



FEBRUARY 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

April 4, 2017

yes

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FEBRUARY 2017 EMAIL PROGRAM SUMMARY

Program clicks fell 7% YoY due to lower monthly delivery volume & 6% decrease in CTO%

- **eNews** CTO% fell 24% YoY as engagement to MegaBonus was less than expected
- Below average 7.3% CTO% as lack of engagement due to **Field Offers**

Members showed positive click engagement with:

- Multiple personalized content in **eNews**
- **Hotel Specials** curated offer layout update
- Upcoming Trip module in **Destinations**

Notifying members of their eligible bonus points may have increased **MegaBonus** registrations

New **Birthday Offers** appeared to generate incremental bookings

Onboarding Open% and **Welcome** CTO% were improved by respective updates

Test Summary: CTA placement, Offer positioning, subject line optimization

		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	19.1 M +0.6%							
	Total Delivered	87.0 M -1.8%	14.3 M 24.3%	10.3 M 2.9%	12.4 M -27.3%	23.9 M -9.8%	4.6 M 7.6%	15.4 M 22.0%	6.1 M -8.1%
	Unsub Rate	0.18% -0.1 pts	0.14% -0.1 pts	0.18% 0.0 pts	0.14% -0.2 pts	0.15% -0.2 pts	0.28% -0.2 pts	0.22% -0.2 pts	0.31% 0.2 pts
	Delivery Rate	99% 0.4 pts	99% -0.1 pts	100% 2.9 pts	99% 0.3 pts	99% 0.5 pts	96% -0.3 pts	99% -0.6 pts	95% -0.5 pts
Engagement	Open Rate	23.0% 0.2 pts	22.4% -0.2 pts	18.7% -0.8 pts	22.3% 4.7 pts	23.9% -0.6 pts	32.6% -1.5 pts	23.9% 0.6 pts	20.0% -6.2 pts
	Opens	20.0 M -1.0%	3.2 M 23.1%	1.9 M -1.5%	2.8 M -7.9%	5.7 M -12.1%	1.5 M 2.8%	3.7 M 24.9%	1.2 M -29.9%
	Click Rate	1.9% -0.1 pts	3.1% -1.0 pts	1.4% -0.5 pts	1.0% 0.2 pts	2.2% 0.2 pts	6.0% -0.5 pts	0.8% -0.1 pts	0.8% -0.4 pts
	Unique Clicks	1.7 M -6.5%	436.1 K -6.7%	141.9 K -26.2%	121.2 K -9.3%	514.3 K 0.1%	275.4 K -0.1%	124.7 K 7.5%	46.9 K -39.4%
	Click to Open Rate	8.3% -0.5 pts	13.6% -4.4 pts	7.3% -2.5 pts	4.4% -0.1 pts	9.0% 1.1 pts	18.3% -0.5 pts	3.4% -0.5 pts	3.9% -0.6 pts
Financial	Bookings	36.8 K -45.1%	10.4 K -49.5%	3.7 K -47.3%	2.8 K -45.9%	10.9 K -43.3%	4.2 K -36.3%	3.3 K -37.7%	1.3 K -53.0%
	Revenue	\$12.3 M -44.2%	\$3.5 M -48.8%	\$1.3 M -43.8%	\$1.0 M -35.3%	\$3.7 M -40.6%	\$1.4 M -39.9%	\$942.5 K -43.9%	\$398.9 K -59.6%
	Conversion Rate	2.2% -1.6 pts	2.4% -2.0 pts	2.6% -1.0 pts	2.3% -1.6 pts	2.1% -1.6 pts	1.5% -0.9 pts	2.6% -1.9 pts	2.8% -0.8 pts
	Bookings per Delivered(K)	0.4 -44.1%	0.7 -59.4%	0.4 -48.8%	0.2 -25.6%	0.5 -37.1%	0.9 -40.8%	0.2 -48.9%	0.2 -48.8%

* 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: There was an error in reported financial metrics due to Omniture

YoY click volume decreased by 7% & CTO% decreased 6%

eNews CTO% decreased YoY ft. MegaBonus for the 2nd month and minus account module

Hotel Specials featured a new layout but low CTO% continued from Q4

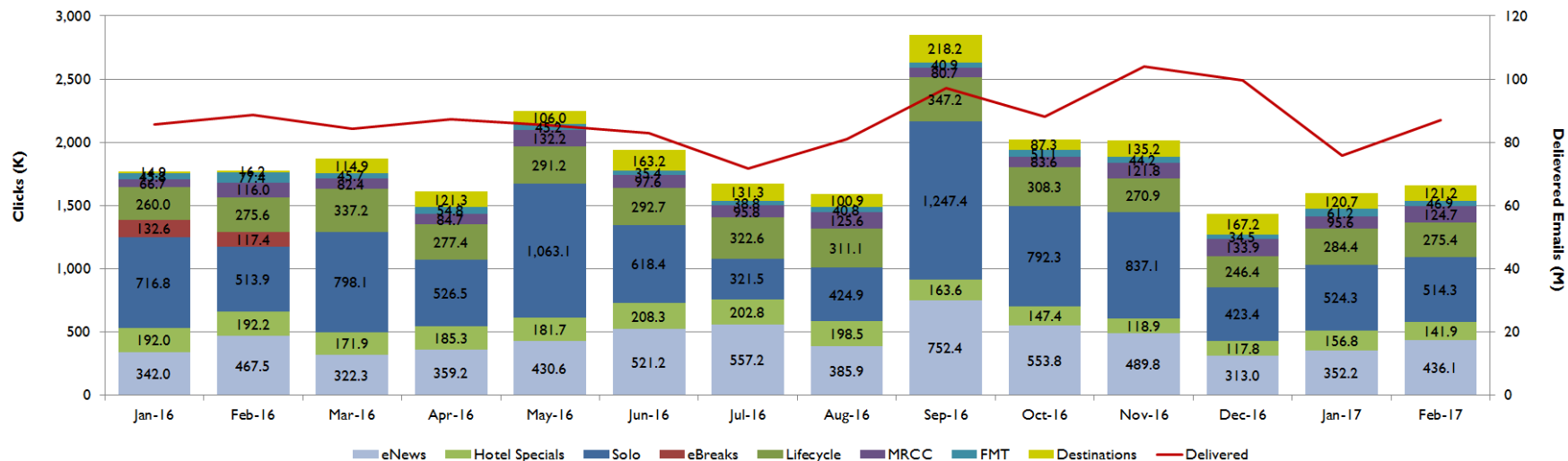
Destinations maintained an above avg Open% with clicks distributed throughout the email

Despite YoY shortfall, **Lifecycle** KPI's improved due to Onboarding pause, Welcome/Onboarding updates & Birthday Offer

YoY improvements for **Solos** were primarily due to underperformance of 2016 NFL Sweeps

MRCC KPI's were nearly flat YoY as 80K was offered in Feb '16 & '17

DECREASE IN YOY CLICKS DUE TO DECLINES IN ENEWS & HOTEL SPECIALS

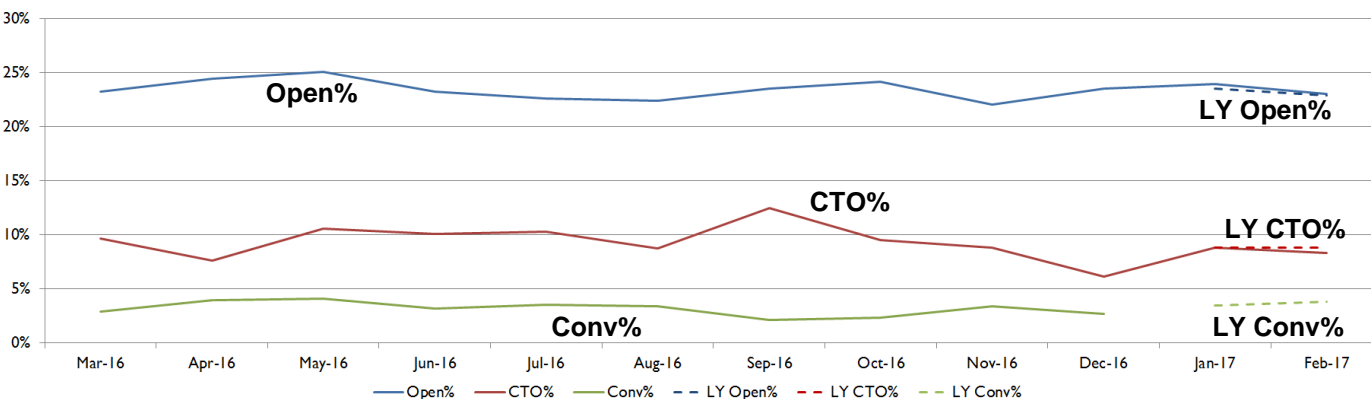


February Key Solo Mailings

	<u>Delivered / Clicks</u>
Feb '17: Freddie's	12.3 M / 204 K
MB Reg Reminder	7.9 M / 199 K
Points Expiration	304 K / 42 K
METT	2.6 M / 22 K

	<u>Delivered / Clicks</u>
Feb '16: Freddie's	10.8 M / 219 K
NFL 50-to-50	13.2 M / 135 K
MB Total Earned	284 K / 54 K
Points Expiration	233 K / 31 K

KPIS FELL SLIGHTLY MOM, CONSISTENT WITH YOY TRENDS

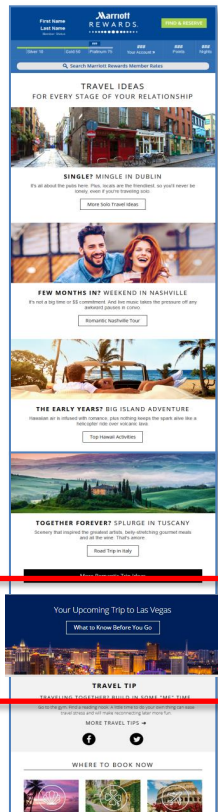


Open% had a slight MoM decrease

CTO% was 10% below 12-month avg & 6% lower YoY due to decreases in eNews & Hotel Specials

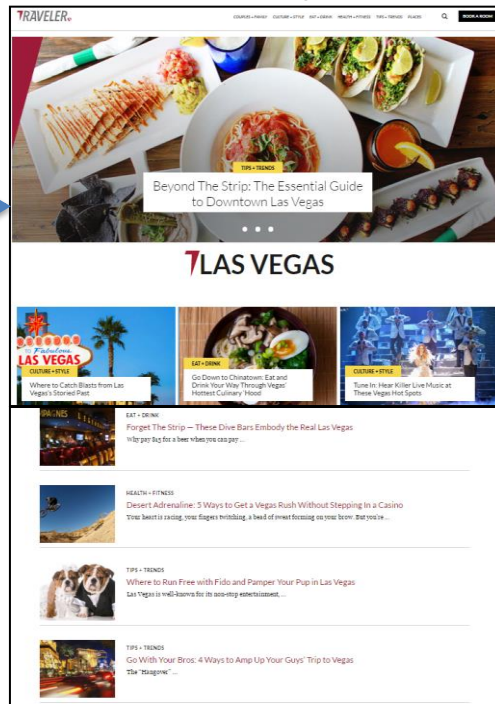
KEY STORYLINES

UPCOMING TRIP MODULE GENERATED CLICK ENGAGEMENT



- 1 of 27 city modules targeted by upcoming stay
- Links to Marriott's Traveler

Marriott's Traveler: "Essential Guide to Downtown Vegas"



Background:

Members that had an upcoming stay to 1 of 27 specified cities within 30 days of receiving Destinations received a "Upcoming Trip" module that linked to the Marriott Traveler article for that city

Results:

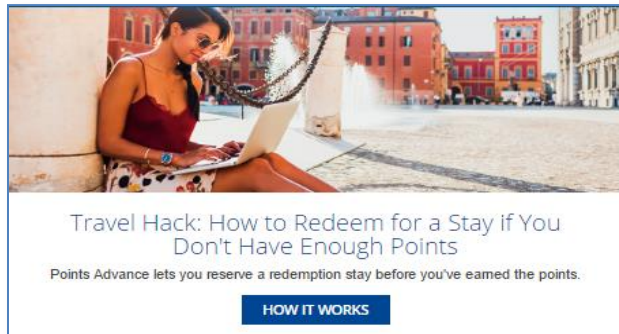
Members receiving this module had significant click engagement with it

- Member receiving this module had a Click% of 0.77% to that module
- Members not receiving this module had a Click% of 0.93% to the entire email

Click% = clicks/delivered emails

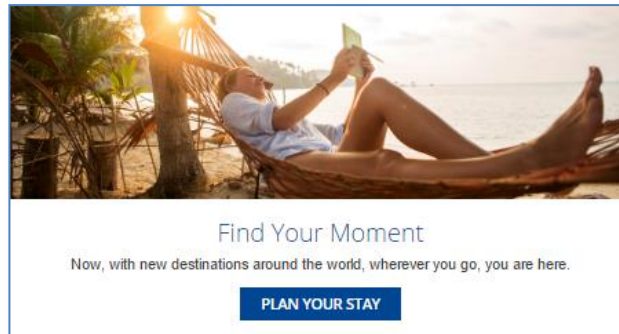
NON-MB TOP OFFER CLICKS INCREASED 113% MOM

Feb eNews Top Offer (to non-MB)
*Your Account: New Ways to Use Your
[XXX,XXX] Points*



**113% increase in
clicks over Jan**

Jan eNews Top Offer (to non-MB)
*Your Account: Find Your Moment in
More Places*



Multiple tactics were used that may have contributed to this success:

- Integrated subject line & Top Offer content
- Dynamic insertion of member points in subject line
- “Travel Hack” theme

Continue to explore personalization for both main and supporting Top offer content

Note: Open% of MB segments is unknown

PERSONALIZING CONTENT INCREASED ENGAGEMENT IN ENEWS REWARDS


1) Targeting Moments increased click engagement

- 2 Moments were targeted based on points and generated slightly higher click engagement than a generic message

○ Carnival Cruise (200K+ pts)	0.43% Click%
○ Game of Thrones Concert (55K-199K pts)	0.12% Click%
○ Ways to Use Points (< 55K pts)	0.07% Click%

2) Hertz offer dynamically inserted First name & generated 6x more clicks than the avg Hertz offer


WORK YOUR POINTS

 Earn 80,000 Bonus Points
Earn points towards your next vacation with the Marriott Rewards Premier Credit Card.
[Learn More](#)


3 Ways to Use Your Hard-Earned Points

1. Concerts & Events
2. Wine Tastings
3. Luggage shipping & much more

[See All Experiences](#)

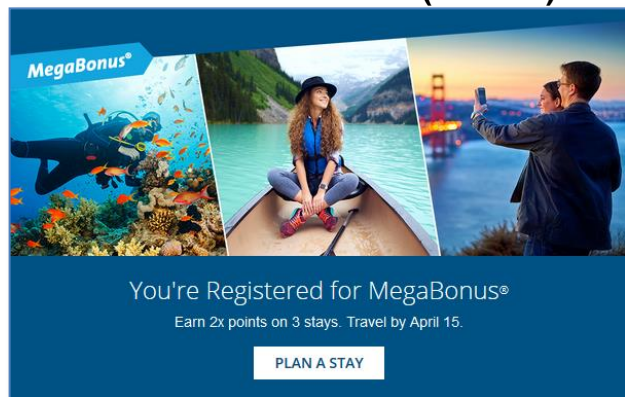
 **Golfers: Get 10 Points per \$1**
Spend time on your swing – you'll earn 10 points for every dollar you spend on the green.
[Golf & Earn](#)

Need a Car, Mitchell?
Rent a car with Hertz and you'll save 35% and earn up to 5,000 points.
[Save 35%](#)

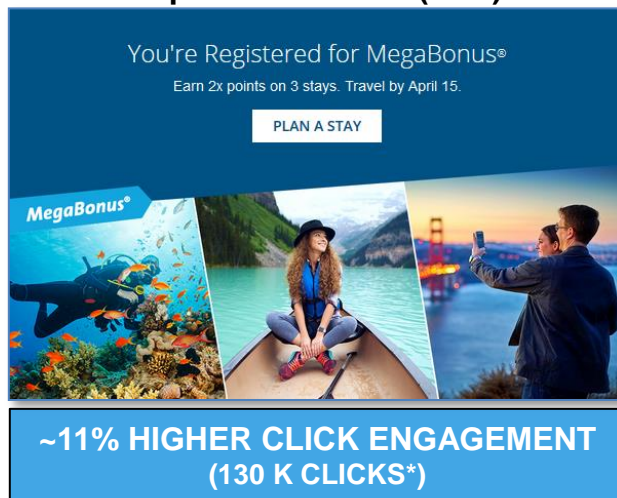


TOP CTA GENERATED MORE CLICKS THAN THE BOTTOM PLACEMENT

Bottom-Centered CTA (Control)



Top-Centered CTA (Test)

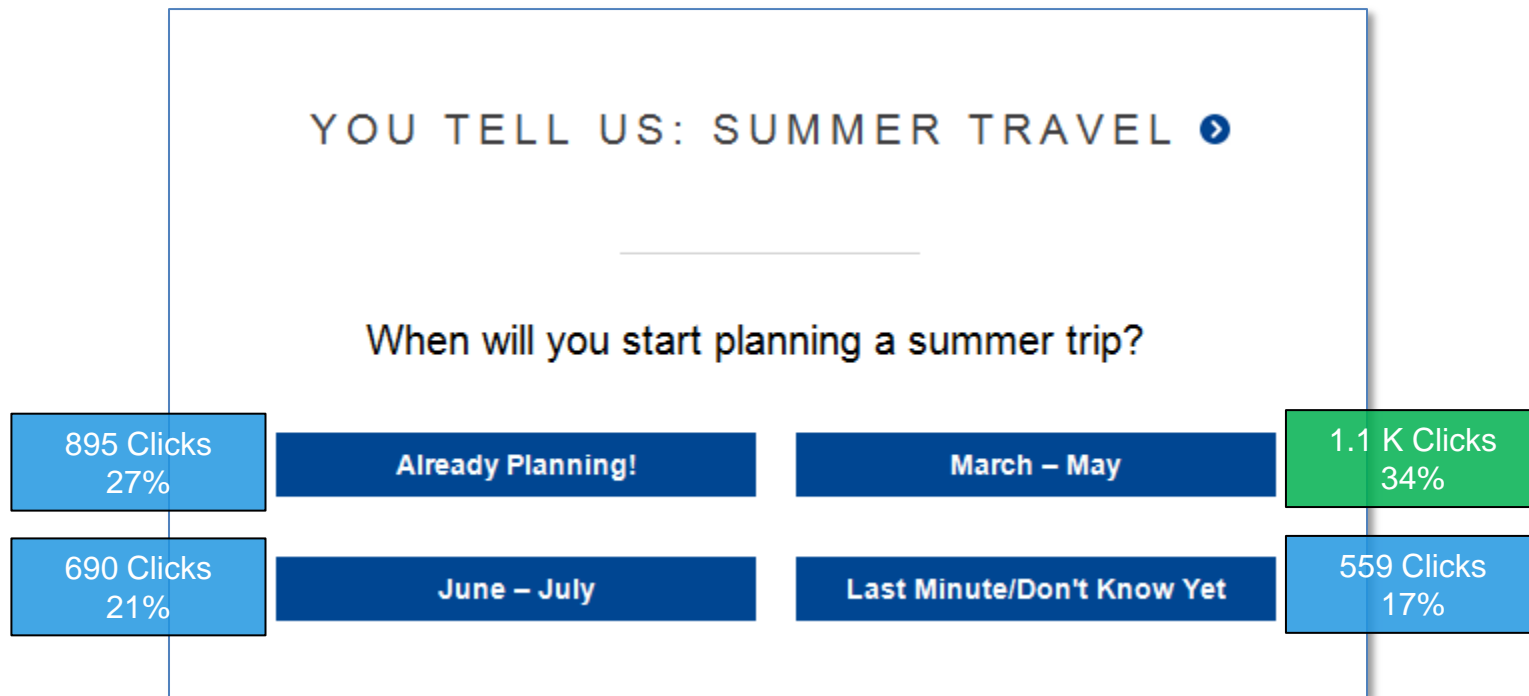


MegaBonus CTA layout was tested in eNews Top Offer for members

The Top-Centered CTA generated 11% more clicks*

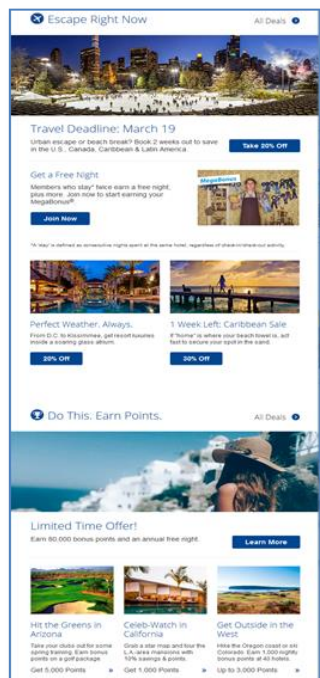
*While Open data was not provided results would have been statistically significant if one cell generated a 22.4% Open% (1.1 M opens) vs 20.4% (1.0 M opens)

MAJORITY OF SUMMER PLANS START BEFORE MAY



PROPENSITY OFFERS DROVE YOY CLICK DECREASE; “TRENDING 6” A POSITIVE CHANGE

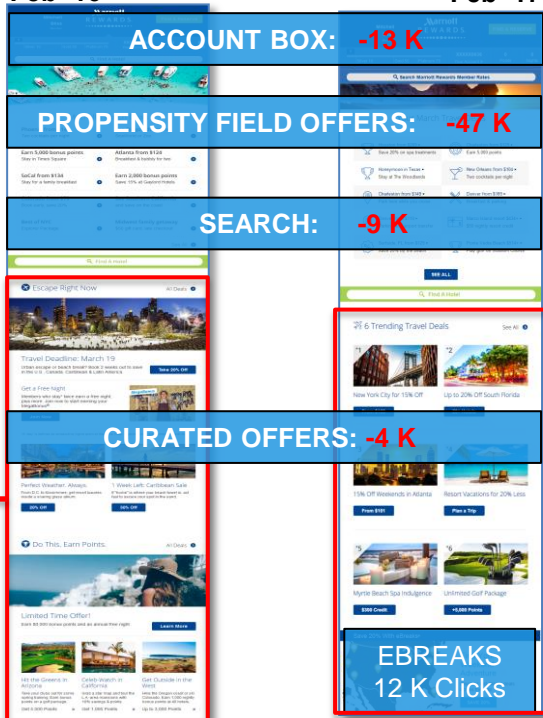
Getaways & Experiences



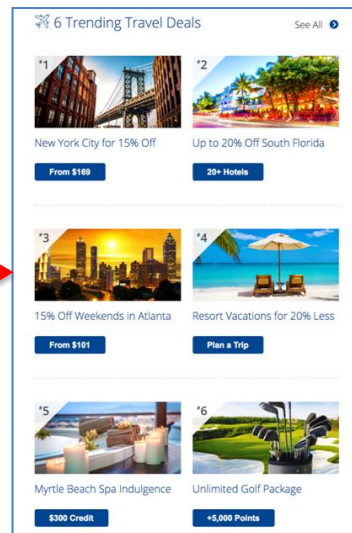
YoY section
Click change

Feb '16

Feb '17



Trending 6



1) Propensity Field Offer
YoY clicks decreased the
most of any section

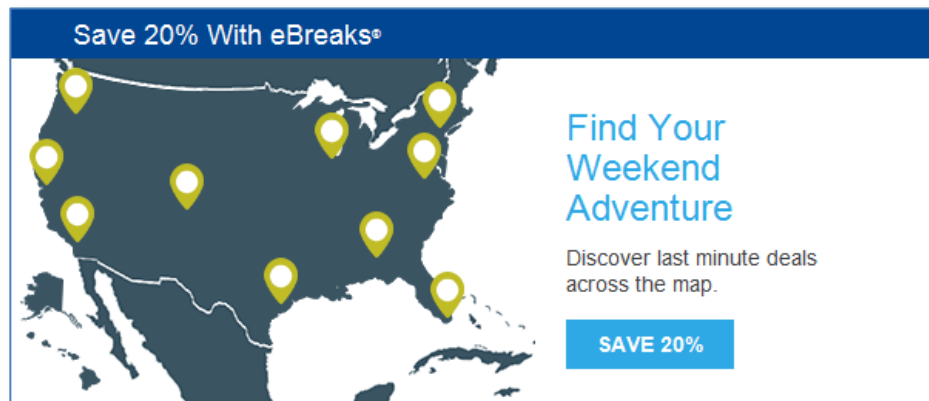
**Suggests benefit to
improvement in Field Offer
quality & propensity model**

2) Curated Offers YoY
decreased the least

- New layout: Trending 6
- Feb '17 did not have the benefit of featuring MegaBonus

**Continue to utilize & explore
different positioning**

NEW EBREAKS MAP CREATIVE GENERATED 21% MORE CLICKS THAN THE 12-MO AVG



BACKGROUND: SPRING MEGABONUS HAD 3 OFFER TARGET AUDIENCES

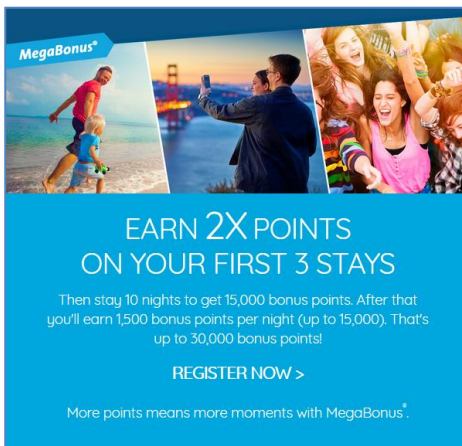
The “higher value” segments had significantly higher Email KPI's

Base Offer: 2x points



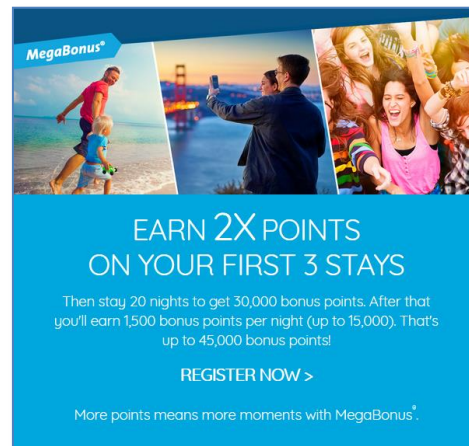
24% Open%
11% CTO%

30K Offer



45% Open%
47% CTO%

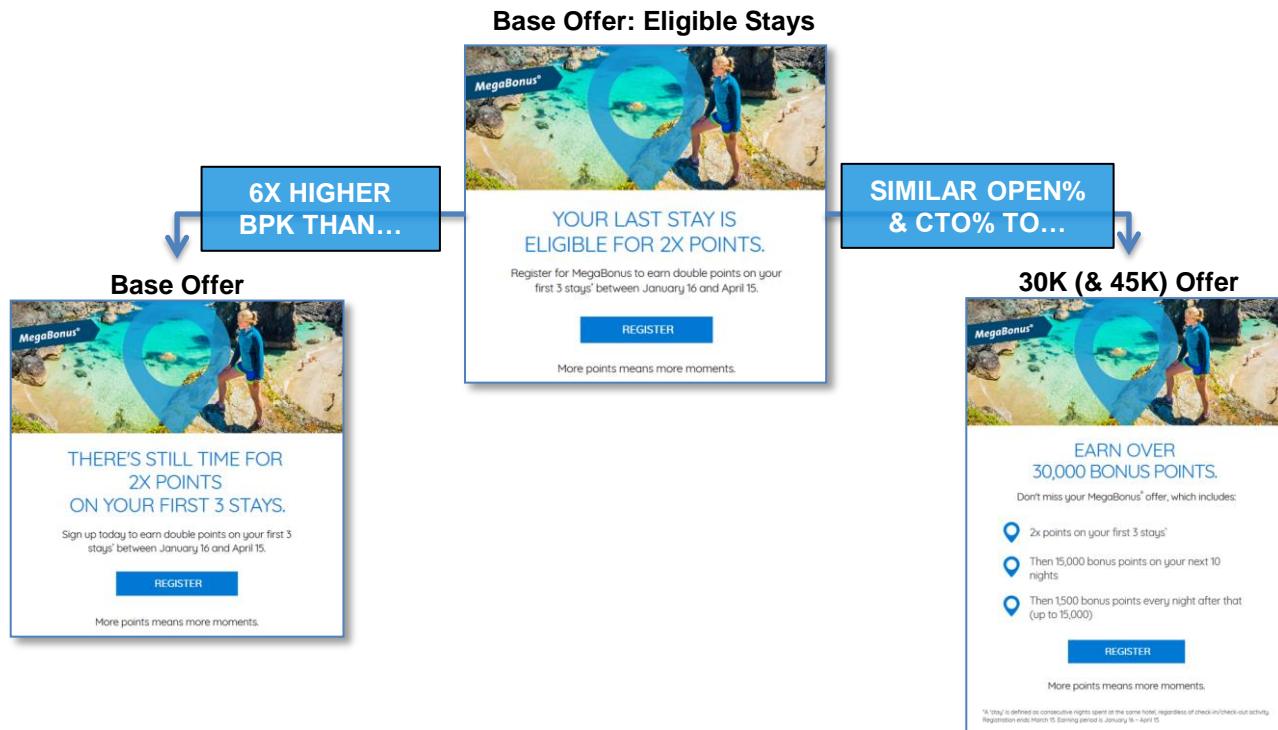
40K Offer



52% Open%
59% CTO%

In February, a reminder was deployed and a Base Offer sub-segment was targeted

A BASE OFFER SUB-SEGMENT GENERATED 6X HIGHER BPK



Observations:

Base Offer members that had a stay eligible for MB bonus were targeted with a message and generated:

- Open% & CTO% similar to higher value segments
- 6x higher BPK than Base group

Performance may be inherent of the segment or due to targeted content

Establishing a control group would help answer:

Did targeting content increase their response?

ONBOARDING WAS UPDATED AND OPEN RATES IMPROVED

	2016 Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Series 1	How to Use Your Rewards Account	Monday Tip 1 of 4: Manage Your Account	2.2%
Series 2	How to Earn Points: No Travel Required	Monday Tip 2 of 4: Your Points Guide	6.3%
Series 3	Let's Plan Your Next Trip	Monday Tip 3 of 4: Indulge Within Reach	14.5%
Series 4	You Have 50 M New Friends	Monday Tip 4 of 4: Connect With Us	12.5%

Subject line changes:

- Day of Week
- "Tip" themed
- Sequenced
- Copy updated

Background:

Onboarding was updated late Jan

- Deployed Monday
- Subject line overhaul

Results:

- 2nd highest Open% since launch
- Later Emails in series experienced higher increase in Open%

Sequencing & improved copy likely impacted Open rates

Noteworthy:

- Onboarding was partially paused in Feb
- Jan also experienced higher than avg Open%
- CTO% was lower than 2016 avg, suggesting an opportunity to improve content

WELCOME SERIES SUBJECT LINE UPDATES NEGATIVELY IMPACTED OPEN RATES

	Previous Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Welcome	Welcome to Marriott Rewards	Welcome to Marriott Rewards [FNAME]!	-4.9%
EES1	Personalize Your Experience: Tip 1 of 3	Tip 1 of 3: Personalize Your Account	-11.5%
EES2	Earn and Redeem Points: Tip 2 of 3	Tip 2 of 3: Get More From Your Points	-12.1%
EES3	Get Our best Available Rate: Tip 3 of 3	Tip 3 of 3: Get the Lowest Price	-9.8%

Subject line changes:

- Moved up sequencing
- Updated Subject lines

Welcome subject line & some content were updated on 2/7

Lowest Open% since Jan '16 for the campaign & individual Emails

- First Name (Welcome)
- Copy updates
- Sequencing as the lead

Sequencing may have less value

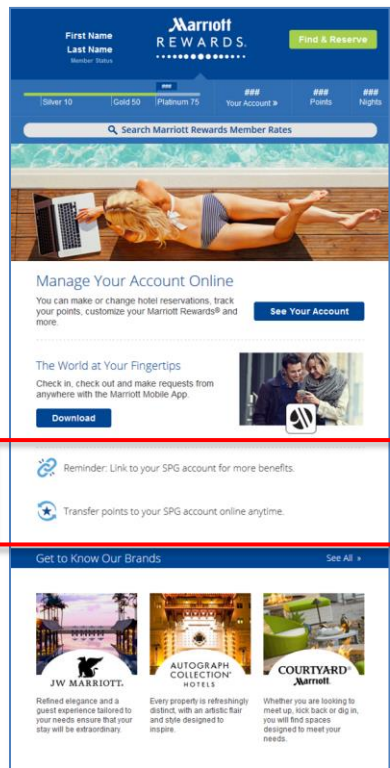
- Unlike Onboarding, marketing Emails are suppressed until Welcome series are complete
- Only value may be to put context among clutter

Opportunities

- Remove exclamation from first name
- Copy testing
- Sequencing moved to back

ADDING IN ACCOUNT LINK CONTENT IMPROVED CLICK ENGAGEMENT

SL: EES1: Tip 1 of 3: Personalize Your Account



Dynamic Account Linkage
content helped drive CTO%
increase

Welcome subject line & some content was updated on 2/7

- Only EES1 & 2 had updates

Overall CTO% improved slightly

- 1% over 2016 avg

EES1 was updated with Account Linkage content

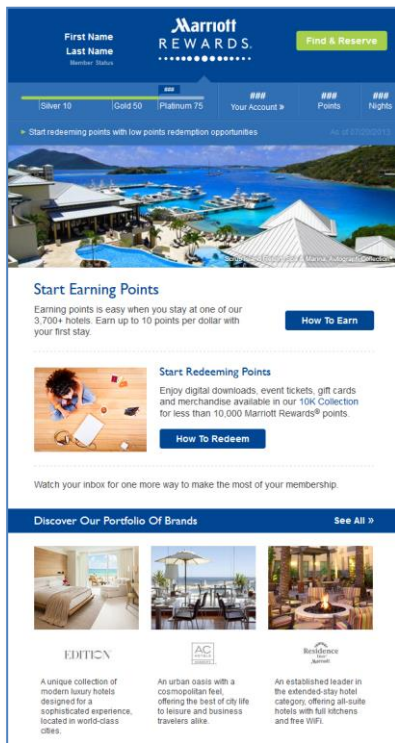
- CTO% was 9% over 2016 avg
- Highest CTO% since Jan '16

Response suggests new members may respond well to Link Account message, consider:

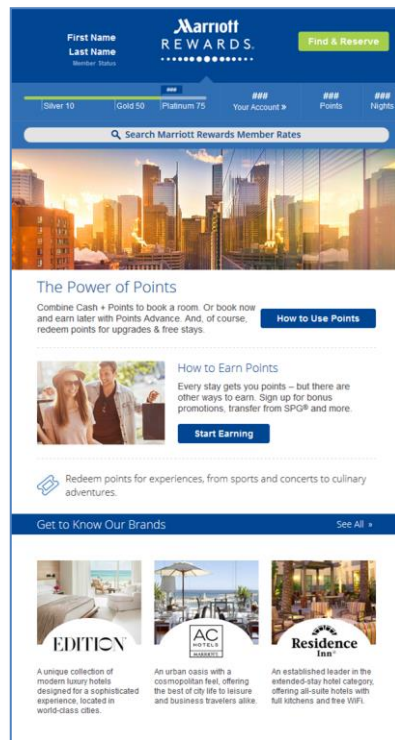
- Communicating to them as a unique segment on ongoing Account Linkage comms
- Update Onboarding

CONTENT UPDATES APPEARED TO DECREASE CTO% IN EES2

Old EES2



New EES2 (2/7)



EES 2 content updates resulted in **lowest CTO% since Jan '16**

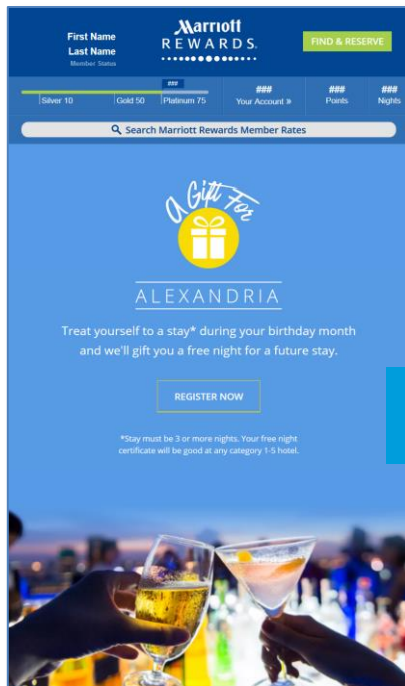
- Redeem was placed above Earn as Top Offer
- New subject line created different expectations to content
- Copy & CTA modifications
- Image update
- Lack of milestone

Recommendations:

- **Continue to monitor**
- **Link analysis comparison**

BIRTHDAY OFFER LAUNCHED TO GENERATE INCREMENTAL BOOKINGS

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2

Only differences between offers were offer details in copy

Birthday Offer

- Sent a month prior to member birthday
- 2 offers tested (+hold out); free night w/
 - 3+ nights stay
 - 2+ nights with Fri/Sat stay

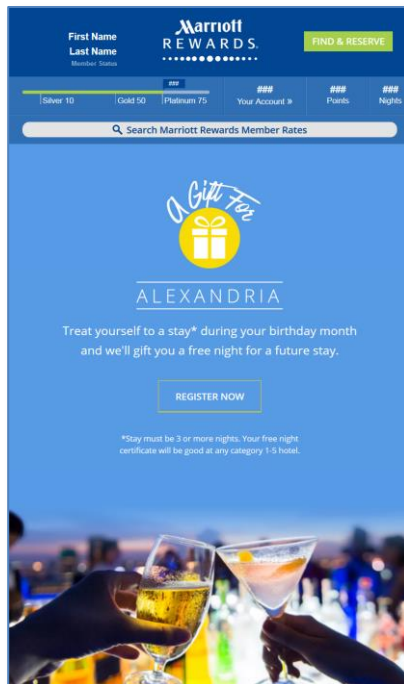
3+ Nights offer generated higher Open%*, CTO%, and Conv%

- Fri/Sat Night offer may still have value if it is driving incremental leisure stays

***Note:** Open% showed significant difference despite the same SL used for both offers

BIRTHDAY OFFERS APPEARED TO GENERATE INCREMENTAL BOOKINGS

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Active	33.8 K	377	\$126.1 K	54.2%	37.9%	5.4%	11.2
Inactive	36.7 K	18	\$4.9 K	35.6%	12.5%	1.1%	0.5
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2
Active	33.3 K	77	\$18.4 K	33.2%	22.9%	3.0%	2.3
Inactive	36.1 K	8	\$2.0 K	25.1%	15.1%	0.6%	0.2

Note: Active segment - stay in last 12 months
Bookings/Revenue impacted by Omniture

Also, Active/Inactive segments were established:

- Drive retention for actives
- Incremental business for inactives

3+ Nights offer generated a higher BPK for both segments

Birthday Offer appeared to generate incremental bookings for inactives as BPKs were similar to METTs, Destinations, and Hotel specials

FEBRUARY TESTING SUMMARY

- ✓ ENEWS TOP OFFER CTA POSITION
- ✓ BIRTHDAY RECOGNITION OFFER TEST
- MRCC POINTS OFFER
- SUBJECT LINE OPTIMIZATION

INCLUDING BONUS POINT IN COPY INCREASED ENGAGEMENT

80K/2 Free Nights (SUPERT)

2 Free Nights (SUPERT3)

Earn 2 Free Night Stays (Category 1-8)

That's 80,000 bonus points, after you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms

**+1% HIGHER EMAIL CLICKS
+3% SECTION CLICKS**



Earn 2 Free Night Stays (Category 1-8)

After you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms



Supporting copy was tested

- SuperT included 80K bonus point copy

SuperT generated more clicks

- Section CTO% by 3%
- Campaign level by 1%

Small addition of promo value helped increased engagement

SUBJECT LINE TESTING

Benefits of using “You”

Freddie's Solo:

- **[FNAME], You Make Us Great (22.7%)***
- It's Time to Cast Your Vote (21.1%)
- You Get to Vote in This Awards Show (20.7%)

Hotel Specials:

- **[FNAME], Your March Travel Deals (9.5%)***
- March Travel Deals: Save 20% on Hotels (8.7%)

Q1 ECM Newsletter:

- **Exclusive Offers Just for Cardholders (40.1%)****
- **Exclusive Offers - Just for You as a MRCC Cardmember (38.1%)**
- Exclusive Offers Just for You (37.8%)

Descriptors of winning subject line:

First name, thankful, member-centric

Note: Since 2012, Freddie's Solo highest Open rates have used “You” or “us” in subject lines

First name, personalized with “You”

Winner after 2 hours; Cardmember more personalized?

“Ultimate winner”; personalized with “You”

**Results are statistically significant*

*** Winner after 2 hours. However, after clicks are collected the winner was: Just for You as a MRCC Cardmember*

SUBJECT LINE TESTING (CONT)

The same subject line resonated with Core & WHPH

Destinations (Core):

- **4 Trips for Every Relationship Stage (4.3%)***
- 4 Trips that Match Your Love Life ? ? (3.5%)
- Your Love Life Could Determine Your Next Trip (3.3%)

Destinations (TSAT):

- **Your Love Life Could Determine Your Next Trip (7.1%)***
- 4 Trips that Match Your Love Life ? ? (6.8%)
- 4 Trips for Every Relationship Stage (6.6%)

Destinations (WHPH):

- **4 Trips for Every Relationship Stage (12.3%)***
- 4 Trips that Match Your Love Life ? ? (11.5%)
- Your Love Life Could Determine Your Next Trip (2.0%)

Descriptors of winning subject line:

All encompassing; Listicle; avoids the word “Love”.

Curiosity; playful

Avoids the word “Love”. All encompassing; Listicle

**Results are statistically significant*

VALIDATE YOUR CONTENT DECISIONS & EXTRA EFFORTS

Upfront time to set up:

- Hold out & control groups
- Identification in secondary segment

Will result in :

- Clean, confident results
- Less repetitive testing
- More insight, better performing campaigns

KEY TAKEAWAYS

Explore opportunities to **increase personalization** in communications

- Informing content by **travel activity, point details, & behavior** increases relevancy
- Continue & expand **Upcoming Trip** module in **Destinations**
- Leverage the high visibility of **eNews Top Offers**

Continue to explore positioning of **curated offer** to improve **Hotel Specials**

Sequencing helped improved Onboarding open rates & should be explored for future series

New members may be particularly responsive to **Account Linkage** communications; develop unique messaging for new members and updating Onboarding


Understand leisure/business stay behavior while **Birthday Offer** hold out results are gathered

MRCC test indicated quantifying value of free nights increases value of offer

Subject line testing indicated usage of **'you'** can impact Open%; leverage in subject lines and copy

COMPETITIVE INSIGHTS

WORLD OF HYATT ANNOUNCEMENT



Dear Mitchell,

Welcome to World of Hyatt, where exceptional service comes standard and unforgettable experiences are always at your fingertips.

Your new loyalty program is a celebration of you and your journey. As a Member, you'll receive exclusive benefits and earn rewards as you travel the world.

The program revolves around you and is yours to explore starting March 1.

Here's a highlight of the program and your benefits:

Earn points
Earn points on qualifying nights, dining, spa experiences and more.

Use points with ease
Spend points on free nights (with no blackout dates at Hyatt hotels and resorts), airline miles or car rental awards and share points with any World of Hyatt member.

Earn a night on us
Receive a free night once you stay at 5 of our hotel brands, starting March 1, 2017.

Get your Member Discount
Save up to 10% with your Member Discount rate at participating Hyatt hotels and resorts.

Learn more about the program, the Program Terms and your benefits at worldofhyatt.com.

[LEARN MORE](#)


Enjoy your journey.

Jeff Zidell
Jeff Zidell
Senior Vice President
Hyatt Loyalty

Announcement (3/5)
World of Hyatt Is Here
Introduction to program, invites member to explore rewards/benefits

Preview (2/21)
Welcome to World of Hyatt Membership
New program benefits for March 1

- New ways to earn
- New point redemptions
- Free night with 5 stays



Mitchell,

Welcome to your new loyalty program

World of Hyatt starts with understanding your world and the rewards that matter to you. We heard what makes your experiences better and more meaningful – and we tailored World of Hyatt to meet those needs.

As a Member, it's time to start exploring your new world of thoughtful rewards and meaningful benefits. From free nights and member discounts to exclusive offers and more, the program revolves around you.

We're excited to welcome you and share in your ongoing journey.

[EXPLORE YOUR WORLD](#)

Building Community
A little understanding goes a long way.
[Learn more](#)

Same-day as Announcement supporting Module (3/5)



HYATT® GOLD PASSPORT

Help Us Bring Freddie Home
Vote for Hyatt Gold Passport® in this year's Freddie Awards.
[VOTE NOW](#)

Share this on Facebook | Tweet it on Twitter | Forward to a friend

Hi there, Mitchell
Member ID Number: 53138055P

WORLD OF HYATT UPDATE: We look forward to welcoming you to your new loyalty program that rewards Hyatt Gold Passport® Members. This program delivers benefits and earn rewards all over the world as a Member. The program revolves around you and is yours to explore starting March 1, 2017. Learn more about your benefits.

Hyatt Gold Passport Account Summary

Active as of February 21, 2017

Account Balance	0	Qualifying TTD Nights	0
Qualifying TTD Stays	0	Nights to Hyatt Total	0
Stays to Hyatt Total	0	Lifetime Total Points	0

[MY ACCOUNT](#) [SPECIAL OFFERS](#) [STATUS & RESERVATIONS](#) [REDEEM POINTS](#)

THE LATEST FROM HYATT GOLD PASSPORT

Your New World of Hyatt Membership
On March 1, begin exploring your new loyalty program, World of Hyatt, which rewards you for being you with thoughtful perks and exclusive benefits designed to meet your needs.

More Options for Earning and Redeeming
Treat yourself by redeeming your points for dining and spa experiences at participating hotels, even when you're not staying the night.
[LEARN MORE](#)

Double Your Points
Book the Double Your Points rate and get free nights faster.
[BOOK NOW](#)

Bed and Breakfast
Treat yourself after a splendid night's sleep. Begin the day your way with a delicious fresh start.
[BOOK NOW](#)

RECENT PROPERTY UPDATES

Stay "in the Know" About Hyatt Openings and Updates
Hyatt is pleased to announce the opening of several hotels around the world, including Hyatt Place Mexico City/Quinta Fe and Andaz Cusco. Additionally, many existing hotels have recently undergone redesigns and updates.
[LEARN MORE](#)

Hyatt Place State College

Announcing Hyatt Place State College
Opening March 2017 and located downtown just steps from Beaver Stadium, Federal Hallway, Target, and H&M is the new Hyatt Place State College. Access all the state college sports from Penn State University to State College Spartans, while also enjoying all the perks of Hyatt Place, including free breakfast and 24/7 gym.
[LEARN MORE](#)

HYATT.COM
Get the most current rates, availability, and more.
[LEARN MORE](#)

Book on World of Hyatt to get the most current rates, availability, and more.
[LEARN MORE](#)

Enjoy 2 FREE NIGHTS at Hyatt properties worldwide, receive an upgrade to Platinum elite with each more points in more places.
[LEARN MORE](#)

FREDDIE'S AWARDS

2/26 - SPG leveraged the number of nominations to show the breadth of recognition

Subject line: Polls are Open: Vote SPG in the Freddie Awards.

The email layout features a dark purple header with the SPG logo and member information: "MITCHELL BLISS", "Starwood Preferred Guest", and "Member Number: *****9554". The main body has a blue background with the text "The best things in life are SPG." above six trophy icons. Below this, a paragraph states: "During a year of change, some things remained the same: SPG® has the best members. You're the reason SPG is up for six Freddie Awards, including Program of the Year." A large "VOTE SPG" button is centered at the bottom. The footer shows a scenic view of a beach with lounge chairs and a person relaxing.

2/15 - Hyatt leveraged multiple touchpoints: Solo & "eNews Top Offer"

Solo Subject line: Vote for Hyatt Gold Passport

The email layout features a white header with the Hyatt Gold Passport logo and a "Welcome, Mitchell" greeting. The main body has a blue background with a vertical "freddieawards" logo on the left. The text reads: "Help Us Bring Freddie Home" and "Vote for Hyatt Gold Passport* in this year's Freddie Awards." A large "VOTE NOW" button is centered. The footer shows a scenic view of a beach with lounge chairs and a person relaxing.

2/27 "eNews Top Offer"

The email layout features a white header with the Hyatt Gold Passport logo and a "Welcome, Mitchell" greeting. The main body has a blue background with a vertical "freddieawards" logo on the left. The text reads: "Help Us Bring Freddie Home" and "Vote for Hyatt Gold Passport* in this year's Freddie Awards." A large "VOTE NOW" button is centered. The footer shows a scenic view of a beach with lounge chairs and a person relaxing.

yes

SEASONAL ENERGY MOMENTS

President's Day

SPG[®]
Starwood Preferred Guest

PLAN YOUR PRESIDENT'S DAY GETAWAY TODAY



Make the most of the extra vacation day on Monday, February 20 and treat yourself to a quick getaway to one of the South's best destinations.

Enjoy SPG[®] Member exclusive rates in Memphis, Nashville, Durham and Atlanta when you book now.

Not a SPG member? [Join now >](#)

Spring

SNOW IS OUT. CHERRY BLOSSOMS ARE IN.

Guaranteed best rates with a side of Cherry Blossoms.

BOOK NOW



Valentine's Day

love with flowers and gifts and earn 3,000 points

get started

love getaways?

get a \$50 credit at any Hilton resort

SHERATON

REDISCOVER ROMANCE AT SHERATON THIS VALENTINE'S DAY



Let us take the guesswork out of your Valentine's Day this year. Visit one of our participating Sheratons and treat someone special to:

- Daily breakfast for two
- Chocolates or fruit upon arrival
- Sparkling wine upon arrival
- 4 pm late checkout, if available

Book now or call 866-716-8134 and ask for rate plan SIRONPKG.

SPG[®]
Starwood Preferred Guest

TREAT YOUR LOVED ONE TO A ROMANTIC BREAK IN BANGKOK, CHIANG RAI, AND HUA HIN



Treat your loved one to a romantic break in Bangkok, Chiang Rai, and Hua Hin. Enjoy exclusive room packages from:

Plaza Athlone Bangkok, A Royal Meridien Hotel
Sheraton Hua Hin Resort & Spa
Le Meridien Chiang Rai Resort
Le Meridien Bangkok

SPG[®]
Starwood Preferred Guest

ROMANTIC VALENTINE GETAWAY

BOOK NOW



Love is in the Air. Engage your special ones in an exciting getaway with memories that would last a lifetime at Sheraton Laguna Hotel, Sheraton Abuja Hotel or Four Points by Sheraton Lagos.

PARTICIPATING PROPERTIES

THE DRISKILL GRILL

BOOK NOW

NOMI KITCHEN

BOOK NOW

BRASSERIE DU LOUVRE

BOOK NOW

XINDALU CHINA KITCHEN

BOOK NOW

GOOD TAKES YOU ON A DATE, GRAND CELEBRATES THE SPIRIT OF VALENTINE.

TWO VALENTINE'S DAY LETS GO GRAND

UNAPPOLOGISTICALLY ITALIAN VALENTINE BRUNCH

A CROQUET LUTTER AT CHINA HOUSE

A FRASTO TO REMEMBER THIS VALENTINE

CELEBRATE THE ITALIAN LIFE THIS VALENTINE

GOURMET GORGES FOR VALENTINE'S

THE ARTS VALENTINE PARTY AT THE BOX

STAY TUNED FOR MORE

USHER IN THE SEASON OF LOVE AT THE MOST ROMANTIC HOLIDAY DESTINATION IN GSA

CELEBRATE THE SEASON OF LOVE

A ROMANTIC BRILLIANCE AT PALMS

INCREDIBLE RED WINE SPA RITUAL FOR TWO

VALENTINE FOOD AT DU LOUIS

TRADITIONS FROM TONTO, TEMPERED WITH TECHNIQUE

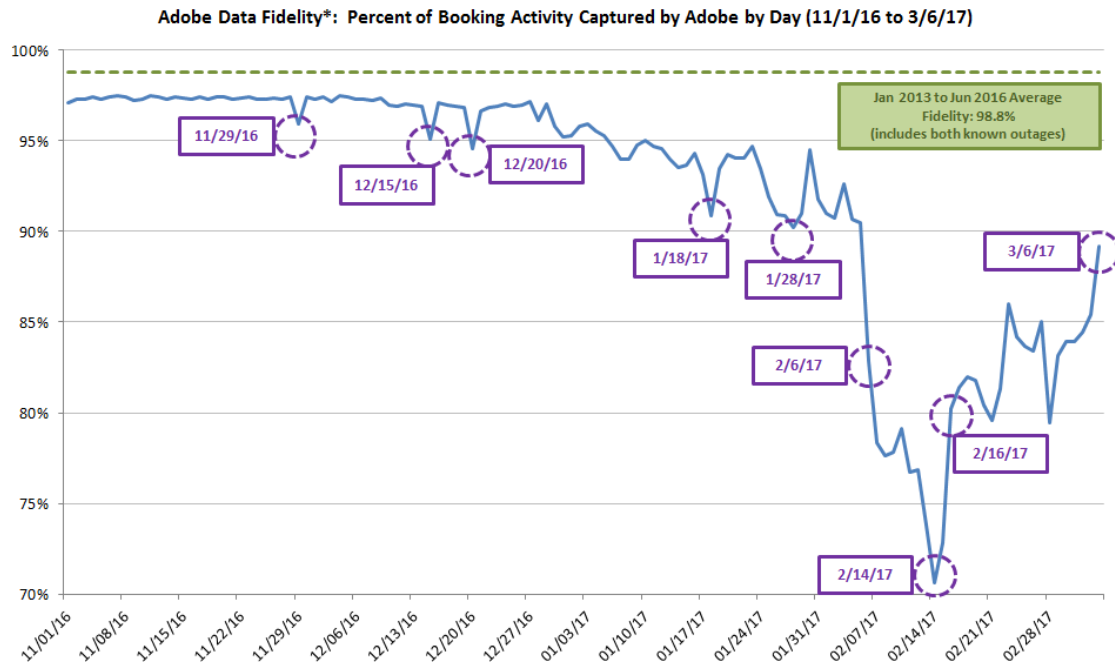
BEACH FRONT BRUNCH AT PALMS

APERTIVO AT DU LOUIS

MORE THIS MONTH

APPENDIX

OMNITURE TRACKING UNDER REPORTED ORDERS & REVENUE IN JAN & FEB



* eComm Prop Reporting Bookings / Accom Orig Bookings -- For Marriott.com only, excludes Global Sites, Kony Mobile Web, the Marriott Mobile Apps, and Ritz-Carlton and Edition Bookings

FEB '17 ENEWS SECTIONS

Placement/Position in Email impacts engagement

1) Hotel Openings generated 111% more clicks than 12 month avg

- Highest position to date
- Koala Landing – Hawaii generated majority of clicks
- New layout

2) Two Bellmen 3 was positioned lower than when Two Bellmen 2 was featured and generated 7K fewer clicks

Unknown impact from content synergy

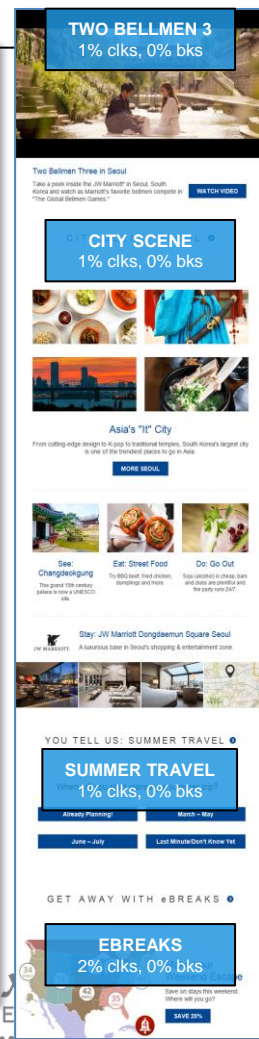
- Two Bellman 3 took place in Seoul and was the featured city in City Scene
- City scene generated the 3rd least clicks since Jan '16, but low engagement with international destinations is common

Reaction Module did not appear to increase click engagement

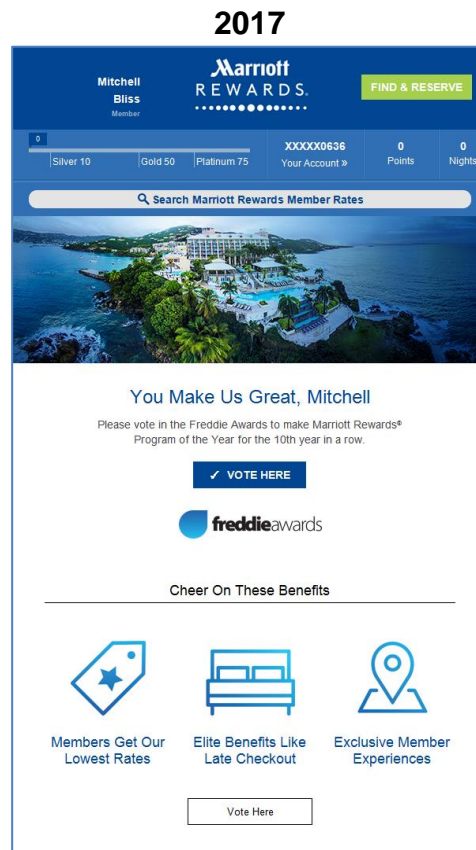
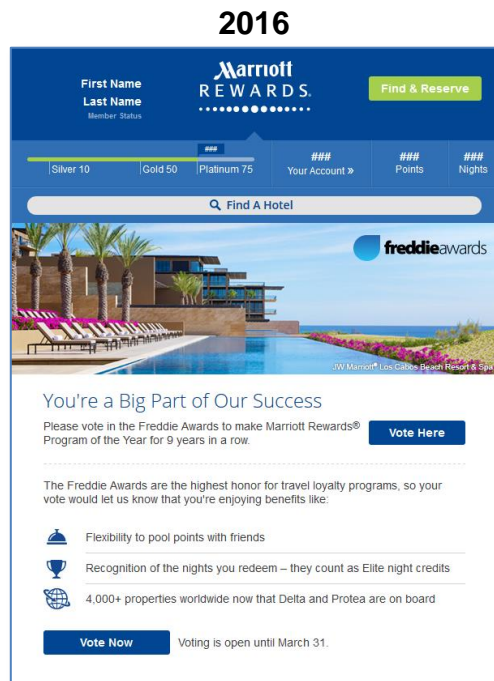
- Generated 21% fewer clicks than City Scene avg, which is typically in that position

eBreaks still generating click engagement

- Click% was higher than the 12 month avg but generated less clicks vs previous months



YOY OPEN% DECREASED 8% & CTO% 11%



A subject line test was conducted:

- **Fname, You Make Us Great (22.7%)**
- **It's Time to Cast Your Vote (21.1%)**
- **You Get to Vote in This Awards Show (20.7%)**

High Open% contained 'you/your' and 'us' in subject lines*

Freddie's Award Solo	Delivered	Open%	CTO%
2017*	12.3 M	23.2%	7.2%
2016*	10.8 M	25.0%	7.9%
2015	3.3 M	23.5%	11.8%
2014*	10.1 M	24.3%	13.4%
2013*	8.6 M	26.5%	10.4%
2012	8.3 M	23.1%	9.2%

Winner after 2 hours

Tags	Attempted	Delivered	Opened	Clickers	Unsubscribed
SL 1: Exclusive Offers Just for Cardholders	93,411	93,312	37,373	3,522	35
SL 2: Exclusive Offers – Just for You as a Marriott Rewards Credit Cardmember	90,665	90,560	34,548	3,177	33
SL 3: Exclusive Offers Just for You	90,665	90,580	34,230	3,095	40

Ultimate winner was another subject line AND the original winner became the worst performer

Message ^	Subject Line	Deployed	Tags	Attempted	Delivered	Opened	Clicked	Unsubscribed
▼ 20170221_MRCC_CARDHOLDER_Q1_NE...	[#if ((L_MRCC_CARDHOLDER_...			915,804	914,755	616,134	46,879	379
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	SL#3	93,411	93,312	63,003	4,830	38
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	DEPLOYED	641,063	640,303	439,006	33,430	265
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	SL#2	90,665	90,560	57,196	4,348	34
	[#if ((L_MRCC_CARDHOLDER_...	Feb 21, 2017 9:00AM	SL#1	90,665	90,580	56,929	4,271	42

FEBRUARY 2017 MR CAMPAIGN REVIEWS

CTO% FELL BY 24% YOY

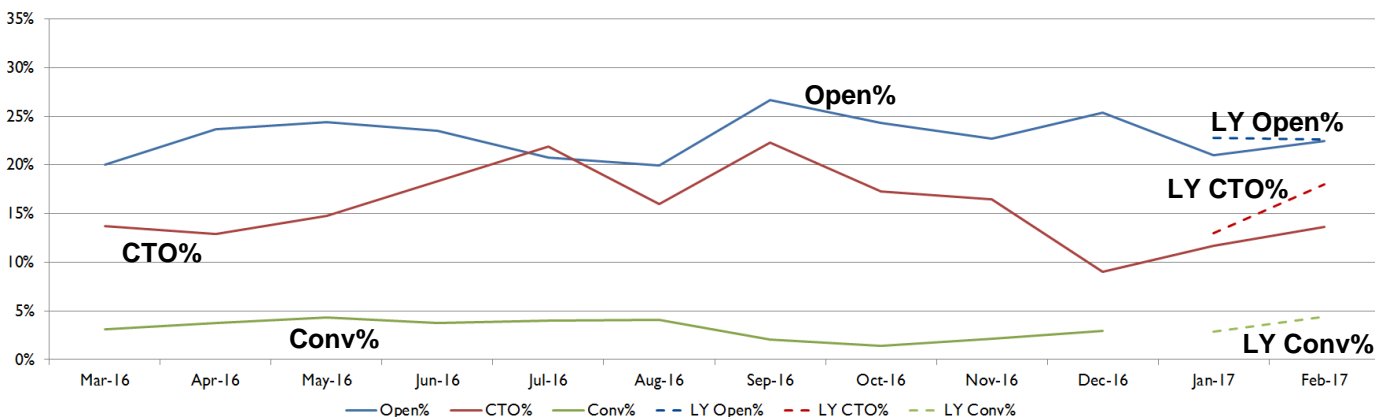
		Program	eNews	Core	PO
Audience	Total	87.0 M	14.3 M	12.8 M	1.5 M
	Delivered	-1.8%	24.3%	20.9%	63.8%
	Unsub Rate	0.18%	0.14%	0.15%	0.08%
		-0.1 pts	-0.1 pts	-0.1 pts	-0.1 pts
Engagement	Delivery Rate	99%	99%	99%	100%
		0.4 pts	-0.1 pts	-0.2 pts	-0.0 pts
	Open Rate	23.0%	22.4%	21.6%	29.1%
		0.2 pts	-0.2 pts	-0.3 pts	-1.9 pts
	Opens	20.0 M	3.2 M	2.8 M	432.9 K
Financial		-1.0%	23.1%	19.4%	53.6%
	Click Rate	1.9%	3.1%	2.8%	5.7%
		-0.1 pts	-1.0 pts	-0.9 pts	-3.5 pts
	Unique Clicks	1.7 M	436.1 K	351.6 K	84.5 K
		-6.5%	-6.7%	-8.5%	1.7%
Financial	Click to Open Rate	8.3%	13.6%	12.7%	19.5%
		-0.5 pts	-4.4 pts	-3.9 pts	-10.0 pts
	Bookings	36.8 K	10.4 K	7.2 K	3.2 K
		-45.1%	-49.5%	-44.6%	-57.9%
	Revenue	\$12.3 M	\$3.5 M	\$2.4 M	\$2.0 M
Financial		-44.2%	-48.8%	-43.7%	-56.6%
	Conversion Rate	2.2%	2.4%	2.1%	3.8%
		-1.6 pts	-2.0 pts	-1.3 pts	-5.4 pts
Financial	Bookings per Delivered(K)	0.4	0.7	0.6	2.2
		-44.1%	-59.4%	-54.2%	-74.3%

eNews deliveries increased 24.3% YoY while click volume decreased 6.7%

CTO% was 15% below 12-month average

Note: TSAT & WHPH audience size increased significantly due to a Jan rescore

FEB '17 ENEWS EMAIL KPI TRENDS



Open% increased MoM but was 4.0% below 12 month avg

Subject lines were targeted based on MB eligibility:

- *Your Account: Register for Bonus Points*
- *Your Account: MegaBonus Next Steps*
- *Your Account: New Ways to Use Your [XXX,XXX] Points*

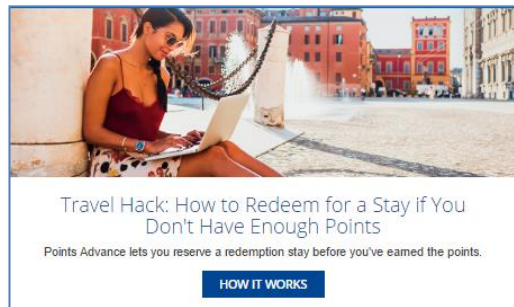
CTO% increased 17% MoM, but was 15% below 12 month average

FEB '17 ENEWS SECTIONS

eNews generated 9.7% less clicks than 12 month average

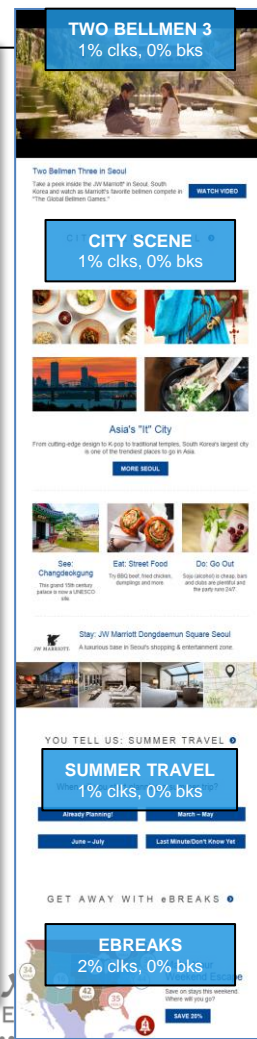
MegaBonus did not drive click engagement as expected

- While MB-Top Offer received the majority of eNews clicks & more section clicks than Jan (70K), it generated less clicks than previous MB offers (37K drop vs LY)
- Non-MB Top Offer featured Cash+Points tied with SL (dynamically inserted point amount) & may have generated more click engagement than standard non-MB content (MoM clicks of Non-MB offer content increased 113%)



Lack of Account Module negatively impacted click engagement

- Rewards section generated the 2nd lowest click volume and 3rd lowest % of clicks since Jan '16



FEB '17 ENEWS SECTIONS

Placement/Position in Email impacts engagement

Hotel Openings generated 111% more clicks than 12 month average

- Highest position to date
- Koala Landing – Hawaii generated majority of clicks
- New layout

Two Bellmen 3 was positioned lower than when Two Bellmen 2 was featured and generated 7K lower clicks

Unknown impact from content synergy

- Two Bellman 3 took place in Seoul and was the featured city in City Scene
- City scene generated the 3rd least clicks since Jan '16, but low engagement with international destinations is common

Reaction Module did not appear to increase click engagement

- Generated 21% fewer clicks than City Scene average, which is typically in that position

eBreaks click engagement was higher than the 12 month average with this section, though overall clicks were below the 12 month average

ACCOUNT BOX
22% clks, 36% bks

SEARCH
4% clks, 4% bks

TOP OFFER
58% clks, 53% bks

You're Registered for MegaBonus!
Earn 2x points on 3 stays. *Valid by April 15.

REWARDS
8% clks, 3% bks

Earn 80,000 Bonus Points
Earn points towards your next holiday with the Marriott Rewards Premier Credit Card.

3 Ways to Use Your Hard-Earned Points

1. Concerts & Events
2. Wine Tastings
3. Luggage shopping & much more

See All Experiences

Golfers: Get 10 Points per \$1
Spend time on your swing – you'll earn 10 points for every dollar you spend on the green.

Get & Earn

Need a Car, Mitchell?
Rent a car with Hertz and you'll save 30% and earn up to 5,000 points.

Save 30%

HOTEL OPEN
3% clks, 3% bks

Koala Landing, Autograph Collection
With rooftop pool & beachfront, a bit wild and a little hip.

Visit Hawaii

Delta Hotels Baltimore Inner Harbor
See a historic building newly transformed into a modern hotel.

Visit Baltimore

ALL NEW HOTELS

TWO BELLMEN 3
1% clks, 0% bks

Two Bellmen Three in Seoul
Take a peek inside the JW Marriott in Seoul. South Korea and watch as Marriott's favorite bellmen compete in "The Global Bellmen Games".

CITY SCENE
1% clks, 0% bks

Asia's "It" City
From cutting-edge design to a pop to traditional temples, South Korea's largest city is one of the trendiest places to go in Asia.

More Seoul

See: Changdeokgung
This palace (UNESCO World Heritage Site) is a must-see in Seoul.

Eat: Street Food
Try 100 best food choices, dumplings and more.

Do: Go Out
This weekend in cheap beer and live music and the party never ends.

Stay: JW Marriott Dongdaemun Square Seoul
A landmark hotel in Seoul's shopping & entertainment zone.

YOU TELL US: SUMMER TRAVEL

SUMMER TRAVEL
1% clks, 0% bks

Already Planning? March – May

Done – July Last Minute? Don't Know Yet

GET AWAY WITH eBREAKS

EBREAKS
2% clks, 0% bks

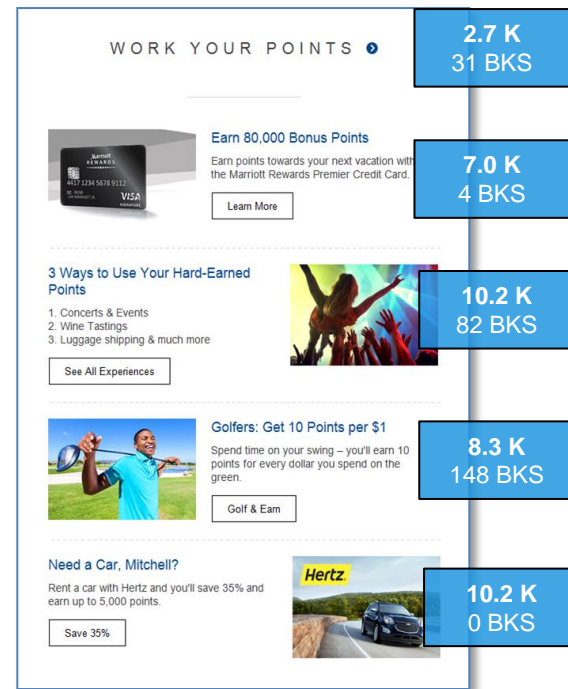
Save on days this summer where you go!

SAVE 30%

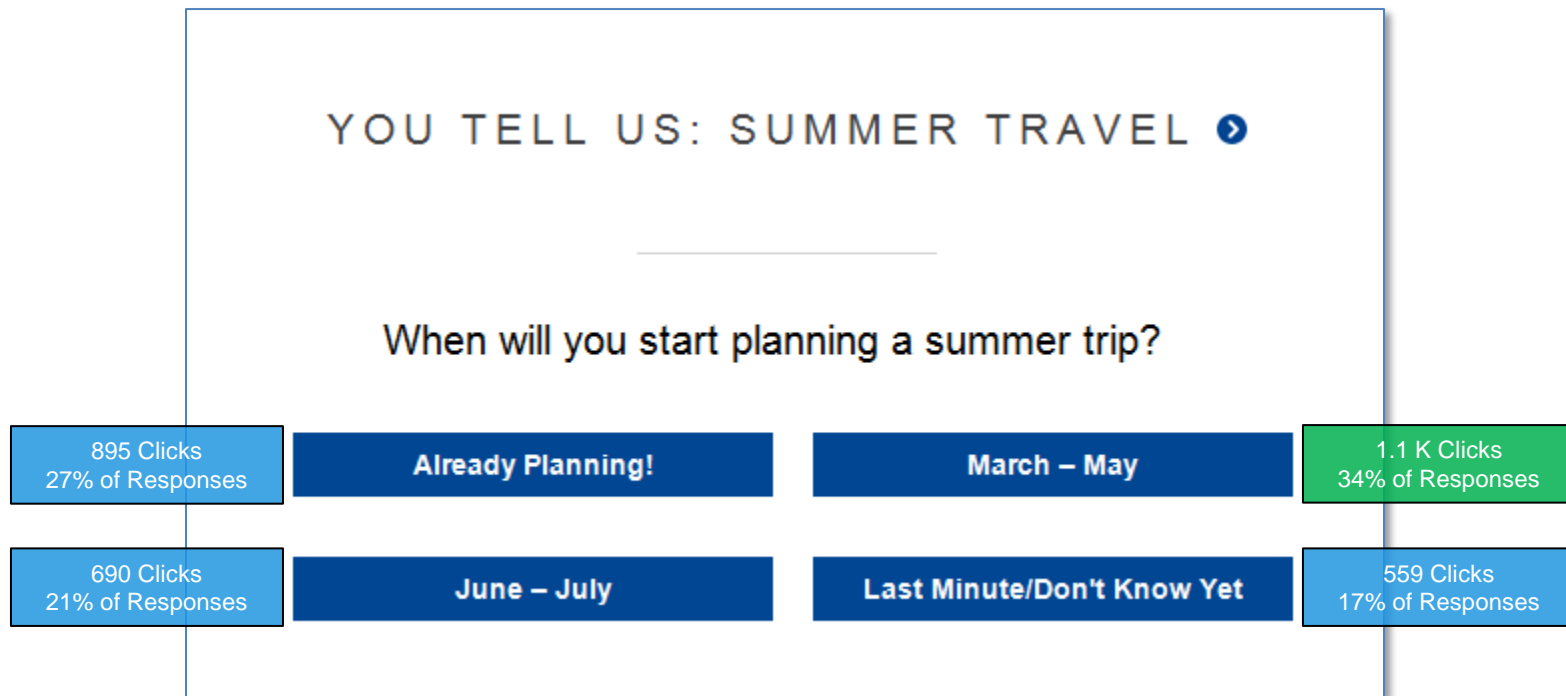
FEB '17 ENEWS REWARDS SECTION ANALYSIS

Targeting Moments appeared to increase click engagement

- 2 Moments were targeted based on member points and generated slightly higher click engagement than a generic message
 - Carnival Cruise (200K+ pts) 0.43% Click%
 - Game of Thrones Concert (55K-199K pts) 0.12% Click%
 - Ways to Use Points (<55K pts) 0.07% Click%
- Hertz offer leveraged dynamic name insertion & generated 6X more clicks than the average Hertz offer



MAJORITY OF SUMMER PLANS START BEFORE MAY



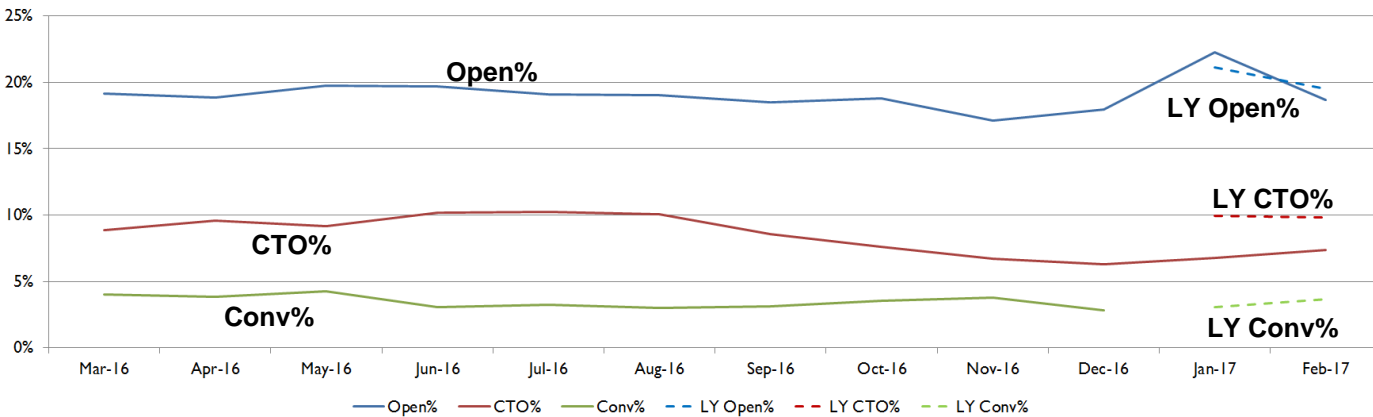
CTO% FELL 25% YOY

		Hotel			
		Program	Specials	Core	PO
Audience	Total	87.0 M	10.3 M	8.9 M	1.4 M
	Delivered	-1.8%	2.9%	-0.3%	30.4%
	Unsub Rate	0.18% -0.1 pts	0.18% 0.0 pts	0.18% 0.0 pts	0.14% 0.1 pts
Engagement	Delivery Rate	99% 0.4 pts	100% 2.9 pts	99% 2.8 pts	100% 3.6 pts
	Open Rate	23.0% 0.2 pts	18.7% -0.8 pts	18.0% -0.9 pts	23.0% -1.3 pts
	Opens	20.0 M -1.0%	1.9 M -1.5%	1.6 M -5.3%	318.1 K 23.4%
	Click Rate	1.9% -0.1 pts	1.4% -0.5 pts	1.3% -0.5 pts	2.1% -0.7 pts
	Unique Clicks	1.7 M -6.5%	141.9 K -26.2%	113.4 K -30.2%	28.4 K -3.8%
Financial	Click to Open Rate	8.3% -0.5 pts	7.3% -2.5 pts	7.0% -2.5 pts	8.9% -2.5 pts
	Bookings	36.8 K -45.1%	3.7 K -47.3%	2.6 K -49.2%	1.1 K -42.1%
	Revenue	\$12.3 M -44.2%	\$1.3 M -43.8%	\$872.5 K -44.7%	\$394.7 K -41.6%
	Conversion Rate	2.2% -1.6 pts	2.6% -1.0 pts	2.3% -0.9 pts	3.8% -2.5 pts
	Bookings per Delivered(K)	0.4 -44.1%	0.4 -48.8%	0.3 -49.0%	0.8 -55.6%

Hotel Specials deliveries increased 2.9% YoY while click volume decreased 26.2%

While CTO% was a 4 month high, it was 18% below a 12-month average

FEB '17 HOTEL SPECIALS EMAIL KPI TRENDS



Open% was 2.4% below 12 month avg; a subject line test was conducted:

- **Your March Travel Deals (9.5%)**
- *March Travel Deals: Save 20% on Hotels (8.7%)*

CTO% was 18% below 12 month avg

FEBRUARY '17 HOTEL SPECIALS CORE LINK ANALYSIS

Overall mailing generated 19.7% fewer clicks than 12 month average; click volume decreased to all sections except eBreaks

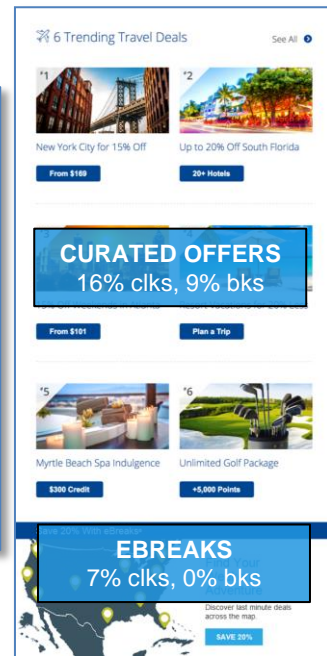
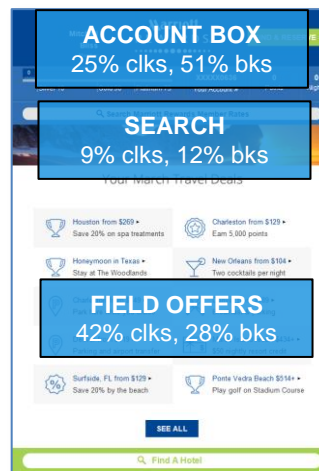
Field Offers generated 21% fewer clicks than 12 month average

- This was the largest decrease of any section compared to its average

The impact of the new curated offer layout is uncertain; compared to other Hotel Specials, this section generated:

- 23.2% higher % of clicks
- 12.1% fewer clicks

eBreaks featured new creative; generating 20.7% more clicks than the 12 month average



FEB '17 HOTEL SPECIALS LINK ANALYSIS

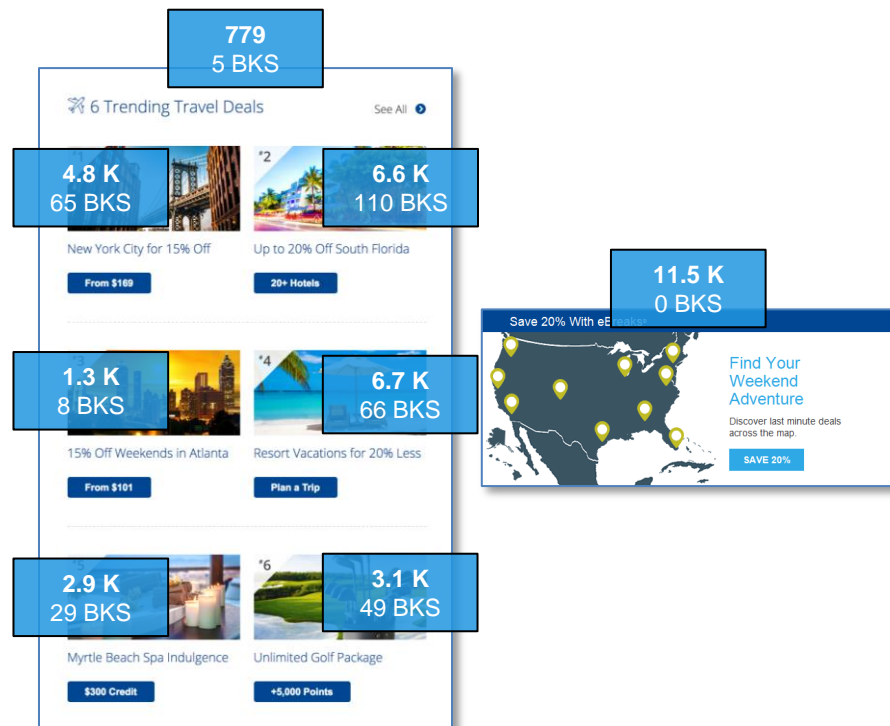
Observations

Most clicked content:

- eBreaks 11.5K
- Resort Vacations 6.7K
- South Florida 6.6K
- NYC 4.8K
- Golf Package 3.1K
- Myrtle Beach 2.9K

Resort Vacations generated 0.9% more clicks than South Florida; WHPH & TSAT were more interested in South Florida offer, generating 12.1% & 23.0% more clicks than Resort Vacations respectively

'20% Off' offers generated the most clicks



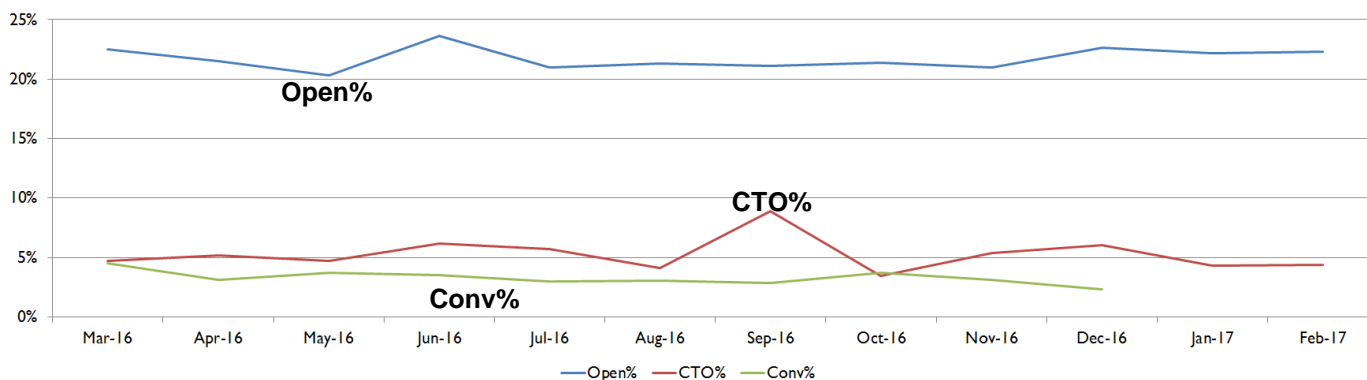
DESTINATIONS OPEN RATE WAS THE 2ND HIGHEST IN 8 MONTHS

		Program	Dest.	Core	PO
Audience	Total	87.0 M	12.4 M	10.7 M	1.6 M
	Delivered	-1.8%	-1.6%	-1.9%	0.3%
	Unsub Rate	0.18%	0.14%	0.14%	0.13%
		-0.1 pts	-0.0 pts	-0.0 pts	-0.0 pts
	Delivery Rate	99%	99%	99%	100%
		0.4 pts	0.1 pts	0.1 pts	-0.0 pts
Engagement	Open Rate	23.0%	22.3%	21.9%	25.2%
		0.2 pts	0.2 pts	0.1 pts	0.2 pts
	Opens	20.0 M	2.8 M	2.3 M	413.1 K
		-1.0%	-1.0%	-1.3%	1.3%
	Click Rate	1.9%	1.0%	0.9%	1.3%
		-0.1 pts	-0.0 pts	-0.0 pts	-0.0 pts
	Unique Clicks	1.7 M	121.2 K	100.2 K	21.0 K
		-6.5%	0.4%	-1.8%	12.0%
	Click to Open Rate	8.3%	4.4%	4.3%	5.1%
		-0.5 pts	0.1 pts	-0.0 pts	0.5 pts
Financial	Bookings	36.8 K	2.8 K	1.9 K	930
		-45.1%	-17.6%	-26.2%	8.4%
	Revenue	\$12.3 M	\$1.0 M	\$676.8 K	\$370.9 K
		-44.2%	-13.6%	-24.5%	17.6%
	Conversion Rate	2.2%	2.3%	1.9%	4.4%
		-1.6 pts	-0.5 pts	-0.6 pts	-0.1 pts
	Bookings per Delivered(K)	0.4	0.2	0.2	0.6
		-44.1%	-16.2%	-24.7%	8.0%

Destinations featured a V Day-themed destination recommendation, based on relationship status

Open% was 3.0% above average

FEB '17 DESTINATIONS EMAIL KPI TRENDS



Open% was 3.0% above average; a subject line test was conducted:

- **4 Trips for Every Relationship Stage (4.3%)***
- 4 Trips that Match Your Love Life ?? (3.5%)
- Your Love Life Could Determine Your Next Trip (3.3%)

CTO% was 18% below 7 month average

DESTINATIONS FEATURED RECOMMENDATIONS BASED ON RELATIONSHIP STATUS

Overall click volume was down 6.8% MoM and 15.0% below 7 month average

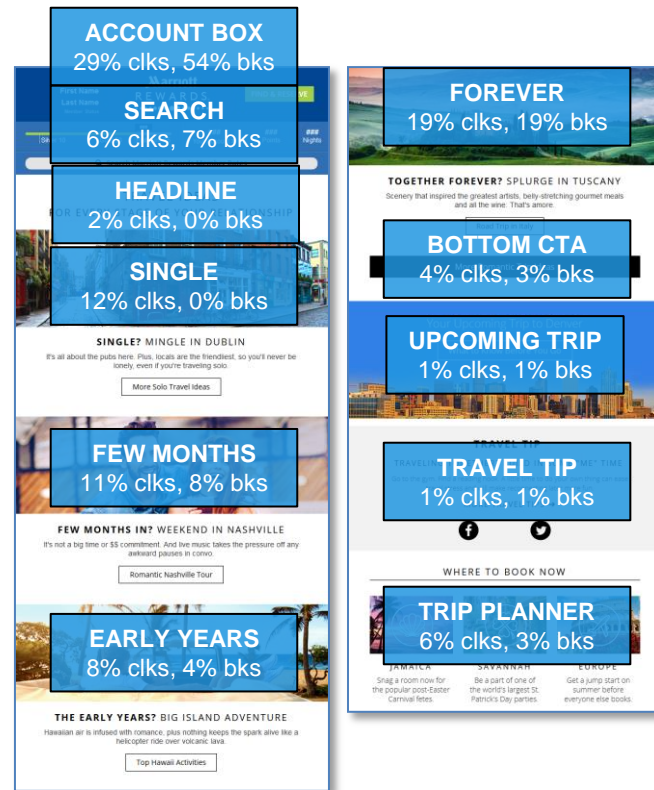
- February did not feature a Top Offer or image
- These links typically generate ~9K clicks

Destinations audience appeared to read through entire Email

- “Forever” generated the most clicks out of the four main recommendations
- Trip Planner generated high click engagement, despite being the bottom content

Trip Planner section generated the 2nd highest section clicks since Jul '16

- Savannah 43% of section clicks
- Europe 30% of section clicks
- Jamaica 27% of section clicks



YOY CLICKS WERE FLAT DESPITE A 10% DECREASE IN EMAIL VOLUME

		Program	Solos
Audience	Total	87.0 M	23.9 M
	Delivered	-1.8%	-9.8%
	Unsub Rate	0.18%	0.15%
		-0.1 pts	-0.2 pts
Engagement	Delivery Rate	99%	99%
		0.4 pts	0.5 pts
	Open Rate	23.0%	23.9%
		0.2 pts	-0.6 pts
Engagement	Opens	20.0 M	5.7 M
		-1.0%	-12.1%
	Click Rate	1.9%	2.2%
		-0.1 pts	0.2 pts
	Unique Clicks	1.7 M	514.3 K
Financial		-6.5%	0.1%
	Click to Open Rate	8.3%	9.0%
		-0.5 pts	1.1 pts
	Bookings	36.8 K	10.9 K
		-45.1%	-43.3%
Financial	Revenue	\$12.3 M	\$3.7 M
		-44.2%	-40.6%
	Conversion Rate	2.2%	2.1%
		-1.6 pts	-1.6 pts
Financial	Bookings per Delivered(K)	0.4	0.5
		-44.1%	-37.1%

Solo deliveries decreased 9.8% YoY while clicks were nearly flat

Open% decreased 2.5% YoY


- YoY decrease of Freddie's solo Open%
- MB Registration Reminder generated lower Open% than Feb '16/'17 Solo category

YoY CTO% increased by 14%

SPRING '17 MEGABONUS REGISTRATION REMINDER

Promotional Registration Reminder Solos	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Spring '16	3.0 M	3.8 K	\$1.1 M	55.8%	7.6%	3.0%	1.3
Summer Promo '16	8.5 M	3.7 K	\$1.2 M	21.9%	8.6%	2.3%	0.4
Spring '17	8.0 M	3.4 K	\$1.1 M	22.2%	11.2%	1.7%	0.4
Base Offer	7.3 M	1.7 K	\$563.6 K	21.3%	8.2%	1.3%	0.2
Base Offer + Stay(s)	278.4 K	371	\$100.9 K	31.0%	31.4%	1.4%	1.3
30K Offer	369.1 K	1.0 K	\$379.1 K	32.1%	31.5%	2.7%	2.8
45K Offer	52.1 K	302	\$102.2 K	34.0%	39.5%	4.3%	5.8

Base Offer




**THERE'S STILL TIME FOR
2X POINTS
ON YOUR FIRST 3 STAYS.**

Sign up today to earn double points on your first 3 stays* between January 16 and April 15.

[REGISTER](#)

More points means more moments.

Base Offer: Eligible Stays



**YOUR LAST STAY IS
ELIGIBLE FOR 2X POINTS.**

Register for MegaBonus to earn double points on your first 3 stays* between January 16 and April 15.

[REGISTER](#)

More points means more moments.

30K (& 45K) Offer



**EARN OVER
30,000 BONUS POINTS.**

Don't miss your MegaBonus* offer, which includes:

- 2x points on your first 3 stays*
- Then 15,000 bonus points on your next 10 nights
- Then 1,500 bonus points every night after that (up to 15,000)

[REGISTER](#)

Observations:

Spring '17 Reminder generated a higher CTO% than Spring & Summer '16

While Higher Offer segments responded better to the announcement and reminders, the decrease in Open% and CTO% to the reminders were significantly larger

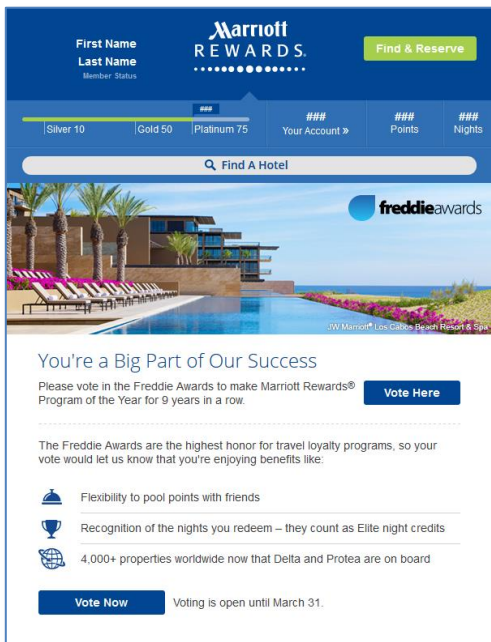
- Base Offer = -10% / -12%
- 30K Offer = -28% / -32.6%
- 45K Offer = -35.0% / -32.6%

Base Offer Members that had a stay eligible for MB bonus had similar were targeted with a message and generated Open% & CTO% similar to higher value segments

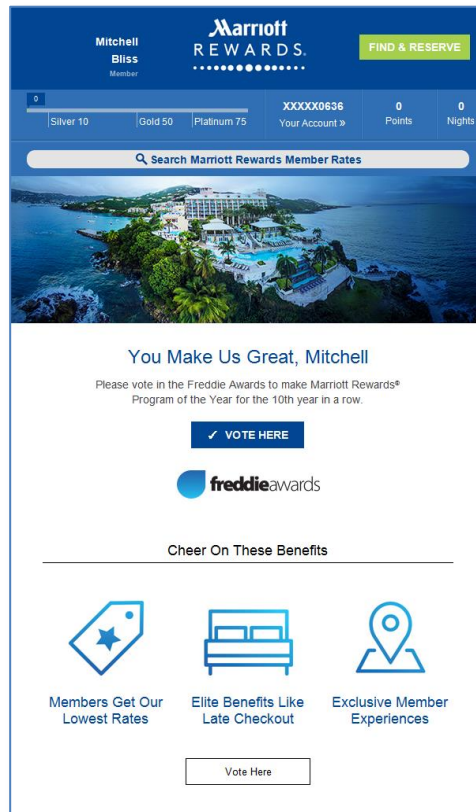
**Establishing a control group
would help determine the lift
from this targeting**

YOY OPEN% DECREASED 8% & CTO% 11%

2016



2017



A subject line test was conducted:

- **You Make Us Great (22.7%)**
- It's Time to Cast Your Vote (21.1%)
- You Get to Vote in This Awards Show (20.7%)

High Open% contained 'you/your' and 'us' in subject lines*

Freddie's Award Solo	Delivered	Open%	CTO%
2017*	12.3 M	23.2%	7.2%
2016*	10.8 M	25.0%	7.9%
2015	3.3 M	23.5%	11.8%
2014*	10.1 M	24.3%	13.4%
2013*	8.6 M	26.5%	10.4%
2012	8.3 M	23.1%	9.2%

SPRING '17 MEGABONUS TO-DATE

MegaBonus First 2 Months	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Spring '16	37.5 M	38.5 K	\$12.6 M	855.0 K	1.0
Fall '16	39.2 M	14.9 K	\$4.6 M	1.0 M	0.4
Spring '17	46.1 M	30.6 K	\$10.4 M	1.0 M	0.7

MegaBonus First 2 Months	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Preview	7870.1 K	12.1 K	\$4.3 M	187.5 K	1.5
Announcement	7.8 M	10.6 K	\$3.1 M	345.1 K	1.4
Registration Confirmation	296.2 K	2.2 K	\$686.1 K	14.4 K	7.3
Achievement	29.5 K	1.1 K	\$315.8 K	16.4 K	36.4
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	3.6 K	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
Spring '16	37.5 M	38.5 K	\$12.6 M	855.0 K	1.0
Preview	7.7 M	5.2 K	\$1.6 M	139.1 K	0.7
Announcement	7.9 M	4.5 K	\$1.3 M	318.9 K	0.6
Registration Confirmation	574.6 K	3.3 K	\$1.1 M	31.3 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	107.3 K	0.3
PO-Offers Sep '16	1.1 M	12	\$1.9 K	3.1 K	0.0
Fall '16	39.2 M	14.9 K	\$4.6 M	1.0 M	0.4
Announcement	8.5 M	14.3 K	\$4.9 M	347.6 K	1.7
Registration Confirmation	777.8 K	3.0 K	\$1.0 M	36.4 K	3.8
Achievement	162.9 K	1.4 K	\$479.6 K	9.2 K	8.4
Registration Reminder	8.0 M	3.4 K	\$1.1 M	198.5 K	0.4
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
Spring '17	46.1 M	30.6 K	\$10.4 M	1.0 M	0.7

INCLUDING BONUS PT IN COPY INCREASED ENGAGEMENT

80K/2 Free Nights (SUPERT)

2 Free Nights (SUPERT3)

Earn 2 Free Night Stays (Category 1-8)

That's 80,000 bonus points, after you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms

**+1% HIGHER EMAIL CLICKS
+3% SECTION CLICKS**



Earn 80,000 Bonus Points

After you spend \$3,000 on purchases in the first 3 months from account opening.*

3,000
After you spend \$3,000 on purchases in the first 3 months from account opening.*

As a valued member, it is our pleasure to offer you the Marriott Rewards Premier Credit Card. Apply by March 31, 2017, and you will enjoy benefits:



Free Night Stay (Cat. 1-5)

Every year after your account anniversary*

15 Credits Toward Your Elite Membership

Annually after your account anniversary* plus 1 additional Elite Credit for every \$3,000 you spend on card purchases*

No Foreign Transaction Fees!

And enjoy wider acceptance when you travel with your embedded chip card

80,000 Bonus Points

After you spend \$3,000 on purchases in the first 3 months from account opening.

7,500 Bonus Points

When you add the first authorized user and make a purchase in the first 3 months from account opening.*

This product is available to you if you do not have this card and have not received a new cardmember bonus for this card in the past 24 months.

You'll Also Receive:

5 POINTS

per \$1 spent at over 6,700 participating Marriott Rewards® and Starwood® hotels*

2 POINTS

per \$1 spent on airline tickets when purchased directly with the airline, and at car rental agencies & restaurants*

1 POINT

per \$1 spent on purchases anywhere else the Marriott Rewards Premier Credit Card is accepted*

\$85 annual fee*

Plus, when you get the Marriott Rewards Premier Credit Card, your points won't expire as long as you make purchases every 24 months.*

Apply Now

Earn 2 Free Night Stays (Category 1-8)

After you spend \$3,000 on purchases in the first 3 months from account opening.*



APPLY NOW

\$85 annual fee*

*Offer Details | †Pricing & Terms

Supporting copy was tested

- SuperT included 80K bonus pt copy

SuperT generated more clicks

- Section CTO% by 3%
- Campaign level by 1%

Small addition of promo value helped increased engagement

February MRCC	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
SUPERT	528.3 K	163	\$61.1 K	26.9%	3.2%	3.6%	0.3
SUPERT	527.6 K	160	\$45.9 K	31.7%	2.9%	3.3%	0.3
SUPERT3	527.8 K	175	\$47.2 K	31.1%	3.0%	3.6%	0.3

DELIVERY INCREASED YOY BY 7.6% AND CLICKS DECREASED SLIGHTLY

		Program	Lifecycle
Audience	Total Delivered	87.0 M -1.8%	4.6 M 7.6%
	Unsub Rate	0.18% -0.1 pts	0.28% -0.2 pts
	Delivery Rate	99% 0.4 pts	96% -0.3 pts
Engagement	Open Rate	23.0% 0.2 pts	32.6% -1.5 pts
	Opens	20.0 M -1.0%	1.5 M 2.8%
	Click Rate	1.9% -0.1 pts	6.0% -0.5 pts
	Unique Clicks	1.7 M -6.5%	275.4 K -0.1%
	Click to Open Rate	8.3% -0.5 pts	18.3% -0.5 pts
Financial	Bookings	36.8 K -45.1%	4.2 K -36.3%
	Revenue	\$12.3 M -44.2%	\$1.4 M -39.9%
	Conversion Rate	2.2% -1.6 pts	1.5% -0.9 pts
	Bookings per Delivered(K)	0.4 -44.1%	0.9 -40.8%

CTO% was 1.2% above 12 month average; highest since Aug '16

- Welcome series generated the highest CTO% since Sep '16

ONBOARDING WAS UPDATED AND OPEN RATES IMPROVED

	2016 Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Series 1	How to Use Your Rewards Account	Monday Tip 1 of 4: Manage Your Account	2.2%
Series 2	How to Earn Points: No Travel Required	Monday Tip 2 of 4: Your Points Guide	6.3%
Series 3	Let's Plan Your Next Trip	Monday Tip 3 of 4: Indulge Within Reach	14.5%
Series 4	You Have 50 M New Friends	Monday Tip 4 of 4: Connect With Us	12.5%

Subject line changes:

- Day of Week
- "Tip" themed
- Sequenced
- Copy updated

Onboarding was updated late Jan

- Deployed Monday
- Subject line overhaul

Results:

- 2nd highest Open% since launch
- Later emails in series experienced higher increase in Open%

Sequencing & improved copy likely impacted Open rates

Noteworthy:

- Onboarding was partially paused in Feb
- Jan also experienced higher than avg Open%
- CTO% was lower than 2016 avg, suggesting an opportunity to improve content

WELCOME SERIES SUBJECT LINE UPDATES NEGATIVELY IMPACTED OPEN RATES

	Previous Subject Line	New Subject Line (Feb '17)	Open% Lift vs 2016 Avg.
Welcome	Welcome to Marriott Rewards	Welcome to Marriott Rewards [FNAME]!	-4.9%
EES1	Personalize Your Experience: Tip 1 of 3	Tip 1 of 3: Personalize Your Account	-11.5%
EES2	Earn and Redeem Points: Tip 2 of 3	Tip 2 of 3: Get More From Your Points	-12.1%
EES3	Get Our best Available Rate: Tip 3 of 3	Tip 3 of 3: Get the Lowest Price	-9.8%

Subject line changes

- Moved up sequencing
- Updated Subject lines

Welcome subject line & some content was updated on 2/7

Lowest Open% since Jan '16 for the campaign & individual Emails

Sequencing may have less value

- Unlike Onboarding, marketing Emails are suppressed until Welcome series are complete
- Only value may be to put context among clutter

Recommend test removing sequencing

MEMBER POINTS WELCOME SERIES

Lifecycle: Points Welcome	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	9.0 K	30	\$9.1 K	49.1%	23.2%	2.9%	3.3
Feb '17	8.3 K	25	\$5.5 K	46.7%	21.2%	3.0%	3.0
△	-8.2%	-16.4%	-39.6%	-4.9%	-8.6%	4.8%	-8.9%
Lifecycle: Points EESI	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	309.6 K	271	\$95.1 K	35.4%	17.8%	1.4%	0.9
Feb '17	347.2 K	206	\$76.9 K	31.3%	19.4%	1.0%	0.6
△	12.1%	-23.9%	-19.1%	-11.5%	9.1%	-29.7%	-32.1%
Lifecycle: Points EES2	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	309.1 K	179	\$63.3 K	30.3%	14.2%	1.3%	0.6
Feb '17	347.0 K	97	\$27.1 K	26.6%	12.3%	0.9%	0.3
△	12.3%	-45.8%	-57.1%	-12.1%	-13.9%	-36.2%	-51.7%
Lifecycle: Points EES3	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2016 Avg.	310.1 K	253	\$92.3 K	27.1%	11.7%	2.6%	0.8
Feb '17	343.2 K	147	\$47.7 K	24.4%	12.3%	1.4%	0.4
△	10.7%	-42.0%	-48.4%	-9.8%	5.7%	-45.0%	-47.6%

Overall:

- 2/7 Content & subject lines updates
- Lowest Open% since Jan '16
- CTO% 0.8% above 2016 avg and highest since Aug '16

All mailings in the series generated the lowest Open% since Jan '16

- Points Welcome subject line was personalized and had lowest Open% drop compared to 2016 averages
- EES1-3 subject lines began with "Tip X of 3..."

Points Welcome generated the 3rd lowest CTO% since Jan '16

EES1 generated the highest CTO% since Jan '16

- Updated version featured SPG 'link account' and 'point transfer' milestones

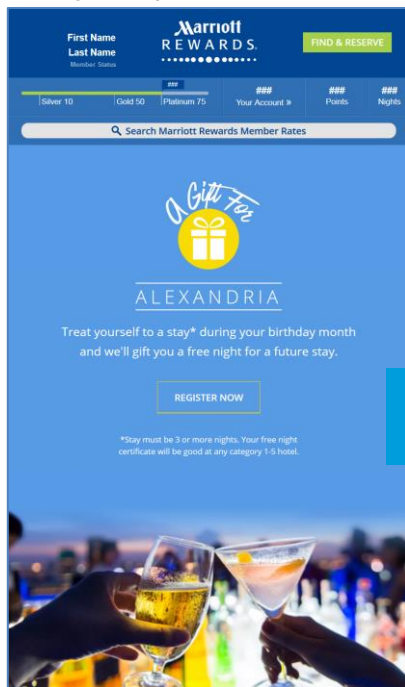
EES2 generated the lowest CTO% since Jan '16

- Updated version swapped order of earn and redeem content from previous version

EES3 generated the highest CTO% since Jan '16

BIRTHDAY OFFER LAUNCHED TO GENERATE INCREMENTAL BOOKINGS

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Only differences between offers were offer details in copy

Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2

Birthday Offer

- Sent a month prior to member birthday
- 2 offers tested (+hold out); free night w/
 - 3+ nights stay
 - 2+ nights with Fri/Sat stay

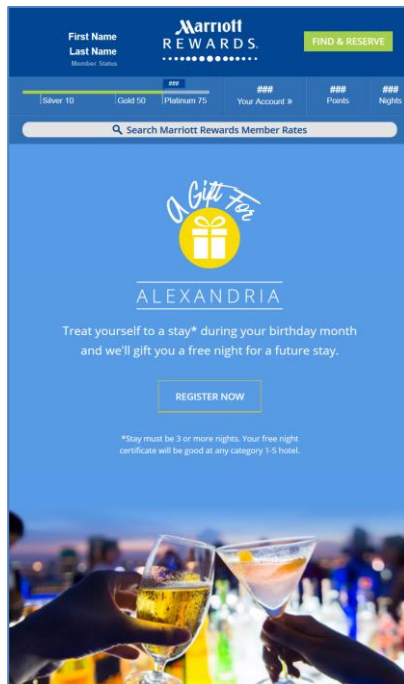
3+ Nights offer generated higher Open%*, CTO%, and Conv%

- Fri/Sat Night offer may still have value if it is driving incremental leisure stays

***Note:** Open% showed significant difference despite the same SL used for both offers

ACTIVE/INACTIVE SEGMENTS FAVORED THE 3+ NIGHTS OFFER

3+ Nights Stay: Celebrate Your Birthday With a Free Night 🎁



Feb Birthday Offer Test	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
3+ Nights Offer	70.5 K	395	\$131.1 K	44.5%	27.3%	4.6%	5.6
Active	33.8 K	377	\$126.1 K	54.2%	37.9%	5.4%	11.2
Inactive	36.7 K	18	\$4.9 K	35.6%	12.5%	1.1%	0.5
Fri/Sat Night Offer	69.4 K	85	\$20.4 K	29.0%	19.4%	2.2%	1.2
Active	33.3 K	77	\$18.4 K	33.2%	22.9%	3.0%	2.3
Inactive	36.1 K	8	\$2.0 K	25.1%	15.1%	0.6%	0.2

Note: Active segment - stay in last 12 months
Bookings/Revenue impacted by Omniture

Also, Active/Inactive segments were established:

- Drive retention for actives
- Incremental business for inactives

3+ nights offer generated a higher BPK for both segments

Birthday Offer appeared to generate incremental bookings for inactives as BPKs were similar to METTs, Destinations, and Hotel specials



THANK YOU!



FEBRUARY ENEWS BY SECTION

Core % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	21.51%	21.5%	0.1%
Top Offer	58.20%	40.5%	43.5%
Search	3.90%	5.1%	-23.4%
Rewards	8.44%	17.6%	-52.1%
Hotel Openings	2.86%	1.3%	119.0%
City Scene	0.74%	1.1%	-32.8%
Editorial	0.64%	0.6%	11.7%
eBreaks	2.34%	2.2%	6.2%
Footer	0.63%	1.0%	-35.5%

TSAT % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	19.03%	20.8%	-8.5%
Top Offer	55.76%	40.2%	38.7%
Search	4.72%	5.9%	-20.4%
Rewards	9.89%	14.4%	-31.3%
Hotel Openings	4.02%	2.5%	59.2%
City Scene	0.52%	1.2%	-56.8%
Editorial	0.66%	1.8%	-64.3%
eBreaks	3.69%	2.6%	39.6%
Footer	0.47%	1.1%	-57.5%

WHPH % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	12.75%	14.6%	-13.0%
Top Offer	69.14%	50.7%	36.4%
Search	1.77%	2.9%	-38.6%
Rewards	7.69%	18.7%	-58.9%
Hotel Openings	4.23%	1.6%	171.3%
City Scene	0.42%	0.2%	91.7%
Editorial	0.38%	2.4%	-84.3%
eBreaks	2.68%	1.5%	84.3%
Footer	0.21%	0.7%	-72.2%

FEBRUARY HOTEL SPECIALS BY SECTION

Core % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	25.49%	23.2%	9.9%
Search	9.19%	9.7%	-5.6%
Field Offers	42.23%	42.9%	-1.5%
Getaways	15.52%	8.0%	93.7%
eBreaks	6.80%	5.8%	17.2%
Footer	0.78%	3.1%	-74.5%

TSAT % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	18.82%	18.2%	3.7%
Search	9.09%	9.9%	-7.9%
Field Offers	47.31%	48.4%	-2.2%
Getaways	16.53%	7.9%	109.4%
eBreaks	7.73%	6.5%	19.3%
Footer	0.52%	2.2%	-76.7%

WHPH % of Clicks			
Row Labels	Feb '17	12 Mo. Avg	Feb Diff
Account Box	19.77%	18.0%	10.0%
Search	5.35%	6.1%	-11.9%
Field Offers	46.72%	48.8%	-4.3%
Getaways	19.62%	10.5%	86.2%
eBreaks	8.21%	2.6%	214.4%
Footer	0.33%	1.1%	-71.1%

FEBRUARY DESTINATIONS BY SECTION

Core % of Clicks			
Row Labels	Feb '17	7 Mo. Avg	Feb Diff
Account Box	29.2%	28.9%	1.2%
Top Offer	54.8%	38.8%	41.3%
Search	5.9%	5.9%	-1.4%
Middle Offer	1.2%	12.2%	-90.2%
Bottom Offer	6.2%	3.6%	70.4%
Footer	2.0%	2.1%	-2.7%

TSAT % of Clicks			
Row Labels	Feb '17	7 Mo. Avg	Feb Diff
Account Box	25.3%	21.8%	15.8%
Top Offer	58.0%	42.8%	35.5%
Search	6.3%	5.4%	16.7%
Middle Offer	1.2%	13.8%	-91.3%
Bottom Offer	7.0%	4.3%	63.1%
Footer	1.5%	1.6%	-3.1%

WHPH % of Clicks			
Row Labels	Feb '17	7 Mo. Avg	Feb Diff
Account Box	18.9%	19.8%	-4.7%
Top Offer	69.5%	47.6%	46.1%
Search	2.9%	2.9%	-1.7%
Middle Offer	1.0%	14.8%	-93.1%
Bottom Offer	5.0%	4.1%	22.2%
Footer	0.7%	1.0%	-30.7%

ASSORTED CONTINUED

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Hilton Waikeola Village

Spring Away

Stay five nights, get the sixth night on us

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EXCLUSIVE OFFER FROM AMERICAN EXPRESS

turn your dream vacation into a reality, start planning your next getaway

getaway

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A Waldorf Astoria Resort

DISCOVER BOCA

Your unique experiences await at this luxurious resort

BOOK NOW

Ocean views, concierge services & the spa awaits

EXPLOR

Exquisite views from sunrise to sunset

EXPLOR

Modern luxury meets legendary elegance and charm

EXPLOR

Toes in the sand at the exclusive Boca Beach Club

BOOK NOW

WALDORF ASTORIA
HOTELS & RESORTS

TRUE WALDORF SERVICE

ENJOY YOUR OWN PERSONAL CONCIERGE BEFORE, DURING AND AFTER YOUR STAY

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HONORS

account login

join & earn

1,250 Points when you take your first survey with eRewards

learn more

eRewards

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HONORS

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80% MORE POINTS

Don't forget! Exclusive offer when you buy 5,000+ Points

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Hilton Surfers Paradise Hotel & Residence, Australia

FROM USD \$94 PER ROOM PER NIGHT*

join the weekenders, book direct at [Hilton.com](#)

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earn 500 points on every stay when you book with the Hilton Honors app

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- Open Your Door

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FEDERATIONS | HOTELS & RESORTS | HYATT GOLD PASSPORT | NEW HOTEL OPENINGS

GO INTERNATIONAL THIS ST. PATRICK'S DAY

find a four-leaf clover in SYDNEY

BOOK NOW

Say "Sláinte" Down Under: The Sydney Opera House glows green as the St. Patrick's Day parade comes into Family Day, making this one of the Southern Hemisphere's largest Irish events

feel the luck of the Irish in CHICAGO

BOOK NOW

The Chicago River runs green, Irish dancers step in tune. Bagpipes below in Grant Park, Chicagoans know how to celebrate the spirit of the Emerald Isle at one of the country's largest parades.

dance an Irish jig in BUENOS AIRES

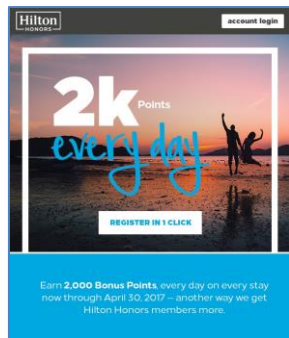
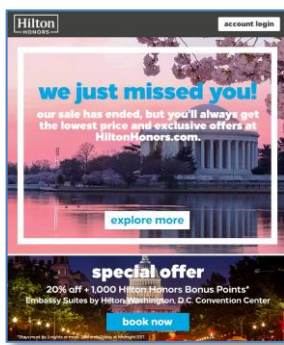
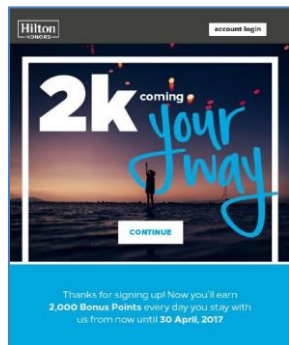
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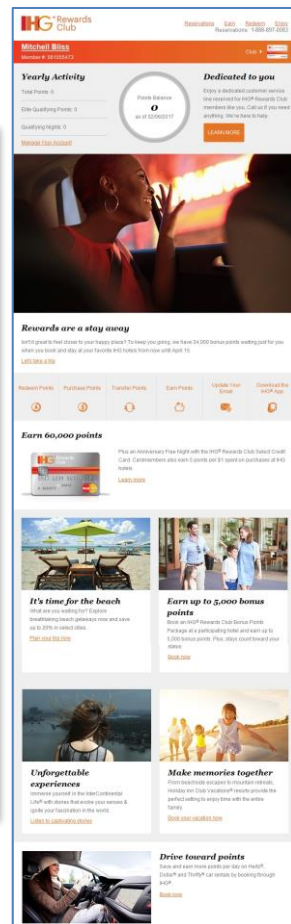
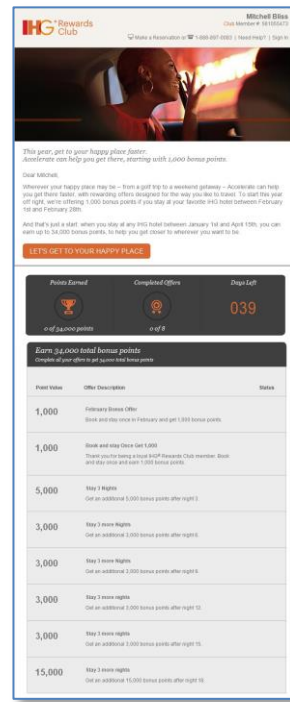
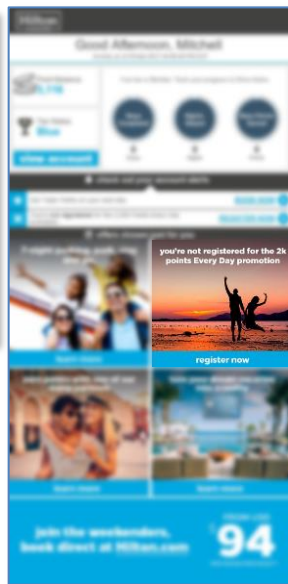
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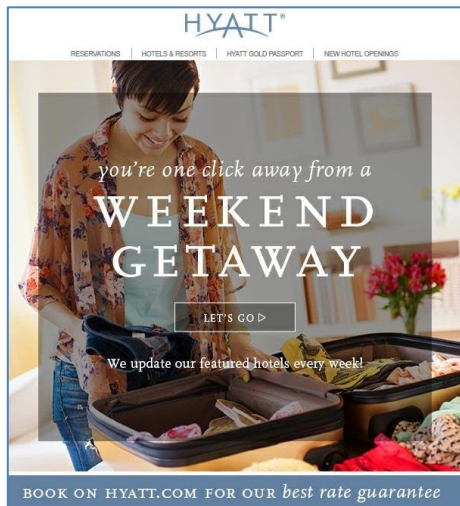
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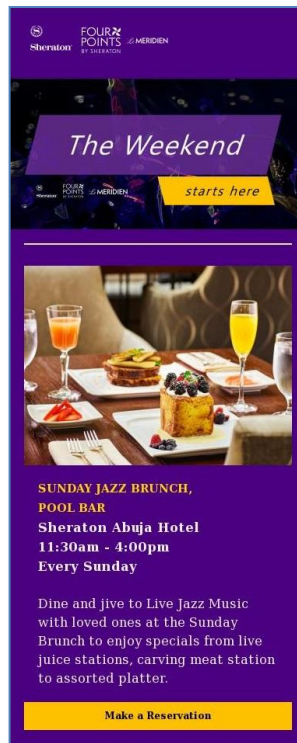
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