within a 0.3 pts range of the Renewer 2019 average of 4.61%
- Audience health was strong when comparing 0.10% unsub rate to overall Bonvoy average, but slightly higher than 2019 campaign average
- Additional tracking needed to understand performance differences between transactional & marketing email versions

Benchmarks:

Renewer 2019 Average

CTR = 4.61%
Unsub Rate = 0.03%
Conversion = 4.47%

Bonvoy Jan-Feb 2023 Average

CTR = 0.86%
Unsub Rate = 0.19%
Conversion = 0.70%

Achiever Refresh: Renewal

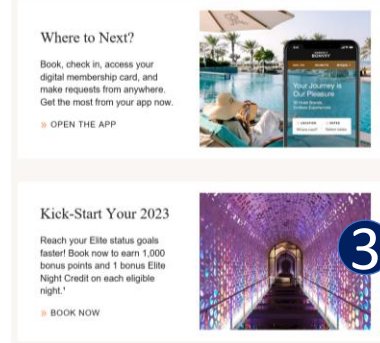
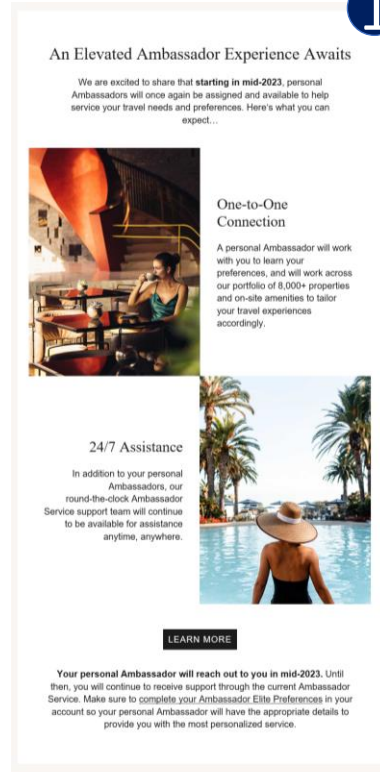
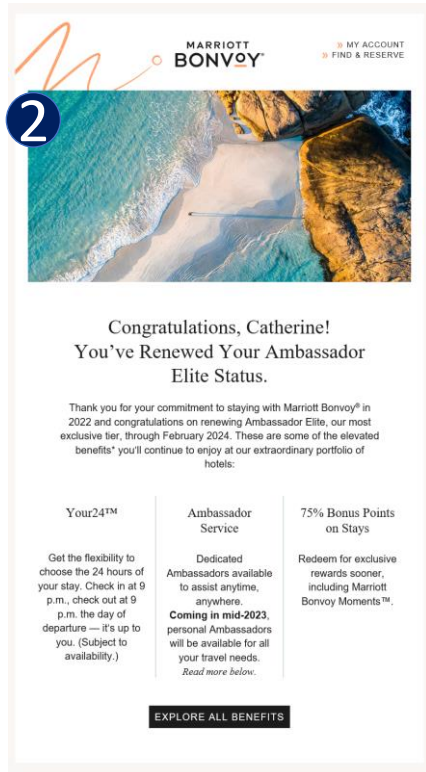
Segment-Level Performance

- CTRs were higher by 0.3 pts to 1.2 pts for all Elite levels when comparing to 2019 Renewer campaign average, except for Silver members with a -0.35 pts. difference and the Gold members performance was flat at 4.61%
- All levels had higher unsub rates compared to 2019 averages, except Ambassador members who had a slight drop from 0.03%

| Jan 31, 2023 - Solo | Deliveries | Clicks | CTR | Unsub% | Bookings | Revenue |
|---------------------|------------|--------|-------|--------|----------|----------|
| Silver | 834.5 K | 27.7 K | 3.32% | 0.15% | 136 | \$65.6 K |
| Gold | 746.9 K | 34.4 K | 4.61% | 0.07% | 197 | \$77.4 K |
| Platinum | 89.5 K | 5.3 K | 5.96% | 0.05% | 53 | \$24.8 K |
| Titanium | 146.2 K | 9.8 K | 6.72% | 0.03% | 119 | \$60.6 K |
| Ambassador | 30.4 K | 2.4 K | 7.97% | 0.02% | 25 | \$18.0 K |

Achiever Refresh: Renewal

Heatmap by Segment



- Most of the email clicks went to the hero, expect for Ambassadors who engaged more with the targeted module about the return of personal Ambassadors
- Global Promo offered was #2 most clicked by Gold thru Titanium levels
- Be in the know opt-in to marketing module was targeted to recipients of the Transactional version; it was a good click-catcher generating a total of 3,805 clicks
- Mobile app also engaged openers and generated 2,027 clicks

| Modules | Silver | Gold | Platinum | Titanium | Ambassador |
|-----------------------------|---------|---------|----------|----------|------------|
| Header | 17.61% | 14.90% | 10.82% | 8.10% | 6.60% |
| Hero | 60.32% | 59.14% | 55.34% | 56.20% | 30.94% |
| Be in the Know* | 3.20% | 4.34% | 5.11% | 5.55% | 4.45% |
| Ambassador Experience | - | - | - | - | 34.55% |
| Mobile App - Where to Next? | 2.39% | 2.49% | 1.53% | 1.27% | 1.04% |
| Global Promo | 11.78% | 16.28% | 24.20% | 27.01% | 20.26% |
| Footer | 4.70% | 2.86% | 3.00% | 1.87% | 2.16% |
| Grand Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

Ambassador Experience Module Clicks:

- One to One headline = 38
- 24/7 headline = 29
- Learn More CTA = 84
- Preferences copy link = 843

*Be in the Know = Content was only in the Transactional version

LEARN MORE

Your personal Ambassador will reach out to you in mid-2023. Until then, you will continue to receive support through the current Ambassador Service. Make sure to complete your Ambassador Elite Preferences in your account so your personal Ambassador will have the appropriate details to provide you with the most personalized service.

Recommendations: Renewal

- Establish tracking separately for marketing version and transactional version
- Consider targeting those who have renewed as a cardholder with a personalized acknowledgment, especially for Silver Elites – additional personalization and call to actions will help lift campaign engagement
- Include profile update (Be in the know) messaging in the marketing versions for Silver thru Titanium members to confirm preferences for our most valued customers are current
- Continue to callout personal Ambassador benefit and profile updates in their email version; elevate Ambassador preferences CTA
- Include messaging in the hero around ‘how they achieved’ to increase engagement: Cobrand, nights, partners
- Leverage PCIQ Recommendations or Adobe Target to optimize secondary module messages: redeem points message, Cobrand solicitation, buy points, offer content, new hotel openings, Uber/EAT partnerships
- Personalize mobile app message for those with an upcoming trip in the next 60 days as preparation for their stay

Recommendations: Renewal (cont.)

- Consider sending a reminder to non-openers and those getting Lux MAU
- Plan to congratulate members annually in Core MAU for achieving status
- Include travel inspiration leveraging brand propensity model to help drive content decisions
- Consider polling audience on their favorite benefit; fun for reader if results are live in the email or on landing page; also gives insight for future benefit messaging
- Add link to post achievement in social media; they've earned bragging rights

You have rewards available! Sign in to view.

Hello, Member!
Rewards look good on you.

Get excited for a year of rewards, special access and exclusive perks. Based on your net spend in 2019, you get to keep enjoying your member benefits through 2020—lucky you!

Here's how it works:

Shop
At Nordstrom, Nordstrom Rack, HauteLook and Trunk Club. \$1 = 1 Point

Get Rewarded
Watch your points add up to Nordstrom Notes. 2,000 Points = \$20 Note

Treat Yourself
Spend your Notes on anything (yes, anything!) you'd like with us.

Want faster Notes? Get 3 points per \$1 spent with us as a Nordstrom credit cardmember.* [Apply Now](#)

More reasons to love being a Member:

NEW FOR YOU!
First to Shop
Clear the Rack

Free Basic
Alterations

Curbside
Pickup

Access to
exclusive offers

Personalized rewards on the app.



View your rewards and access your member benefits anytime, anywhere! Plus, redeem Notes sooner at \$5, \$10 or \$15 on our iOS app.

[Download the Nordstrom App](#)

[Download the Rack App](#)

[Explore The Nordy Club](#)

INDUSRTY EXAMPLES: NORDSTROM

Subject line = **Cheers to a year of being a Nordy Club member, Gavin!**

Pre-Header = **Your 2020 benefits are waiting.**

Hello, Member!
Rewards look good on you.

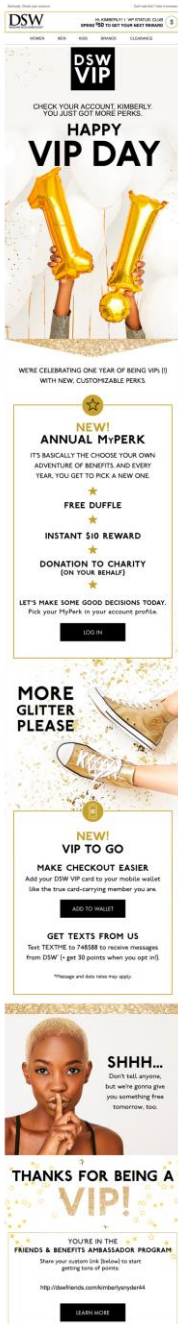
Get excited for a year of rewards, special access and exclusive perks. Based on your net spend in 2019, you get to keep enjoying your member benefits through 2020—lucky you!

Acknowledges how achievement was made and how long rewards last

Personalized rewards on the app.



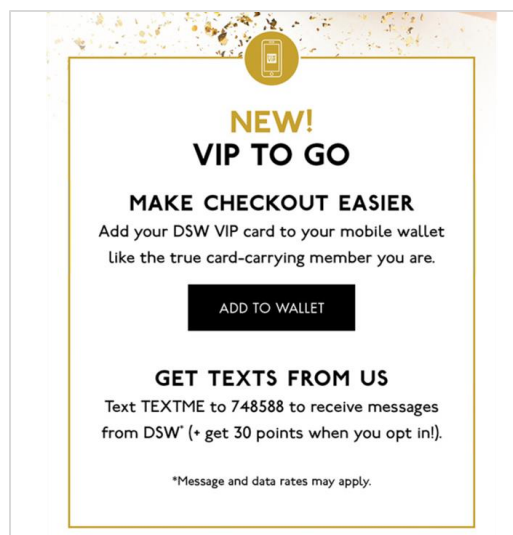
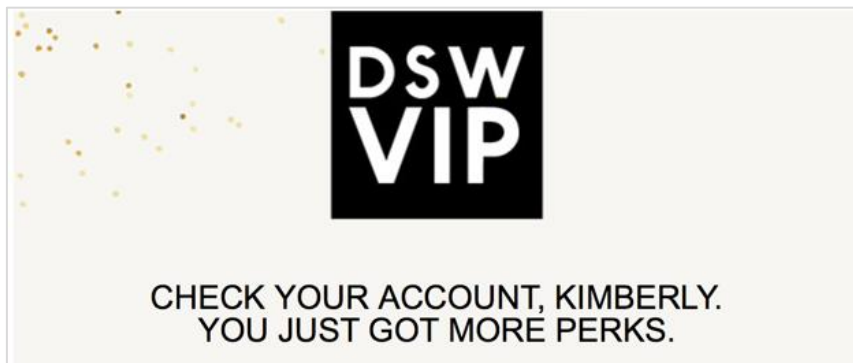
Visually appealing reason to download the app; good use of personalization



INDUSRTY EXAMPLES: DSW

Subject line = **Kimberly, you just got new VIP perks** 🛎️

Pre-Header = **Seriously. Check your account.**



Congratulatory tone in subject line

Fun use of pre-header that captures your attention



Personalization with direct call-to-action
"Check your account"

Consider as reason to download the app



Two clear and helpful reasons to engage via mobile

Consideration for collecting Push marketing consent when ready

Achiever Refresh: Leniency

Sample Creative: Leniency

Tues, Jan 24, 2023

Targeting Criteria: Members globally with an English, Chinese, Spanish, or British English language preference who have not achieved the next loyalty tier in the standard way. This audience is being upgraded despite not reaching their tier threshold. Versions include:

- Upgraded from Platinum to Titanium
- Upgraded from Titanium to Ambassador

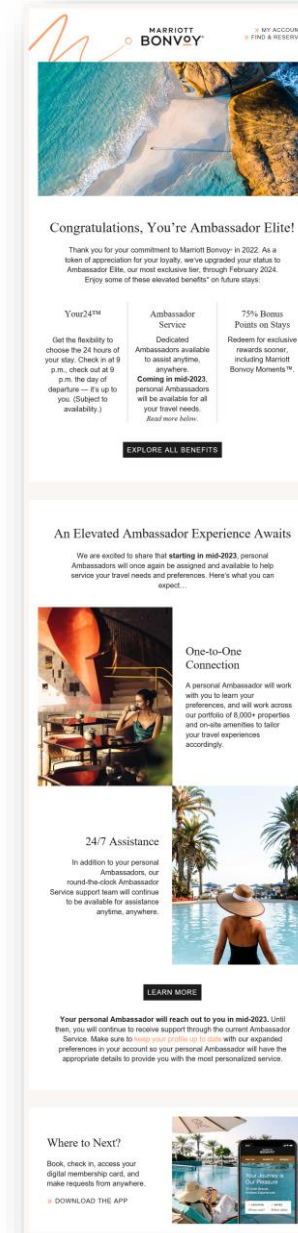
*The email opt-out suppression was lifted for sending a **transactional version** of the email that will go to members who are opted out of email.

Subject Line(s)

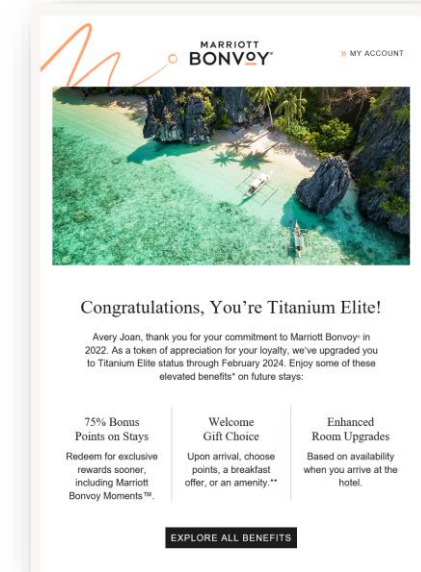
SL: Congratulations! You're Now {Member Status} Elite!

PH: Celebrate your new status and benefits

Marketing Version



Transactional Version

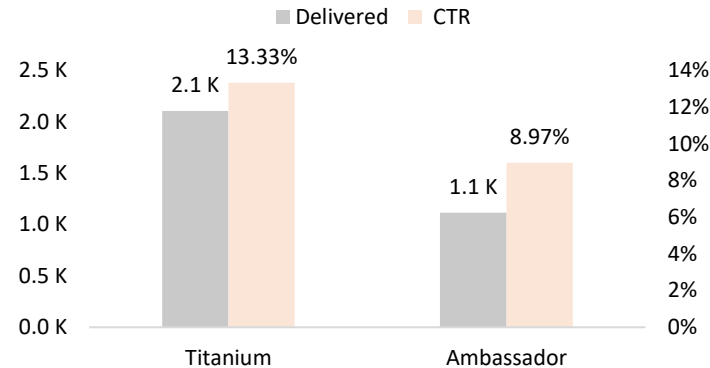


Achiever Refresh: Leniency

Performance Summary

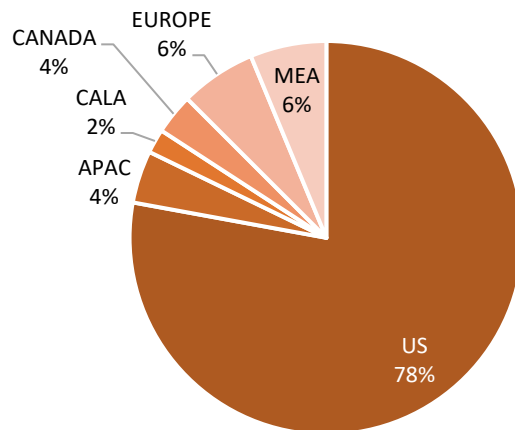
| | |
|----------------------------|---------------------------------|
| 3.2 k Delivered | 1 Bookings |
| 11.82% CTR | 0.26% Conversion Rate |
| 0.03% Unsub Rate | \$743 Revenue |

Engagement by Segment

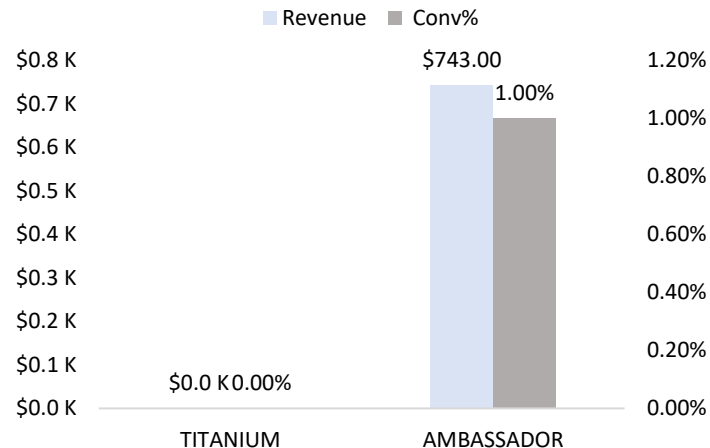


- Members were engaged with this surprise & delight email message; above average engagement
- U.S. members made up 78% of email deliveries
- CTRs for both levels were above Bonvoy averages
- Audience health remained strong with only one unsub from a U.S. Ambassador member
- Additional tracking needed to understand performance differences between transactional & marketing email versions

Deliveries by Region



Revenue by Segment



Benchmarks:

Bonvoy Jan-Feb 2023 Average

CTR = 0.86%

Unsub Rate = 0.19%

Conversion = 0.70%

Achiever Refresh: Leniency

Regional Performance

- Deliveries were mostly to U.S. members, but CTRs were high across all regions – from 9.9% to 15.8%
- Canada had the highest CTR, followed by Europe and CALA
- Zero unsubscribe counts outside of the U.S. showed positive audience health

| | Delivered | Clicks | CTR | Unsub% | Bookings | Revenue |
|--------|-----------|--------|--------|--------|----------|---------|
| US | 2,510 | 293 | 11.67% | 0.04% | 1 | \$743 |
| APAC | 139 | 15 | 10.79% | 0.00% | 0 | \$0.00 |
| CALA | 64 | 8 | 12.50% | 0.00% | 0 | \$0.00 |
| CANADA | 107 | 17 | 15.89% | 0.00% | 0 | \$0.00 |
| EUROPE | 201 | 28 | 13.93% | 0.00% | 0 | \$0.00 |
| MEA | 202 | 20 | 9.90% | 0.00% | 0 | \$0.00 |

Achiever Refresh: Leniency

Heatmap by Segment



- Most of the clicks went to the hero CTA
- Nearly 1 in 4 Ambassador clicks went to the personal Ambassador module; profile update body copy link captured most of the module clicks – elevate this content to attract more clickers
- Mobile app messaging was a good click-catcher

| Modules | Titanium | Ambassador |
|-----------------------------|----------|------------|
| Header | 11.86% | 16.94% |
| Hero Primary CTA | 85.26% | 53.23% |
| Ambassador Experience | -- | 24.19% |
| Mobile App - Where to Next? | 1.60% | 4.03% |
| Footer | 1.28% | 1.61% |
| Grand Total | 100.00% | 100.00% |

Ambassador Experience Module Clicks

- Learn More CTA = 9
- **Profile update copy link = 21**

LEARN MORE

Your personal Ambassador will reach out to you in mid-2023. Until then, you will continue to receive support through the current Ambassador Service. Make sure to **keep your profile up to date** with our expanded preferences in your account so your personal Ambassador will have the appropriate details to provide you with the most personalized service.

Recommendations: Leniency

- Establish tracking separately for marketing version and transactional version in future mailing efforts
- Consider targeting those who have renewed as a cardholder with a personalized acknowledgment, especially for Silver Elites – additional personalization and call to actions will help lift campaign engagement
- Include profile update (Be in the know) messaging in both versions for Silver thru Titanium members to confirm preferences for our most valued customers are current
- Continue to callout personal Ambassador benefit and profile updates in their email version
- Personalize mobile app message for those with an upcoming trip in the next 60 days as preparation for their stay
- Include travel inspiration leveraging brand propensity model to help drive content decisions

Achiever Refresh: Downgrade

Sample Creative: Downgrade

Tues, Mar 14, 2023; ENG version

Targeting Criteria: Members globally with an English language preference who did not renew their Elite status through 2022 activity. They will be downgraded one tier in the upcoming year.

The email opt-out suppression was lifted for sending a **transactional** version of the email that will go to members who are opted out of email.

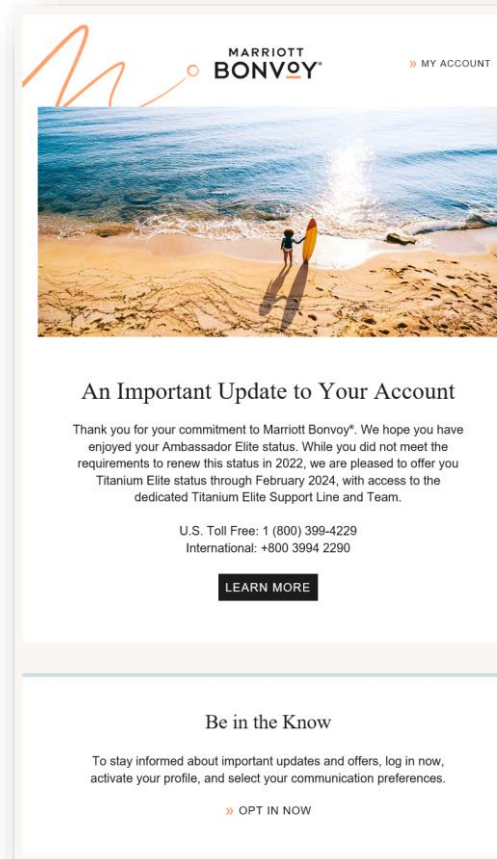
*Excludes Cobrand cardholders

Subject Line(s)

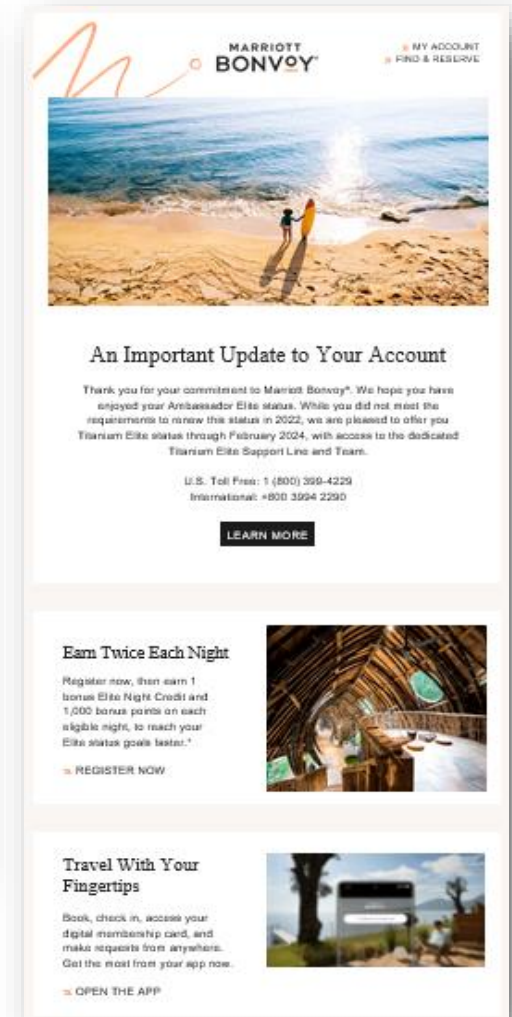
SL: An Important Update to Your Status

PH: Your Elite status has changed

Transactional Version



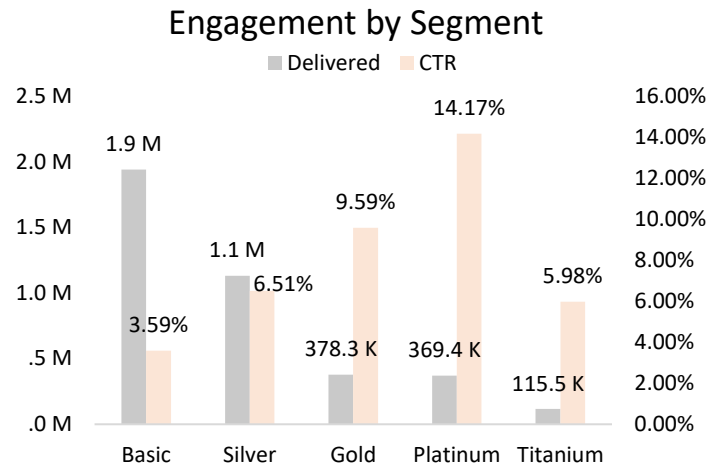
Marketing Version



Achiever Refresh: Downgrade

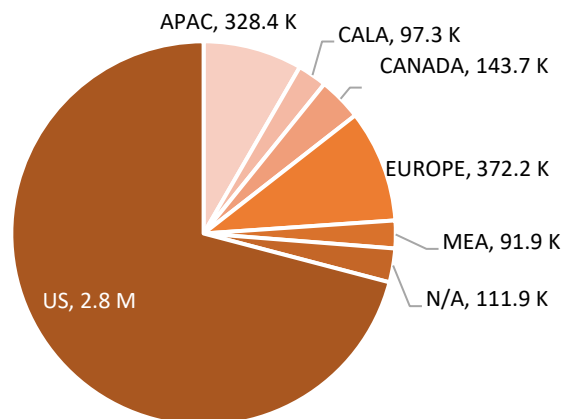
Performance Summary: March 2023

| | |
|----------------------------|---------------------------------|
| 3.9 M Delivered | 1 K Bookings |
| 6.07% CTR | 0.43% Conversion Rate |
| 0.64% Unsub Rate | \$459.2 K Revenue |

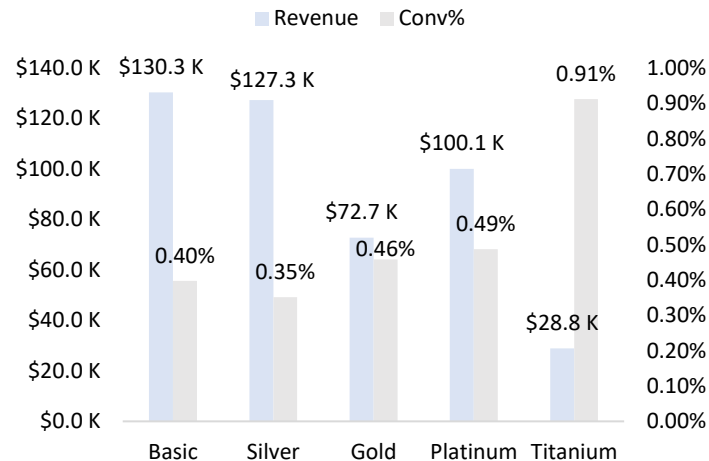


- Campaign went to nearly 4M members, mostly in the U.S., and generated substantial bookings & revenue – 65% of Achiever Refresh total
- Campaign CTR of 6% was above average, but 0.64% unsub rate influenced activity
- Most of the unsub activity came from Basics (0.91%) and Silver (0.51%) members
- Gold and Platinum members had the highest CTRs, and unsub rates were below Bonvoy average of 0.20% (0.22% and 0.18% respectively)

Deliveries by Region



Revenue by Segment



Benchmarks:

Bonvoy Jan-Feb 2023 Average

CTR = 0.86%
Unsub Rate = 0.19%
Conversion = 0.70%

Achiever Refresh: Downgrade

Segment-Level Performance

- Gold and Platinum members were the top performers and most engaged with strong CTRs and lower unsub. rates
- Unsub rates for all Elite levels were above average; typically, rates are below 0.10%
- All levels generated strong bookings and revenue for a campaign not intended to drive bookings – 12% from Global Promo content

| Levels | Delivered | Clicks | CTR | Unsub% | Bookings | Revenue |
|----------|-----------|--------|--------|--------|----------|-----------|
| Basic | 1,941,754 | 69,715 | 3.59% | 0.91% | 277 | \$130,325 |
| Silver | 1,132,443 | 73,735 | 6.51% | 0.51% | 259 | \$127,284 |
| Gold | 378,330 | 36,266 | 9.59% | 0.22% | 166 | \$72,722 |
| Platinum | 369,425 | 52,349 | 14.17% | 0.18% | 255 | \$100,051 |
| Titanium | 115,454 | 6,905 | 5.98% | 0.14% | 63 | \$28,826 |

Achiever Refresh: Downgrade

Heatmap by Segment



An Important Update to Your Account

Thank you for your commitment to Marriott Bonvoy®. We hope you have enjoyed your Ambassador Elite status. While you did not meet the requirements to renew this status in 2022, we are pleased to offer you Titanium Elite status through February 2024, with access to the dedicated Titanium Elite Support Line and Team.

U.S. Toll Free: 1 (800) 399-4229
International: +800 3994 2290

LEARN MORE

2

Earn Twice Each Night

Register now, then earn 1 bonus Elite Night Credit and 1,000 bonus points on each eligible night, to reach your Elite status goals faster.*

REGISTER NOW



3

Travel With Your Fingertips

Book, check in, access your digital membership card, and make requests from anywhere. Get the most from your app now.

OPEN THE APP

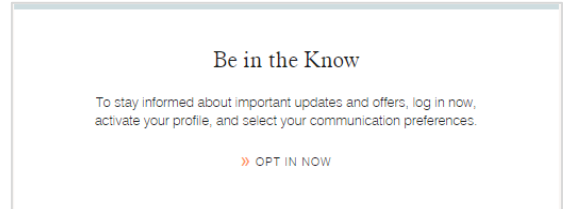


- Most of the clicks went to the hero module, followed by the Global Promo message

- Global promotion generated 12.16% of campaign bookings

- Be in the know module featured in the transactional version captured clicks

- Test “check your account” or “track account activity” messaging as a reason to open/download the mobile app to help increase engagement



| Modules / % of clicks | Basic | Silver | Gold | Platinum | Titanium | Grand Total |
|-----------------------|---------|---------|---------|----------|----------|-------------|
| Header | 13.07% | 7.52% | 5.25% | 3.92% | 8.99% | 8.15% |
| Hero | 70.15% | 81.19% | 84.29% | 87.51% | 71.50% | 79.36% |
| Glo Pro | 5.23% | 5.82% | 6.97% | 5.75% | 12.76% | 5.99% |
| App | 0.72% | 0.54% | 0.42% | 0.38% | 0.81% | 0.55% |
| Be In The Know | 3.33% | 2.23% | 1.68% | 1.66% | 4.10% | 2.41% |
| Footer | 7.50% | 2.71% | 1.39% | 0.78% | 1.84% | 3.54% |
| Grand Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

Recommendations: Downgrade

- Establish tracking separately for marketing version and transactional version in future mailing efforts
- Include profile update (Be in the know) messaging in the marketing version to confirm preferences for our most valued customers are current & up to date
- Test “check your account” or “track account activity” messaging as a reason to open/download the mobile app to help increase engagement
- Include travel inspiration content leveraging brand propensity model to help drive content decisions



THANK YOU

MARRIOTT
BONVOY®

ZADUN, A RITZ-CARLTON RESERVE, LOS CABOS, MEXICO

APPENDIX

Incent Redemption

Regional Performance

| | Delivered | Clicks | CTR | Unsub% | Bookings | Revenue |
|--------|-----------|---------|-------|--------|----------|-----------|
| US | 5.6 M | 168.2 K | 3.01% | 0.06% | 2,286 | \$875.5 K |
| APAC | 488.8 K | 36.2 K | 7.40% | 0.07% | 269 | \$89.7 K |
| CALA | 127.1 K | 8.2 K | 6.44% | 0.07% | 121 | \$53.1 K |
| CANADA | 282.3 K | 18.3 K | 6.47% | 0.07% | 272 | \$87.5 K |
| EUROPE | 315.8 K | 20.2 K | 6.40% | 0.13% | 232 | \$120.1 K |
| MEA | 158.0 K | 5.0 K | 3.18% | 0.12% | 45 | \$26.1 K |
| N/A | 3.4 K | 202 | 5.95% | 0.18% | 1 | \$31.49 |

Incent Redemption

Heatmap Regional Performance

| Jan – March 23 | US | APAC | CALA | CANADA | EMEA | N/A |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Header | 13.84% | 8.67% | 13.23% | 13.58% | 12.75% | 17.52% |
| Hero | 48.12% | 43.91% | 50.67% | 48.38% | 43.83% | 49.64% |
| Plan Your Next Adventure | 12.80% | 12.82% | 9.85% | 8.37% | 13.27% | 0.00% |
| Moments Module | 3.44% | 6.72% | 4.82% | 4.24% | 5.75% | 7.66% |
| Inspire Your Travel Module | 15.68% | 17.80% | 14.49% | 18.52% | 14.68% | 13.50% |
| Points to Miles | 3.21% | 7.18% | 3.82% | 4.15% | 5.48% | 5.11% |
| Get the Points You Need | 0.58% | 1.20% | 0.66% | 0.83% | 1.07% | 1.46% |
| Footer | 2.32% | 1.69% | 2.45% | 1.92% | 3.17% | 5.11% |
| Grand Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

Points Expiration

For Comparison: Q4 2022 Average by Opportunity Segments

| Oct – Dec 2022 | Deliveries | Clicks | CTR | Unsub% | Bookings | Revenue | Conv% |
|-----------------------------------|------------|---------|-------|--------|----------|-----------|-------|
| Avid Travelers | 105.0 K | 5.0 K | 4.73% | 0.09% | 69 | \$17.4 K | 1.39% |
| Big Ticket Spenders | 8.9 K | 0.3 K | 3.82% | 0.11% | 3 | \$0.2 K | 0.88% |
| Cost Conscious Frequent Travelers | 15.0 K | 1.0 K | 6.44% | 0.05% | 19 | \$4.1 K | 1.96% |
| Home Rental Enthusiasts | 109.6 K | 4.4 K | 3.98% | 0.13% | 63 | \$9.4 K | 1.44% |
| Inclined To Stay With Competition | 206.8 K | 8.1 K | 3.92% | 0.11% | 84 | \$24.6 K | 1.04% |
| Low Hotel Spenders | 47.0 K | 1.6 K | 3.31% | 0.12% | 27 | \$7.4 K | 1.74% |
| Low Lodging Spenders | 466.3 K | 17.1 K | 3.67% | 0.11% | 186 | \$45.5 K | 1.09% |
| Marriot Elites With Competition | 3.7 K | 0.2 K | 6.47% | 0.05% | 5 | \$0.5 K | 2.11% |
| OTA Loyalists | 42.0 K | 1.6 K | 3.86% | 0.10% | 25 | \$5.9 K | 1.54% |
| N/A | 4.7 M | 162.4 K | 3.43% | 0.13% | 1877 | \$429.6 K | 1.16% |
| Grand Total | 5.7 M | 201.7 K | 3.52% | 0.13% | 2358 | \$544.8 K | 1.17% |

Renewers Campaign

For Comparison: 2019 Average by Member Level

| May – Dec 2019 | Deliveries | Clicks | CTR | Unsub% | Bookings | Revenue |
|----------------|----------------|---------------|--------------|--------------|--------------|------------------|
| Silver | 253,387 | 9,295 | 3.67% | 0.04% | 243 | \$98,505 |
| Gold | 161,137 | 7,427 | 4.61% | 0.02% | 286 | \$99,277 |
| Platinum | 80,248 | 4,540 | 5.66% | 0.02% | 219 | \$87,786 |
| Titanium | 80,148 | 4,889 | 6.10% | 0.02% | 359 | \$123,364 |
| Ambassador | 16,949 | 1,149 | 6.78% | 0.03% | 114 | \$66,762 |
| TOTAL | 591,869 | 27,300 | 4.61% | 0.03% | 1,221 | \$475,694 |

Achiever Refresh: Downgrade

Regional Performance

| | Delivered | Clicks | CTR | Unsub% | Bookings | Revenue |
|--------|-----------|---------|-------|--------|----------|-----------|
| APAC | 328.4 K | 12.8 K | 3.88% | 0.48% | 33 | \$21.3 K |
| CALA | 97.3 K | 3.0 K | 3.08% | 0.34% | 16 | \$8.2 K |
| CANADA | 143.7 K | 14.0 K | 9.76% | 0.81% | 69 | \$26.0 K |
| EUROPE | 372.2 K | 17.0 K | 4.56% | 0.80% | 43 | \$32.5 K |
| MEA | 91.9 K | 3.0 K | 3.24% | 0.51% | 9 | \$4.3 K |
| US | 2.8 M | 186.3 K | 6.67% | 0.64% | 836 | \$362.8 K |
| N/A | 111.9 K | 2.9 K | 2.61% | 0.65% | 14 | \$4.2 K |