

July 2016 Marriott Rewards Email Program Review

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July 2016 Summary Program Review

July 2016 Key Storylines

- ❖ July generated the lowest monthly bookings YTD primarily because Solo volume was less than half the yearly average
 - Room nights remain 6-7% above 2016 goal
- ❖ Summer Promo was featured in eNews & Hotel Specials & helped generate YTD click and booking campaign highs
- ❖ At its year anniversary, PO program generated in July the highest monthly clicks & bookings to date but segments continued to engage more with Core versions
- ❖ Destinations featured the Road Trip theme for the 2nd month and generated the 2nd highest Click to open rate YTD
- ❖ Multiple tests were run in July with significant findings in image testing, CTA button type, & subject line testing

Executive Summary: July 2016 YoY overview

		eNews + Program	HS + Benefits	Offers	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	18.0 M +3.0%							
	Total Delivered	71.8 M -1.8%	12.3 M 10.0%	10.4 M -3.6%	11.0 M 20.2%	14.7 M -30.5%	4.9 M 0.7%	12.8 M 33.2%	5.7 M 5.8%
	Unsub Rate	0.15% -0.1 pts	0.10% -0.0 pts	0.14% -0.0 pts	0.11% -0.2 pts	0.12% -0.2 pts	0.33% 0.0 pts	0.22% -0.0 pts	0.09% -0.1 pts
	Delivery Rate	98% -0.6 pts	99% 0.4 pts	99% -0.1 pts	96% -2.7 pts	98% 0.2 pts	96% -0.9 pts	99% -0.1 pts	96% -3.4 pts
Engagement	Open Rate	22.3% -3.2 pts	20.6% -4.7 pts	18.8% -0.4 pts	20.8% 0.5 pts	23.8% -6.5 pts	33.2% -1.0 pts	21.7% 2.0 pts	23.7% -2.8 pts
	Opens	16.0 M -14.2%	2.5 M -10.4%	2.0 M -5.7%	2.3 M 22.9%	3.5 M -45.4%	1.6 M -2.2%	2.8 M 34.5%	1.4 M -5.5%
	Click Rate	2.3% -0.7 pts	4.5% 1.2 pts	1.9% 0.2 pts	1.2% -0.1 pts	2.1% -2.5 pts	6.2% -0.5 pts	0.7% -0.1 pts	0.7% -0.5 pts
	Unique Clicks	1.6 M -24.4%	548.6 K 49.5%	199.3 K 5.1%	129.7 K 8.1%	315.4 K -67.7%	304.6 K -7.2%	90.3 K 17.5%	37.3 K -38.2%
	Click to Open Rate	10.1% -1.4 pts	21.7% 8.7 pts	10.2% 1.1 pts	5.7% -0.8 pts	9.0% -6.2 pts	18.6% -1.0 pts	3.3% -0.5 pts	2.8% -1.5 pts
Financial	Bookings	172.2 K -0.3%	68.2 K 90.6%	17.9 K 24.2%	10.1 K -4.3%	35.8 K -45.0%	25.7 K -5.6%	10.1 K 76.0%	4.5 K -31.1%
	Revenue	\$61.1 M -4.9%	\$23.9 M 80.4%	\$6.1 M 20.6%	\$3.5 M 2.4%	\$12.8 M -47.3%	\$10.0 M -7.5%	\$3.2 M 54.6%	\$1.6 M -30.2%
	Conversion Rate	10.6% 2.6 pts	12.4% 2.7 pts	9.0% 1.4 pts	7.8% -1.0 pts	11.4% 4.7 pts	8.4% 0.1 pts	11.2% 3.7 pts	12.0% 1.2 pts
	Bookings per Delivered(K)	2.4 1.5%	5.6 73.2%	1.7 28.9%	0.9 -20.4%	2.4 -20.9%	5.2 -6.3%	0.8 32.1%	0.8 -34.9%

* 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

Program Summary

Compared to July '15, deliveries decreased 1.8% and bookings decreased 0.3%, resulting in 1.5% increase in booking per delivered

YoY Solo campaigns volume fell by 30% YoY resulting in a 45% decrease in bookings

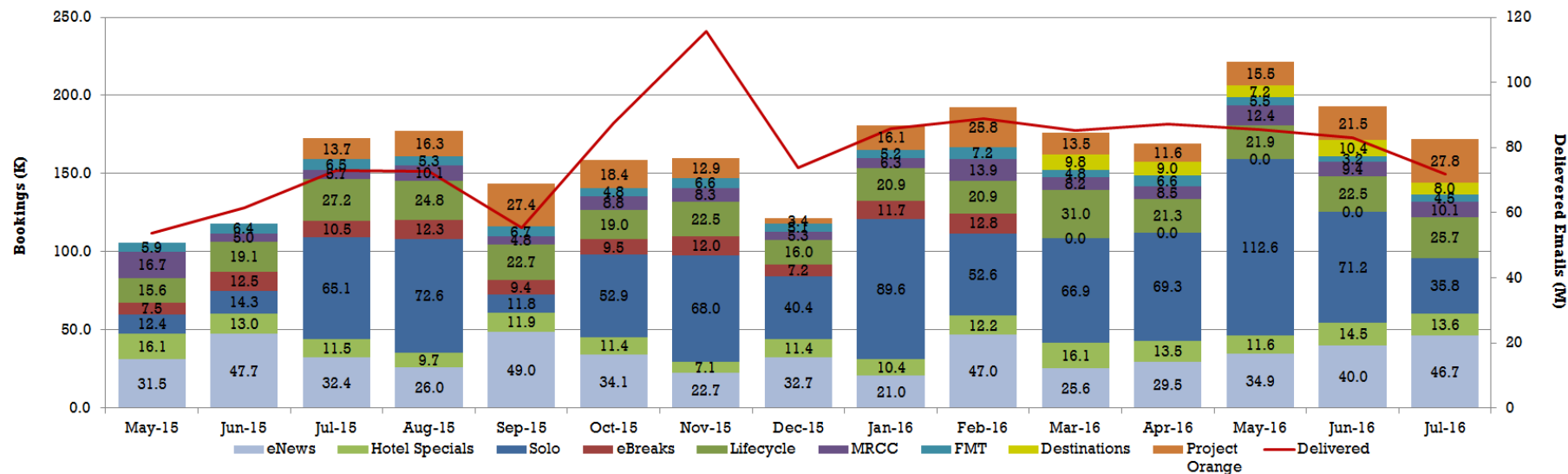
Featuring Summer Promo helped generate click & booking engagement in base campaigns

- eNews - 2nd highest clicks & bookings since Jan '15
- Hotel Specials - 2nd highest CTO% in a year

Lack of Silver Focus campaign generated YoY decreases in Lifecycle email KPIs

MRCC featured 80 K pt offer

Solo volume decreased by 30% YoY



July Key Solo Mailings

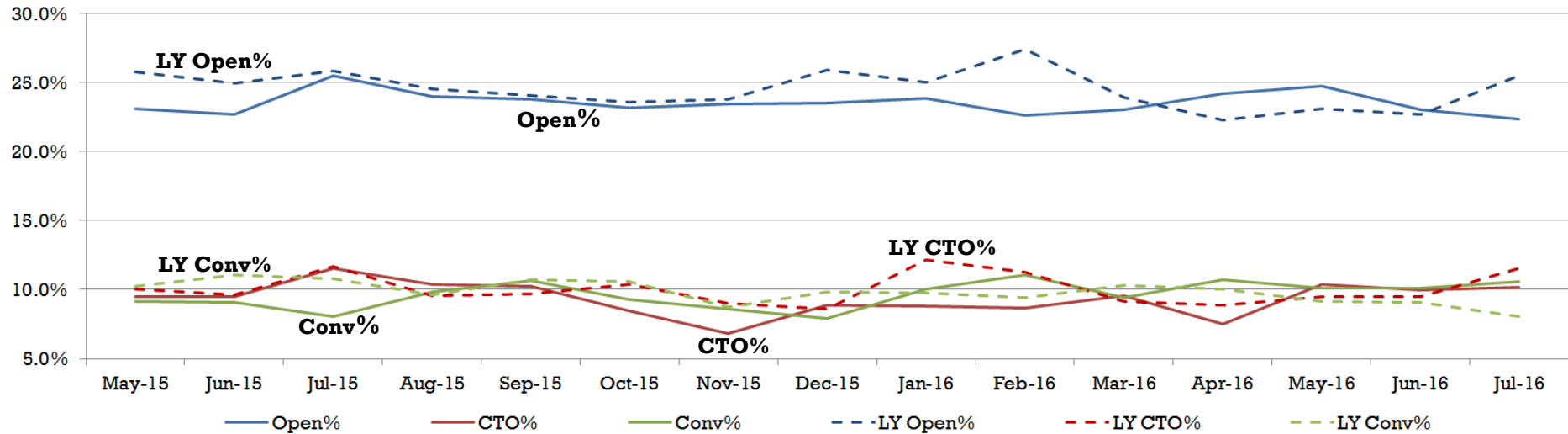
Delivered / EIR Bookings

July '16:	MB Reg Reminder	8.5 M / 15.6 K
	METT	1.9 M / 1.8 K
	EnergyPlus	1.6 M / 1.8 K
	Europe Leisure 1	731 K / 619
	Europe Leisure 2	726 K / 468

Delivered / EIR Bookings

July '15:	Account Security	11.9 M / 55.5 K
	Mid-Year Review	7.5 M / 4.2 K
	Delta MEO	835 K / 571
	METT	772 K / 993

Program MoM & YoY KPI trends: July 2016



Observations:

- High Open rates from 2015 Mid Year Check-in(eNews & Solo) & Account Security Solo drove YoY decreases
- 2015 Account Security Solo also drove CTO% YoY decreases
- Conv% continued to consistently surpass 2015 Conv% rates

+ Members continued to respond
positively to the Summer Promotion

Members continued to respond well to the Summer Promo in it's 3rd month

1) Summer Promo generated nearly as many bookings as the past two MegaBonus

Summer Promo First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Summer Promo '16	86.0 M	144.4 K	\$50.0 M	1.7
Spring MegaBonus '16	62.2 M	151.0 K	\$48.7 M	2.4
Fall MegaBonus '15	40.8 M	147.2 K	\$48.9 M	3.6

2) Summer Promo was featured in eNews (Top Offer) and Hotel Specials (Middle Section)

eNews

Since Jan '15...

- Highest monthly clicks & CTO%
- 2nd highest monthly bookings

Promo received 63% of email clicks

From 2012-2015, June eNews averaged 5% higher monthly bookings than July; in 2016 July generated 25% more bookings than June

Hotel Specials

- 2nd highest CTO% since May '15; 3rd highest bookings since Mar '15
- 13% clicks & above avg section Conversion rate (7.0% vs 6.6%)

There may be benefits to aggressively featuring promotions in July

- **Take advantage of booking seasonality**
- **Competitive landscape requires it**

1) Members may be more responsive to booking promotions in July

M.com July bookings & revenue is above monthly average in a year

Average m.com Homepage % Change in Bookings & Revenue

Month	Average of Percent Difference	Average of Percent Difference Revenue
Jan	26.80%	49.43%
Feb	-7.89%	-10.31%
Mar	15.28%	13.44%
Apr	-6.56%	-5.89%
May	-0.96%	-1.26%
Jun	3.51%	1.81%
Jul	5.36%	4.37%
Aug	-12.13%	-12.87%
Sep	-1.59%	2.63%
Oct	2.73%	-0.71%
Nov	-3.92%	-8.82%
Dec	-5.31%	-7.57%

Chart shows monthly bookings & revenue against the average month per year, 2013-2015

2) Competitive landscape features significant promotional activity

Hilton Big World Sale

The screenshot displays the Hilton HHonors website interface. At the top, there's a navigation bar with 'HILTON HHONORS', 'EXPLORE HHONORS', 'DOWNLOAD APP', and 'OFFERS'. Below this, a user profile section shows 'Hello Michel', 'MEMBER # 27754357', and 'YOUR POINTS 3,116'. The main banner features the text 'THE BIG WORLD SALE' and 'STOP CLICKING AROUND. START SAVING.' Below the banner, there are four city-specific tiles: Orlando, New York, Chicago, and Philadelphia, each with a 'BOOK NOW' button. At the bottom, there's a 'VIEW MORE OFFERS' button and a section titled 'BOOK THE LOWEST PRICE ONLY AT HILTON.COM' with a 'BOOK NOW' button.

SPG Triple Up

The screenshot displays the Westin Hotels & Resorts website interface. At the top, there's a navigation bar with 'WESTIN HOTELS & RESORTS'. The main banner features the text 'SPG® Triple Up' and 'EARN THOUSANDS OF BONUS STARPOINTS®. Register by July 17, 2016 >'. Below the banner, there's a section titled 'Earn 2X And 1K Starpoints.' with a 'REGISTER NOW' button. The text below the button reads: 'Register for SPG® Triple Up by July 17, 2016, to earn bonus Starpoints® on stays of two or more nights. Earn with any or all of these offers:'. Below this, there are two bullet points: '• Double Starpoints' and '• An extra 1,000 Starpoints on stays that include a Friday or Saturday night'. At the bottom, there's a section titled 'Plan your summer getaway through July 31, 2016 to earn unlimited Starpoints.' and a 'Register Now >' link.

Additional content insights were generated for eNews...

Moments appeared to generate member interest & may engage well in future features

- Moments generated the highest click engagement of any section below Top Offers except for the Account Module

Hotel Openings generated higher click engagement than YTD avg, significant given Summer Promo engagement

- 1st Springhill Suites (San Diego); 2nd Residence Inn (Maui)

Interest in **eBreaks** appeared to wane

- eBreaks in eNews click engagement continued to fall MoM and generated a low, below link average Conv%
- This also occurred in PO Benefits for WHPH & TSAT

eBreaks does not appear to be adding value in eNews over other content that could be featured

- Removed from October Benefits, will view results from new eBreaks creative in eNews

eNews

Your Account: See Your Latest Rewards

Account Box
17% clks, 23% bks

Search
5% clks, 5% bks

Top Offer
63% clks, 63% bks

Sweet Summer Sweeps
Earn bonus points -- plus a chance to win 100,000 points -- with every stay. [Enter to Win](#)

[Find A Hotel](#)

Moments
3% clks, 2% bks

Meet Demi Lovato & Nick Jonas
Be a VIP at the concert. Meet the artists and watch the show from your premium seats. [Get Tickets](#)

Catch & Release Sharks in Canada
Go shark fishing for the first time when you stay at the luxurious Allegretto Resort.

Celebrate Summer in Chicago
Kick off BBQ at the Windy City Summerfest, a three-day music festival.

Play Center Field in Boston
Join Boston's most iconic baseball team for batting practice. Book by July 15.

Rew - Head
4% clks, 3% bks

Rew - Main
2% clks, 2% bks

Travel is More Fun With Friends
Give your friends the scoop on Marriott Rewards and give yourself a bonus, up to 50,000 points. [Reward Your Friends](#)

Earn
1% clks, 1% bks

Earn 80,000 Bonus Points
Plus, the opportunity to earn 7,500 more bonus points. [Learn More](#)

Hotel Open
2% clks, 1% bks

SpringHill Suites - San Diego Downtown/Bayfront
Unleash the post and find your joy with walking distance of attractions in America's Finest City. [See San Diego](#)

Renaissance Paris Republique
Tour the City of Lights and experience Paris like a local. [Stay Now](#)

Residence Inn Maui Wailea
Extend your stay in Maui and make your family and hotel happy. [Book Now](#)

City Scene: Barcelona
★★★ 10K restaurants with a total of 27 Michelin stars

City Scene
1% clks, 0% bks

See Sagrada Família
Visit Gaudí's masterpiece to see the intricate stone carvings that cover this spiritual center.

Eat: Paella & Seafood
Dine where the locals eat and savor the best of paella, a rice dish, and fish from the sea.

Do: Shop Carrer dels Tallers
Stroll down the fashion street and browse the boutiques along the vibrant street.

Renaissance Barcelona Hotel
Stay steps away from Sagrada Família and toast to your trip at our rooftop bar that boasts panoramic city views.

Get Away With eBreaks

eBreaks
1% clks, 1% bks

You Should Take a Road Trip
Take advantage of low gas prices and skip the airport security lines this summer. [Plan Your Trip](#)

Opportunities to increase visibility of promotions in July

Include Summer promo details in subject line to eligible members

Maximize visibility and participation by including all eligible members

- Non-registrants
- Registered
- Registered with progress update
- Bonus point confirmation
- Final Bonus point summary/Sweepstakes winner

Leveraging all available touchpoints

- eNews/Benefits Milestone
- Dedicated Modules or Solos
- Email, mobile, website

...and for Hotel Specials

Experiences generated 10% more clicks than YTD avg

- Leveraged icon treatment
- Deal in CTA
- Different layout & larger real estate
- Image test: Property vs Landscape resulted in increased CTO%

eBreaks continued to generate similar click engagement as previous months

- While Conv% was 30% lower than email link average it remained higher than the Field Offers section

Continue to feature eBreaks in Hotel Specials & PO Offers

Account Box
21% clks, 38% bks

Search
10% clks, 12% bks

Field Offers
42% clks, 26% bks

Middle Offer
13% clks, 14% bks

STAY & EARN 10,000 POINTS

Earn Up to 10,000 Points

You'll Love New York for 20% Less

Hotel Specials

We Picked These Deals Just for You

Getaways That Pay

Getaways
4% clks, 3% bks

Experiences You'll Love

Experiences
4% clks, 2% bks

eBreaks
6% clks, 4% bks

Current CTA may generated better click engagement than horizontal CTA

SB Reg Reminder Solo CTA Test	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Full-Width CTA	3.3 M	1.5 K	\$435.2 K	21.6%	9.5%	2.3%	0.5
Side CTA	3.3 M	1.6 K	\$524.0 K	21.7%	9.6%	2.3%	0.5

Observations

- Summer Promo Registration reminder featured two CTA formats in the Top Offer
 - There was 99% statistical significance in:
 - Overall CTO% of the mailing (9.6% vs 9.5%)
 - Individual link CTO% (7.2% vs 6.9%)
- ...indicating the Side CTA created incremental click engagement

Initial results suggest there can be incremental gains in testing these type of design elements

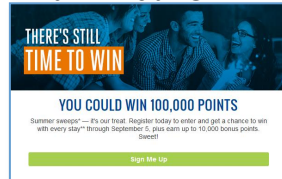
Next Steps

- Test further for validation
- Explore mobile results

Side CTA (Control)



Full-Width CTA

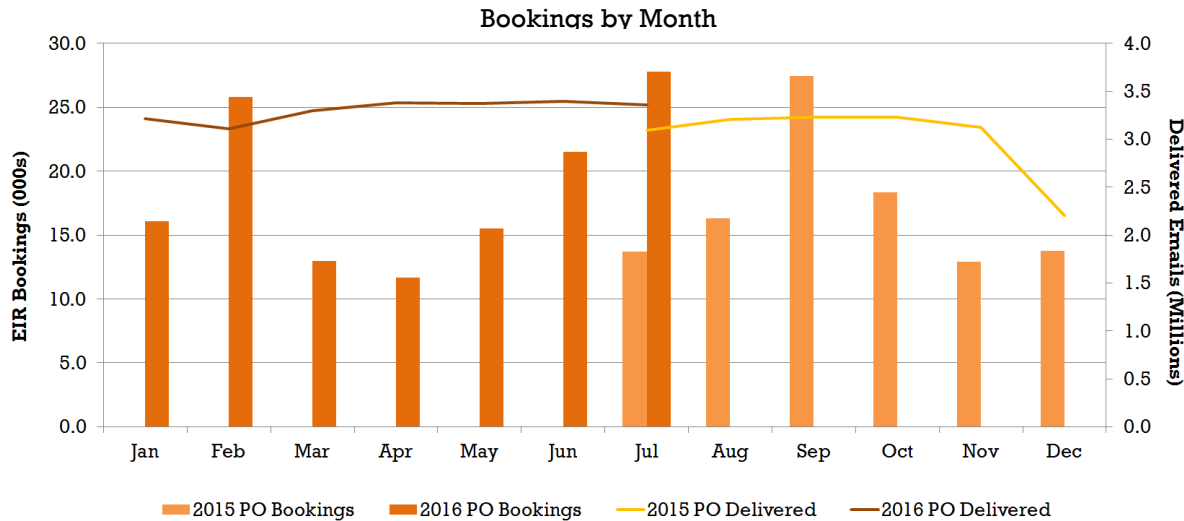


Link CTO%



PO campaigns generated highest
+ clicks & bookings and segments
continued to engage more with
eNews & Hotel Specials

PO campaign bookings have doubled YoY



Featured Summer Promo in Benefits & Offers

- Highest monthly clicks, CTO%, and bookings since PO launch
- 3rd highest Conv% to date
- 2nd lowest Open% since PO launch; Recognition kicked off PO base campaigns and generated the highest PO campaign Open rate at 34.7%

TSAT click engagement was higher with Core eNews than Benefits

July eNews/ Benefits	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT eNews	68.4 K	15.5 K	348	\$112.2 K	22.6%	25.9%	8.7%	5.1	0.11%
TSAT Benefits	662.9 K	152.1 K	3.1 K	\$1.15 M	23.0%	23.7%	8.6%	4.7	0.09%
%△					2%	-8%	-1%	-8%	
WHPH eNews	53.9 K	17.1 K	2.0 K	\$734.5 K	31.7%	39.3%	29.1%	36.2	0.04%
WHPH Benefits	504.6 K	163.1 K	18.4 K	\$6.64 M	32.3%	38.6%	29.2%	36.5	0.03%
%△					2%	-2%	1%	1%	

CTO% delta between Core (Control) and PO (Test) has continued to decrease MoM

However, TSAT Benefits generated less click engagement despite featuring a Brand Spotlight section that was not included in eNews, **suggesting amount of content is not the only factor in click engagement**

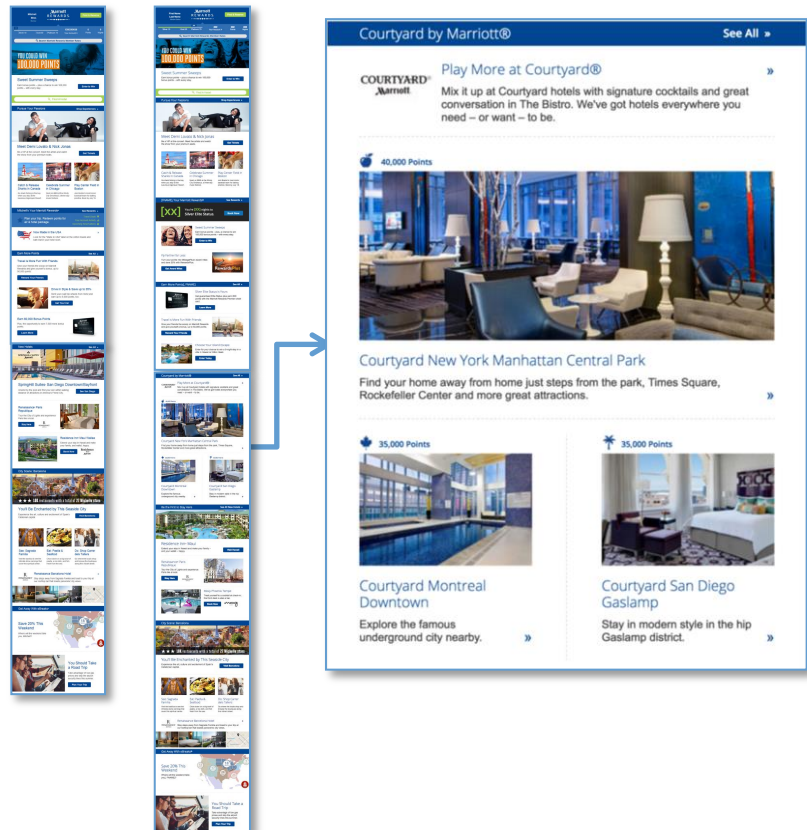
- WHPH Benefits also featured this Brand Spotlight but did not feature City Scene so the amount of content was similar to eNews

Other factors may have contributed to the click engagement discrepancy

- Top Offer Default offer
- Account Module vs Black Near Threshold milestone

Brand Spotlight did not appear to create click engagement as added content for TSAT

eNews TSAT Benefits



Click interaction with Brand Spotlight in TSAT Benefits content was among the lowest of any section

- Received a section CTO% of 0.34%
- Only City Scene & Road trip Benefits were lower (includes TSAT interaction with Core eNews)

TSAT have shown interest in Hotel content before

- Click engagement with Hotel Openings
- Hotel content in Destinations

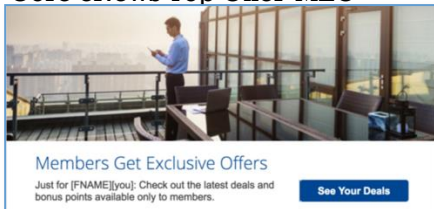
Potential reasons for lack of engagement, both first time TSAT experiences

- Courtyard was the Brand Feature
- Properties featured as point redemptions opps

Future Brand Spotlights in TSAT Benefits will not include point redemptions

TSAT also had higher click interaction with other eNews content than Benefits

Core eNews Top Offer-MEO

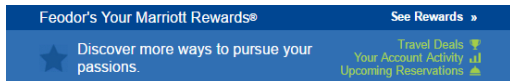


eNews Top Offer default featured **MEO** while Benefits featured **Member rates**

- ~68% of TSAT clicks went to Top offer
- Estimated 20% of TSATs received default
- eNews Top Offer generated 19.8% CTO% while Benefits Top Offer generated 17.6%

TSAT may have found MEO more enticing than Member rates

Core eNews Account Module



eNews **Account module** generated a 1.2% CTO% while Near Threshold bar generated a 0.8% CTO%

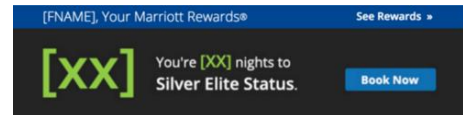
- Near Threshold bar click engagement has fallen by half since it launched

Higher TSAT engagement with Account Module is consistent with TSAT click engagement trends to general navigation links; Consider Account Module in TSAT Benefits

TSAT Benefits Top Offer – Member Rates



TSAT Benefits Black Near Threshold



PO click and booking engagement was higher with Hotel Specials than Offers

July HS/ Offers	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT HS	67.3 K	14.4 K	183	\$62.8 K	21.4%	12.9%	9.9%	2.7	0.12%
TSAT Offers	613.1 K	128.2 K	1.2 K	\$439.5 K	20.9%	12.3%	7.7%	2.0	0.11%
%△					-3%	-4%	-22%	-27%	
WHPH HS	48.7 K	13.1 K	415	\$148.1 K	26.9%	11.9%	26.6%	8.5	0.04%
WHPH Offers	450.1 K	120.0 K	3.1 K	\$1.09 M	26.7%	10.8%	23.5%	6.8	0.04%
%△					-1%	-9%	-11%	-21%	

Differences in CTO%& Conv% may be due to differing experiences of Control vs Test segments:

- 1) Type of Middle Offer received: Summer Promo-Join, Summer Promo-Earn, 20% off NY
For example: Summer Promo-Earn generated 2-5x higher Conv% than Summer Promo-Join over June & July
- 2) Dynamic image optimization of Default offer & Experiences section
- 3) Ongoing differences between PO Test & Control audiences & their experience (propensity model)

Best overall NY image was not determined

Default image test in Hotel Specials/Offer middle section

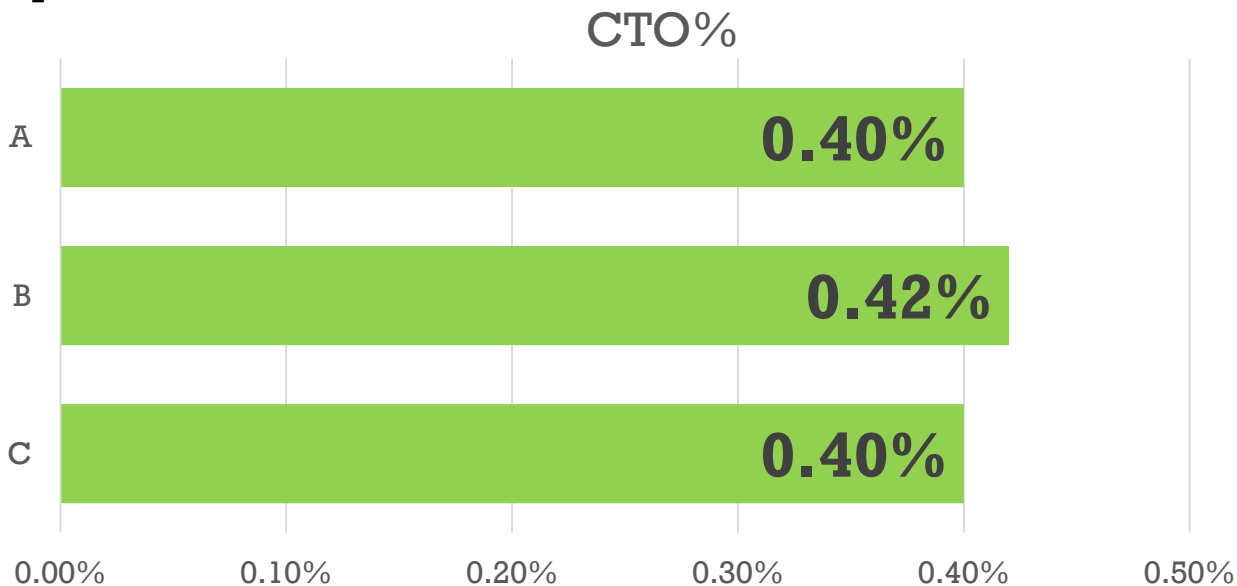
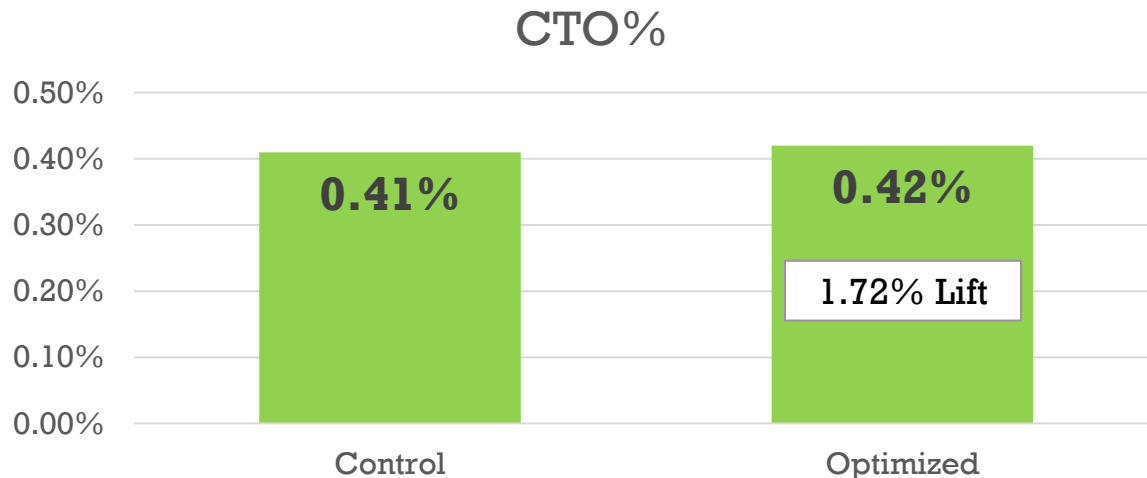


	Image	Opens	Clicks	CTO%
Control	Total	222,902	912	0.41%
	A	74,414	301	0.40%
	B	74,311	311	0.42%
	C	74,177	300	0.40%

No significant lift from optimized machine learning



There may not have been enough differences among images to create significant click engagement

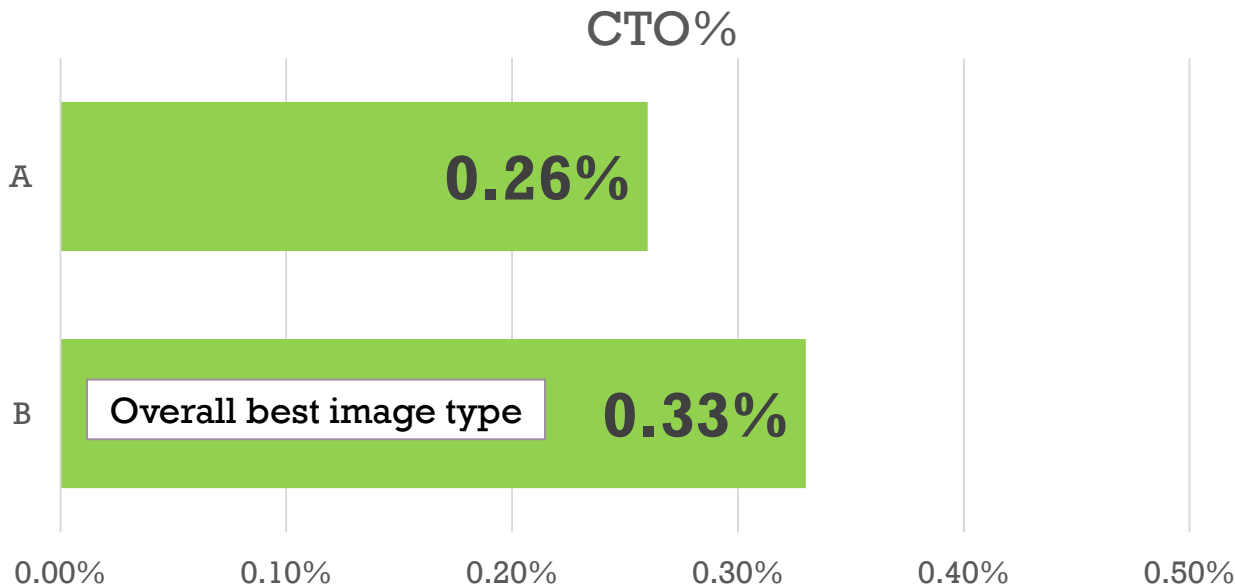
	Opens	Clicks	CTO%	Lift	Significance
Control	222,902	912	0.41%		
Optimized	2,014,561	8,384	0.42%	1.72%	75.8%

All three offers in Hotel Specials Experiences section were either property or Destination images

Property



Destination



Control

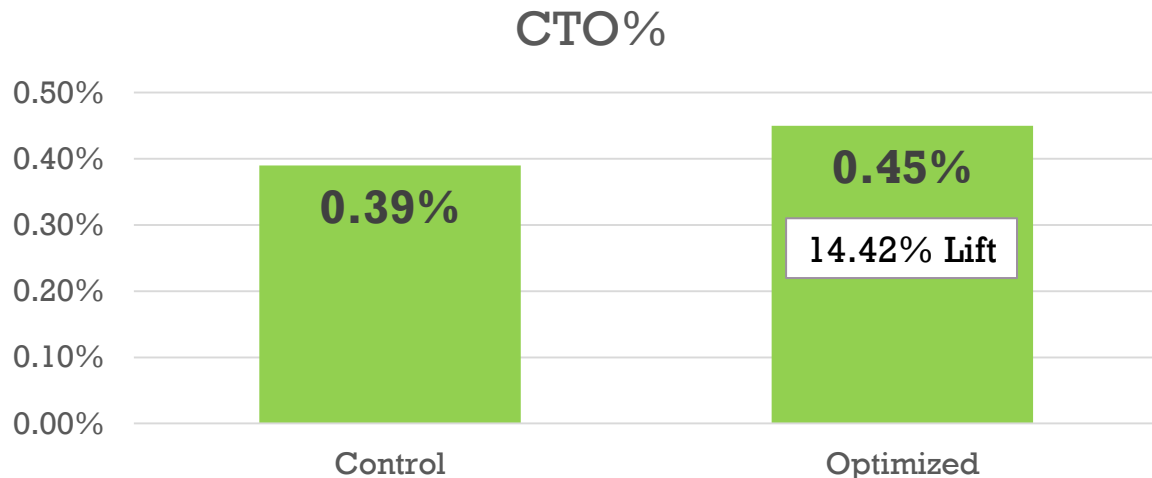
Image	Opens	Clicks	CTO%
Total	186,719	730	0.39%
A	93,594	327	0.35%
B	93,125	403	0.43%

There was significant lift in this approach

Property



Destination



	Opens	Clicks	CTO%	Lift	Significance
Control	186,719	730	0.39%		
Optimized	1,675,873	7,497	0.45%	14.42%	99.5%

Member level & activity appeared to be a factor in image preference

Property



Worked best with:

Silver, Gold, Platinum
Nights > 8

Destination



Worked best with:

CORE, TSAT segments and Basic level
Southern US on iOS devices

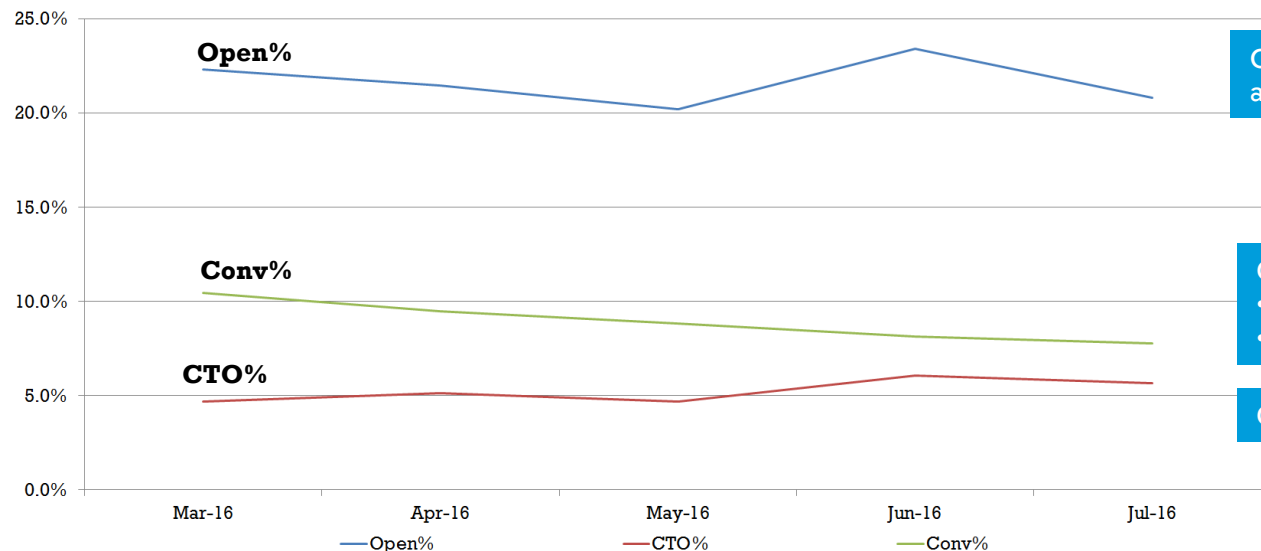
Initial results suggest serving a Property or Destination image based on activity or member level to generate incremental click engagement

Continue to test to validate results:

- Test in higher positions
- Seek Property vs Destination image testing opportunities over other image tests

Destinations generated the 2nd
+ highest Click to open rate YTD
featuring the Road Trip theme

July '16 Destinations(Core+PO) Email KPI trends



Open rate was 2nd lowest YTD for both Core and PO versions

Conv% showed steady decline:

- Increased links to Traveler
- Addition of Reaction module & Twitter CTA

CTO% was the 2nd highest YTD Core & PO

Subject lines for July Destinations

Core

Don't Miss This Road Trip! (56,250)

3 Ultimate Summer Road Trips (55,351)

🚗 Your Ultimate Road Trip Guide (55,252)

TSAT

Don't Miss This Road Trip! (4,347)

🚗 Your Ultimate Road Trip Guide (4,137)

3 Ultimate Summer Road Trips (4,049)

WHPH

🚗 Your Ultimate Road Trip Guide (5,407)

Don't Miss This Road Trip! (5,308)

3 Ultimate Summer Road Trips (4,960)

Click to open rate was the 2nd highest YTD

Note: Reporting did not distinguish West/East/ROW versions; this has been fixed for August

Positive click engagement

- Clicks to the Account Box were well below historical averages suggesting high interest in content
- Majority of clicks were to the main Top Offer CTA

Unique content elements

- More content** than other Destinations
- High **US Destination** focus (for East/West coast versions)
- Increased relevancy with **Geo-targeting**

Content engagement observations

For both segments Highest clicked location-themed content were in East Coast versions (East/West send ratio was 60/40)

Seattle to SF - More Cool Road Trips

NY - Stops Along The Way

Washington DC - Stops Along The Way

TSAT clicked equally on the top locations while WHPH clicked significantly more on Seattle to SF



Reaction module relaunched for member feedback

???

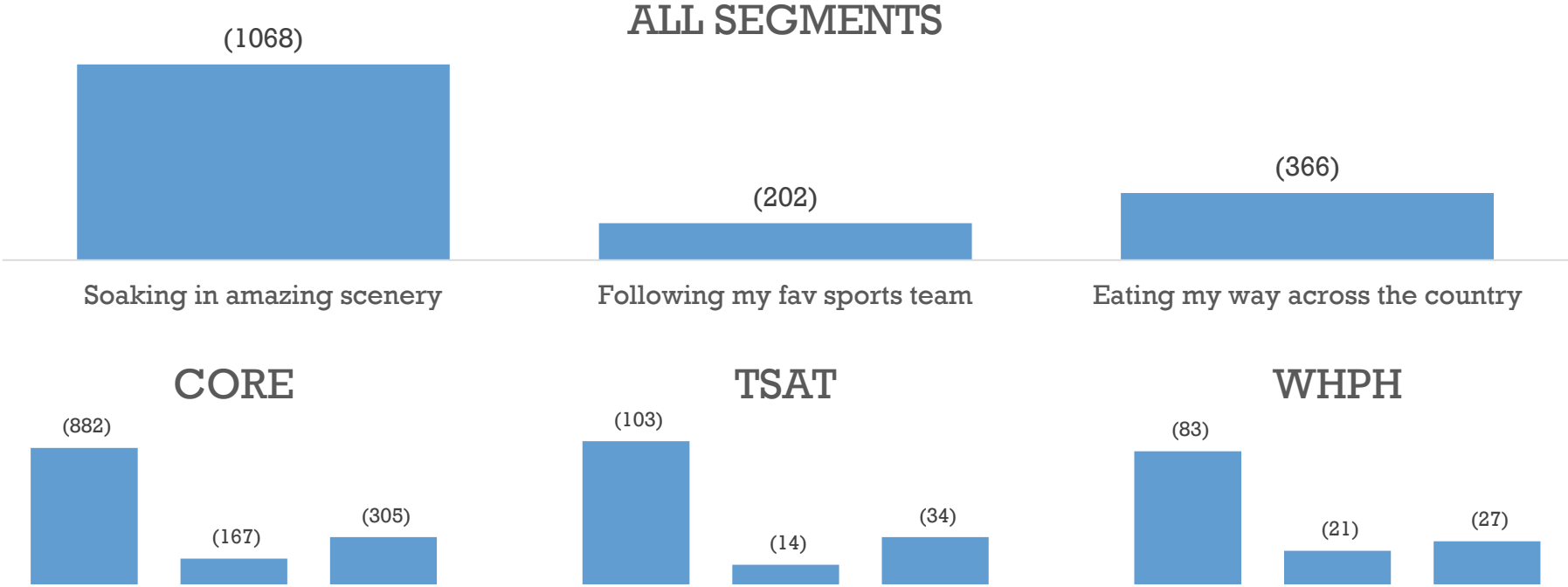
WE WANT TO KNOW –

What would make you want to hit the open road?

Soaking in amazing scenery

Following my fav sports team

Eating my way across the country



July testing summary

- ✓ Horizontal vs control CTA test
- + ✓ Property vs Destination image test
 - Subject line testing in Core campaigns & Leisure Solos

Some subject line testing did not achieve statistical significance

eNews Core

- **Your Account: See Your Latest Rewards (44,440)***
- Your Account: [FNAME's] July Rewards (41,202)

Benefits - TSAT

- **Your Account: [FNAME's] July Rewards (9,153)***
- Your Account: See Your Latest Rewards (9,135)

Benefits - WHPH

- **Your Account: How to Earn Extra Points (8,943)***
- Your Account: [FNAME's] July Rewards (8,887)

Hotel Specials (all segments)

- **We Picked These Deals Just for You (101,920)***
- Your August Travel Deals (101,221)

Descriptors of winning subject line

Promise of new rewards

First Name, month

Promise of additional points

Personalized recommendations

Consider extending window before winner is chosen

TSAT and Core audience continued to prefer similar subject lines

Destinations Core (all segments)

- **Don't Miss This Road Trip! (56,250)**
- 3 Ultimate Summer Road Trips (55,351)
- 🚗 Your Ultimate Road Trip Guide (55,252)

Destinations - TSAT

- **Don't Miss This Road Trip! (4,347)**
- 🚗 Your Ultimate Road Trip Guide! (4,137)
- 3 Ultimate Summer Road Trips (4,049)

Destinations - WHPH

- 🚗 **Your Ultimate Road Trip Guide (5,407)**
- Don't Miss This Road Trip! (5,308)
- 3 Ultimate Summer Road Trips (4,960)

Descriptors of winning subject line

Fear of missing out, strong POV

Fear of missing out, strong POV

Promise of best experience

Europe Leisure Solo subject line test & roll

Solo: 1 (all segments)

- **It's Time for a Europe Trip...**
- Summer in Europe: Your 2016 Guide
- 6 Places in Europe You Should Visit Now

Open counts unavailable but Epsilon confirmed winning subject line

Solo: 2 (all segments)

- **Fancy a Trip to [City]? (15,504)**
- Summer's Happening in [City] (14,979)
- See Why [City]'s So Popular Right Now (14,117)

Descriptors of winning subject line

Conversational, inquisitive

Question posed, suggestive,
colloquial, opportunistic

Europe Summer Leisure Solos

Summer Leisure Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
[7/11] Initial Email	731.0 K	619	\$280.5 K	26.7%	5.4%	5.8%	0.8
[7/25] Follow-Up	726.5 K	468	\$192.8 K	26.3%	4.7%	5.2%	0.6
Europe Total	1.5 M	1.1 K	\$473.3 K	26.5%	5.1%	5.5%	0.7

Observations

Two part series (2 weeks apart) to Europe English, German, French members

- Solo 1: Europe overview, featured destinations & Double Elite Night Credit or a Visa promo
- Solo 2: Targeted destination deep-dive content based on language
- Tied content to Destinations & eNews

Follow up generated similar responses to the initial send

Subject line tests were conducted for both Solos

Solo 1: **It's Time for a Europe Trip...**

Summer in Europe: Your 2016 Guide

6 Places in Europe You Should Visit Now

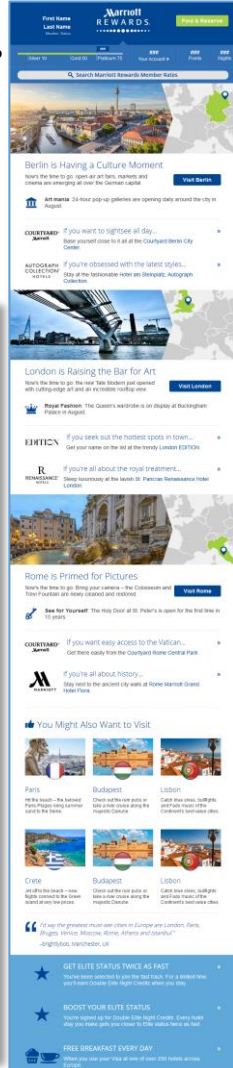
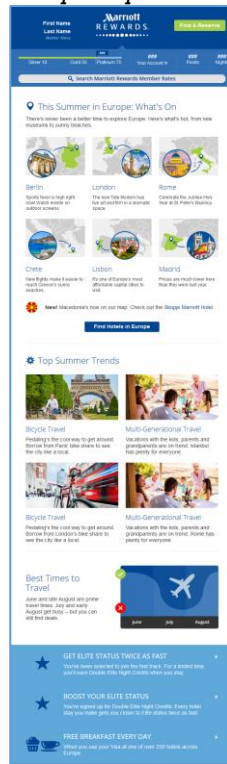
Solo 2: **Fancy a Trip to [City]?**

See Why [City]'s So Popular Right Now

Summer's Happening in [City]

Solo: 2
Fancy a Trip to [City]?

Solo: 1
It's Time for a Europe Trip...





Key Takeaways

July '16 Key Takeaways

- ❖ July may be a opportune month to aggressively feature booking offers
- ❖ A combination of elements may have helped create the high engagement **Destinations** achieved with the Road trip theme & should be further understood
 - Increase in related content
 - Geo targeted content
 - US destination focus
- ❖ Content insights
 - Members appeared to engage with **Moments** in eNews and may be responsive to future features
 - **eBreaks** does not appear to be adding value in eNews & consider removing/replacing
 - Initial results suggest **Hotel redemptions** did not resonate with **TSATs**: not planned for the future
 - **Account Module** in **TSAT Benefits** may increase click engagement
 - New **Experiences** layout in **Hotel Specials** may have helped click engagement
- ❖ Testing insights to validate
 - Current CTA may generated better click engagement than horizontal CTA
 - Property/Destination image testing suggested activity or status may influence click engagement
 - Consider extending test window for Subject line test & roll



Competitive Insights

Significant promotional activity continued in July

Hilton Big World Sale

HILTON HHONORS EXPLORE HHONORS | DOWNLOAD APP | OFFERS

MEMBER # 21736107 YOUR POINTS 3,116 LOGIN

THE BIG WORLD SALE
STOP CLICKING AROUND. START SAVING.

ORLANDO NEW YORK
CHICAGO PHILADELPHIA

BOOK NOW BOOK NOW
BOOK NOW BOOK NOW

VIEW MORE OFFERS

BOOK THE LOWEST PRICE ONLY AT HILTON.COM
BOOK NOW

HILTON HHONORS EXPLORE HHONORS | DOWNLOAD APP | OFFERS

MEMBER # 21736107 YOUR POINTS 3,116 LOGIN

BIG WORLD SALE
Save up to 30%* on an array of destinations when you book your next holiday.

BOOK NOW

A legacy in the heart of Athens
LEARN MORE

Your luxury summer getaway in Amsterdam
LEARN MORE

A historic hotel overlooking the Adriatic Sea
BOOK NOW

Your Barcelona Beach hotel
BOOK NOW

HILTON HHONORS EXPLORE HHONORS | DOWNLOAD APP | OFFERS

MEMBER # 21736107 YOUR POINTS 3,116 LOGIN

2X POINTS + 5,000 MORE = BEST. PROMOTION. EVER.

Get up to 25% off & 2X Points on every stay. Plus, earn 5,000 Points after your first stay of 2+ nights.

BOOK NOW

SPG Triple Up

WESTIN HOTELS & RESORTS

SPG® Triple Up.
EARN THOUSANDS OF BONUS STARPOINTS*.
Register by July 17, 2016 >

Earn 2X And 1K Starpoints.

REGISTER NOW

Register for SPG® Triple Up by July 17, 2016, to earn bonus Starpoints® on stays of two or more nights. Earn with any or all of these offers:

- Double Starpoints
- An extra 1,000 Starpoints on stays that include a Friday or Saturday night

Plan your summer getaway through July 31, 2016 to earn unlimited Starpoints.

Register Now >

MORE SPECIAL OFFERS

THE WESTIN COLONNADE, CORAL GABLES

Located in the heart of Miracle Mile, The Westin Colonnade, Coral Gables combines the historic ambience of yesteryear with the modern amenities of today. Unwind in our rooftop heated pool and escape to one of our luxuriously appointed guestrooms or suites.

Register by July 17, 2016 and earn on stays at The Westin Colonnade, Coral Gables through July 31, 2016.

REGISTER NOW

The Westin Colonnade, Coral Gables
180 Aragon Avenue
Coral Gables, Florida 33134 United States
Phone: (11205) 441-2600
f t i

THE WESTIN POINSETT, GREENVILLE

Located in the heart of a vibrant southern city, The Westin Poinsett, Greenville, is just footsteps from more than 100 shops and restaurants as well as The Peace Center, Falls Park on the Reedy River and the Bon Secours Wellness Arena. Pairing quality service with a great location, Westin Poinsett, Greenville, will make your stay one to remember.

Register by July 17, 2016 and earn on stays at The Westin Poinsett, Greenville through July 31, 2016.

REGISTER NOW

The Westin Poinsett, Greenville
120 South Main Street
Greenville, South Carolina 29601 United States
Phone: (1)(864) 421-9700
f t i

THE WESTIN LAKE MARY, ORLANDO NORTH

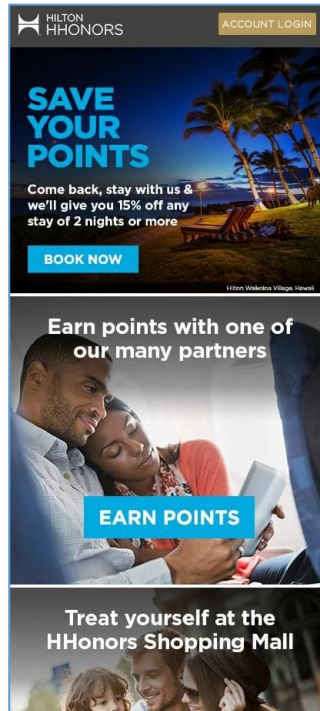
The Westin Lake Mary, Orlando North's refreshing location helps elevate the spirit and encourages guests to explore

Hilton continued to leverage promotions for Acquisition & Reactivation

Big World Sale for Acquisition solo



May be re-booking incentive



2 offers for Reactivation



Best Rate/Lowest Prices continued to be featured prominently

The banner features the Hilton HHonors logo at the top left and an 'ACCOUNT LOGIN' button at the top right. The main headline reads 'STOP CLICKING AROUND START GETTING THE LOWEST PRICE ANYWHERE'. Below this, there are four resort tiles, each with a 'BOOK NOW' button: Boulders Resort Curio Collection by Hilton, Arizona Biltmore, Pointe Hilton Squaw Peak Resort, and Pointe Hilton Tapatío Cliffs Resort. At the bottom, a large image of a resort at night is accompanied by the text 'START DREAMING OF YOUR NEXT RESORT VACATION' and a 'PLAN NOW' button.

'Stop Clicking Around' as Hero content

"Your Rate" – Best rate available for members when book direct

The IHG Rewards Club website interface shows a user's account status for Mitchell Bliss. It includes a 'Yearly Activity' section with a progress bar for points earned, a 'Share Forever' promotion with a photo of a family in a pool, and a '65,000 ways to Share Forever' section. Below these are links for 'Redeem Points', 'Purchase Points', 'Transfer Points', 'Earn Points', 'Update Your Email', and 'Download the IHG App'. A 'Earn 60,000 points' section features an image of an IHG Rewards Club credit card. The bottom section contains four promotional tiles: 'More savings, just for you', 'Save on a sweet escape', 'Earn 1,000+ points & enjoy every bite', and 'Save - even if your plans change'. The footer mentions a bonus points offer for members who book direct.



July 2016 MR Campaign Reviews

July '16 eNews performance summary

		eNews +			
		Program	Benefits	eNews	Benefits
Audience	Total Delivered	71.8 M -1.8%	12.3 M 10.0%	11.1 M 9.3%	1.2 M 16.5%
	Unsub Rate	0.15% -0.1 pts	0.10% -0.0 pts	0.11% -0.0 pts	0.07% 0.0 pts
	Delivery Rate	98% -0.6 pts	99% 0.4 pts	99% 0.4 pts	100% 0.4 pts
Engagement	Open Rate	22.3% -3.2 pts	20.6% -4.7 pts	19.9% -4.5 pts	27.0% -6.6 pts
	Opens	16.0 M -14.2%	2.5 M -10.4%	2.2 M -11.0%	315.2 K -6.3%
	Click Rate	2.3% -0.7 pts	4.5% 1.2 pts	4.0% 0.7 pts	8.5% 6.1 pts
	Unique Clicks	1.6 M -24.4%	548.6 K 49.5%	449.5 K 31.1%	99.1 K 313.5%
	Click to Open Rate	10.1% -1.4 pts	21.7% 8.7 pts	20.3% 6.5 pts	31.4% 24.3 pts
Financial	Bookings	172.2 K -0.3%	68.2 K 90.6%	46.7 K 44.0%	21.5 K 540.7%
	Revenue	\$61.1 M -4.9%	\$23.9 M 80.4%	\$16.2 M 34.9%	\$7.8 M 500.6%
	Conversion Rate	10.6% 2.6 pts	12.4% 2.7 pts	10.4% 0.9 pts	21.7% 7.7 pts
	Bookings per Delivered(K)	2.4 1.5%	5.6 73.2%	4.2 31.7%	18.4 449.8%

Observations

July eNews+Benefits deliveries increased 10.0% YoY and bookings increased by 90.6% YoY, resulting in a 73.2% increase in booking/delivered

- 2nd highest bookings & highest clicks since Jan'15
- Highest CTO% since Jan '15
- 2nd lowest Open% since Mar '15

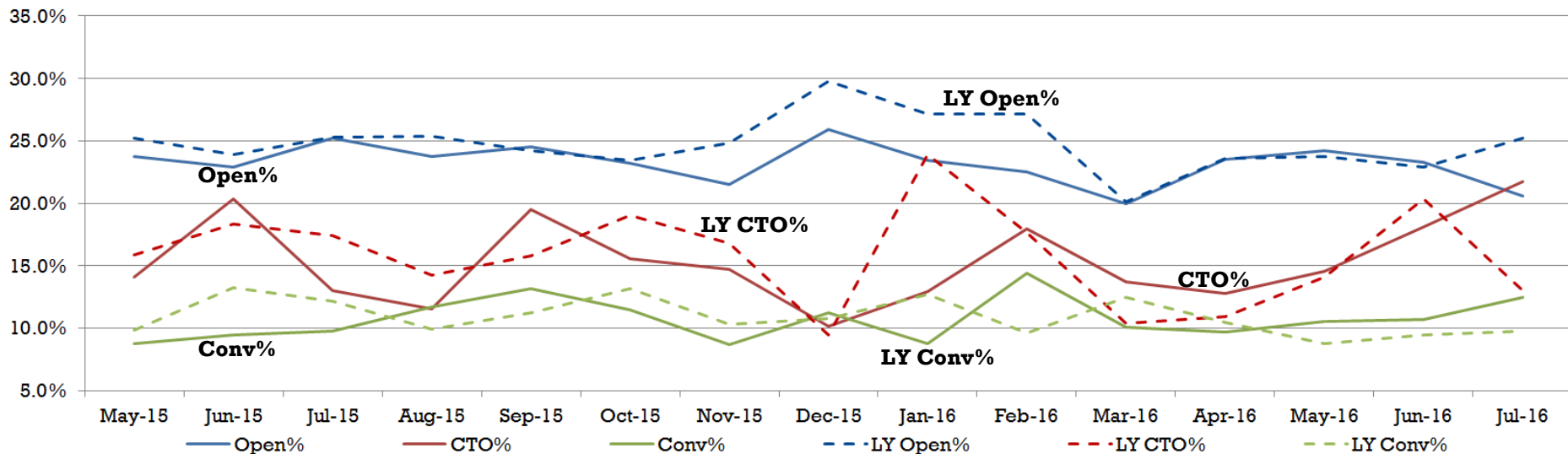
Intended Alliance message/announcement was suspended and Summer Promo & MEO/Member Rates were promoted

- Promoted in Top Offer and received 63% of email clicks
- A subject line test was conducted in eNews & Benefits highlighting monthly rewards

Content featured:

- Summer Promo/Sweepstakes & MEO
- Moments/Experiences
- 2x Night Credits
- Barcelona City Scene
- Road Trip

July '16 eNews & Benefits Email KPI trends



Observations

- Open% dropped by 19% YoY while Click to open rate increased 67% & Conv% increased 27%
- July '15 subject line promoted MidYear review, *Your Account – Your Year So Far* and generated one of the highest Open rates of the year reinforcing that **member's value content on their individual progress in the program**
 - July'16 subject line tested different positioning of Rewards (e.g. See Your Latest Rewards) and generated one of the lower Open rates in a year and a half
- Featuring the Summer Promo helped generate the highest clicks, CTO% & bookings since Jan '15; **Include Summer promo details in subject line to eligible members**

July '16 eNews sections

Observations

Generated the highest clicks in over a year despite generating a near low in Opens

Top Offers generated over 63% of clicks and bookings; section highest since 2013

- Summer Promo was promoted for the 2nd month & received the majority of click engagement, 90% of the section's clicks
- Member response to promotions may be due to seasonality (m.com bookings in July is 5.4% above monthly average, 2013-2015)
- Prominent design may have helped generate awareness & engagement

The Summer Promo may have cannibalized some click as nearly all sections generated low click engagement compared to YTD averages

- Rewards section generated 11% of email clicks, well below 20% average
- Moments generated 3% of email clicks which may have contributed to cannibalization

Hotel Openings section attracted slightly above average click engagement with Springhill Suites (San Diego) attracting the highest followed by Residence Inn (Maui)

City Scene(Barcelona) generated the lowest number of clicks YTD for this section

eBreaks generated 1% of clicks and low Conv%, only surpassing City Scene, Moments & Road Trip

eNews

Your Account: See Your Latest Rewards

Account Box
17% clks, 23% bks

Search
5% clks, 5% bks

Top Offer
63% clks, 63% bks

Sweet Summer Sweeps
Earn bonus points - plus a chance to win 100,000 points - with every stay. [Enter to Win](#)

Moments
3% clks, 2% bks

Meet Demi Lovato & Nick Jonas
Be a VIP at the concert. Meet the artists and watch the show from the premium seats. [Get Tickets](#)

Catch & Release Sharks in Canada
Go shark fishing for the day when you stay at the luxurious Allegretto Resort.

Celebrate Summer in Chicago
Kick off BBQ at the Windy City Summerfest, a three-day music festival.

Play Center Field in Boston
Join Boston's most iconic baseball team for batting practice. Book by July 15.

Rew - Head
4% clks, 3% bks

Rew - Main
2% clks, 2% bks

Earn
1% clks, 1% bks

Drive in Style & Save up to 35%
Rent your road trip wheels from Hertz and earn up to 5,000 points. [Get Your Car](#)

Earn 80,000 Bonus Points
Plus, the opportunity to earn 7,500 more bonus points. [Learn More](#)

Hotel Open
2% clks, 1% bks

SpringHill Suites-San Diego Downtown/Bayfront
Unleash the post and find your zen with walking distance of attractions in America's Finest City. [See San Diego](#)

Renaissance-Paris Republique
Tour the City of Lights and experience Paris like a local. [Stay Here](#)

Residence Inn-Maui Wailea
Extend your stay in Maui and make your family and hotel happy. [Book Now](#)

City Scene
1% clks, 0% bks

★★★ 10X restaurants with a total of 27 Michelin stars

You'll Be Enchanted by This Seaside City
Experience the art, culture and excitement of Spain's Catalonian capital. [Visit Barcelona](#)

See Sagrada Familia
Visit the world's most famous church and see the intricate stone carvings that make this spiritual center.

Eat Paella & Seafood
Choose from a big bowl of paella, a rice dish, and fish fresh from the sea.

Do Shop Camer des Tailors
Go where the fashion elite and browse the storefront along the vibrant street.

Renaissance Barcelona Hotel
Stay steps away from Sagrada Familia and toast to your trip at our rooftop bar that boasts panoramic city views.

eBreaks
1% clks, 1% bks

You Should Take a Road Trip
Take advantage of low gas prices and stop the smart security lines this summer. [Plan Your Trip](#)

July '16 eNews link analysis

Observations

Rewards section

- The new account module continued to generate a high number of clicks

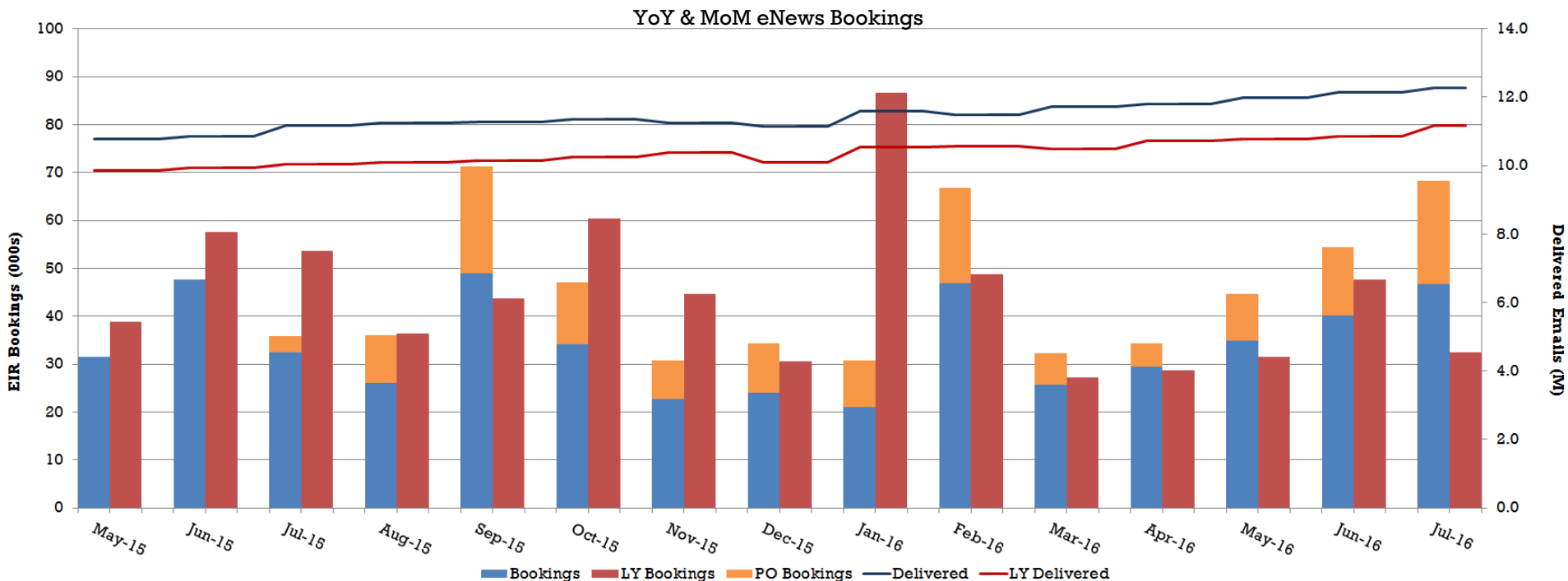
Rewards Main	11.4 K
Account Header	10.9 K
Account Module	9.9 K
Earn Module	6.0 K

Highest click generating content

Rewards Header	20.8 K
Bonus Points	7.5 K
Double Elite night credit	3.1 K
MRCC-80 K pts	1.6 K
Hertz	1.5 K



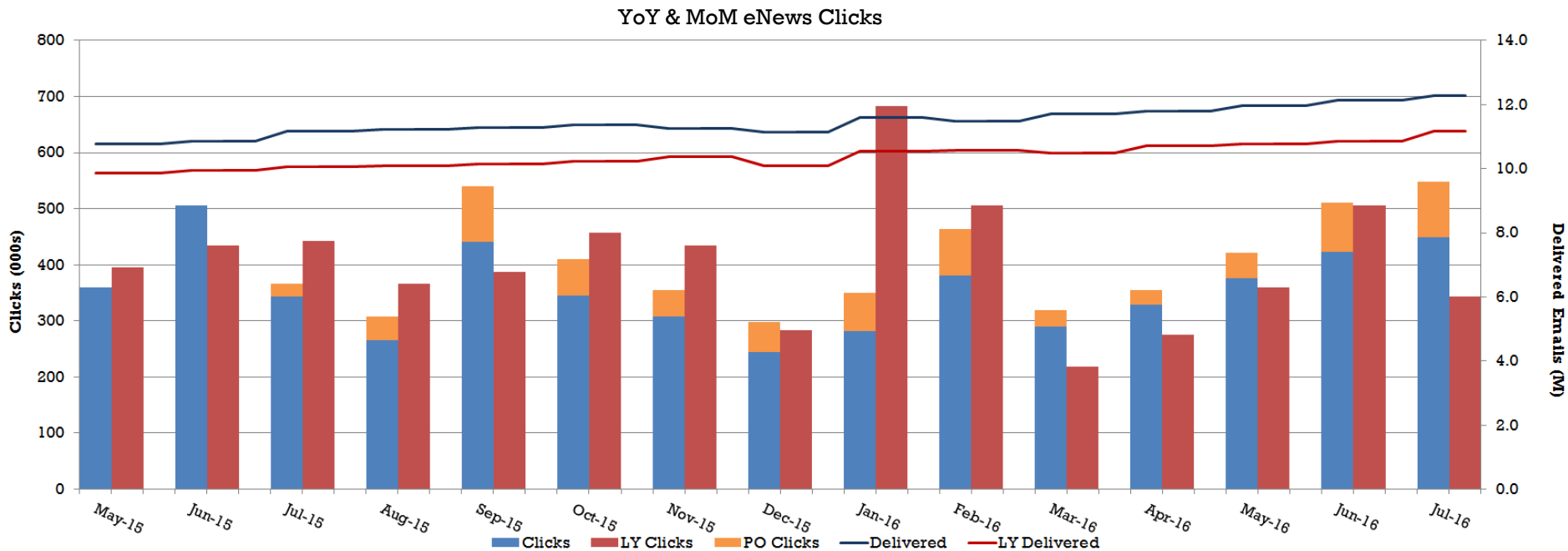
July '16 Core eNews generated 91% more bookings YoY than July '15 eNews



Observations

2015 July eNews featured MidYear Review

July '16 Core eNews generated 50% more clicks YoY than July '15 eNews



Observations

2015 July eNews featured MidYear Review

Core

Account Box
17% clks, 23% bks

Search
5% clks, 5% bks

Top Offer
63% clks, 63% bks

Sweet Summer Sweeps

Earn bonus points – plus a chance to win 100,000 points – with every stay

[Enter to Win](#)

[Find A Hotel](#)

Moments
3% clks, 2% bks

Meet Demi Lovato & Nick Jonas

Be a VIP at the concert. Meet the artists and watch the show from your premium seats.

[Get Tickets](#)



Catch & Release Sharks in Canada

Go shark fishing in the bay when you stay at the luxurious Argonaut Resort.



Celebrate Summer in Chicago

North on 880 at the Windy City Summerfest, a three-day music festival.



Play Center Field in Boston

Join Boston's major league baseball team for batting practice. Book by July 15.

Rew - Head
4% clks, 3% bks

Rew - Main
2% clks, 2% bks

Earn
1% clks, 1% bks



Drive in Style & Save up to 35%
Rent your road trip wheels from Hertz and earn up to 5,000 points. See [Learn More](#)

[Get Your Car](#)

Earn 80,000 Bonus Points
Plus, the opportunity to earn 7,500 more bonus points.

[Learn More](#)



Hotel Open
2% clks, 1% bks

SpringHill Suites-San Diego Downtown/Bayfront

Unleash by the pool and find your own within walking distance of attractions in America's Finest City.

[See San Diego](#)



Renaissance Paris Republic

Tour the City of Lights and experience Paris like a local.

[Stay Here](#)



Residence Inn-Mau Wailea

Extend your stay in Hawaii and make your family and wallet happy.

[Book Now](#)

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[Book Now](#)

TSAT

Account Box
13% clks, 23% bks

Search
5% clks, 7% bks

Top Offer
69% clks, 62% bks

Sweet Summer Sweeps

Earn bonus points – plus a chance to win 100,000 points – with every stay

[Enter to Win](#)

[Find A Hotel](#)

Moments
3% clks, 3% bks

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Be a VIP at the concert. Meet the artists and watch the show from your premium seats.

[Get Tickets](#)



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Rew - Head
4% clks, 2% bks

Rew - Main
0% clks, 0% bks

Earn
1% clks, 1% bks

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Rent your road trip wheels from Hertz and earn up to 5,000 points. See [Learn More](#)

[Get Your Car](#)

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Plus, the opportunity to earn 7,500 more bonus points.

[Learn More](#)



Hotel Open
2% clks, 1% bks

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[Book Now](#)

eBreaks
2% clks, 1% bks

Drive in Style & Save up to 35%
Rent your road trip wheels from Hertz and earn up to 5,000 points. See [Learn More](#)

[Get Your Car](#)

You Should Take a Road Trip

Take advantage of low gas prices and skip the airport security lines this summer.

[Plan Your Trip](#)

WHPH

Account Box
7% clks, 7% bks

Search
2% clks, 2% bks

Top Offer
82% clks, 86% bks

Sweet Summer Sweeps

Earn bonus points – plus a chance to win 100,000 points – with every stay

[Enter to Win](#)

[Find A Hotel](#)

Moments
3% clks, 2% bks

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Rew - Head
2% clks, 2% bks

Rew - Main
0% clks, 0% bks

Earn
1% clks, 0% bks

Drive in Style & Save up to 35%
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1% clks, 1% bks

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[See San Diego](#)



Renaissance Paris Republic

July '16 Hotel Specials performance summary

		Program	HS + Offers	Hotel Specials	Offers
Audience	Total Delivered	71.8 M -1.8%	10.4 M -3.6%	9.3 M -3.7%	1.1 M -2.9%
	Unsub Rate	0.15% -0.1 pts	0.14% -0.0 pts	0.14% -0.0 pts	0.08% -0.0 pts
	Delivery Rate	98% -0.6 pts	99% -0.1 pts	99% -0.1 pts	100% 0.2 pts%
Engagement	Open Rate	22.3% -3.2 pts	18.8% -0.4 pts	18.3% -0.2 pts	23.3% -2.6 pts
	Opens	16.0 M -14.2%	2.0 M -5.7%	1.7 M -4.6%	248.2 K -12.5%
	Click Rate	2.3% -0.7 pts	1.9% 0.2 pts	1.8% 0.1 pts	2.7% 1.1 pts
	Unique Clicks	1.6 M -24.4%	199.3 K 5.1%	170.6 K -0.8%	28.7 K 61.9%
	Click to Open Rate	10.1% -1.4 pts	10.2% 1.1 pts	10.0% 0.4 pts	11.6% 5.3 pts
Financial	Bookings	172.2 K -0.3%	17.9 K 24.2%	13.6 K 18.3%	4.3 K 47.6%
	Revenue	\$61.1 M -4.9%	\$6.1 M 20.6%	\$4.6 M 16.1%	\$1.5 M 36.2%
	Conversion Rate	10.6% 2.6 pts	9.0% 1.4 pts	8.0% 1.3 pts	14.8% -1.4 pts
	Bookings per Delivered(K)	2.4 1.5%	1.7 28.9%	1.5 22.9%	4.0 52.0%

Observations

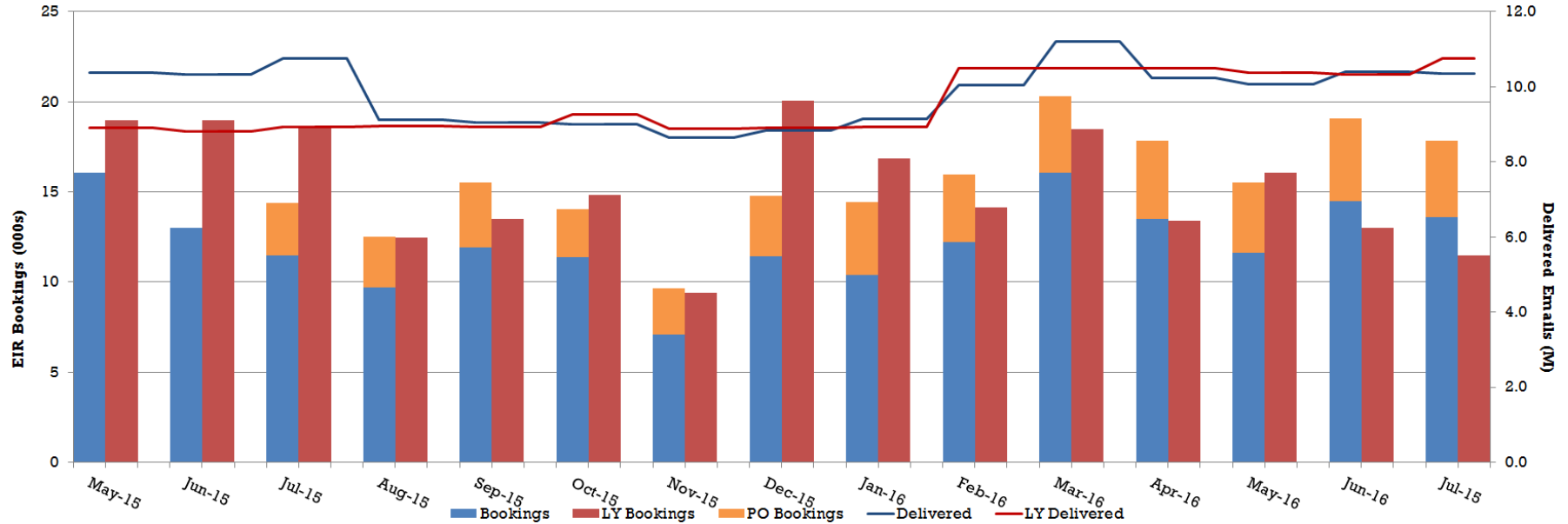
YoY deliveries decreased by 3.6% and bookings increased by 24.2%, leading to an increase in bookings per delivered (K) of 28.9%

- Maintained high 2016 Booking per delivered average
- 2nd highest CTO% since May '15

There was a subject line test conducted for Hotel Specials and Offers (combined results):

- **We Picked These Deals Just for You (101,920)**
- Your August Travel Deals (101,221)

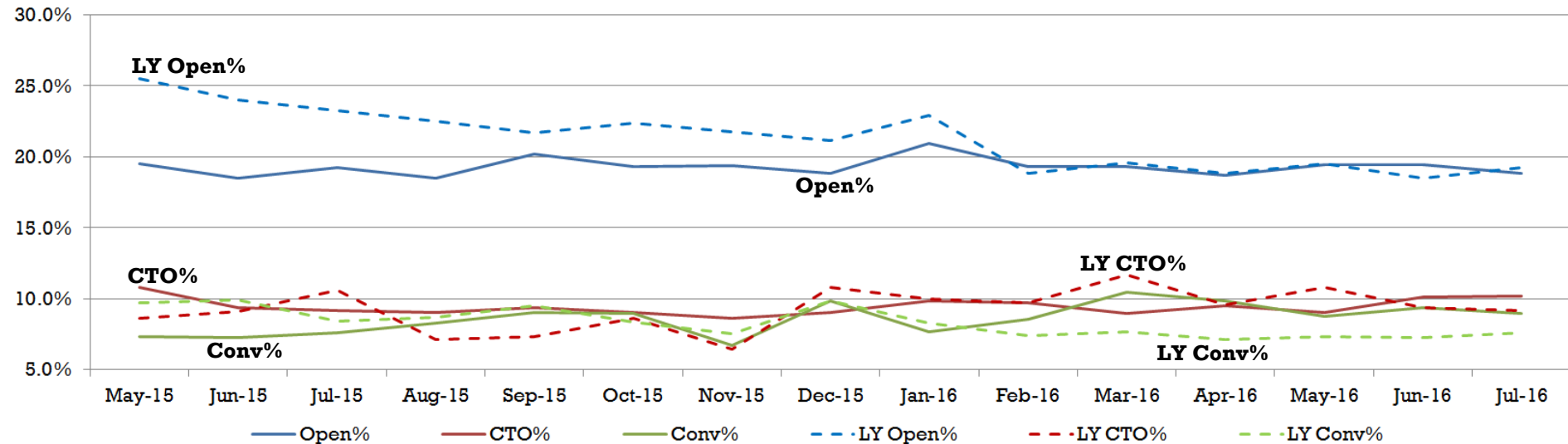
July '16 Hotel Specials performance summary



Observations

Hotel Specials generated 24% more bookings YoY

July '16 Hotel Specials/Offers performance summary



Observations

- 2nd highest CTO% since May '15
- YoY increase in Conv% has been maintained since Jan '16

July '16 Hotel Specials Core link analysis

Observations

2nd highest clicks generated since May'15

July Offers featured Summer Promo as a Middle Offer for the 3rd month and generated 13% clicks & above avg section Conv% (7.0% vs 6.6%)

- New York offer to non eligible Promo

Getaways generated under 10 K clicks for the 2nd month in a row

- Potential cannibalization from Summer Promo
- Only 2 featured offers

Experiences generated 10% more clicks than 2016 YTD avg

- Leveraged icon treatment
- Deal in CTA
- Different layout

eBreaks continued to generate similar click engagement as previous months, however link Conv% was 30% lower than Email link average

Account Box
21% clks, 38% bks

Search
10% clks, 12% bks

Field Offers
42% clks, 26% bks

Middle Offer
13% clks, 14% bks

STAY & EARN 10,000 POINTS

Earn Up to 10,000 Points

You'll Love New York for 20% Less

Hotel Specials

We Picked These Deals Just for You

Getaways That Pay

Getaways
4% clks, 3% bks

Experiences You'll Love

Experiences
4% clks, 2% bks

Save 20% with eBreaks®

eBreaks
6% clks, 4% bks

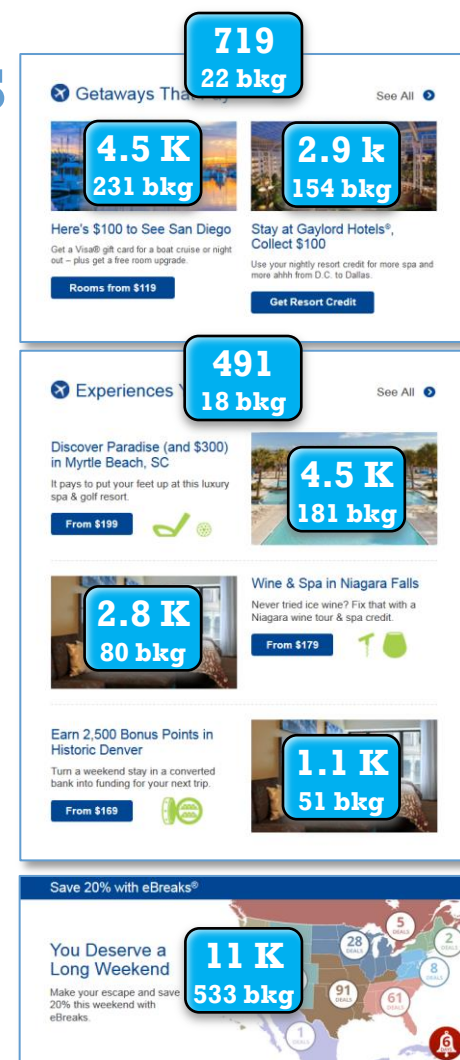
July '16 Hotel Specials link analysis

Observations

eBreaks continued to generate more clicks than any single offer and a higher Conv% than the Field Offers section

Other Notable content:

- \$100 San Diego (Getaways) 4.5 K
- Myrtle Beach+\$300 (Experiences) 4.5 K
- Gaylord \$100 (Getaways) 2.9 K
- Wine & Spa Niagara Falls(Experiences) 2.8 K



Core

TSAT

WHPH

Account Box
21% clks, 38% bks

Search
10% clks, 12% bks

Field Offers
42% clks, 26% bks

Getaways
4% clks, 3% bks

Experiences
4% clks, 2% bks

Middle Offer
13% clks, 14% bks

eBreaks
6% clks, 4% bks

STAY & EARN 10,000 POINTS

You'll Love New York for 20% Less

Account Box
21% clks, 38% bks

Search
10% clks, 12% bks

Field Offers
42% clks, 26% bks

Getaways
4% clks, 3% bks

Experiences
4% clks, 2% bks

Middle Offer
13% clks, 14% bks

eBreaks
6% clks, 4% bks

STAY & EARN 10,000 POINTS

You'll Love New York for 20% Less

Account Box
16% clks, 30% bks

Search
9% clks, 13% bks

Field Offers
43% clks, 26% bks

Getaways
6% clks, 5% bks

Experiences
4% clks, 5% bks

Middle Offer
16% clks, 16% bks

eBreaks
7% clks, 5% bks

STAY & EARN 10,000 POINTS

You'll Love New York for 20% Less

Account Box
16% clks, 30% bks

Search
9% clks, 13% bks

Field Offers
43% clks, 26% bks

Getaways
6% clks, 5% bks

Experiences
4% clks, 5% bks

Middle Offer
16% clks, 16% bks

eBreaks
7% clks, 5% bks

STAY & EARN 10,000 POINTS

You'll Love New York for 20% Less

Account Box
14% clks, 20% bks

Search
5% clks, 2% bks

Field Offers
41% clks, 36% bks

Getaways
4% clks, 6% bks

Experiences
6% clks, 3% bks

Middle Offer
24% clks, 26% bks

eBreaks
6% clks, 5% bks

STAY & EARN 10,000 POINTS

You'll Love New York for 20% Less

Account Box
14% clks, 20% bks

Search
5% clks, 2% bks

Field Offers
41% clks, 36% bks

Getaways
4% clks, 6% bks

Experiences
6% clks, 3% bks

Middle Offer
24% clks, 26% bks

eBreaks
6% clks, 5% bks

STAY & EARN 10,000 POINTS

You'll Love New York for 20% Less

July '16 Destinations performance summary

		Program	Dest.	Dest. Core	PO Dest.
Audience	Total Delivered	71.8 M -1.8%	11.0 M -2.0%	9.9 M -1.8%	1.1 M -3.1%
	Unsub Rate	0.15% -0.1 pts	0.11% -0.2 pts	0.11% -0.2 pts	0.08% -0.1 pts
	Delivery Rate	98% -0.6 pts	96% -3.3 pts	96% -3.2 pts	96% -4.0 pts
Engagement	Open Rate	22.3% -3.2 pts	20.8% -2.6 pts	20.4% -2.7 pts	24.1% -1.8 pts
	Opens	16.0 M -14.2%	2.3 M -12.9%	2.0 M -13.3%	271.5 K -9.8%
	Click Rate	2.3% -0.7 pts	1.2% -0.2 pts	1.1% -0.3 pts	1.5% -0.2 pts
	Unique Clicks	1.6 M -24.4%	129.7 K -18.8%	112.5 K -19.8%	17.1 K -11.9%
	Click to Open Rate	10.1% -1.4 pts	5.7% -0.4 pts	5.6% -0.4 pts	6.3% -0.2 pts
Financial	Bookings	172.2 K -0.3%	10.1 K -22.7%	8.0 K -22.9%	2.0 K -21.8%
	Revenue	\$61.1 M -4.9%	\$3.5 M -23.1%	\$2.8 M -23.8%	\$682.7 K -20.5%
	Conversion Rate	10.6% 2.6 pts	7.8% -0.4 pts	7.1% -0.3 pts	11.9% -1.5 pts
	Bookings per Delivered(K)	2.4 1.5%	0.9 -21.1%	0.8 -21.5%	1.8 -19.3%

Observations

Destinations deliveries decreased MoM by 2.0% and bookings decreased by 22.7%, resulting in an overall decrease in booking per delivered (K) of 21.1%

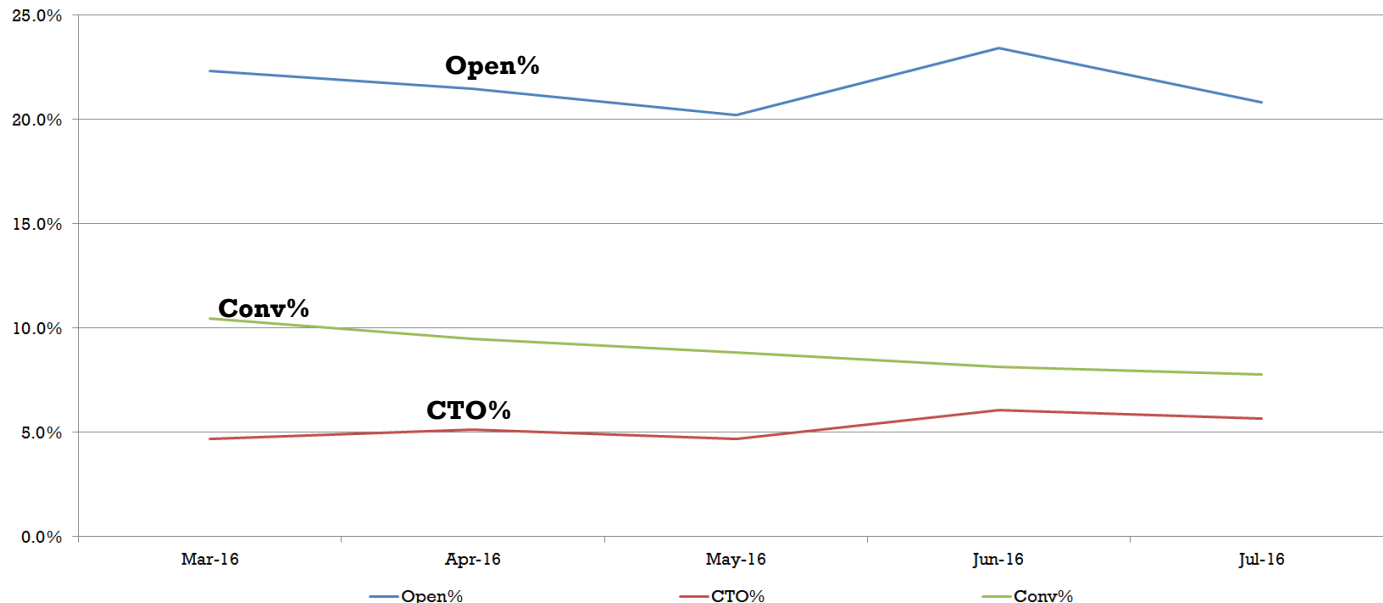
- Destinations CTO% was the 2nd highest YTD for both Core & PO segments
- Conv% has continually decreased throughout 2016, reaching the lowest since launch

July Destinations continued the Road trip theme from June

- Geo-targeted Top Offer city-to-city routes
- Pro Tips
- Twitter social share
- Non-primary Road Trip content in secondary content
- Reaction module for travel type preferences

Note: Dashboard % changes & % pt changes are **Month over Month**, not Year over Year

July '16 Destinations(Core+PO) Email KPI trends



Observations

- CTO% was the 2nd highest YTD for both Core and PO versions
- Open rate was 2nd lowest YTD for both Core and PO versions

Core

Don't Miss This Road Trip! (56,250)

3 Ultimate Summer Road Trips (55,351)

🚗 Your Ultimate Road Trip Guide (55,252)

TSAT

Don't Miss This Road Trip! (4,347)

🚗 Your Ultimate Road Trip Guide (4,137)

3 Ultimate Summer Road Trips (4,049)

WHPH

🚗 Your Ultimate Road Trip Guide (5,407)

Don't Miss This Road Trip! (5,308)

3 Ultimate Summer Road Trips (4,960)

July '16 Core Destinations

Observations

July continued a Road Trip theme that was introduced in June

- Offered specific routes and itineraries targeted by geography
- Content linked to Traveler
- Introduced Social Share with Twitter
- Reaction module for travel type preferences

Content highlights:

Road Trip Top Offer generated ~1/3 of Email's clicks, slightly above YTD average for that section

Destination's July banner generated more click engagement than Pro Tips

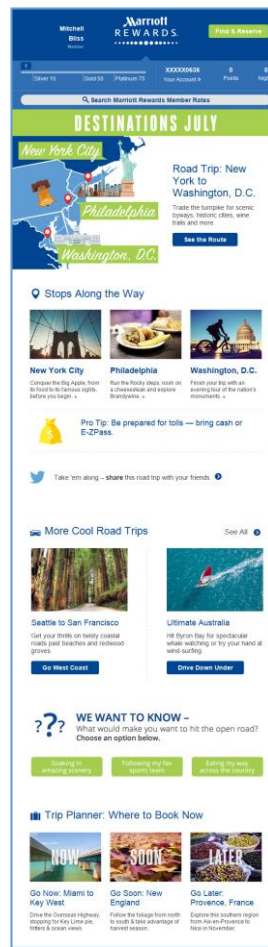
Twitter Share generated nearly the lowest click volume of any link

Middle offer: Seattle to San Francisco generated the most clicks in the versions it was featured in (East Coast and ROTW)

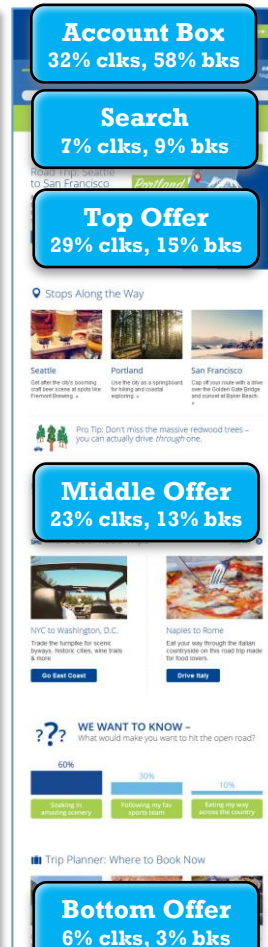
"Soaking in amazing scenery" generated 64% of clicks in Reaction Module

"Where to Book Now" generated click engagement consistent with YTD average; "Miami to Key West" generating the most clicks followed by "New England"

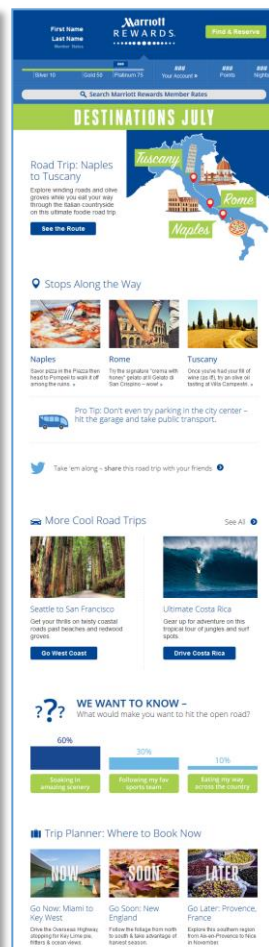
East Coast



West Coast



Rest of the World



Account Box
32% clks, 58% bks

Search
7% clks, 9% bks

Top Offer
42% clks, 22% bks

Middle Offer
10% clks, 6% bks

Seattle
Get after the city's booming craft beer scene with the Fremont Brewery.

Portland
Use the city as a playground for hiking and coastal exploring.

San Francisco
Cap off your road with a drive over the Golden Gate Bridge and sunset at Baker Beach.

Pro Tip: Don't miss the massive redwood trees - you can actually drive through one.

Take 'em along - share this road trip with your friends.

More Cool Road Trips

See All

NYC to Washington, D.C.
Trade the hamlets for scenic beauty, historic cities, wine trails & more.

Drive Daily

Naples to Rome
Eat your way through the Italian countryside on this road trip made for food lovers.

Drive Daily

?? WE WANT TO KNOW -
What would make you want to fit the open road?

60% 30% 10%

Scaling up on the open road. Following my dream. Getting my way across the country.

Trip Planner: Where to Book Now

Now Soon Later

Bottom Offer
6% clks, 3% bks

Account Box
22% clks, 60% bks

Search
6% clks, 7% bks

Top Offer
36% clks, 17% bks

Middle Offer
28% clks, 8% bks

Seattle
Get after the city's booming craft beer scene with the Fremont Brewery.

Portland
Use the city as a playground for hiking and coastal exploring.

San Francisco
Cap off your road with a drive over the Golden Gate Bridge and sunset at Baker Beach.

Pro Tip: Don't miss the massive redwood trees - you can actually drive through one.

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Trip Planner: Where to Book Now

Now Soon Later

Bottom Offer
7% clks, 5% bks

Account Box
25% clks, 39% bks

Search
5% clks, 3% bks

Top Offer
34% clks, 32% bks

Middle Offer
28% clks, 21% bks

Seattle
Get after the city's booming craft beer scene with the Fremont Brewery.

Portland
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What would make you want to fit the open road?

60% 30% 10%

Scaling up on the open road. Following my dream. Getting my way across the country.

Trip Planner: Where to Book Now

Now Soon Later

Bottom Offer
8% clks, 5% bks

Observations

WHPH click engagement appeared to favor Bottom Offer in lieu of engagement with Account Box/Search & Top Offer

July '16 Solo performance summary

		Program	Solos
Audience	Total Delivered	71.8 M -1.8%	14.7 M -30.5%
	Unsub Rate	0.15% -0.1 pts	0.12% -0.2 pts
	Delivery Rate	98% -0.6 pts	98% 0.2 pts
Engagement	Open Rate	22.3% -3.2 pts	23.8% -6.5 pts
	Opens	16.0 M -14.2%	3.5 M -45.4%
	Click Rate	2.3% -0.7 pts	2.1% -2.5 pts
	Unique Clicks	1.6 M -24.4%	315.4 K -67.7%
	Click to Open Rate	10.1% -1.4 pts	9.0% -6.2 pts
Financial	Bookings	172.2 K -0.3%	35.8 K -45.0%
	Revenue	\$61.1 M -4.9%	\$12.8 M -47.3%
	Conversion Rate	10.6% 2.6 pts	11.4% 4.7 pts
	Bookings per Delivered(K)	2.4 1.5%	2.4 -20.9%

Observations

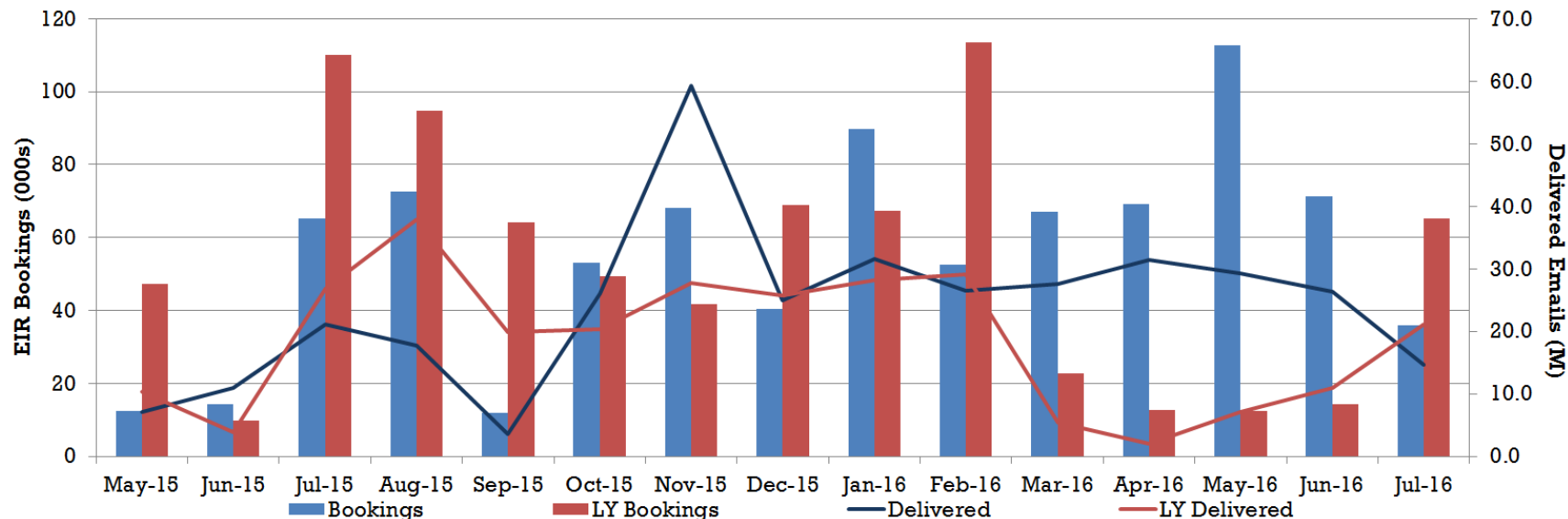
Solo deliveries decreased YoY by 30.5% and bookings decreased by 45.0%, resulting in a net decrease in booking/delivered of 20.9%

- Least amount of Solos delivered since Sep '15

July Solo launches

- MB Registration Reminder
- EnergyPlus
- Europe Leisure & Follow-up

July '16 Solo MoM performance summary



July Key Solo mailings

	<u>Delivered / EIR Bookings</u>
July '16: MB Reg Reminder	8.5 M / 15.6 K
METT	1.9 M / 1.8 K
EnergyPlus	1.6 M / 1.8 K
Europe Leisure 1	731 K / 619
Europe Leisure 2	726 K / 468

	<u>Delivered / EIR Bookings</u>
July '15: Account Security	11.9 M / 55.5 K
Mid-Year Review	7.5 M / 4.2 K
Delta MEO	835 K / 571
METT	772 K / 993

Summer Bonus results to-date

Summer Promo First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Summer Promo '16	86.0 M	144.4 K	\$50.0 M	1.7
Spring MegaBonus '16	62.2 M	151.0 K	\$48.7 M	2.4
Fall MegaBonus '15	40.8 M	147.2 K	\$48.9 M	3.6

Observations:

- Drove 35% of June bookings
- Lower booking/delivered to previous MegaBonus campaigns are due to less dedicated Solo touchpoints and reliance on Core campaign support

Featured in eNews & Hotel Specials and helped generate high click engagement and bookings for these campaigns

Summer Promo First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Announcement	8.7 M	50.0 K	\$18.09 M	5.7
First Hurdle Progress Check In	95.4 K	2.2 K	\$780.6 K	23.1
No Stays Progress Check In	130.8 K	1.4 K	\$488.0 K	10.5
Preview	6.7 M	15.2 K	\$5.57 M	2.3
Registration Confirmation	640.7 K	8.0 K	\$3.01 M	12.5
Registration Reminder	1.9 M	4.3 K	\$1.58 M	2.3
eNews Sep '15	10.2 M	27.2 K	\$4.50 M	2.7
PO-Benefits Sep '15	1.0 M	18.1 K	\$6.96 M	17.6
eNews Oct '15	10.3 M	12.9 K	\$4.86 M	1.2
PO-Benefits Oct '15	1.0 M	7.9 K	\$3.01 M	7.6
Fall MegaBonus '15	40.8 M	147.2 K	\$48.9 M	3.6
Achievement	107.0 K	14.2 K	\$5.10 M	132.6
Announcement	7.8 M	45.9 K	\$16.21 M	5.9
Preview	7.9 M	25.6 K	\$9.85 M	3.3
Registration Confirmation	413.8 K	6.0 K	\$2.16 M	14.5
Registration Reminder	1.5 M	6.5 K	\$2.21 M	4.3
eNews Feb '16	10.6 M	29.3 K	\$4.38 M	2.8
Hotel Specials Feb '16	9.0 M	294	\$92.6 K	0.0
PO-Benefits Feb '16	907.2 K	16.8 K	\$6.37 M	18.5
PO-Offers Feb '16	1.1 M	79	\$27.7 K	0.1
eNews Mar '16	10.6 M	4.2 K	\$1.47 M	0.4
Hotel Specials Mar '16	10.1 M	440	\$164.1 K	0.0
PO-Benefits Mar '16	1.1 M	1.4 K	\$578.2 K	1.3
PO-Offers Mar '16	1.1 M	189	\$71.9 K	0.2
Spring MegaBonus '16	62.2 M	151.0 K	\$48.7 M	2.4
Announcement	9.8 M	45.6 K	\$16.1 M	4.7
Registration Confirmation	1.3 M	18.1 K	\$5.9 M	14.2
Registration Reminder	8.5 M	15.6 K	\$5.7 M	1.8
Hotel Specials May '16	9.0 M	815	\$261.9 K	0.1
PO-Offers May '16	1.1 M	424	\$157.7 K	0.4
Destinations Jun '16	10.1 M	611	\$203.8 K	0.1
PO-Destinations Jun '16	1.2 M	313	\$102.1 K	0.3
Hotel Specials Jun '16	9.3 M	1.7 K	\$580.5 K	0.2
PO-Offers Jun '16	1.1 M	678	\$219.0 K	0.6
eNews Jun '16	11.0 M	10.1 K	\$3.5 M	0.9
PO-Benefits Jun '16	1.2 M	5.1 K	\$1.8 M	4.4
eNews Jul '16	11.1 M	26.4 K	\$8.7 M	2.4
Hotel Specials Jul '16	9.3 M	1.5 K	\$491.9 K	0.2
PO-Benefits Jul '16	1.2 M	16.8 K	\$6.1 M	14.4
PO-Offers Jul '16	1.1 M	641	\$244.0 K	0.6
Summer Promo '16	86.0 M	144.4 K	\$50.0 M	1.7

Summer Promo Registration Reminder

Promo Reg Reminder Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
SB Spring '16	8.5 M	15.6 K	\$5.7 M	21.6%	8.6%	9.9%	1.8
MB Spring '16	3.0 M	13.4 K	\$4.7 M	55.6%	7.6%	10.6%	4.5
MB Spring '15	2.6 M	10.6 K	\$3.9 M	64.3%	10.2%	6.3%	4.1

Observations

Compared to previous MegaBonus promotion campaign reminders, the Summer Promo was sent to a significantly larger audience, generating an overall greater bookings with generally lower email KPI's

You Can Still Win 100K Points

First Name

Last Name

Member Status

Marriott

REWARDS.

Find & Reserve

Silver 10

Gold 50

Platinum 75

Your Account »

Points

Nights

Search Marriott Rewards Member Rates

THERE'S STILL
TIME TO WIN

YOU COULD WIN 100,000 POINTS

Summer sweeps* — it's our treat. Register today to enter and get a chance to win with every stay** through September 5, plus earn up to 10,000 bonus points. Sweet!

Sign Me Up

HOW TO EARN YOUR BONUS POINTS

+2,000 for your 2nd stay

+2,000 for your 3rd stay

+6,000 total for your 4th, 5th & 6th stays

= 10,000 bonus points!

*Sweepstakes Official Rules. Learn More

**A stay is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

HIT THE ROAD & EARN POINTS FASTER

Seattle to San Francisco

4 stays = 6,000 bonus points

New York to Washington, D.C.

5 stays = 10,000 bonus points


Naples to Tuscany, Italy

5 stays = 8,000 bonus points

Summer Promo Registration Reminder

Top Offers

Base US




**THERE'S STILL
TIME TO WIN**

YOU COULD WIN 100,000 POINTS

Summer sweeps* — It's our treat. Register today to enter and get a chance to win with every stay** through September 5, plus earn up to 10,000 bonus points. Sweet!

[Sign Me Up](#)

Rest of the World




**THERE'S STILL
TIME TO EARN**

EARN 10,000 BONUS POINTS, ALEXANDRIA

Treat yourself to a rewarding summer. Register today and earn more on your stays*. Plus, you'll get our lowest rates, all the time. Sweet!

[Sign Me Up](#)

Credit Card




**THERE'S STILL
TIME TO WIN**

YOU COULD WIN 100,000 POINTS

Summer sweeps* — It's our treat. Register today to enter and get a chance to win with every stay** through September 5, plus earn up to 12,000 bonus points for being a Marriott Rewards® Credit Cardmember.*** Sweet!

[Sign Me Up](#)

RewardsPlus



**THERE'S STILL
TIME TO WIN**

YOU COULD WIN 100,000 POINTS

Summer sweeps* — It's our treat. Register today to enter and get a chance to win with every stay** through September 5, plus earn up to 10,000 bonus points and 2,000 RewardsPlus miles. Sweet!

[Sign Me Up](#)

Europe Summer Leisure Solos

Summer Leisure Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
[7/11] Initial Email	731.0 K	619	\$280.5 K	26.7%	5.4%	5.8%	0.8
[7/25] Follow-Up	726.5 K	468	\$192.8 K	26.3%	4.7%	5.2%	0.6
Europe Total	1.5 M	1.1 K	\$473.3 K	26.5%	5.1%	5.5%	0.7

Observations

Two part series (2 weeks apart) to Europe English, German, French members

- Solo 1: Europe overview, featured destinations & Double Elite Night Credit or a Visa promo
- Solo 2: Targeted destination deep-dive content based on language
- Tied content to Destinations & eNews

Follow up generated similar responses to the original

Subject line tests were conducted for both Solos

Solo 1: **It's Time for a Europe Trip...**

Summer in Europe: Your 2016 Guide

6 Places in Europe You Should Visit Now

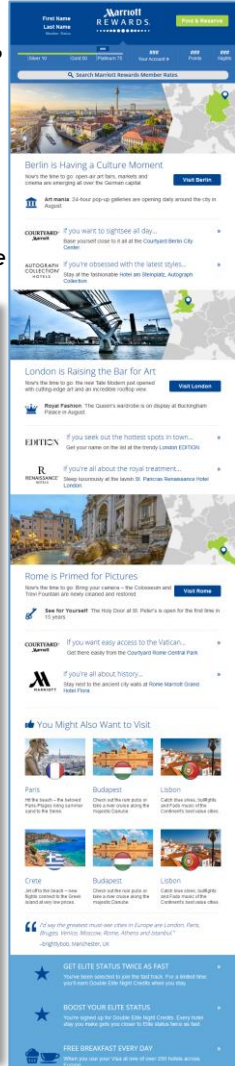
Solo 2: **Fancy a Trip to [City]?**

See Why [City]'s So Popular Right Now

Summer's Happening in [City]

Solo: 2
Fancy a Trip to [City]?

Solo: 1
It's Time for a Europe Trip...



EnergyPlus/NRG Home Solar Solo

Earn Up to 4 Free Nights by Going Solar

Mitchell
Bliss
Member

Marriott
REWARDS.
.....

Find & Reserve

0


Silver 10Gold 50Platinum 75

XXXXX0636
Your Account »

0
Points

0
Nights

Search Marriott Rewards Member Rates




nrg
Home
SOLAR

Claim Your Sunshine, Mitchell


Go solar with NRG Home Solar* and earn up to **30,000** Marriott Rewards* points that you can use toward your next sun-filled trip.

Go Solar


How to Earn Your Points



Call **866-983-5637** to sign up for a consultation with an NRG Home Solar specialist.



Earn 5,000 Marriott Rewards* points after the in-home consultation.



Install a new solar system, lower your bills and earn 25,000 bonus points.

*NRG Home Solar Offer only available in: MA, NJ, NY

Observations

Generated 22% lower Open rate & 50% lower Click to open rate

July '16 Lifecycle performance summary

		Program	Lifecycle
Audience	Total	71.8 M	4.9 M
	Delivered	-1.8%	0.7%
	Unsub Rate	0.15% -0.1 pts	0.33% 0.0 pts
Engagement	Delivery Rate	98% -0.6 pts	96% -0.9 pts
	Open Rate	22.3% -3.2 pts	33.2% -1.0 pts
	Opens	16.0 M -14.2%	1.6 M -2.2%
	Click Rate	2.3% -0.7 pts	6.2% -0.5 pts
	Unique Clicks	1.6 M -24.4%	304.6 K -7.2%
	Click to Open Rate	10.1% -1.4 pts	18.6% -1.0 pts
Financial	Bookings	172.2 K -0.3%	25.7 K -5.6%
	Revenue	\$61.1 M -4.9%	\$10.0 M -7.5%
	Conversion Rate	10.6% 2.6 pts	8.4% 0.1 pts
	Bookings per Delivered(K)	2.4 1.5%	5.2 -6.3%

Observations

Delivery increased YoY by 0.7% and bookings decreased by 5.6%, resulting in a decrease in bookings per delivered (K) of 6.3%

- 2nd highest booking YTD
- YoY decreases in CTO% and booking/delivered have been BAU performance; Onboarding campaign generates high Lifecycle campaign volume and lower than average CTO% and Conv%
- Winback was not live in 2015 whose performance would have decreased June'15 email KPI's

Lifecycle: Onboarding

Onboarding generates ~11% of Lifecycle volume and Open%, CTO% are all well below Lifecycle campaign average

July performance has been consistent since launch

- Open% after the first message tapers to ~ 16%, below program average

Welcome (Points) Email series KPI's follow similar trends with each progressive message

Continue to monitor and connect to longer term engagement KPI's after 6 months

- Drive new member loyalty at a faster rate
- Increase # of new members booking their 2nd stay

Future considerations

- Connecting the series together: themed subject lines, less than 10 days between mailings

March-July Onboarding	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Account Tips	731.9 K	1.2 K	\$389.0 K	20.2%	11.4%	7.1%	1.6
Earning Points	664.9 K	717	\$250.6 K	16.9%	10.5%	6.1%	1.1
Travel Inspiration	603.7 K	549	\$206.0 K	16.4%	8.0%	6.9%	0.9
Community	541.8 K	381	\$141.5 K	15.3%	5.4%	8.5%	0.7
Total	2.5 M	2.8 K	\$987.1 K	17.4%	9.3%	6.9%	1.1

How to Use Your Rewards Account



How to Earn Points: No Travel Required



Let's Plan Your Next Trip



You Have 50 Million New Friends



Lifecycle: Post Redemption

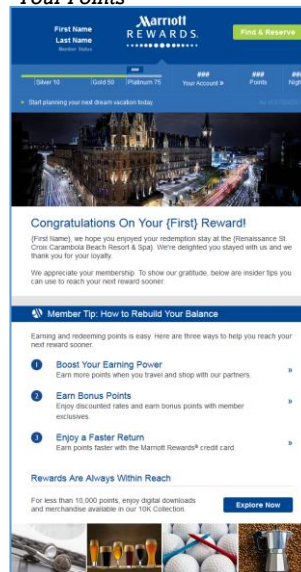
Lifecycle: Post Redeem	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2015 Average	195.0 K	1.9 K	\$610.8 K	57.7%	10.7%	15.3%	9.6
2016 TD Average	168.1 K	1.4 K	\$442.9 K	57.6%	9.6%	15.1%	8.4

Observations

CTO% has been on steady decline since Jan '15 suggesting fatigue with content

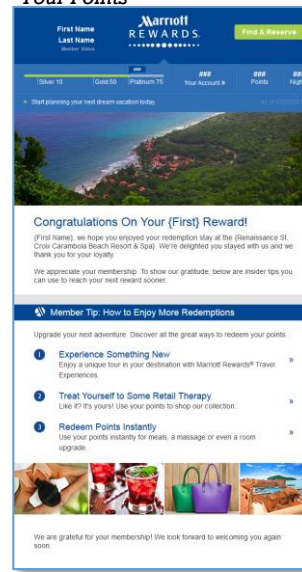
Restarters

Thank You for Redeeming Your Points



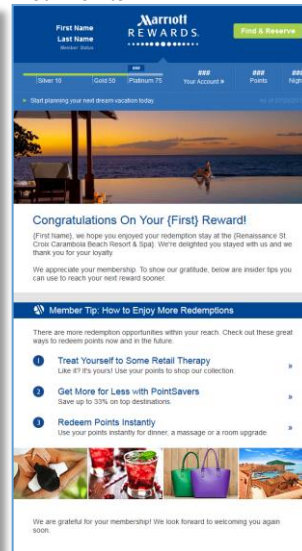
Surplusers

Thank You For Redeeming Your Points



Left Overs

Thank You For Redeeming Your Points



July '16 Project Orange performance summary

		Program	Project Orange
Audience	Total Delivered	71.8 M -1.8%	3.4 M 8.4%
	Unsub Rate	0.15% -0.1 pts	0.08% -0.0 pts
	Delivery Rate	98% -0.6 pts	98% -1.1 pts
Engagement	Open Rate	22.3% -3.2 pts	24.9% -6.4 pts
	Opens	16.0 M -14.2%	834.9 K -13.6%
	Click Rate	2.3% -0.7 pts	4.3% 1.9 pts
	Unique Clicks	1.6 M -24.4%	145.0 K 96.9%
	Click to Open Rate	10.1% -1.4 pts	17.4% 9.7 pts
Financial	Bookings	172.2 K -0.3%	27.8 K 102.7%
	Revenue	\$61.1 M -4.9%	\$10.0 M 83.7%
	Conversion Rate	10.6% 2.6 pts	19.2% 0.5 pts
	Bookings per Delivered(K)	2.4 1.5%	8.3 87.0%

July Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	22.8 K	\$8.2 M	28.9%	20.2%	27.3%	15.9	0.04%
Benefits	504.6 K	18.4 K	\$6.6 M	32.3%	38.6%	29.2%	36.5	0.03%
Destinations	478.1 K	1.4 K	\$477.5 K	27.3%	5.8%	18.2%	2.9	0.05%
Offers	450.1 K	3.1 K	\$1.1 M	26.7%	10.8%	23.5%	6.8	0.04%
TSAT	1.9 M	5.0 K	\$1.8 M	21.9%	14.6%	8.1%	2.6	0.10%
Benefits	662.9 K	3.1 K	\$1.1 M	23.0%	23.7%	8.6%	4.7	0.09%
Destinations	647.4 K	655	\$205.2 K	21.8%	6.8%	6.9%	1.0	0.11%
Offers	613.1 K	1.2 K	\$439.5 K	20.9%	12.3%	7.7%	2.0	0.11%
Total	3.4 M	27.8 K	\$10.0 M	24.9%	17.4%	19.2%	8.3	0.08%

Observations

- July '15 launched PO dedicated campaigns: Recognition, Benefits & Offers
- July '16 generated highest monthly bookings & 3rd highest booking/delivered email to date
- Highest monthly clicks & CTO% to date

Compared to the base email program, PO-dedicated campaigns generated:
+11.4% Open%, +71.2% CTO% +81.0% higher Conv%

July '16 Email overview & MoM trends

July Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	22.8 K	\$8.2 M	28.9%	20.2%	27.3%	15.9	0.04%
Benefits	504.6 K	18.4 K	\$6.6 M	32.3%	38.6%	29.2%	36.5	0.03%
Destinations	478.1 K	1.4 K	\$477.5 K	27.3%	5.8%	18.2%	2.9	0.05%
Offers	450.1 K	3.1 K	\$1.1 M	26.7%	10.8%	23.5%	6.8	0.04%
TSAT	1.9 M	5.0 K	\$1.8 M	21.9%	14.6%	8.1%	2.6	0.10%
Benefits	662.9 K	3.1 K	\$1.1 M	23.0%	23.7%	8.6%	4.7	0.09%
Destinations	647.4 K	655	\$205.2 K	21.8%	6.8%	6.9%	1.0	0.11%
Offers	613.1 K	1.2 K	\$439.5 K	20.9%	12.3%	7.7%	2.0	0.11%
Total	3.4 M	27.8 K	\$10.0 M	24.9%	17.4%	19.2%	8.3	0.08%

Observations

Featured Summer Promo in Benefits & Offers

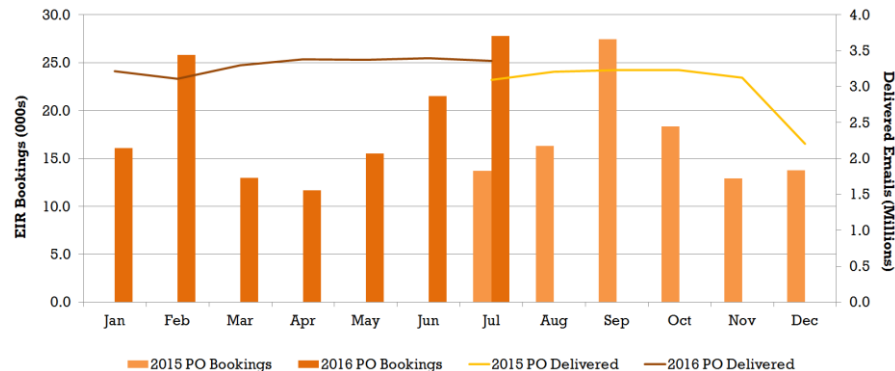
- Highest monthly clicks, CTO%, and bookings since PO launch
- 3rd highest Conv% to date
- 2nd lowest Open% since PO launch

Benefits generated highest monthly bookings & CTO% YTD resulting in 2nd highest booking/delivered in 2016

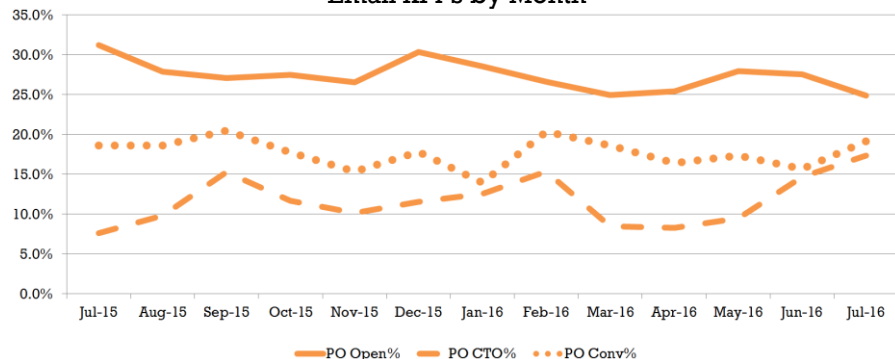
Offers generated above 2016 YTD average bookings, clicks, CTO%, Conv%, & booking/delivered

Destinations generated the 2nd highest CTO% YTD but lowest Conv%

Bookings by Month



Email KPI's by Month



Benefits overview and MoM trends

Observations

Overall

- Benefits generated the highest monthly bookings & CTO% YTD resulting in 2nd highest booking/delivered in 2016
- Featured Summer Promo (100 K points)

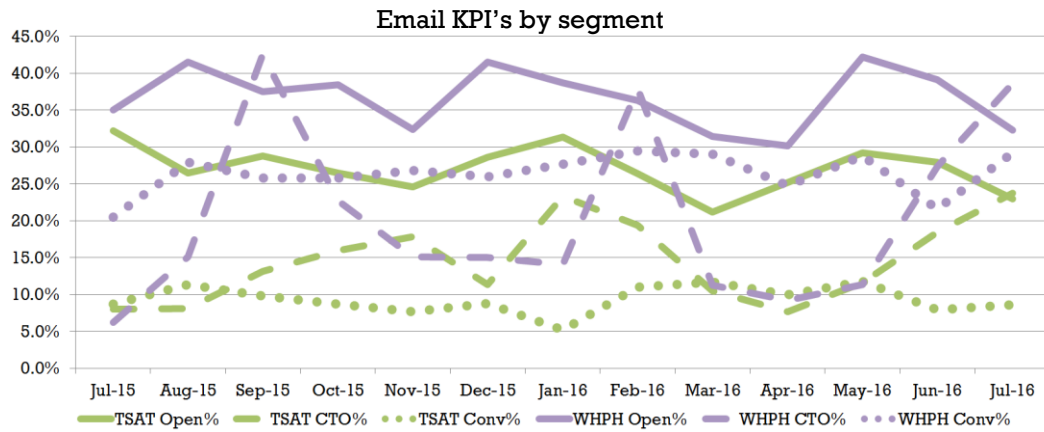
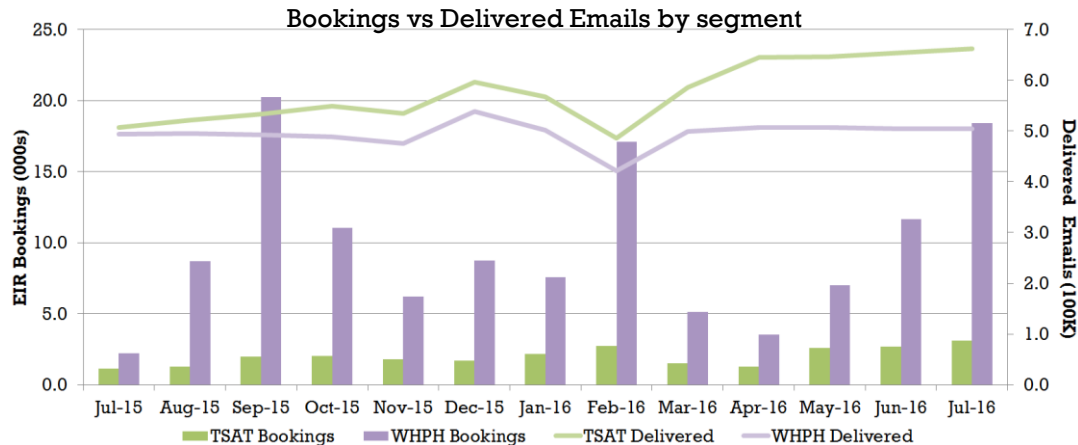
TSAT

- Highest bookings & CTO% & 2nd highest booking per delivered to date

WHPH

- 2nd highest bookings, CTO% & Conv% to date resulting in 3rd highest booking/delivered to date

Prominent feature of Summer Promo has increased engagement over consecutive months



TSAT click engagement was higher with Core versions than Benefits

July eNews/ Benefits	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT eNews	68.4 K	15.5 K	348	\$112.2 K	22.6%	25.9%	8.7%	5.1	0.11%
TSAT Benefits	662.9 K	152.1 K	3.1 K	\$1.15 M	23.0%	23.7%	8.6%	4.7	0.09%
%△					2%	-8%	-1%	-8%	
WHPH eNews	53.9 K	17.1 K	2.0 K	\$734.5 K	31.7%	39.3%	29.1%	36.2	0.04%
WHPH Benefits	504.6 K	163.1 K	18.4 K	\$6.64 M	32.3%	38.6%	29.2%	36.5	0.03%
%△					2%	-2%	1%	1%	

The subject line in the PO versions resonated better than Core versions (statistically significant)

Core eNews (All)

See Your Latest Rewards (44,440)

Jim's July Rewards (41,202)

TSAT

Jim's July Rewards (9,153)

See Your Latest Rewards (9,135)

WHPH

How to Earn Extra Points (8,943)

Jim's July Rewards (8,887)

CTO% delta between Core and PO has continued to decrease (statistically significant)

- Core versions had ~55 links while TSAT Benefits ~53 & WHPH Benefits ~47

TSAT Core generated a higher CTO% with less content than Benefits, suggesting amount of content is not the only factor in click engagement

July WHPH Benefits

July Benefits	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	504.6 K	18.4 K	\$6.6 M	32.3%	38.6%	29.2%	36.5	0.03%

Observations

2nd highest CTO% & unique clicks to date

Top Offer generated 80% of Benefits' clicks with the majority going to Summer Promo

- Typical distribution when featuring MegaBonus

While % of clicks was low to other sections, other sections appeared to generate incremental clicks

- Moments feature generated half of the clicks as Rewards while featuring 3-4x less content
- Hotel Openings section generated the 2nd most section clicks to date
- Clicks to Account Box were the 3rd lowest to date

Milestones (black Bar) generated half the clicks from when it was introduced (May)

eBreaks clicks fell by 21% MoM with a slightly lower than Email average Conv%; there may be more valuable content to present to WHPH

Account Box
6% cks, 7% bks

Search
1% cks, 1% bks

Top Offer
80% cks, 82% bks

Moments
3% cks, 2% bks

Rewards - Head
2% cks, 2% bks

Rewards - Main
3% cks, 2% bks

Redeem-Hotel
1% cks, 1% bks

eBreaks
1% cks, 1% bks

Bottom Offer
0% cks, 0% bks

Benefits

Your Account: How to Earn Extra Points

Earn
1% cks, 1% bks

Hotel Openings
2% cks, 1% bks

eBreaks
1% cks, 1% bks

July Non-Member WHPH Benefits

Non-Member Benefits

Your Free Night is just a Click Away,
[First Name]

July Non-Member Benefits	Delivered	Enrollments	EIR Revenue	Open%	CTO%	Conv%	Enroll/Del (K)	Unsub%
WHPH	5.5 K	7	\$3.5 K	25.2%	2.8%	17.9%	1.3	0.20%

Observations

Note: Enrollments counts may be incomplete

The Non-Member version of Benefits featured Free Night offer, New Member Benefits, sweepstakes, and MRCC offer, generating 48 clicks

- May Non-member benefits featured Member Rates & generated 35 clicks
- June Non-member benefits featured New Member benefits & sweepstakes & generated 28 clicks
- July version featured less content than both previous versions

June Free Night Offer solo sent generated 16 enrollments and 3.1 enrollment/delivered Email (K)

- 62.5% enrollment conversion

The screenshot shows a multi-section email layout. At the top, there's a blue header with 'First Name Last Name' and a 'Find & Reserve' button. Below this, a 'Silver 10' status bar is visible. The main content area features several promotional tiles: 1. 'Account Box' with '21%, 0 bks'. 2. 'Search' with '10%, 0 bks'. 3. 'Top Offer' with '33%, 1 bks' and a background image of a beach. 4. 'Rewards' with '15%, 0 bks' and a background image of a person on a beach. 5. 'eBreaks' with '15% clks, 0 bks' and a background image of a map of the United States. 6. 'Bottom Offer' with '4% clks, 0 bks' and a background image of a hand holding a credit card. Each tile includes a 'Join Now' or 'Join Today' button. The email also includes text like 'Oh What a Free Night!', 'Your Marriott Rewards® Are Waiting', and 'Rev Up for a trip'.

July TSAT Benefits

July Benefits	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	662.9 K	3.1 K	\$1.1 M	23.0%	23.7%	8.6%	4.7	0.09%

Observations

Highest CTO% & 2nd highest clicks to date

Top Offer generated 66% of Benefits' clicks with the majority going to Summer Promo

- Highest % of clicks to date
- 2nd highest was Jan '16 when Sweepstakes was featured

Compared to YTD average section click engagement:

- Search saw above average click engagement
- Moments feature generated half of the clicks as Rewards while featuring 3-4x less content
- City Scene generated lowest clicks
- Milestone click engagement was less than half when it was introduced and Conv% fell by 57%

MoM eBreaks click engagement fell by 21% & well below average email Conv%

Benefits

Your Account: [First Name's] July Rewards

Account Box
14% clks, 24% bks

Search
5% clks, 7% bks

Top Offer
66% clks, 60% bks

Moments
3% clks, 1% bks

Meet Demi Lovato & Nick Jonas
Be a VIP at the concert. Meet the artists and watch the show from your premium seats.

Catch & Release Sharks in Canada
Go deep fishing in the bay when you stay in the beautiful 4-star resort.

Celebrate Summer in Chicago
Join us at the City of Windy City. Enjoy a 4th of July celebration, a fireworks show, and more.

Play Center Field in Boston
Join Boston's most iconic baseball team for today's game. Seats only \$9.

Rew-Head
3% clks, 3% bks

Rew-Main
0% clks, 0% bks

My Partner for Less
Turn your points into Marriott Rewards and save 25% with MarriottPlus.

See Sagrada Família
Visit the masterpieces of Gaudí, and see the modern architecture of the Sagrada Família.

Eat, Pueria & Suffer
Enjoy the best of the city's food scene.

Dis. Shop Center with Talent
Discover the best of the city's shopping scene.

Earn
3% clks, 1% bks

Travel is More Fun With Friends
Give your friends the money on Marriott Rewards and give yourself a bonus, too. Up to \$5,000 extra.

Choose Your Island Escape
Enter for your chance to win a 5-night stay in a suite in a tropical island resort.

Redeem-Hotel
1% clks, 1% bks

Courtney House North Mountain Central Park
Find your home away from home just steps from the park, Times Square, Rockefeller Center and more great attractions.

Courtney Montreal Downtown
Escape the stress, underground city nearby.

Courtney San Diego Gaslamp
Stay in a modern style in the hip Gaslamp district.

Hotel Opens
2% clks, 1% bks

Residence Inn Maui
Sleep your way in Maui and make your family - and your wallet - happy.

Residence Inn Paris République
Tour the City of lights and experience Paris the right way.

Moxy Phoenix Tempe
Your perfect place to socialize, relax, or just sleep in a bar.

City Scene
1% clks, 1% bks

★★★ 100 restaurants with a total of 27 Michelin stars
You'll Be Enchanted by This Seaside City
Experience the art, culture and excitement of Spain's Costa Brava.

See Sagrada Família
Visit the masterpieces of Gaudí, and see the modern architecture of the Sagrada Família.

Eat, Pueria & Suffer
Enjoy the best of the city's food scene.

Dis. Shop Center with Talent
Discover the best of the city's shopping scene.

eBreaks
2% clks, 1% bks

Reverence Barcelona Hotel
Stay close away from Sagrada Família and head to your trip at our rooftop bar that boasts panoramic city views.

Travel is More Fun With Friends
Give your friends the money on Marriott Rewards and give yourself a bonus, too. Up to \$5,000 extra.

Choose Your Island Escape
Enter for your chance to win a 5-night stay in a suite in a tropical island resort.

Bottom Offer
0% clks, 0% bks

July Non-Member TSAT Benefits

Non-Member Benefits

Your Free Night is Just a Click Away,
[First Name]

July Non-Member Benefits	Delivered	Enrollments	EIR Revenue	Open%	CTO%	Conv%	Enroll/Del (K)	Unsub%
TSAT	41.4 K	58	\$1.4 K	25.7%	3.0%	18.2%	1.4	0.23%

Observations

The Non-Member version of Benefits featured Free Night offer, New Member Benefits, sweepstakes, and MRCC offer, generating 444 clicks

- June generated 337 Clicks
- May-276 Clicks

Top Offer generated 37% of Email clicks while June generated 59%

- July Non-member Benefits featured considerably less content

The screenshot displays the Marriott Rewards email interface. At the top, there's a navigation bar with 'First Name', 'Last Name', and a 'Find & Reserve' button. Below this, a 'Silver 10' status bar is visible. The main content area features several promotional tiles: 1. 'Account Box' with '16% clks, 2 bks'. 2. 'Search' with '11% clks, 1 bks'. 3. 'Top Offer' with '37% clks, 0 bks' and a 'Join Today' button. 4. 'Rewards' with '9% clks, 0 bks' and a 'Learn More' button. 5. 'eBreaks' with '19% clks, 0 bks' and a 'Plan Your Trip' button. 6. 'Bottom Offer' with '5% clks, 0 bks' and a 'Plan Your Trip' button. The interface also includes a 'Get Rewarded' section with a 'Join Today' button and a 'Get Away With eBreaks' section with a 'Plan Your Trip' button. The bottom of the email shows a map of the United States with various travel offers and a 'Plan Your Trip' button.

Offers overview and MoM trends

Observations

Overall

Offers generated above 2016 YTD average bookings, clicks, CTO%, Conv%, & booking/delivered Email

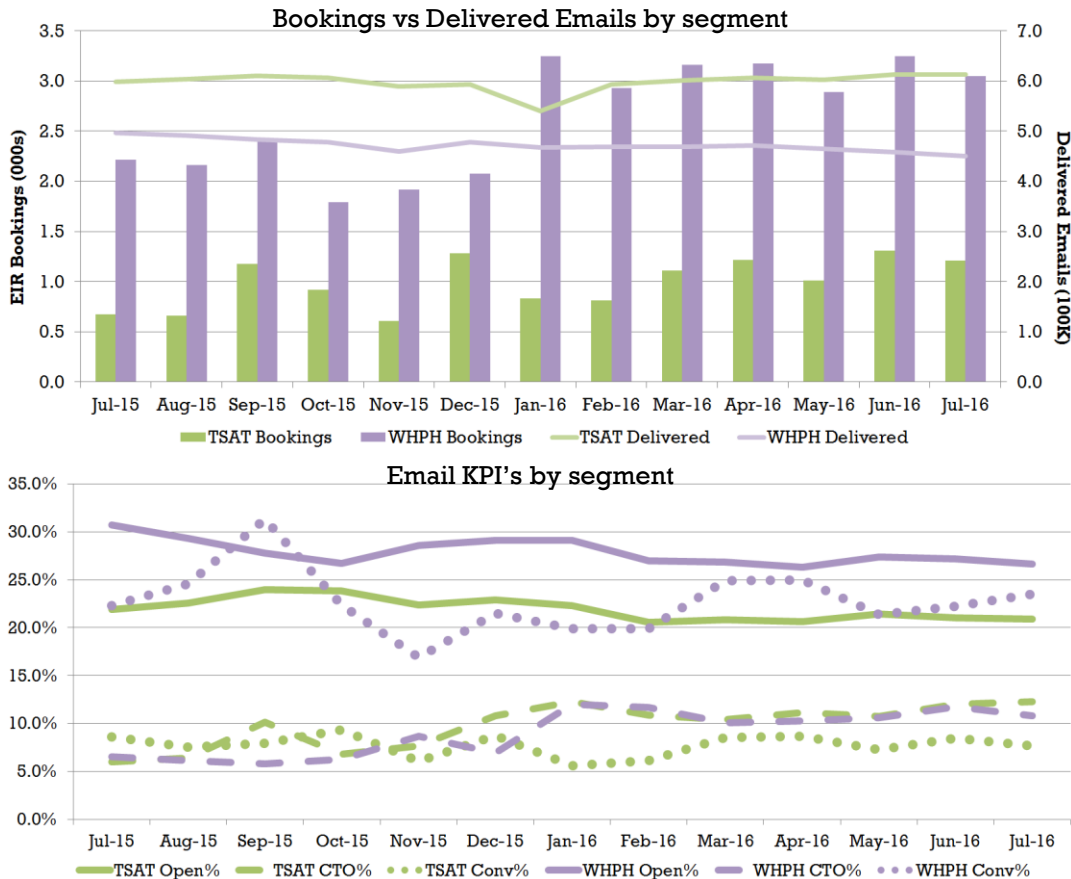
Summer Promo was featured as a distinct section for the 2nd month in a row (3rd month featured)

TSAT

- Highest clicks and CTO% of all time
- 13% & 10% higher monthly booking and booking per delivered email than 2016 YTD averages respectively

WHPH

- Generated Email KPI's consistent with 2016 YTD averages, resulting in a 6.8 booking/delivered (vs 6.7 2016 YTD avg)



TSAT click and booking engagement was higher with Core versions than Offers

July HS/ Offers	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT HS	67.3 K	14.4 K	183	\$62.8 K	21.4%	12.9%	9.9%	2.7	0.12%
TSAT Offers	613.1 K	128.2 K	1.2 K	\$439.5 K	20.9%	12.3%	7.7%	2.0	0.11%
%△					-3%	-4%	-22%	-27%	
WHPH HS	48.7 K	13.1 K	415	\$148.1 K	26.9%	11.9%	26.6%	8.5	0.04%
WHPH Offers	450.1 K	120.0 K	3.1 K	\$1.09 M	26.7%	10.8%	23.5%	6.8	0.04%
%△					-1%	-9%	-11%	-21%	

Differences in CTO% & Conv% may be due to:

- Ongoing differences between Test & Control
- Different audience composition of Summer promo eligibility & participation determined the Middle Offer creative; Audience may have had different click interaction with Earn vs Register Summer promo creative as there were 2-5x differences in Conv%

Subject line was conducted across all segments but results were aggregated

- **We Picked These Deals Just for You (101,920)**
- Your August Travel Deals (101,221)

July WHPH Offers

July Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	450.1 K	3.1 K	\$1.1 M	26.7%	10.8%	23.5%	6.8	0.04%

Observations

Generated click engagement & click volume consistent with 2016 YTD averages

Field Offers generated 44% of clicks, the lowest YTD for this section which may have been cannibalized by:

- Summer Promo (Middle Offer), 14% of clicks
- New York 20% offer (Middle Offer), 5% of clicks
- eBreaks, 6% of clicks

It is possible this would have been a low click month without these elements

Experiences Image test: Destination vs Property shot

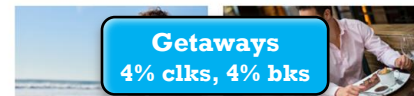
Offers

We Picked These Deals Just for You

The screenshot shows the 'Offers' section of the WHPH website. At the top, there's a banner for 'Account Box' with '16% clicks, 22% bookings'. Below it is a 'Search' banner with '6% clicks, 6% bookings'. The main content area features 'Mitchell's August Travel Deals' with a grid of offers: Cincinnati (kids free), Riviera Beach (beach chairs), Tallahassee (summer rates), Denver (zoo tickets), Scottsdale (nightly hotel), Bay area (breakfast), Nashville (stay for breakfast), Historic Davenport (brunch), and Vail (valet parking). A 'Field Offers' banner shows '44% clicks, 36% bookings'. At the bottom, a 'Middle Offer' banner promotes earning up to 10,000 bonus points for a stay, with '20% clicks, 23% bookings'. A 'Find A Hotel' button is visible at the bottom right.

Getaways that Pay

See All



Getaways
4% clicks, 4% bks

Live Like a King in San Diego

Get a free room upgrade + \$100 Visa Gift Card – then use it to rock the Gaslamp Quarter.

See San Diego

Stay in Style at the Gaylord

With a \$100 nightly resort credit, there's plenty of reason to celebrate!

Find a Gaylord

Experiences

See All

Experiences
4% clicks, 4% bks

Discover Paradise in Myrtle Beach, SC

It pays to put your feet up at this luxury spa & golf resort.

From \$199



Wine & Spa in Niagara Falls

Never tried ice wine? Fix that with a Niagara wine tour & spa credit.

From \$179

Earn 2,500 Bonus Points in Historic Denver

Turn a weekend stay in a converted bank into funding for your next trip.

From \$169

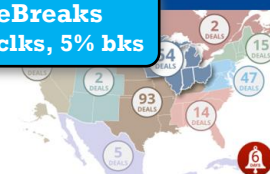


Save 20% with

eBreaks
6% clicks, 5% bks

You Deserve a Long Weekend

Make your escape and save 20% this weekend with eBreaks.



July TSAT Offers

July Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	613.1 K	1.2 K	\$439.5 K	20.9%	12.3%	7.7%	2.0	0.11%

Observations

- Highest clicks and CTO% all time

Each standard evergreen section generated an average amount of clicks; Middle offer section (a new section in June/July) received 14% of clicks which may have been incremental

- 9% Summer Promo
- 5% NY 20% offer

- It's possible less TSATs were eligible for the Summer promo and more of the audience saw the alternate Middle offer

eBreaks continued strong click engagement with Conv% slipping slightly MoM to below Email average

Offers

We Picked These Deals Just for You

Account Box
16% clicks, 34% bks

Search
10% clicks, 15% bks

Field Offers
44% clicks, 27% bks

Middle Offer
14% clicks, 14% bks

YOU COULD WIN 100,000
Win 100,000 Points [FNAME]!
Stop daydreaming about that dream trip and enter to win our sweet summer sweepstakes.

Getaways that Pay
5% clicks, 3% bks

Experiences
4% clicks, 2% bks

eBreaks
6% clicks, 5% bks

Destinations overview and MoM trends

Observations

July continued a theme of Road Trips from June

- Offered specific routes and itineraries targeted by geography
- Content linked to Traveler
- Introduced Social Share with Twitter
- Reaction module for travel type preferences

Destinations generated the 2nd highest CTO% YTD but lowest Open% & Conv%

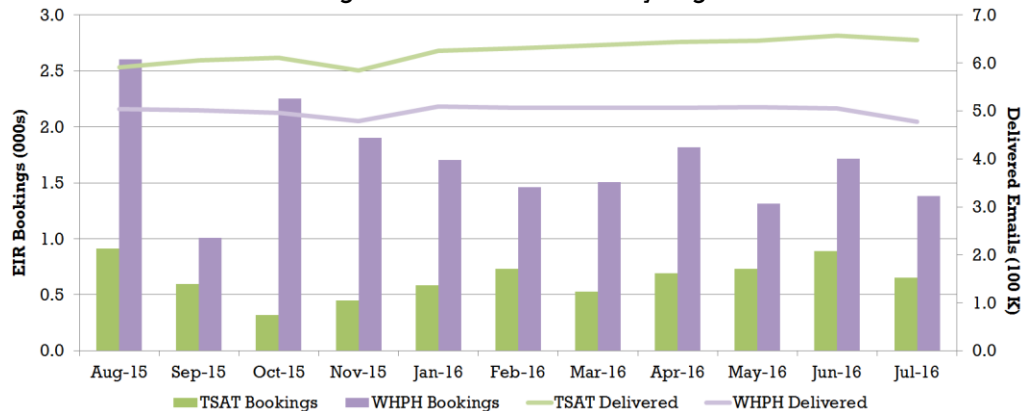
TSAT

- 2nd Highest CTO% YTD
- 2nd lowest Open% and lowest Conv% YTD

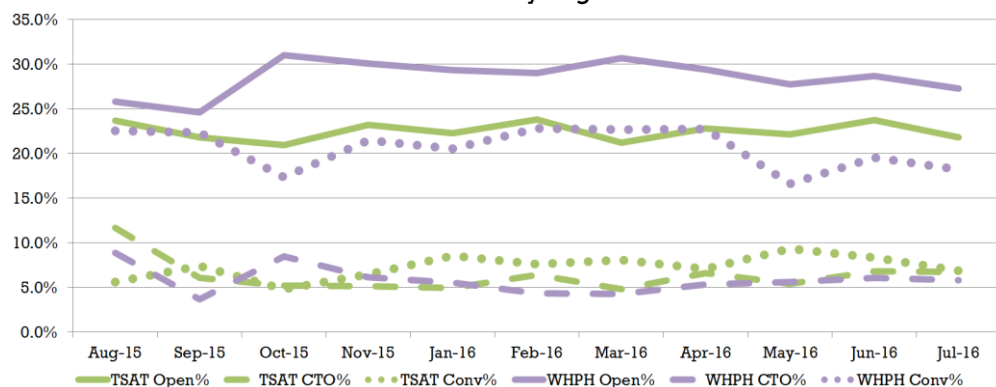
WHPH

- 2nd Highest CTO% YTD
- Lowest Open% and 2nd lowest Conv% YTD

Bookings vs Delivered Emails by segment



Email KPI's by segment



PO Segments – Control Group Destinations vs PO Destinations

July Destinations	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT Core	66.8 K	15.3 K	109	\$29.8 K	22.9%	7.3%	9.7%	1.6	0.10%
TSAT PO	647.4 K	141.2 K	655	\$205.2 K	21.8%	6.8%	6.9%	1.0	0.11%
%△					-5%	-8%	-29%	-38%	
WHPH Core	51.0 K	14.8 K	203	\$73.5 K	29.0%	5.9%	23.3%	4.0	0.04%
WHPH PO	478.1 K	130.3 K	1.4 K	\$477.5 K	27.3%	5.8%	18.2%	2.9	0.05%
%△					-6%	-1%	-22%	-27%	

Core Destinations

Don't Miss This Road Trip! (56,250)

3 Ultimate Summer Road Trips (55,351)

Your Ultimate Road Trip Guide (55,252)

TSAT

Don't Miss This Road Trip! (4,347)

Your Ultimate Road Trip Guide (4,137)

3 Ultimate Summer Road Trips (4,049)

WHPH

Your Ultimate Road Trip Guide (5,407)

Don't Miss This Road Trip! (5,308)

3 Ultimate Summer Road Trips (4960)

That Global Control & Test TSATs had the same winning subject lines & there was a 6% difference in Open rate suggests:

- Differences in global control vs test segment composition or test experience
- Open% differences less than 6% may be noise

There were significant differences in Conv% between Test & Control

- There may be a tracking/reporting issue
- Test & Control may have received different % of West/East Coast versions & may have had different Conv% with each

July WHPH & TSAT Destinations

July Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	478.1 K	1.4 K	\$477.5 K	27.3%	5.8%	18.2%	2.9	0.05%
TSAT	647.4 K	655	\$205.2 K	21.8%	6.8%	6.9%	1.0	0.11%
Total	1.1 M	2.0 K	\$682.7 K	24.1%	6.3%	11.9%	1.8	0.08%

Observations

Note: Reporting did not distinguish West/East coast versions; this has been fixed for August

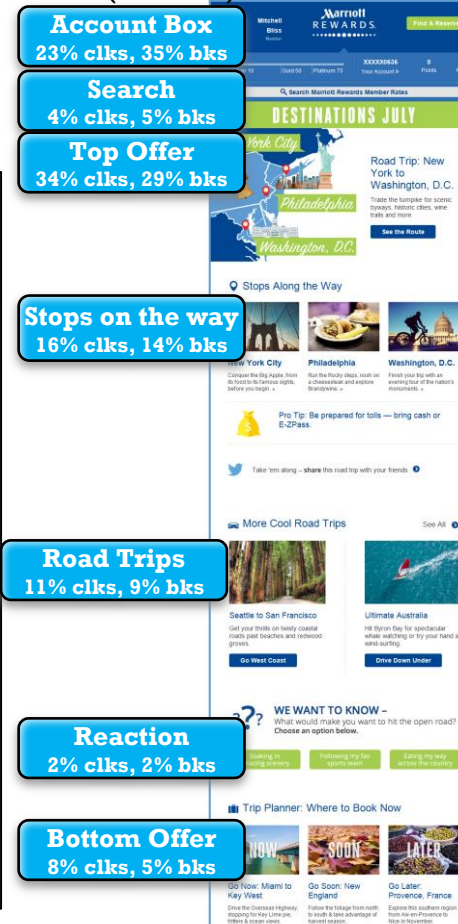
Majority of clicks were to the main Top Offer CTA

Account box generated below average click engagement suggesting higher interaction with content

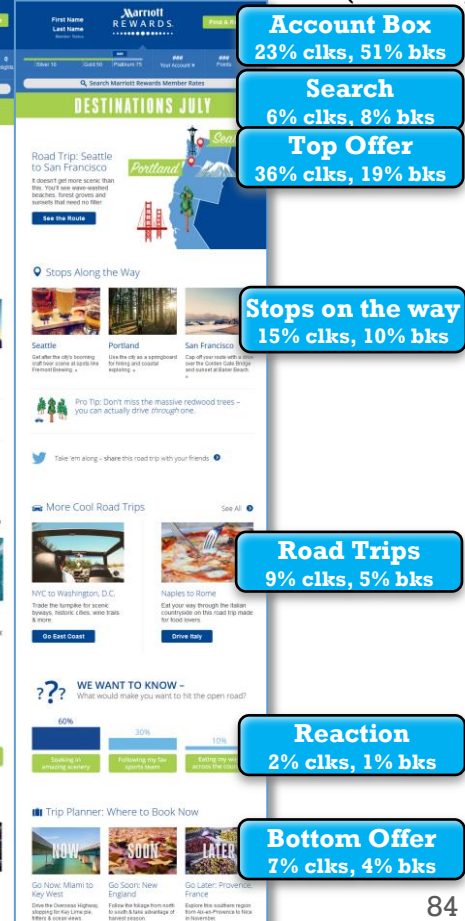
For both segments East/West version send ratio was ~ 60/40

- Highest clicked location-themed content were in East Coast versions
 - Seattle to SF in More Cool Road Trips
 - NY in Stops Along The Way
 - Washington DC in Stops Along The Way
- There was near parity with TSAT while WHPH clicked significantly more on Seattle to SF

WHPH (East+West)



TSAT (East+West)



+ Thank You!



Appendix