



MARCH 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

May 5th, 2017

yes

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MARCH 2017 EMAIL PROGRAM SUMMARY

Drove **14% more traffic YoY** driven from 2nd highest mailing volume since 2012

436 K clicks were driven for **Mobile App Sweepstakes** by eNews, Solo, and Hotel Specials

Members showed positive click engagement with:

- Multiple personalized content in **eNews** (again)
- **Hotel Specials** Field Offers & an increase in offers displayed

Destinations generated the **2nd most clicks** in the past year leveraging Summer theme, regional targeting and best practice layout

Spring MegaBonus reminders leveraged multiple tactics to maximize registration & bookings

Lifecycle updates continued with Buyback, Near level, Renewers & Onboarding and Welcome

Test Summary: Offer copy, image testing, subject line optimization

		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	20.0 M +4.7%							
	Total	114.7 M	14.4 M	10.4 M	12.4 M	50.6 M	7.0 M	13.9 M	6.0 M
	Delivered	36.2%	22.7%	2.5%	15.0%	79.8%	29.4%	15.4%	1.3%
	Unsub Rate	0.15% -0.1 pts	0.12% -0.2 pts	0.17% 0.0 pts	0.13% -0.2 pts	0.12% -0.2 pts	0.24% -0.4 pts	0.24% -0.1 pts	0.26% 0.1 pts
	Delivery Rate	99% 0.7 pts	99% -0.1 pts	99% 2.8 pts	100% 0.3 pts	99% 0.9 pts	97% -0.2 pts	99% -0.4 pts	96% -0.1 pts
Engagement	Open Rate	21.8% -1.4 pts	20.9% 0.9 pts	19.0% -0.2 pts	22.2% -0.3 pts	21.0% -3.8 pts	29.5% -4.6 pts	22.7% 1.7 pts	23.4% -1.0 pts
	Opens	25.0 M 28.1%	3.0 M 28.4%	2.0 M 1.5%	2.8 M 13.4%	10.6 M 52.5%	2.1 M 12.1%	3.2 M 24.5%	1.4 M -2.9%
	Click Rate	1.9% -0.4 pts	2.8% 0.0 pts	1.5% -0.2 pts	1.7% 0.6 pts	1.7% -1.2 pts	5.3% -1.0 pts	0.7% -0.0 pts	1.2% 0.4 pts
	Unique Clicks	2.1 M 14.2%	399.1 K 23.8%	153.4 K -10.8%	210.1 K 82.9%	850.1 K 5.6%	368.0 K 9.1%	95.0 K 15.2%	70.4 K 54.1%
	Click to Open Rate	8.6% -1.0 pts	13.2% -0.5 pts	7.8% -1.1 pts	7.6% 2.9 pts	8.0% -3.6 pts	17.8% -0.5 pts	3.0% -0.2 pts	5.0% 1.8 pts
Financial	Bookings	44.1 K -19.2%	5.0 K -49.4%	4.9 K -30.1%	4.9 K -5.5%	16.1 K -0.7%	7.1 K -34.2%	3.0 K 2.3%	3.1 K 21.9%
	Revenue	\$14.0 M -21.2%	\$1.7 M -46.9%	\$1.6 M -31.9%	\$1.6 M 0.5%	\$5.0 M -6.6%	\$2.3 M -37.3%	\$820.8 K 0.2%	\$1.1 M 20.7%
	Conversion Rate	2.1% -0.8 pts	1.3% -1.8 pts	3.2% -0.9 pts	2.3% -2.2 pts	1.9% -0.1 pts	1.9% -1.3 pts	3.2% -0.4 pts	4.5% -1.2 pts
	Bookings per Delivered(K)	0.4 -40.6%	0.4 -58.8%	0.5 -31.8%	0.4 -17.8%	0.3 -44.8%	1.0 -49.1%	0.2 -11.3%	0.5 20.3%

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

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

Note: Error in
Omniure financials

CTO% decreased 11%, however delivery & open increases led to 14% increase in YoY clicks

eNews delivery was +20% YoY & CTO% nearly flat ft Mobile Swps

Hotel Specials CTO% was a 6-month high with middle offer

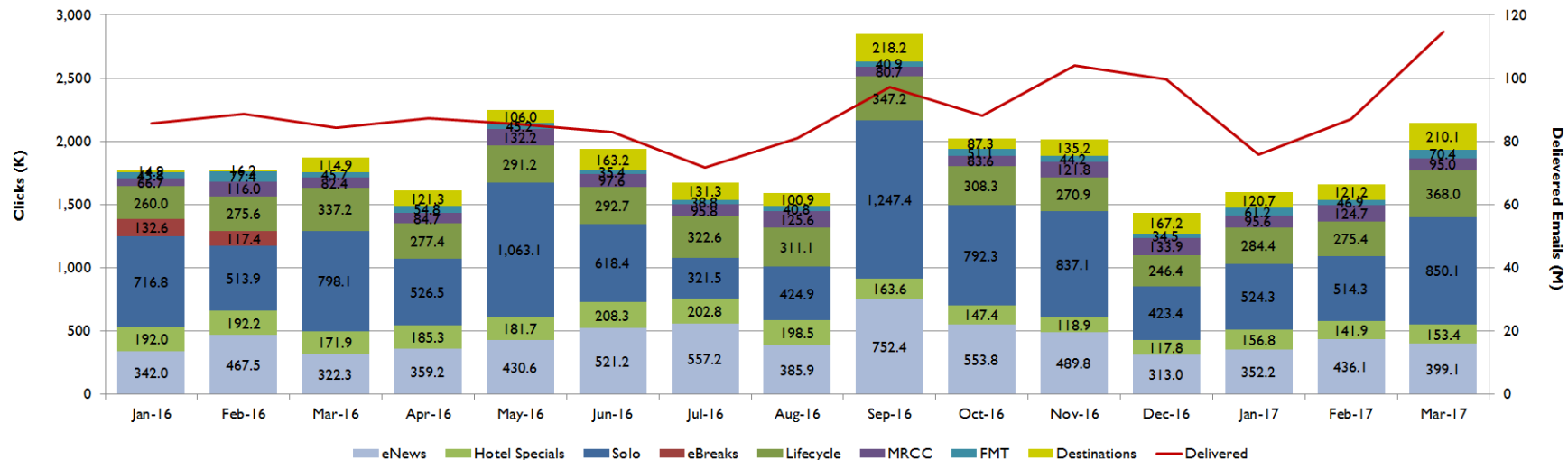
Destinations Summer theme Open% was flat but CTO% increased 61% YoY

YoY **Solos** Open% & CTO% fell due to non-booking CTAs

Lifecycle Open% fell 13% YoY; Existing member welcome error & Incent Redeem 6-month refresh

MRCC featured 100 K offer

HIGHEST SOLO VOLUME MONTH IN 15 MOS

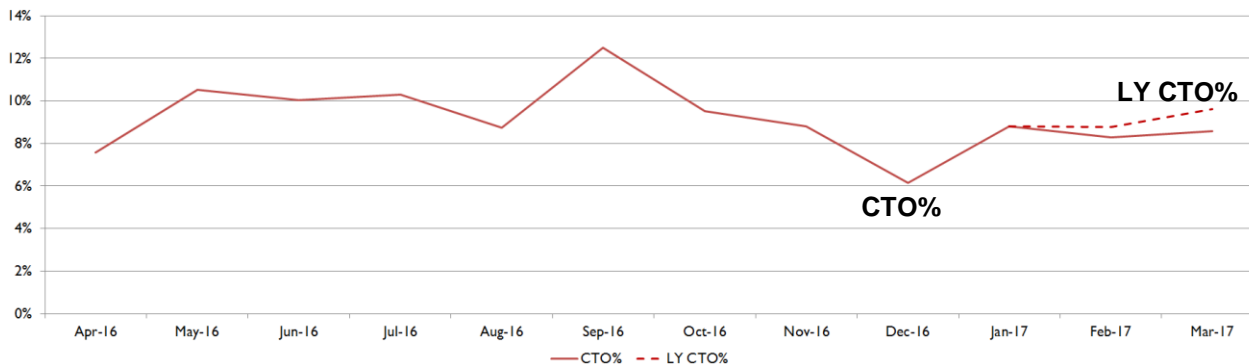
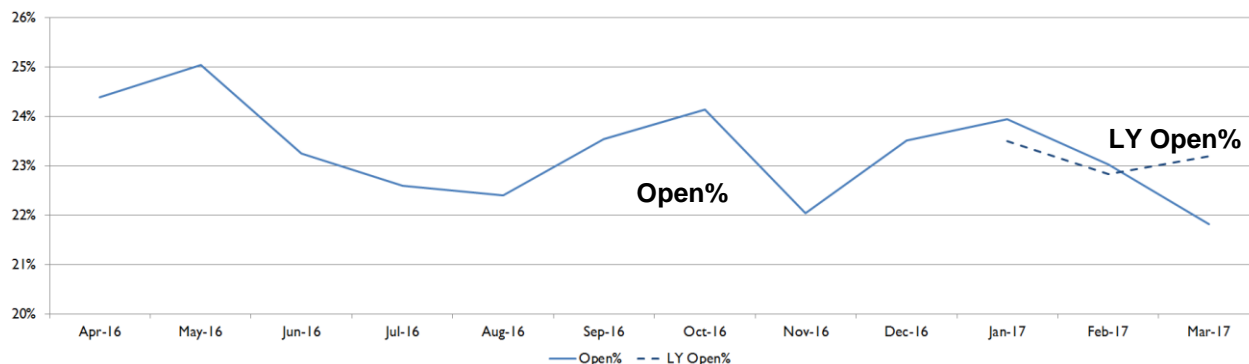


March Key Solo Mailings

	<u>Delivered / Clicks</u>
Mar '17: Mobile App Sweeps	10.9 M / 204 K
MB Last Chance Reg Reminder	7.7 M / 166 K
Freddie's Reminder	9.2 M / 121 K
RewardPlus Elevated Offer	10.7 M / 118 K
Marriott Vacation Club	7.3 M / 98 K

	<u>Delivered / Clicks</u>
Mar '16: ShopMarriott Sweeps	11.1 M / 386 K
Freddie's Reminder	11.2 M / 174 K
MB Reg Reminder	1.6 M / 73 K
MB Achievement	79 K / 43 K

HIGH VOLUME BUT LOW ENGAGEMENT SOLOS DECREASED OPEN% & CTO%



Open% was the lowest since Jan '16

- March delivery volume was the highest since Jan '16
- Below avg Open% from MVC & Freddie Awards Reminder

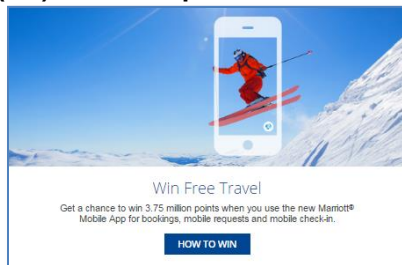
CTO% was down 11% YoY and 7% below the 12-month average; below avg campaigns

- Hotel Specials
- Mobile App Sweep
- MVC
- Rewards Plus Solos

KEY STORYLINES

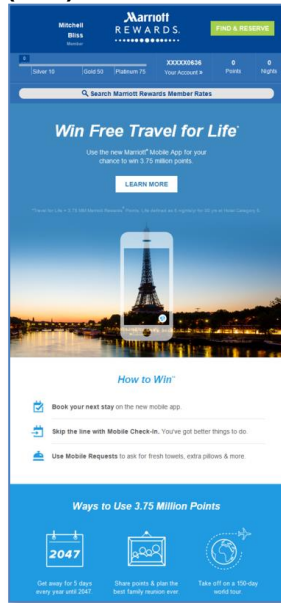
MOBILE APP SWEEPS WAS SUPPORTED WITH THREE TOUCHPOINTS

(3/17) eNews Top Offer: 226 K clicks



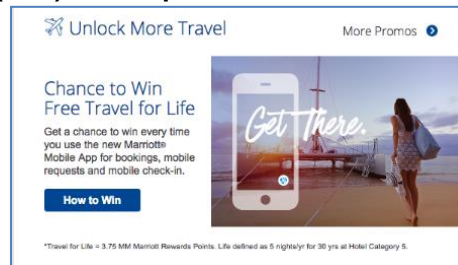
Similar clicks to
MegaBonus

(3/17) Solo: 204 K clicks



Underperformance
vs other Sweeps?

(3/28) Hotel Specials module: 5 K clicks



Fatigue by the 3rd touch?

Mobile App Sweepstakes	Delivered	Clicks
eNews Mar '17	14.4 M	226.4 K
Solo	11.0 M	204.3 K
Hotel Specials Mar '17	10.4 M	4.9 K
Total	35.7 M	435.7 K

eNews: MegaBonus-like clicks

- 54% of total clicks

Lower KPIs vs other Solo

Sweepstakes Solos	Delivered	Open%	CTO%
Mobile App (Mar '17)	11.0 M	23.5%	7.9%
Courtyard NFL (Oct '16)	9.9 M	19.2%	2.6%
Cruises Only (Sep '16)	7.5 M	18.1%	20.7%
ShopMarriott (Mar '16)	11.1 M	22.4%	15.5%

- Only Mobile App sweeps had eNews preceding Solo

Relatively low clicks in Hotel Specials suggest fatigue

- Consider later touches to leverage urgency
- Higher placement may have increased click engagement

CONCRETE DETAILS OF THE SWEEPSTAKES SOLO GENERATED A HIGHER OPEN%

Winning Subject line

Win 3.75 Million Points

32.5% Open%

Win Free Travel for Life

30.9% Open%

Continued trend that specific details generate higher response

Final* Open% was 23.5% suggesting:

- This email generated an immediate response**
- There are behavioral patterns to time of day engagement

Lower volume emails may benefit from time of day testing

* Winning Open% was from cut-off time of Test & Roll

** Some campaigns' Open% rate is lower than final Open%

ENEWS SHOWED POSITIVE ENGAGEMENT TRENDS

Freddie's (Top Offer 2) generated the most clicks of any non-promotional content in this section (e.g. Atlantis offer, NFL Experience, Road Trip)

Redeem Points: Higher engagement trend in March/April

- **Shop with Points** generated the 2nd most Rewards section clicks
- **Targeting Moments** continued to generate higher click engagement

Hamilton (150K+ pts) 0.10% Click%

Rock & Roll Hall of Fame (75K-149K pts) 0.03% Click%

New Experiences (<75K pts) 0.02% Click%

Note: Overall engagement to this section was less than in Feb '17

Hotel Openings generated 4% more clicks than section avg

- Striking imagery
- Targeting destinations by US & ROTW

Continued to generate incremental gains through targeted content

Freddie's 5%



Ready? Freddie!
Please vote in the Freddie Awards to make Marriott Rewards® Program of the Year for the 10th year in a row.

[Vote Now](#)

Redeem Points 3%

REDEEM POINTS



Tickets Available: "Hamilton
An American Musical"
Use your points to bid on tickets for the Chicago show.

[Bid Points](#)



Shop with Points
Check out the newest items you can purchase with points.

[Browse Products](#)

Hotel Openings 2%

NOW OPEN



Marriott Marquis® Houston

Float around our Texas-shaped lazy river or enjoy a cocktail at High Dive bar – all on the roof.

[SEE HOUSTON](#)



French Leave Resort,
Autograph Collection®
Bahama breezes and pink sand beaches are just a click away.

[Book Now](#)

AUTOGGRAPH COLLECTION HOTELS

ENEWS UNDERPERFORMING CONTENT

Cash+Points: 7% less clicks than the avg milestone in Account Module

- New icon did not appear to increase click engagement

MegaBonus Spring '17 - less than half the clicks when typically featured in Rewards

- Consistent with engagement in other months & campaigns

Hertz offer generated 78% lower clicks MoM

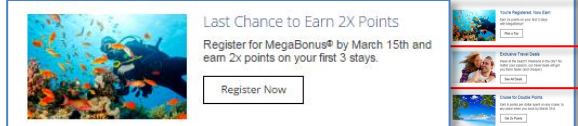
- May not have had 100% rotation
- Did not feature discount in CTA nor personalized headline (as in Feb)

New eBreaks creative generated half the click volume as 11-mo avg

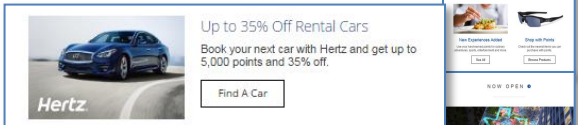
Account Module 3%



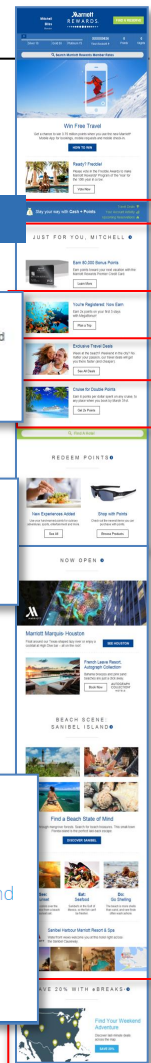
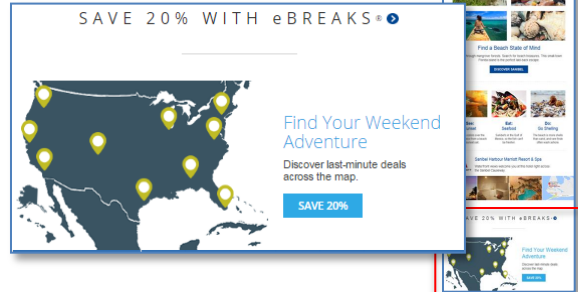
MegaBonus 3%



Hertz <1%



eBreaks 1%



CTO% WAS THE HIGHEST SINCE SEP '16

Field Offers click engagement increased compared to recent months

- Generated the most clicks since Sep '16 and the highest % of clicks since Feb '16

Consider opportunities to increase number of offers to maximize click engagement

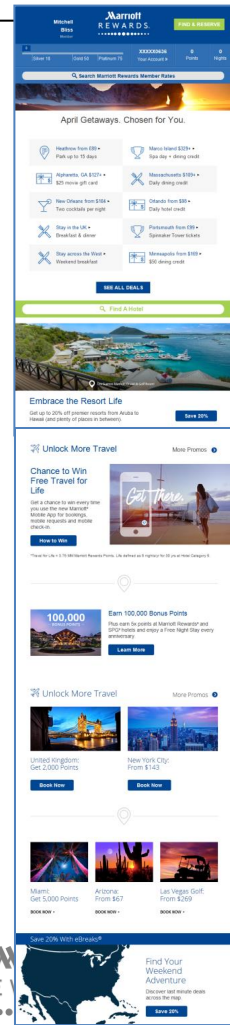
1) Addition of **Middle Offer** (20% Resort Offer) generated incremental clicks

- First Middle Offer since Nov '16
- Previous Middle Offers have been MegaBonus, Flash Offers; Resort Offer generated the least clicks of any Middle Offer

2) The number of offers/content in curated offers section influences click engagement

- Getaways** ft 2 pieces of content & generated 28% fewer clicks than 12 month avg
- Experiences** ft 5 offers and generated 15% higher click volume than 12 month avg



eBreaks generated 40% fewer clicks than 12 month avg



OFFER DETAILS IN HEADLINE GENERATED 35% HIGHER CTO% THAN IN CTA

Headline

✈️ Unlock More Travel More Promos ▶







United Kingdom:
Get 2,000 Points

New York City:
From \$143

[Book Now](#) [Book Now](#)

**0.50%
Section CTO%**

Miami:
Get 5,000 Points



Arizona:
From \$67

Las Vegas Golf:
From \$269

[BOOK NOW ▶](#) [BOOK NOW ▶](#) [BOOK NOW ▶](#)

CTA

✈️ Unlock More Travel More Promos ▶







United Kingdom:
Free Breakfast on Weekends

New York City:
Prepay & Save up to 20%

[Get 2,000 Points](#) [From \\$143](#)

**0.37%
Section CTO%**

Miami:
Luxury Weekends

Arizona:
Save up to 30%

Las Vegas:
Golf Package

[GET 5,000 POINTS ▶](#) [FROM \\$69 ▶](#) [FROM \\$269 ▶](#)

Experiences section tested offer value in Headline vs CTA

Headline generated 35% higher CTO% than **CTA** at the section level

Note: CTA Value generated a slightly higher (0.3%) CTO% at the campaign level

2ND MOST CLICKS IN THE PAST YEAR

Engagement to the content we want

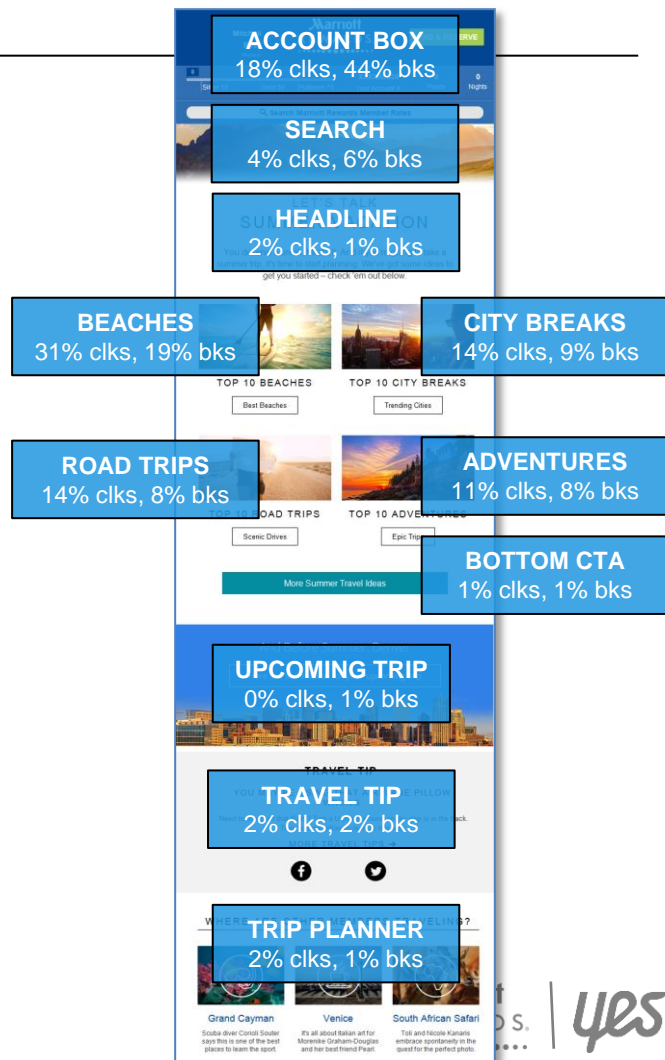
- Account Box :lowest % clicks since Jul '16, Search 2nd lowest
- Top 10 section generated the highest % of clicks and click volume since Jul '16
- Highest traffic day for Traveler's

Click-centric focus in design & copy

- 2-up design (similar to successful Sept and Dec Destinations)
- Minimal copy, **Lists may not need supporting copy**

Top 10 **Beaches** generated the most engagement (as usual)

- > 2x click volume of any other Top 10 content
- Most clicked piece of content since Jul '16



MAR '17 US/ROTW VERSIONS GENERATED HIGHER CTO% VS JUL '16

US
Mar'17

Jul '16 East

Mar'17 generated significantly higher CTO% than April with the same type of targeting

- More recommendations (4 Top 10 lists) with greater breadth of travel opportunities
- Easier to consume? 3 distinct sections vs 6
- Less copy

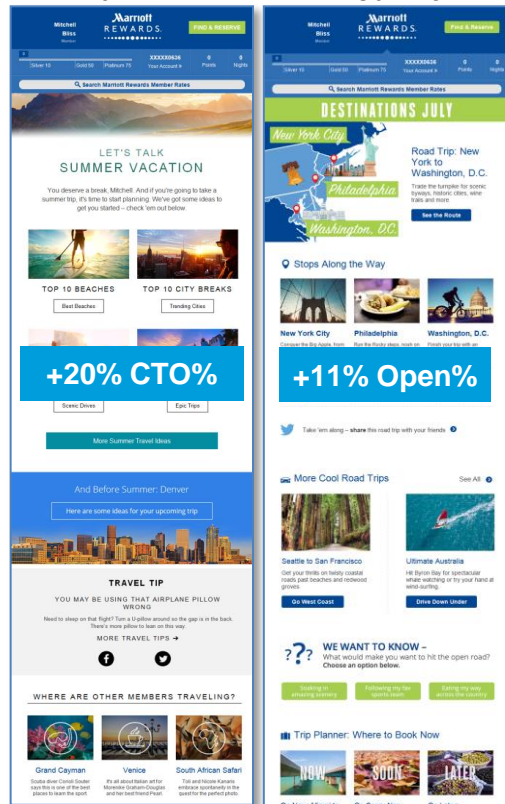
ROTW
Mar'17

Jul '16

"FOMO" MAY BE POWERFUL COPY FOR US AUDIENCE

US
Mar'17

Jul '16



US/ROTW responded uniquely to subject lines

Mar '17 ROTW generated a higher Open% than Jul'16

- Mar '17: *Jim, Let's Talk Vacation*
- Jul '16: *Jim, Don't Miss This Road Trip!*

But Jul '16 US generated a higher Open rate

Mar'17

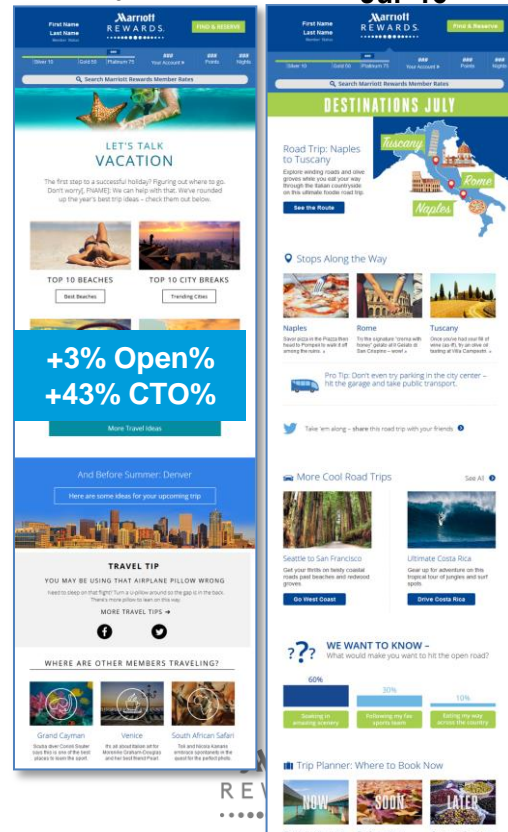
Jul'16

- *Jim, Let's Talk Summer Vacation*
- *Here's Where You Should Go This Summer*
- *40 Best Summer Vacation Ideas*
- *Jim, Don't Miss This Road Trip!*
- *3 Ultimate Summer Road Trips*
- *Your Ultimate Road Trip Guide*

Consider FOMO for future subject lines

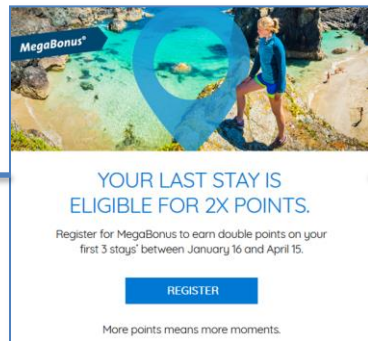
Mar'17 ROTW

Jul '16



MEMBERS WITH AN ELIGIBLE STAY RECEIVING BASE OFFER RESPONDED WELL TO REMINDERS

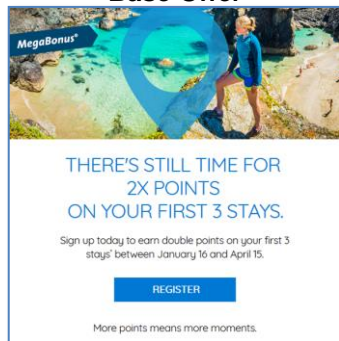
Base Offer with Eligible Stays



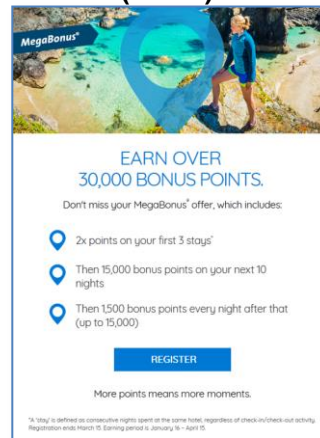
2X HIGHER
CTO% THAN...

SIMILAR OPEN%
& CTO% TO...

Base Offer



30K (& 45K) Offer



Base Offer + Stay remained a highly responsive segment of the base offer; vs Base:

- 29% higher Open%
- 214% higher CTO%

Performance may be inherent to the segment or due to the targeted copy

Establishing a control group would help answer:

Did targeting content increase their response?

NO COMPELLING EVIDENCE TO THE BENEFIT OF DYNAMIC AND URGENT SUBJECT LINE

MegaBonus Last Chance Registration Reminder

2017 Subject line

*1 Day Left: Register for
[45,000] Points*

20.6% Open%

2016 Subject line

*There's Still Time to Earn
Your Free Night*

53.2% Open%

This Reminder went out to 5x the audience, likely impacting Open%

Why did Open% favor 2016?

- Different offer structure
- 5x delivery volume difference

Could 2017 have been better?

- Open% decrease from Reminder to Last Chance Reminder was less in 2017 (7% vs 9%)

A/B subject line test would provide concrete results

1ST LAST CHANCE BOOKING REMINDER SOLO DROVE HIGH RESPONSE

High interest and booking response

- 55% Open%, 2x greater than program avg
- 9.4% Conv%, 4x greater than program avg

Personalized status update was the best subject line

Your MegaBonus Status So Far (96.6%)

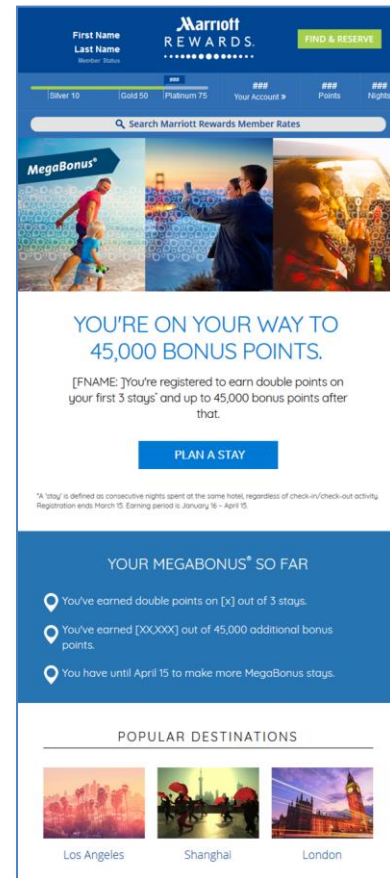
Next Steps for Your MegaBonus (91.7%)

You're Registered: 2x Points (84.0%)

Relevant content

- Featured module that contained progress tracker
- Popular destinations (based on M.com data)

Consider hold out group to understand incremental gains from this touchpoint



UPDATES CONTINUED TO MAINTAIN OPEN% IMPROVEMENT

	2016 Subject Line	New Subject Line	Open% Lift vs 2016 Avg.
Series 1	How to Use Your Rewards Account	Monday Tip 1 of 4: Manage Your Account	-0.3%
Series 2	How to Earn Points: No Travel Required	Monday Tip 2 of 4: Your Points Guide	12.4%
Series 3	Let's Plan Your Next Trip	Monday Tip 3 of 4: Indulge Within Reach	5.4%
Series 4	You Have 50 M New Friends	Monday Tip 4 of 4: Connect With Us	16.2%

- Updates

 - Deployed Monday
 - Sequencing in SL
 - SL copy updates

March was first full month of data since updates

3rd highest Open% since launch

- Sequencing & subject line updates appeared to help Open rates

CTO% was the 2nd lowest since launch, **suggesting an opportunity to improve content**

WELCOME SERIES SUBJECT LINE UPDATES CONTINUED TO NEGATIVELY IMPACT OPEN%

	Previous Subject Line	New Subject Line (Mar '17)	Open% Lift vs 2016 Avg.
Welcome	Welcome to Marriott Rewards	Welcome to Marriott Rewards [FNAME]!	-13.6%
EES1	Personalize Your Experience: Tip 1 of 3	Tip 1 of 3: Personalize Your Account	-12.2%
EES2	Earn and Redeem Points: Tip 2 of 3	Tip 2 of 3: Get More From Your Points	-13.7%
EES3	Get Our best Available Rate: Tip 3 of 3	Tip 3 of 3: Get the Lowest Price	-12.4%

Subject line changes

- Moved up sequencing
- Updated Subject lines

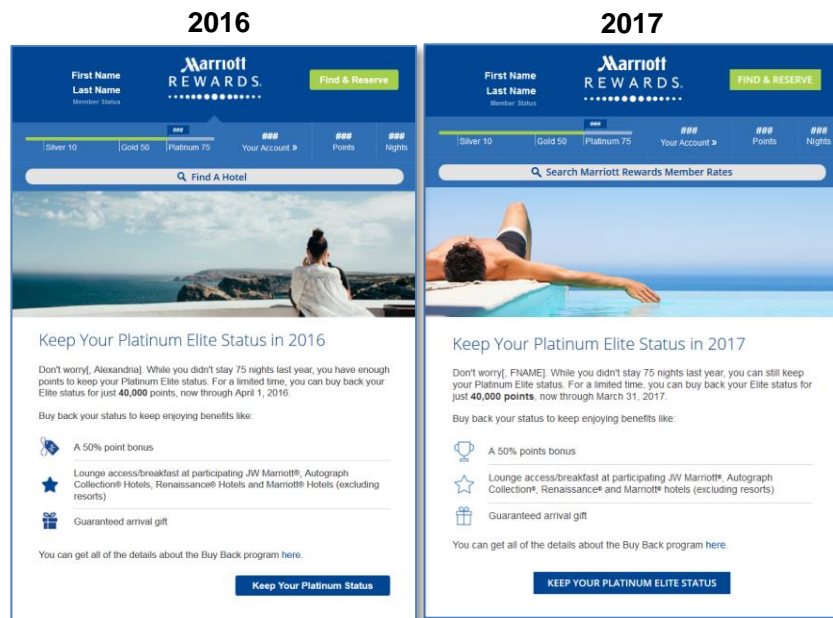
Subject line & partial content updates on 2/7

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

Recommend subject line optimization & revisiting placement of sequencing

NOTE: In March, Welcome Points delivery volume was ~37% above average for campaign and individual Emails which may have influenced performance

MINOR DESIGN UPDATES DID NOT IMPROVE KPIS



- New image, bullet points
- Updated CTA

Lifecycle: Elite BuyBack Total	Delivered	Open%	CTO%
2017	312.0 K	37.2%	17.7%
2016	355.0 K	38.0%	19.9%
Δ	-12.1%	-2.2%	-11.1%
Lifecycle: Elite BuyBack Silver	Delivered	Open%	CTO%
2017	193.9 K	32.9%	12.6%
2016	201.6 K	31.9%	15.3%
Δ	-3.9%	3.1%	-17.8%
Lifecycle: Elite BuyBack Gold	Delivered	Open%	CTO%
2017	81.2 K	44.8%	24.3%
2016	107.3 K	44.9%	23.0%
Δ	-24.3%	-0.4%	5.5%
Lifecycle: Elite BuyBack Platinum	Delivered	Open%	CTO%
2017	36.9 K	42.7%	23.3%
2016	46.0 K	48.6%	26.5%
Δ	-19.9%	-12.0%	-12.3%

Open% decreased 2% YoY despite leveraging the same subject line:

SL: Keep your [LEVEL] Elite status for [YEAR]

Overall CTO% decreased 11% YoY

- Exception: Gold version saw a YoY CTO% increase of 5.5%

Audience composition may have influenced YoY performance

- As suggested by difference audience sizes

More aggressive changes may be required to create positive impact

UPDATES APPEARED TO DECREASE KPIS

Original Version

Updated Copy

First Name Last Name Member Status

Marriott REWARDS Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » Points Nights

Discover discounts around the world, travel packages, and more.

You're 2 Nights Away From Silver Elite Status

(First Name), your loyalty has you on the road to Silver Elite status. You're just 2 nights away from securing even better benefits for the next year. Book now and soon these rewards will be yours.

8 / 10 NIGHTS TO SILVER

[Book Now](#)

We Think You'll Enjoy Silver Benefits

With Silver Elite Status, you'll enjoy a 20% bonus on points, our reservation guarantee, priority late checkout, and more.

[See All Benefits](#)

Achieve Instant Silver Elite Status

Get 15 Elite Night Credits every year & Silver status when you become a Marriott Rewards® Premier Credit Card member.

[See Details](#)

Guaranteed Elite Status

Get 15 Elite Night Credits every year & Silver Elite status when you become a Marriott Rewards® Premier Credit Card member.

[Learn More](#)

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

You're 2 Nights Away From Silver Elite Status

You're so close to Silver Elite status, First. Book now and discover the next level of member benefits.

[Plan a Stay](#)

8 / 10 NIGHTS TO SILVER

Benefits of Silver Elite

As a Silver Elite member, you'll get 20% more points on stays, priority late checkout, our reservation guarantee and more. Plus, You'll also be eligible for Preferred status at SPG.

[See All Benefits](#)

Guaranteed Elite Status

Get 15 Elite Night Credits every year & Silver Elite status when you become a Marriott Rewards® Premier Credit Card member.

[Learn More](#)

- Simplified top copy
- Updated CTAs
- SPG preferred status copy

Lifecycle: Near Level Total	Delivered	Open%	CTO%
Mar '17	28.0 K	45.6%	15.6%
2016 Average	48.5 K	49.5%	17.5%
Δ	-42.3%	-7.8%	-10.9%
Lifecycle: Near Level Silver	Delivered	Open%	CTO%
Mar '17	16.2 K	43.8%	16.7%
2016 Average	26.2 K	44.6%	19.1%
Δ	-38.3%	-2.0%	-12.8%
Lifecycle: Near Level Gold	Delivered	Open%	CTO%
Mar '17	10.0 K	47.3%	13.4%
2016 Average	15.0 K	52.0%	14.4%
Δ	-33.2%	-8.9%	-7.0%
Lifecycle: Near Level Platinum	Delivered	Open%	CTO%
Mar '17	1.8 K	53.2%	18.5%
2016 Average	7.3 K	62.0%	18.7%
Δ	-75.4%	-14.2%	-1.1%

2 indicators performance decreased

- **Both Open% and CTO% fell YoY** with the update
- Feb, pre-update, did not experience the same negative YoY changes (Open% increased while CTO% fell 12% vs 21%)

Open% decreased YoY across all elite status

- Previous SL: [LEVEL] Elite Status is within your reach
- Current SL: You're [X] Nights Away from [LEVEL] Elite Status

CTO% fell YoY for all versions

- Updates seem unlikely factors

Recommendations planned for Lifecycle update

MARCH TESTING SUMMARY

- ✓ HOTEL SPECIALS VALUE/PRICE PLACEMENT
- ✓ DESTINATIONS TRIP PLANNER IMAGE
- SUBJECT LINE OPTIMIZATION

IMAGES GENERATED A HIGHER CTO% WITHOUT ICONS

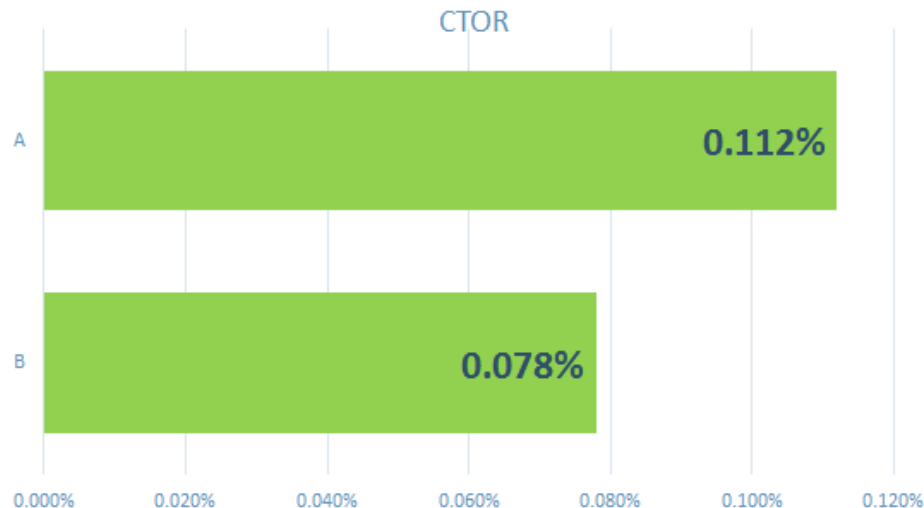
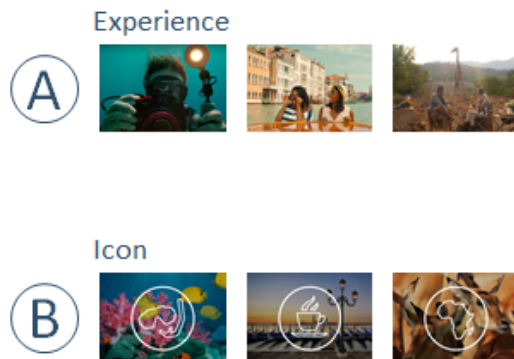
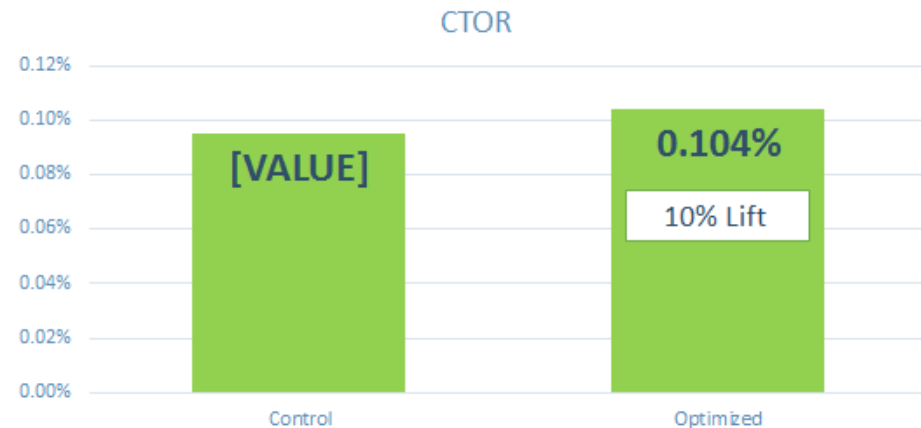
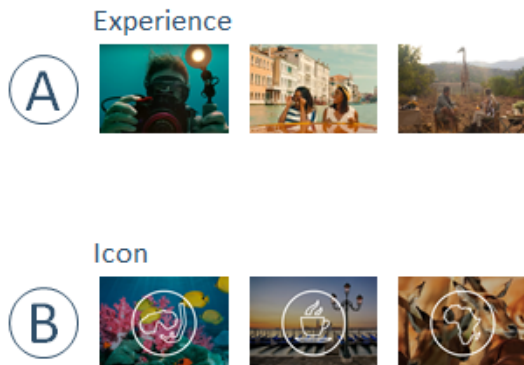
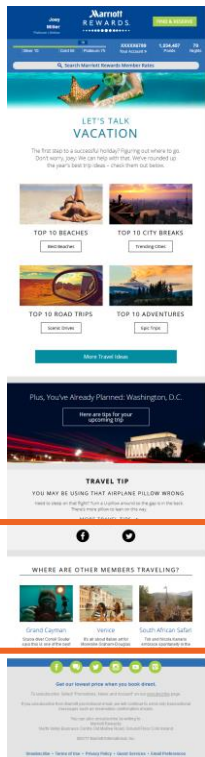


	Image	Opens	Clicks	CTOR
Control	Total	315180	299	0.095%
	A	158215	177	0.112%
	B	156965	122	0.078%

GREATER IMPACT WITH MORE VISIBILITY



	Opens	Clicks	CTOR	Lift	Significance
Control	315180	299	0.095%		
Optimized	2900940	3,026	0.104%	10%	N/A

SUBJECT LINE TESTING

Mobile App Sweeps Solo:

- **Win 3.75 Million Points (32.5%)***
- Win Free Travel for Life (30.9%)

Hotel Specials:

- **Jim's/Your April Travel Deals (11.2%)***
- Jim, Save 20% with April Travel Deals (10.1%)

Freddie Awards Reminder Solo:

- **Reminder: Cast Your Vote Today (0.9%)***
- Vote Now - Polls Close Soon! (0.8%)
- Time is Running Out: Vote Today! (0.7%)

Descriptors of winning subject line:

That's a lot of points, concrete value

Personalized, simple (current champion)

Potential fatigue with 20% off?

"Reminder" in copy, personalized

**Results are statistically significant*

SUBJECT LINE TESTING

MB Last Chance Booking Reminder Solo:

- **Your MegaBonus Status So Far (96.6%)***
- Next Steps for Your MegaBonus (91.7%)
- You're Registered: 2x Points (84.0%)

US Destinations:

- **Jim, Let's Talk Summer Vacation (7.5%)***
- Here's Where You Should Go This Summer (6.9%)
- 40 Best Summer Vacation Ideas (6.8%)

ROTW Destinations:

- **Jim, Let's Talk Vacation (11.1%)***
- Holiday Trip Planner: Top 10 Beaches, Cities & More (9.9%)
- 40 Best Holiday Travel Ideas (9.8%)

Descriptors of winning subject line:

Personal status update

Personalized, collaborative, conversational

Personalized, collaborative, conversational

**Results are statistically significant*

KEY TAKEAWAYS

Continue to target individual module content in **eNews** to generate positive gains

Explore opportunities to increase offers and content in **Hotel Specials**

New **eBreaks** creative may not be resonating in eNews & Hotel Specials

Continue to leverage and build on successful trends in **Destinations**

- 2-up design
- Beach content
- Lists may not need supporting copy , supports simple design execution

From recent **lifecycle** updates

- Lifecycle updates for **Welcome series & Incent redemption** by end of June
- Content optimization should be the priority when **Onboarding** is updated
- A/B testing **Buyback** can help isolate which changes are most productive

Leverage the following to motivate response

- “Fear of missing out “ in subject lines generated high open rates
- Urgency messaging is an opportunity when sends are closer to end dates
- Time of day testing for smaller volume sends

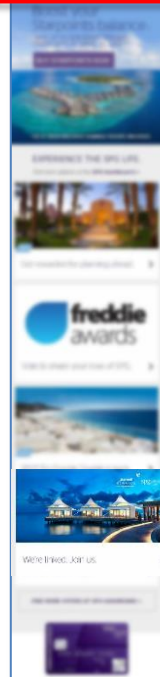
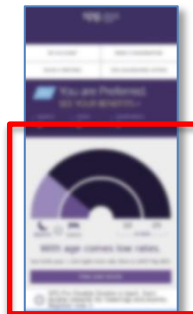
INDUSTRY INSIGHTS

SPG ACCOUNT LINKAGE

Persistent support in modules and as notifications



You haven't linked your SPG and Marriott Rewards® accounts.
Link accounts >



CONSISTENT MARCH THEMES: EASTER, SPRING BREAK & FREDDIE'S AWARDS

Easter



WESTIN
HOTELS & RESORTS

Spring Into Savings

UP TO 15% OFF OVER THE APRIL HOLIDAYS



Escape this season, and take advantage of our hottest rates over the spring holidays (April 11-18). Plan your visit to Ottawa, Toronto, Chicagoland and Halifax, and join in local family activities such as egg hunts, festive brunches and much more.

THE WESTIN
OTTAWA

APRIL DINING DISCOVERY

FAMILY EASTER BRUNCH

FRIDAY | Tuesday, 10 April 2017 | 11:30AM to 3PM

Celebrate Easter in a fun family brunch setting at Pangea with lots of fun and happiness with your family at brunch time.

Italian Easter Specialties | Chocolate Egg Decorating | Townhouse Toast | Easter Egg Hunts | Kids Egg Painting

\$25.400.000+ per person including welcome glass of prosecco
KIDS EAT FREE* and 20% OFF for SPG members

[Book Now!](#)

COOKING CLASS WITH CHEF ALEX

Put on your apron and discover the secrets of authentic Italian cuisine through a fascinating cooking class with our resident expert, Chef Alessandro Bello.

Potato dumplings with butter and sage
Gnocchi di patate di burro e salvia

Reservations: 9 April 2017

"Sanghetti "Sanghetti" Style
Sanghetti alla "Sanghetti"

\$25.000.000+ per person including one session of interactive cooking class with Chef Alex, recipe card and certificate.

[Book Now!](#)

THE WESTIN
OTTAWA

FRESH & FLAVORFUL TOMATO

FRIDAY | Tuesday, 10 April 2017 | 1PM to 11PM

From healthy salads to flavorful dishes, fresh tomatoes always bring us to the table. Eggs a little extra on the menu, please! Celebrate the International Tomato Month.

\$25.000.000+ per person
20% OFF for SPG members

[Book Now!](#)

THE WESTIN
OTTAWA

FULL MOON KEKAK DINNER

BEACHFRONT | Tuesday, 11 April 2017 | 6:30PM to 9:30PM

SPG
Starwood Preferred Guest

Exclusive Holiday Deals

Thinking of taking one of 15 million SPG members? Take advantage of the ultimate holiday deals this season, from March 11-18.

[Check out these deals now!](#)

Explore other exciting Easter offers below

 <p>Special Easter Delicacies at Sheraton Enjoy a special Easter Brunch at Sheraton with an egg hunt and a special Easter Brunch at Sheraton. Book Now!</p>	 <p>Easter Brunch at Le Meridien Enjoy a special Easter Brunch at Le Meridien with an egg hunt and a special Easter Brunch at Le Meridien. Book Now!</p>	 <p>Easter Brunch at Four Points by Sheraton Enjoy a special Easter Brunch at Four Points by Sheraton with an egg hunt and a special Easter Brunch at Four Points by Sheraton. Book Now!</p>
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Spring Break

SPG
Starwood Preferred Guest

TEACHER VACATION OFFER



You deserve a break too. For a limited time, teachers and school administration can stay in Boston from just \$159 per night in April.

Based on availability. Valid school ID required at check-in to guarantee rate.

Check out our featured hotels and beginning planning your vacation today.

SPG
Starwood Preferred Guest

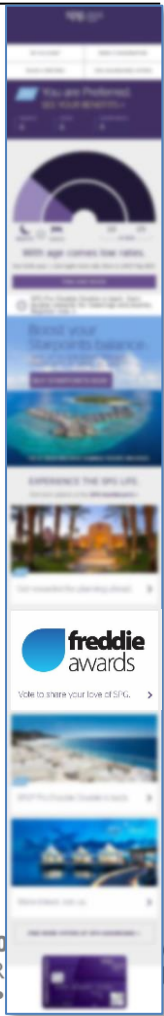
The best things in life are SPG.

During a year of change, some things remained the same. SPG has the best members. From the season 2016 to the new Freddie Awards, including Program of the Year.

[VOTE SPG](#)



Solo Resend
2/26 SL: Polls are Open: Vote SPG in the Freddie Awards.
3/27 SL: Time is running out. Vote SPG.



CONTINUED LOYALTY PROGRAM REBRANDING MESSAGING

Single Benefit highlight Solo

Hilton HONORS account login

the **NEWEST** perk
of being a member
has arrived

starting today, you control how you pay

For the first time EVER, you can choose ANY combination of Points and money* when you book using our flexible payment slider.

Available anytime, no blackout dates.

HILTON OCEAN CITY OCEANFRONT SUITES, MARYLAND**

0 Points \$331.55

[learn more](#)

Announcement with Full Detail

WORLD OF HYATT

World of Hyatt is Here.

Welcome to your new loyalty program. It's time to start exploring your new world of thoughtful rewards and meaningful benefits.

[DISCOVER NOW](#)

Visit [worldofhyatt.com](#) to book your next stay today and review your account activity, including your point balance. Sign in using your World of Hyatt membership number as username and password.

[My Account](#) [Special Offers](#) [Rates & Reservations](#) [Redeem Points](#)

Latest from World of Hyatt

Your In-hotel Benefits
Get to know your benefits. Enjoy complimentary reward when paying an eligible rate or redeem an award night. Make it easy, book on Hyatt.com.
[Explore benefits](#)

How to Get Your In-Hotel Benefits
Make the most of each stay with your in-hotel benefits when you pay an eligible rate or redeem an award night. Make it easy, book on Hyatt.com.
[Book now](#)

Special Offers

Double Your Points
Book the double your points rate and earn five nights later.
[Book now](#)

Recent Property Updates

New Hotels Around the World
Hyatt is pleased to announce the opening of award hotels around the world, including Hyatt House Mexico CitySurf 1 & 2 and Andaz Cusco.
[Book now](#)

HYATT.COM
BEST RATE GUARANTEE
Book on Hyatt.com for the guaranteed best rate available anywhere online.
[Learn more](#)

Enjoy Special Offers
Browse a variety of special offers and more when planning your next stay at Hyatt.
[Learn more](#)

SPG PRO: BONUS POINTS FOR EXEC ASSTS

Dedicated communications for promotions, acquisition (series), dedicated “eNews”

Pro Bonus Up Promo

spg.pro

SPG Pro Bonus Up.

EARN BONUS STARPOINTS ON TRAVELLER STAYS.

Don't miss the SPG® Pro Bonus Up promotion — exclusively for executive assistants. Register and book now to start earning for your eligible traveller stays. You'll earn 1,500 bonus Starpoints® after booking three eligible traveller stays. When you reach 10 traveller stays, you'll earn an additional 5,000 bonus Starpoints. And when you reach 30 total traveller stays, you'll earn an additional 15,000 bonus Starpoints. That's a total of up to 21,500 bonus Starpoints.

Register and book now to earn for your eligible traveller stays until 15 May 2017 at more than 1,300 hotels and resorts in the SPG programme. So go ahead — take your bonus to the next level.

ONE-CLICK REGISTRATION

Promotion Terms & Conditions | FAQs

One stop. Endless earning.

SPG Dashboard is your hub for earning bonus Starpoints with SPG Pro.

LAUNCH DASHBOARD >



spg.pro

Great choice.

BOOK A GROUP IN EUROPE, AFRICA OR THE MIDDLE EAST AND CHOOSE YOUR REWARD.

LEARN MORE

Book by 31 October 2017 for arrival by 31 December 2017, and choose your favourite reward.

Get to know SPG® Pro.

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

ENROLL NOW >

Acquisition

spg.pro

Three cheers.

EARN TRIPLE STARPOINTS® WHEN YOU BOOK THREE OR MORE EVENTS.

REGISTER NOW

Get to know SPG® Pro.

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

ENROLL NOW >

spg.pro

You're always two steps ahead.

EARN BONUS STARPOINTS FOR YOUR EVENTS ON INSIDER DATES.

EXPLORE INSIDER DATES

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

Ring your Sales Associate to book by 31 October 2017.

Get to know SPG® Pro.

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

ENROLL NOW >

You are Preferred.
SEE YOUR BENEFITS >

Get awarded for your group book >

freddie
AWARDS

SPG Pro Double Double book >

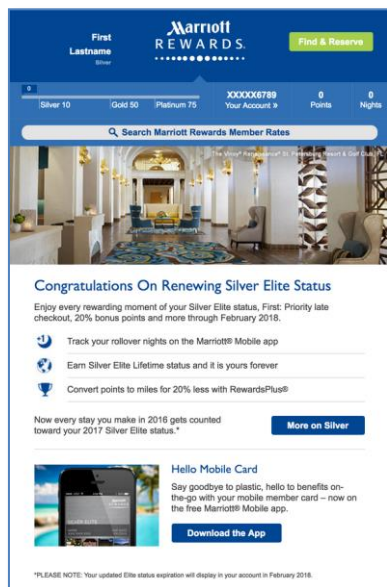
SPG Pro Double Double book >

SPG Pro Double Double book >

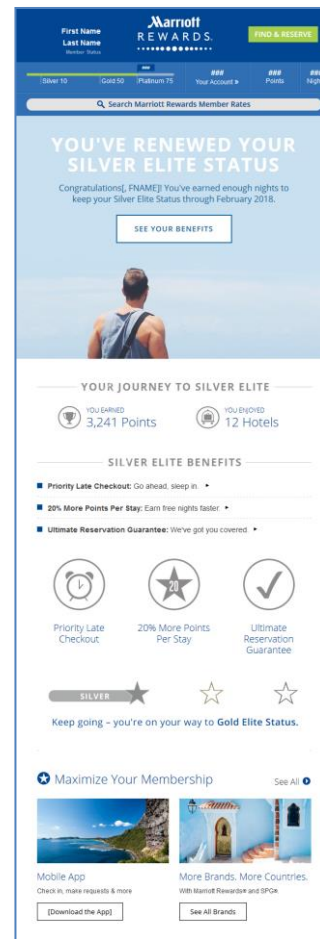
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APPENDIX

HIGHEST CTO% SINCE JAN '16 WITH REDESIGN



Lifecycle: Renewers	Delivered	Open%	CTO%
Mar '16	76.4 K	61.7%	18.4%
Apr '16	52.6 K	61.7%	19.3%
May '16	50.7 K	63.3%	19.7%
Jun '16	48.5 K	66.0%	19.4%
Jul '16	66.0 K	66.9%	19.5%
Aug '16	58.0 K	66.4%	20.8%
Sep '16	51.2 K	66.6%	20.3%
Oct '16	58.8 K	65.7%	20.4%
Nov '16	44.8 K	64.8%	21.4%
Dec '16	11.7 K	63.8%	22.1%
Jan '17	103.4 K	61.3%	17.5%
Feb '17	71.4 K	60.2%	16.5%
Mar '17	73.1 K	62.4%	24.1%
Average	56.6 K	64.4%	19.9%



A redesigned Renewers campaign launched

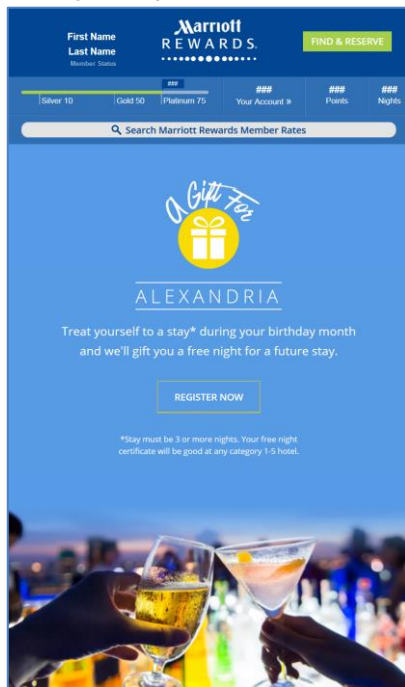
- Personalized
- Primary focus on benefits

Overall campaign CTO% was the highest since Jan '16

- April will provide the first full month of results for the redesigned versions

BIRTHDAY OFFER GENERATED SIMILAR KPIS TO WHEN THEY LAUNCHED

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



Lifecycle: Birthday Offer	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
February '17	139.9 K	475	\$151.0 K	36.8%	24.2%	3.8%	3.4
3+ Nights Offer	68.3 K	473	\$205.2 K	45.1%	26.6%	5.8%	6.9
Fri/Sat Night Offer	67.5 K	87	\$30.6 K	29.8%	20.7%	2.1%	1.3
March '17	135.8 K	560	\$235.8 K	37.5%	24.3%	4.5%	4.1

Open rate showed large discrepancy suggesting different targeting

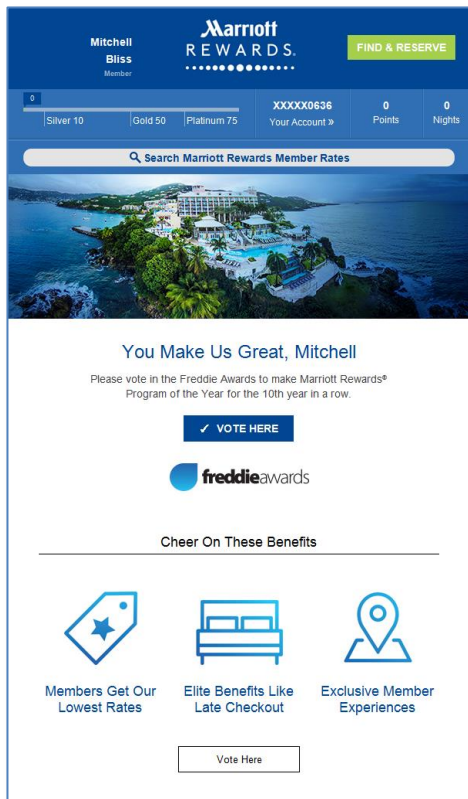
Birthday Offer maintained their KPIs from February launch

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

TO MAXIMIZE FREDDIE'S VOTES, SEND REMINDER TO FULL AUDIENCE



Freddie's Reminder Solo	Delivered	Open%	CTO%
2017	9.3 M	11.7%	11.2%
2016	11.2 M	20.9%	7.5%
2015	2.5 M	14.1%	16.9%
2014	1.0 M	30.3%	15.8%
2012	3.0 M	24.1%	9.8%

2016 Reminder generated more clicks than 2017 sending a reminder to the full audience

Including previous openers may help maximize engagement

- '16 reminder was resent to all initial solo recipients, whereas '17 excluded openers
- '16 reminder generated **200 K** clicks while '17 generated **121 K**
- **It is possible some of these clicks may have been from previous openers**

A subject line test was conducted; winning subject line leveraged reminder & personalization

- **Reminder: Cast Your Vote Today (0.9%)**
- Vote Now - Polls Close Soon! (0.8%)
- Time is Running Out: Vote Today! (0.7%)

MARCH 2017 MR CAMPAIGN REVIEWS

CLICKS INCREASED 24% YOY DUE TO INCREASED DELIVERY AND OPEN%

		Program	eNews	Core	PO
Audience	Total Delivered	114.7 M	14.4 M	12.9 M	1.5 M
		36.2%	22.7%	21.3%	36.5%
	Unsub Rate	0.15%	0.12%	0.13%	0.07%
		-0.1 pts	-0.2 pts	-0.2 pts	-0.1 pts
	Delivery Rate	99%	99%	99%	100%
		0.7 pts	-0.1 pts	-0.1 pts	-0.1 pts
Engagement	Open Rate	21.8%	20.9%	20.2%	27.1%
		-1.4 pts	0.9 pts	0.8 pts	1.2 pts
	Opens	25.0 M	3.0 M	2.6 M	402.3 K
		28.1%	28.4%	26.5%	42.9%
	Click Rate	1.9%	2.8%	2.5%	5.5%
		-0.4 pts	0.0 pts	-0.3 pts	2.7 pts
	Unique Clicks	2.1 M	399.1 K	317.5 K	81.6 K
		14.2%	23.8%	9.0%	164.3%
	Click to Open Rate	8.6%	13.2%	12.2%	20.3%
		-1.0 pts	-0.5 pts	-2.0 pts	9.3 pts
Financial	Bookings	44.1 K	5.0 K	3.9 K	1.1 K
		-19.2%	-49.4%	-51.5%	-40.9%
	Revenue	\$14.0 M	\$1.7 M	\$1.3 M	\$392.6 K
		-21.2%	-46.9%	-48.1%	-42.4%
	Conversion Rate	2.1%	1.3%	1.2%	1.4%
		-0.8 pts	-1.8 pts	-1.5 pts	-4.9 pts
	Bookings per Delivered(K)	0.4	0.4	0.3	0.8
		-40.6%	-58.8%	-60.0%	-56.7%

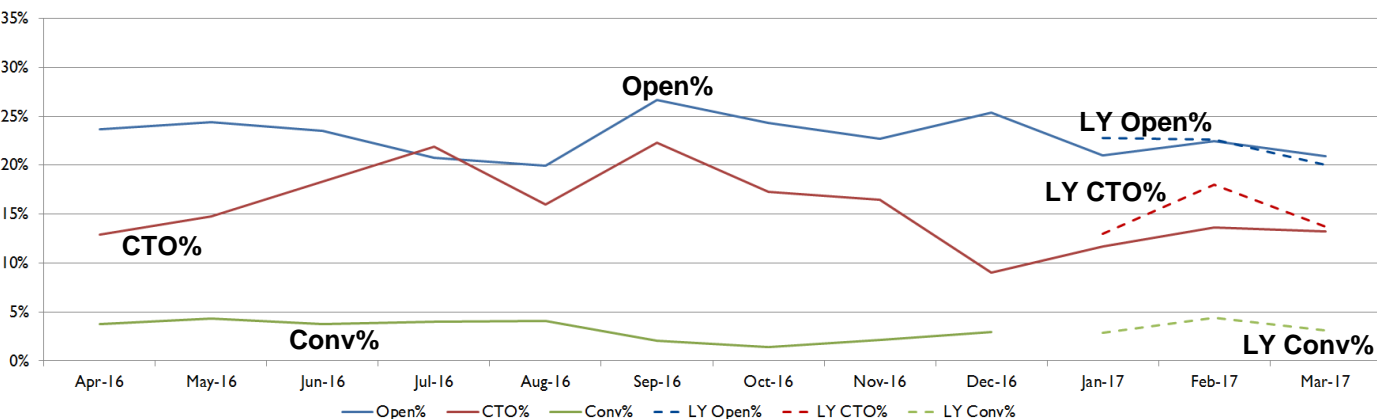
eNews deliveries increased 22.7% YoY and click volume increased 23.8%

Open% increased 5% YoY, but 9% below 12-month average

- Primary Subject line promoted Mobile Sweeps

CTO% was 15.1% below 12-month average

MAR '17 ENEWS EMAIL KPI TRENDS



March is typically a low email KPI month

Open% was 8.8% below 12-month average, but up 4.6% YoY

CTO% was 15.1% below 12-month average, nearly flat YoY

MAR '17 ENEWS SECTIONS

eNews generated 86.3K fewer clicks than the 12 month avg; March is typically a low month for click engagement

- Account Box and Search click volume were the lowest since Jan '16 with March '16 generating near lows

Mobile App Sweeps generated above average click engagement

- As a Top Offer generated a 27% higher % of clicks than avg Top Offers

Freddie's in Top Offer 2 generated more clicks than any non-promotional content in this section (Atlantis offer, NFL Experience, Road Trip)

The screenshot displays the eNews email layout with the following sections and metrics:

- ACCOUNT BOX**: 18% clks, 67% bks
- SEARCH**: 3% clks, 10% bks
- TOP OFFER**: 54% clks, 1% bks
- Win Free Travel**: Get a chance to win 3.75 million points when you use the new Marriott Mobile App for bookings, mobile requests and mobile check-in.
- TOP OFFER 2**: 5% clks, 0% bks
- REWARDS-HEADER**: 3% clks, 4% bks
- JUST FOR YOU, MITCHELL**
- Earn 60,000 Bonus Points**: Earn points toward your next vacation with the Marriott Rewards Premier Credit Card. [Learn More](#)
- REWARDS-MAIN**: 9% clks, 10% bks
- Exclusive Travel Deals**: (Check at the beach? Overlook in the city? No matter your passion, our travel deals will get you there faster and cheaper). [See All Deals](#)
- Cruise for Double Points**: Earn 2 points per dollar spent on any cruise, in any place when you book by March 31st. [Get 2x Points](#)
- Find A Hotel**
- REDEEM POINTS**
- REWARDS-REDEEM**: 3% clks, 1% bks
- NEW EXPERIENCE CARD**: Use your hard-earned points for culinary adventures, sports, entertainment and more. [See All](#)
- Shop With Points**: Check out the reward items you can purchase with points. [Browse Products](#)
- HOTEL OPENINGS**: 2% clks, 3% bks
- Marriott Marquis-Houston**: First arrival del. Treats. Request late room or enjoy a cocktail at high Cline bar - all on the roof. [SEE HOUSTON](#)
- French Leave Resort, Autograph Collection**: Before summer and your sand toes are just a click away. [Book Now](#)
- CITY SCENE**: 2% clks, 2% bks
- Find a Beach State of Mind**: Kayak through mangrove forests. Search for beach treasures. This small town Florida island is the perfect laid back escape. [DISCOVER SAMUEL](#)
- See: Sunset**: Catch the colors over the Gulf of Mexico from a beach or a sunset sail.
- Eat: Seafood**: Samuels is the best of Miami, with the best of Miami, and the best of Miami.
- Do: Go Shelling**: The beach is more shells than sand, and we have other beach activities.
- Sanibel Harbour Marriott Resort & Spa**: Waterfront views welcome you at this hotel right across the Sanibel Causeway.
- SAVE 20% WITH eBREAKS**
- EBREAKS**: 1% clks, 0% bks
- [Save 20%](#)

MAR '17 ENEWS SECTIONS

Rewards section generated 23K fewer clicks and 15% lower % of clicks than 12 month avg

- MegaBonus generated less than half the 2016 avg click volume compared to previous months in Rewards
- March Rewards header generated 58% fewer clicks than 12 month average
 - Cash + Points generated 7% less click engagement compared to avg milestone

City Scene featured Sanibel Island and generated the most clicks & highest % of clicks to this section since Jan '16

Hotel Openings targeted US & ROTW offers and generated 4% more clicks than section 12 month average

The new eBreaks module generated half the 11 month avg click volume and a 39% lower % of clicks

ACCOUNT BOX
18% clicks, 67% bks

SEARCH
3% clicks, 10% bks

TOP OFFER
54% clicks, 1% bks

Win Free Travel
Get a chance to win 1.75 million points when you use the new Marriott Rewards app for bookings, mobile requests and mobile check-in.

TOP OFFER 2
5% clicks, 0% bks

REWARDS-HEADER
3% clicks, 4% bks

JUST FOR YOU, MITCHELL

REWARDS-MAIN
9% clicks, 10% bks

Exclusive Travel Deals
Steak at the beach? Weekend in the city? No matter your passion, our travel deals will get you there faster (and cheaper).

Cruise for Double Points
Earn 2 points per dollar spent on any cruise. In any port when you book by March 31st.

REDEEM POINTS

REWARDS-REDEEM
3% clicks, 1% bks

HOTEL OPENINGS
2% clicks, 3% bks

CITY SCENE
2% clicks, 2% bks

EBREAKS
1% clicks, 0% bks

MAR '17 ENEWS REWARDS SECTION ANALYSIS

Targeting Moments continued to generate higher click engagement

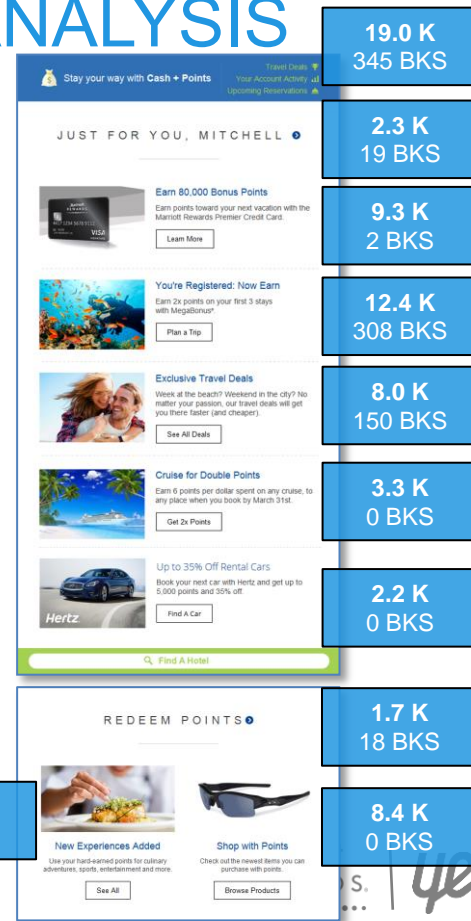
- Hamilton (150K+ pts) 0.10% Click%
- Rock & Roll Hall of Fame (75K-149K pts) 0.03% Click%
- New Experiences (<75K pts) 0.02% Click%

Note: Overall engagement to this section was less than in Feb '17

“Shop with Points” Product Redemption offer generated the 2nd most Rewards section clicks despite being featured in the lowest position

MoM, Hertz offer generated a 78% lower % of clicks

- February Offer featured % off in CTA and leveraged a personalized headline



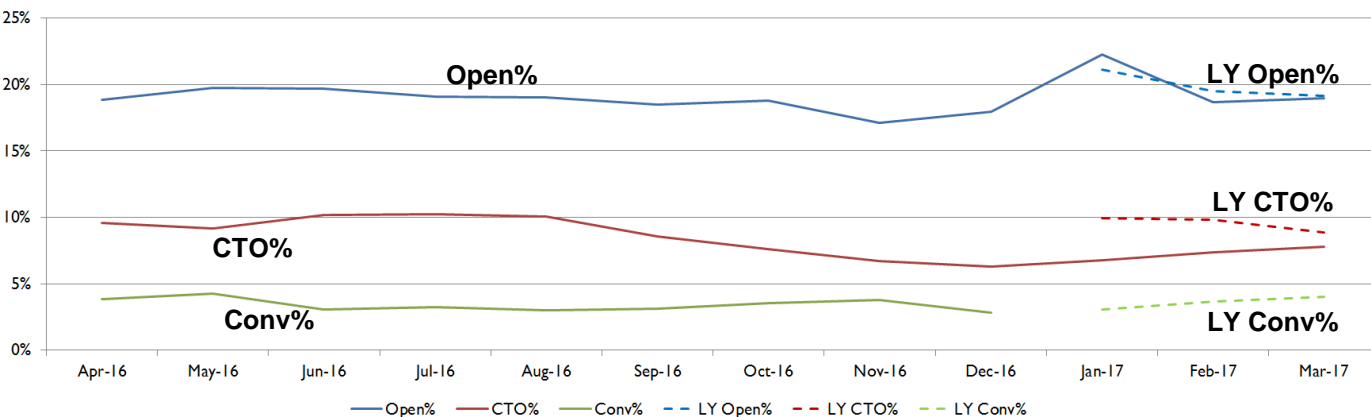
CTO% WAS THE HIGHEST SINCE SEP '16

		Hotel			
		Program	Specials	Core	PO
Audience	Total	114.7 M	10.4 M	9.0 M	1.4 M
	Delivered	36.2%	2.5%	-0.6%	28.1%
	Unsub Rate	0.15%	0.17%	0.18%	0.14%
		-0.1 pts	0.0 pts	0.0 pts	0.0 pts
	Delivery Rate	99%	99%	99%	100%
		0.7 pts	2.8 pts	2.7 pts	3.5 pts
Engagement	Open Rate	21.8%	19.0%	18.3%	23.3%
		-1.4 pts	-0.2 pts	-0.3 pts	-0.5 pts
	Opens	25.0 M	2.0 M	1.7 M	319.6 K
		28.1%	1.5%	-2.1%	25.1%
	Click Rate	1.9%	1.5%	1.4%	2.2%
		-0.4 pts	-0.2 pts	-0.2 pts	-0.3 pts
	Unique Clicks	2.1 M	153.4 K	123.5 K	29.9 K
		14.2%	-10.8%	-15.1%	13.2%
	Click to Open Rate	8.6%	7.8%	7.5%	9.3%
		-1.0 pts	-1.1 pts	-1.1 pts	-1.0 pts
Financial	Bookings	44.1 K	4.9 K	3.5 K	1.4 K
		-19.2%	-30.1%	-33.4%	-20.5%
	Revenue	\$14.0 M	\$1.6 M	\$1.1 M	\$462.6 K
		-21.2%	-31.9%	-33.9%	-26.4%
	Conversion Rate	2.1%	3.2%	2.8%	4.7%
		-0.8 pts	-0.9 pts	-0.8 pts	-2.0 pts
	Bookings per Delivered(K)	0.4	0.5	0.4	1.0
		-40.6%	-31.8%	-33.0%	-37.9%

Hotel Specials deliveries increased 3% YoY while click volume decreased 11%

CTO% was the highest since Sep '16 but was 7% below 12-month average

MAR '17 HOTEL SPECIALS EMAIL KPI TRENDS



Open% was up 1.4% MoM but slightly below 12-month avg; a subject line test was conducted:

- **Your April Travel Deals (11.2%)**
- **Save 20% with April Travel Deals (10.1%)**

MARCH '17 HOTEL SPECIALS CORE LINK ANALYSIS

Overall click volume was 8% below 12 month average

Field Offers click engagement increased compared to recent months

- Generated the most clicks since Sep '16 and the highest % of clicks since Feb '16

20% Resort offer in the Middle Offer generated 52% less clicks as when other promotional content was featured

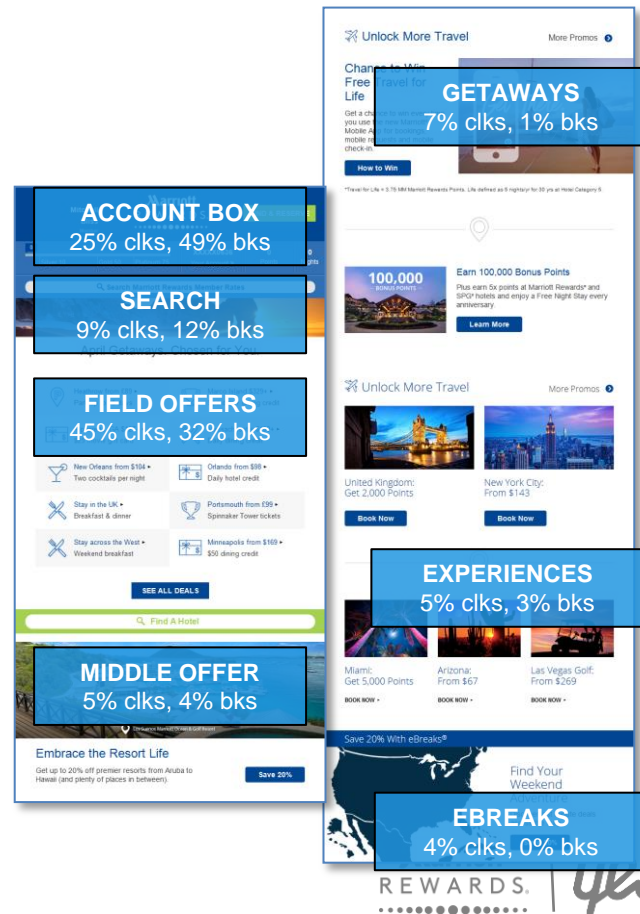
- Could MegaBonus have been featured?

Getaways generated 28% fewer clicks than 12 month avg but featured less content than previous months

Experiences generated 15% higher click volume than 12 month avg and 23% higher % of clicks

- NY offer generated the most clicks
- Arizona offer generated the 2nd most clicks
 - 3.4X the click volume of Las Vegas Offer which was a reverse from when both were featured together
 - When both cities were featured in similar positions in Apr '16, Vegas generated 5.6X more clicks than Arizona which may have been due to the type of variety

eBreaks generated 39.6% fewer clicks than 12 month average



MAR '17 HOTEL SPECIALS LINK ANALYSIS

Observations

Most clicked content:

- eBreaks 6.8 K
- Mobile App Sweeps 4.9 K
- MRCC 3.6 K
- NYC 3.0 K
- Win a Dream Trip 2.7 K
- Arizona 2.5 K

Unlock More Travel More Promos

Chance to Win Free Travel for Life

Get a chance to win every time you use the new Marriott Mobile App for bookings, mobile requests and mobile check-in.

How to Win

4.9 K 0 BKS

*Travel for Life = 3.75 MM Marriott Rewards Points. Life defined as 5 nights/yr for 30 yrs at Hotel Category 5.

100,000 BONUS POINTS

Earn 100,000 Bonus Points. Plus earn 5x points at SPG® hotels and enjoy anniversary.

Learn More

3.6 K 6 BKS

Win a Dream Trip. You Choose Where. Where will you go? NYC or a Caribbean?

2.7 K 0 BKS

Enter to Win

Unlock More Travel More Promos

1.7 K 45 BKS

United Kingdom: Get 2,000 Points

Book Now

New York City: From \$143

Book Now

Miami: Get 5,000 Points

1.5 K 29 BKS

Arizona: From \$67

2.5 K 36 BKS

Las Vegas Golf: From \$269

710 K 3 BKS

Save 20% With eBreaks

6.8 K 0 BKS

Find Your Weekend Adventure

Discover last minute deals across the map.

Save 20%

DESTINATIONS CTO% WAS THE 2ND HIGHEST SINCE JAN'16

		Program	Dest.	Core	PO
Audience	Total	114.7 M	12.4 M	10.8 M	1.6 M
	Delivered	36.2%	15.0%	11.7%	42.6%
	Unsub Rate	0.15% -0.1 pts	0.13% -0.2 pts	0.13% -0.2 pts	0.11% -0.1 pts
	Delivery Rate	99% 0.7 pts	100% 0.3 pts	100% 0.4 pts	100% -0.1 pts
Engagement	Open Rate	21.8% -1.4 pts	22.2% -0.3 pts	21.6% -0.5 pts	26.1% 0.6 pts
	Opens	25.0 M 28.1%	2.8 M 13.4%	2.3 M 9.0%	426.6 K 46.1%
	Click Rate	1.9% -0.4 pts	1.7% 0.6 pts	1.6% 0.5 pts	2.5% 1.3 pts
	Unique Clicks	2.1 M 14.2%	210.1 K 82.9%	169.8 K 67.1%	40.4 K 203.8%
	Click to Open Rate	8.6% -1.0 pts	7.6% 2.9 pts	7.3% 2.5 pts	9.5% 4.9 pts
Financial	Bookings	44.1 K -19.2%	4.9 K -5.5%	3.3 K -23.0%	1.6 K 78.2%
	Revenue	\$14.0 M -21.2%	\$1.6 M 0.5%	\$1.0 M -20.2%	\$579.6 K 87.6%
	Conversion Rate	2.1% -0.8 pts	2.3% -2.2 pts	1.9% -2.3 pts	3.9% -2.8 pts
	Bookings per Delivered(K)	0.4 -40.6%	0.4 -17.8%	0.3 -31.1%	1.0 24.9%

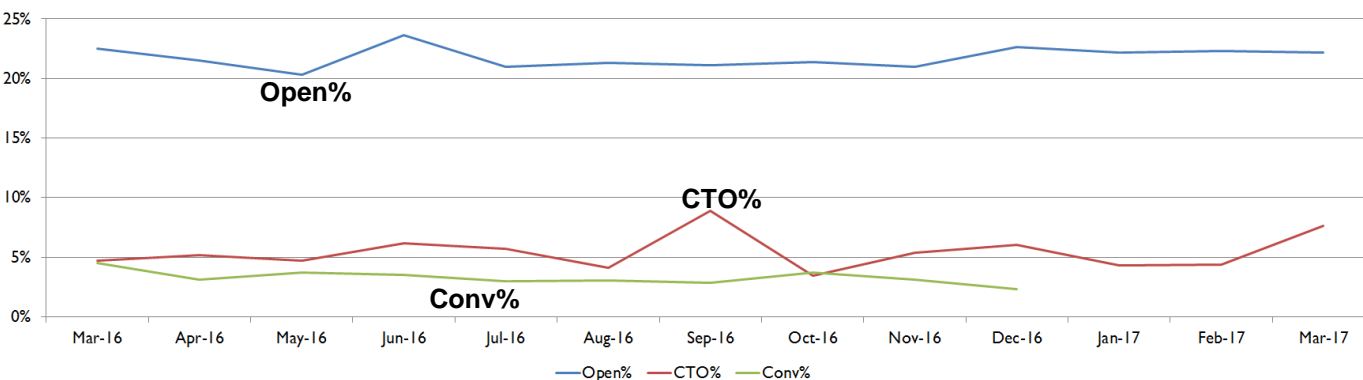
Destinations deliveries increased 15% YoY and click volume increased 83%

March generated the 2nd highest CTO% since Jan '16

Summer Travel was kicked off for the US, part of a 3 month theme

Note: YoY comparisons are apples to apples as Concierge converted to monthly mailing to full audience

MAR '17 DESTINATIONS EMAIL KPI TRENDS



Open% fell 1.4% YoY, but was 2.2% above 12-month average; separate subject line tests were conducted for US and ROTW versions

US:

- **Let's Talk Summer Vacation (7.5%)**
- Here's Where You Should Go This Summer (6.9%)
- 40 Best Summer Vacation Ideas (6.8%)

ROTW:

- **Let's Talk Vacation (11.1%)**
- Holiday Trip Planner: Top 10 Beaches, Cities & More (9.9%)
- 40 Best Holiday Travel Ideas (9.8%)

March generated the 2nd highest CTO% since Jan '16

MARCH '17 DESTINATIONS CORE LINK ANALYSIS

Destinations generated the most click engagement since Jul '16

- High engagement to body content: Account Box lowest % clicks since Jul '16, Search 2nd lowest

Majority of clicks to Top 10 content

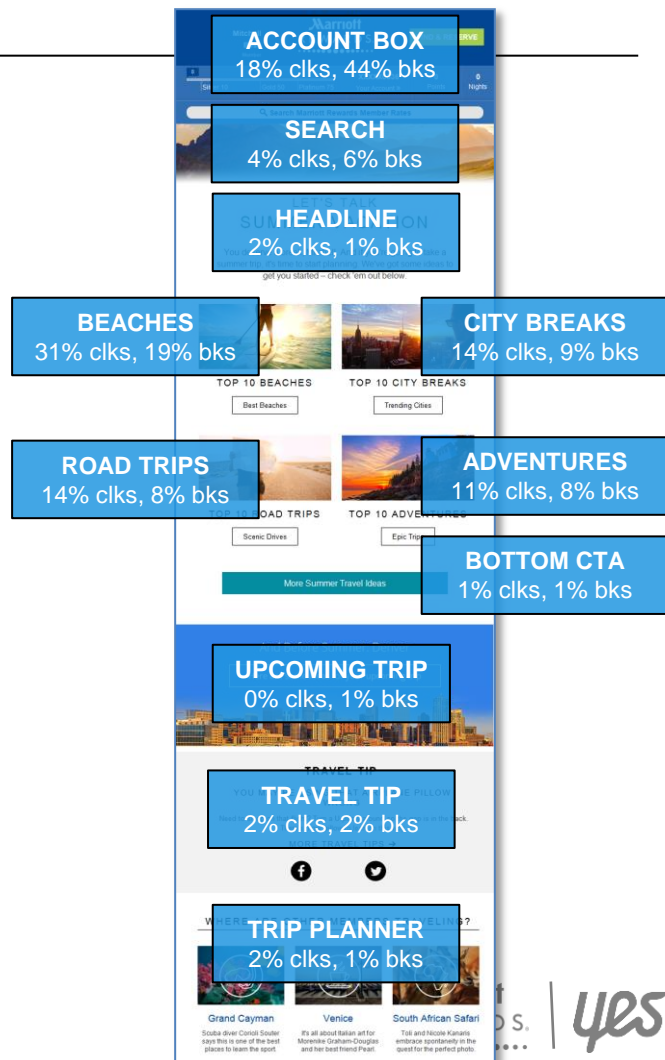
- Top Offer section generated the highest % of clicks and click volume since Jul '16
- Top 10 Beaches' generated > 2x click volume of any other Top 10 content & more than any piece of content since Jul '16
 - Beach-based content has continually generated the more section clicks than other types of content

Upcoming Trip Module did not generate the same engagement as in February

- Module Click% decreased 39% MoM despite an increase in members eligible to see the module

Middle Offer and Bottom offer generated 11.9K and 2.0K fewer clicks than the 12 month average respectively

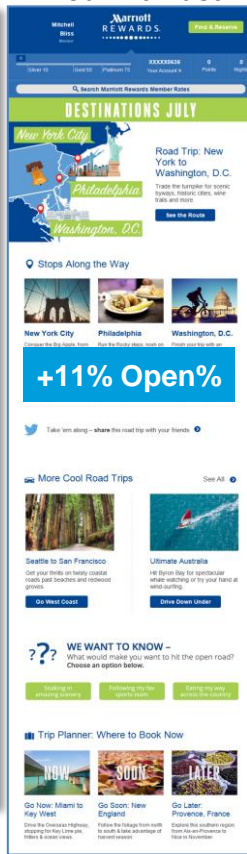
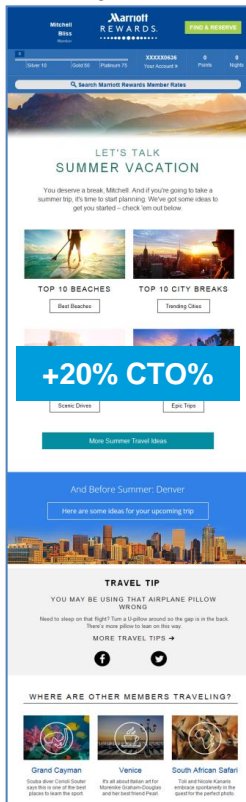
- Venice generated the most section clicks (38.1%), while South Africa and Grand Cayman generated 31% of section clicks



Mar '17

US

Jul '16 East



US Destinations	Delivered	Open%	CTO%	ROTW Destinations	Delivered	Open%	CTO%
March '17	9.8 M	21.1%	7.6%	March '17	2.7 M	26.1%	7.6%
July '16	10.0 M	23.4%	6.3%	July '16	1.3 M	25.4%	5.3%

March Destinations theme was 'Summer Vacation'; a 'Vacation' ROTW version was developed for international relevancy

- In July '16, Destinations was split into US East/West Coast & ROTW road trip themes

Compared to July '16, US audience generated a 9.8% lower Open% while ROTW audience generated a 2.8% higher Open%:

ROTW Subject Lines:

- Mar '17: Jim, Let's Talk Vacation
- Jul '16: Jim, Don't Miss This Road Trip!

US Subject Lines:

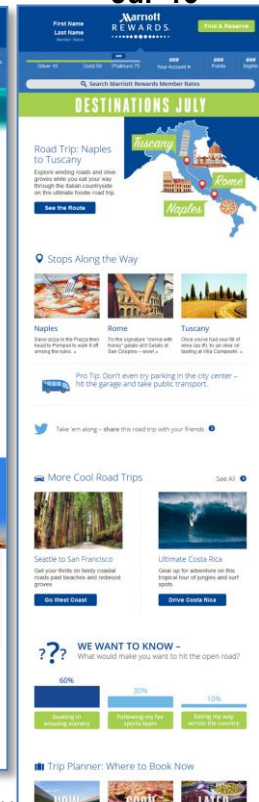
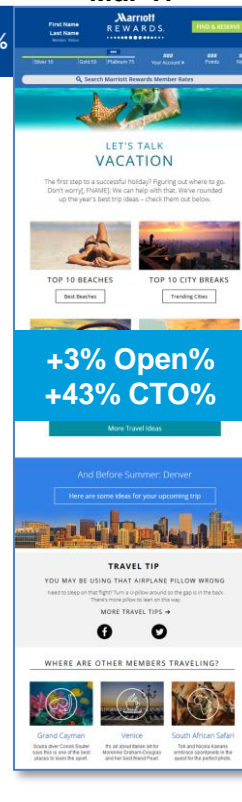
- Mar '17: Jim, Let's Talk Summer Vacation
- Jul '16: Jim, Don't Miss This Road Trip!

Content seemed to resonate more with both audiences in March '17 than in July '16, as CTO% increased in both segments

Mar '17

ROTW

Jul '16



YOY CLICKS ONLY INCREASED 6% DESPITE AN 80% INCREASE IN DELIVERED

		Program	Solos
Audience	Total	114.7 M	50.6 M
	Delivered	36.2%	79.8%
	Unsub Rate	0.15% -0.1 pts	0.12% -0.2 pts
	Delivery Rate	99% 0.7 pts	99% 0.9 pts
Engagement	Open Rate	21.8% -1.4 pts	21.0% -3.8 pts
	Opens	25.0 M 28.1%	10.6 M 52.5%
	Click Rate	1.9% -0.4 pts	1.7% -1.2 pts
	Unique Clicks	2.1 M 14.2%	850.1 K 5.6%
	Click to Open Rate	8.6% -1.0 pts	8.0% -3.6 pts
Financial	Bookings	44.1 K -19.2%	16.1 K -0.7%
	Revenue	\$14.0 M -21.2%	\$5.0 M -6.6%
	Conversion Rate	2.1% -0.8 pts	1.9% -0.1 pts
	Bookings per Delivered(K)	0.4 -40.6%	0.3 -44.8%

Solo deliveries increased 80% YoY and clicks increased 6%

March generated the lowest Open% since Jan '16

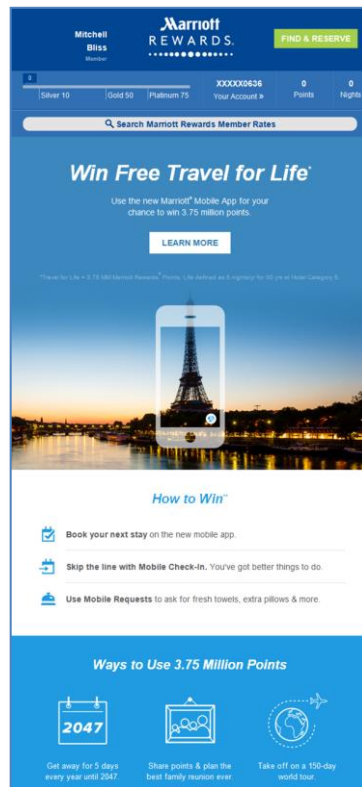
- Freddie Award Reminder Open% % was 44.4% below March Solo average

CTO% was down -31.5% MoM and -11.1% YoY

- Mobile App Sweeps, Vacation Club, and RewardsPlus mailings accounted for 57% of Solos and generated low Solo click to open rates

MOBILE APP SWEEPSTAKES

Sweepstakes Solos	Delivered	Open%	CTO%
Mobile App (Mar '17)	11.0 M	23.5%	7.9%
Courtyard NFL (Oct '16)	9.9 M	19.2%	2.6%
Cruises Only (Sep '16)	7.5 M	18.1%	20.7%
ShopMarriott (Mar '16)	11.1 M	22.4%	15.5%



Open% was in line with prior sweepstakes; a subject line test was conducted:

- **Win 3.75 Million Points (32.5%)**
- Win Free Travel for Life (30.9%)

CTO% for Mobile App Sweeps solo was far lower than similar sweepstakes solos (Shop Marriott, Summer Promo..)

- Mobile App was announced in a core communication prior to solo
- CTA was more informative than actionable:
 - Mobile: "Learn More"
 - Summer: "Sweet! Sign Me Up"
 - Shop: "Enter to Win"

Mobile Apps Sweeps CTO% was 209% higher than Courtyard NFL Sweeps solo

- NFL Sweepstakes was featured in, but was not the main focus of the Solo

Mobile Apps Sweeps CTO% was 62% lower than Cruises Only solo

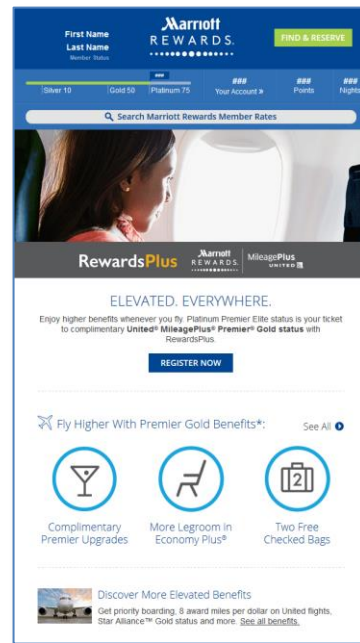
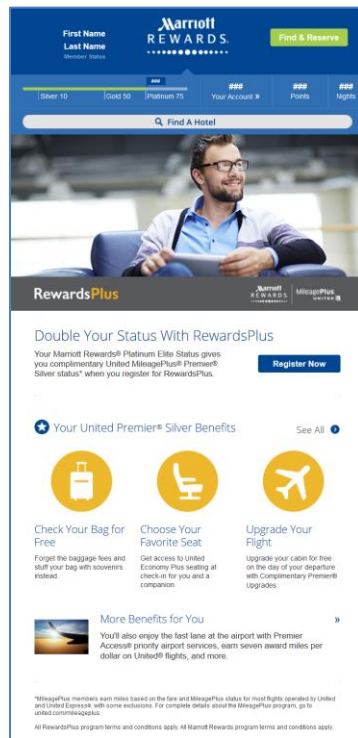
- CruisesOnly Sweepstakes did not require booking to enter

REWARDSPLUS ELEVATED OFFER

April + October 2016

RewardsPlus Solos	Delivered	Open%	CTO%
Mar '17	10.7 M	22.9%	4.8%
Oct '16	218.2 K	46.2%	28.8%
Apr '16	185.0 K	46.3%	30.2%

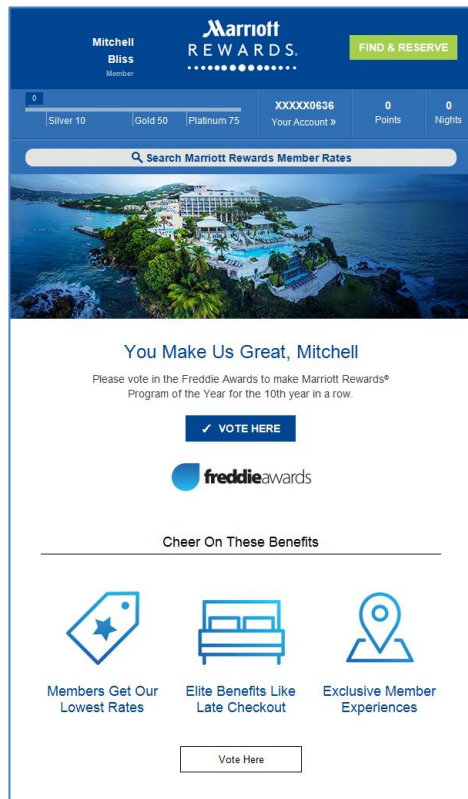
March 2017



RewardsPlus Elevated Offer Solo sent 3 different versions:
1) Platinum premier, 2) Platinum elite, & 3) Gold/silver/basic

Delivery volume size was ~50X higher than 2016 solos likely influencing KPIs generated

TO MAXIMIZE FREDDIE'S VOTES, SEND REMINDER TO FULL AUDIENCE



Freddie's Reminder Solo	Delivered	Open%	CTO%
2017	9.3 M	11.7%	11.2%
2016	11.2 M	20.9%	7.5%
2015	2.5 M	14.1%	16.9%
2014	1.0 M	30.3%	15.8%
2012	3.0 M	24.1%	9.8%

2016 Reminder generated more clicks than 2017 sending a reminder to the full audience

Including previous openers may help maximize engagement

- '16 reminder was sent to all initial solo recipients, whereas '17 reminder was not sent to openers of the 1st email
- '16 reminder generated **200 K** clicks while '17 generated **121 K**

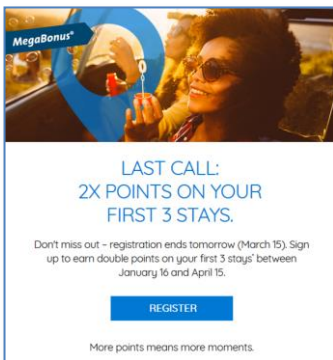
A subject line test was conducted; winning subject line leveraged reminder & personalization

- **Reminder: Cast Your Vote Today (0.9%)**
- **Vote Now - Polls Close Soon! (0.8%)**
- **Time is Running Out: Vote Today! (0.7%)**

SPRING '17 MEGABONUS LAST CHANCE REGISTRATION REMINDER

MB Last Chance Registration Reminder Solos	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Spring '16	1.5 M	1.9 K	\$592.8 K	53.2%	7.3%	3.3%	1.3
Spring '17	7.7 M	2.6 K	\$791.4 K	20.6%	10.4%	1.5%	0.3
Base Offer	6.9 M	1.4 K	\$439.0 K	20.0%	7.9%	1.3%	0.2
Base Offer + Stay(s)	427.3 K	409	\$114.5 K	25.8%	24.8%	1.5%	1.0
30K Offer	329.6 K	587	\$189.8 K	27.5%	27.1%	2.4%	1.8
45K Offer	43.8 K	158	\$51.4 K	28.2%	34.7%	3.7%	3.6

Base Offer



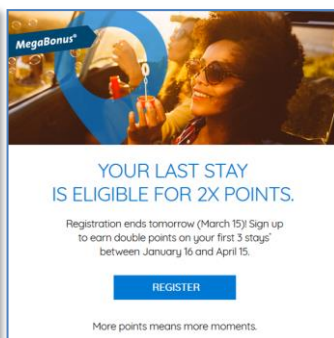
**LAST CALL:
2X POINTS ON YOUR
FIRST 3 STAYS.**

Don't miss out - registration ends tomorrow (March 15). Sign up 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



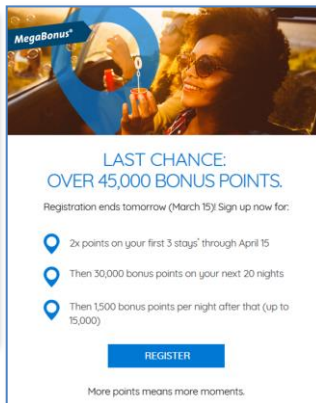
**YOUR LAST STAY
IS ELIGIBLE FOR 2X POINTS.**

Registration ends tomorrow (March 15). Sign up to earn double points on your first 3 stays* between January 16 and April 15.

[REGISTER](#)

More points means more moments.

30K (& 45K) Offer



**LAST CHANCE:
OVER 45,000 BONUS POINTS.**

Registration ends tomorrow (March 15). Sign up now for:

- 2x points on your first 3 stays* through April 15
- Then 30,000 bonus points on your next 20 nights
- Then 1500 bonus points per night after that (up to 15,000)

[REGISTER](#)

More points means more moments.

Spring '17 Last Chance Registration Reminder sent 6.2M more Emails than Spring '16 and generated a 41.8% higher CTO%

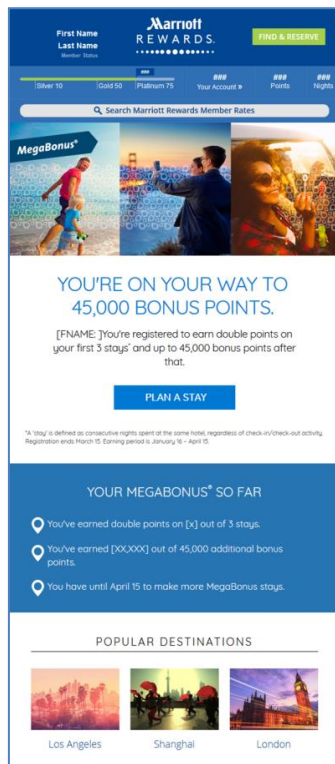
Base Offer Members that had a stay eligible for MB bonus were targeted with a message and generated Open% & CTO% similar to higher value segments

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

SPRING '17 MEGABONUS REGISTRATION REMINDER SUMMARY

Spring '17 MB Registration Reminder Solos	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Initial Registration Reminder	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
Last Chance Reg. Reminder	7.7 M	2.6 K	\$791.4 K	20.6%	10.4%	1.5%	0.3
Base Offer	6.9 M	1.4 K	\$439.0 K	20.0%	7.9%	1.3%	0.2
Base Offer + Stay(s)	427.3 K	409	\$114.5 K	25.8%	24.8%	1.5%	1.0
30K Offer	329.6 K	587	\$189.8 K	27.5%	27.1%	2.4%	1.8
45K Offer	43.8 K	158	\$51.4 K	28.2%	34.7%	3.7%	3.6

SPRING '17 MEGABONUS LAST CHANCE BOOKING REMINDER



Spring '17 MB Last Chance Booking Solo	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Base Offer	438.9 K	1.4 K	\$338.8 K	55.9%	7.0%	8.0%	3.1
30K Offer	176.4 K	911	\$317.4 K	61.6%	6.8%	12.3%	5.2
45K Offer	30.1 K	149	\$59.6 K	61.2%	6.6%	12.3%	4.9
Total	645.5 K	2.4 K	\$715.8 K	57.7%	6.9%	9.4%	3.8

MegaBonus Last Chance Booking Reminder featured module that contained progress tracker & current popular destinations

A subject line test was conducted:

- **Your MegaBonus Status So Far (96.6%)**
- Next Steps for Your MegaBonus (91.7%)
- You're Registered: 2x Points (84.0%)

Unlike Last Chance Registration Reminder Solo, Base Offer audience generated the highest CTO%

VACATION CLUB SOLO

Marriott Vacation Club Solo	Delivered	Open%	CTO%
United States	5.4 M	20.5%	6.6%
Pacific Asia	1.9 M	14.8%	9.1%
Total	7.2 M	19.0%	7.1%

United States

Marriott REWARDS. [SEND & RECEIVE](#)

First Name Last Name Member Since

Silver 10 Gold 50 Platinum 75 Your Account # Points Miles Nights

Search Marriott Rewards Member Rates

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

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

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

6 DAYS / 5 NIGHTS
HAWAII
Own a piece of tropical paradise in Waialeale on the Big Island or on Oahu on Oahu.
[From \\$799](#)

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

Pacific Asia

Marriott REWARDS. [SEND & RECEIVE](#)

First Name Last Name Member Since

Silver 10 Gold 50 Platinum 75 Your Account # Points Miles Nights

Search Marriott Rewards Member Rates

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

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

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

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

Observations

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

SPRING '17 MEGABONUS TO-DATE

MegaBonus First 3 Months	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Spring '16	62.2 M	46.4 K	\$15.1 M	1.0 M	0.7
Fall '16	80.2 M	14.7 K	\$4.4 M	1.0 M	0.2
Spring '17	69.0 M	36.8 K	\$12.3 M	1.2 M	0.5

MegaBonus First 3 Months	Delivered	Bookings	Revenue	Clicks	Bk/ Del (K)
Achievement	107.0 K	4.1 K	\$1.3 M	58.0 K	38.2
Announcement	7.8 M	10.6 K	\$3.1 M	345.1 K	1.4
Preview	7.9 M	12.1 K	\$4.3 M	187.5 K	1.5
Registration Confirmation	413.8 K	2.9 K	\$902.8 K	21.2 K	6.9
Registration Reminder	1.5 M	1.9 K	\$543.5 K	69.2 K	1.3
eNews Feb '16	10.6 M	6.1 K	\$1.9 M	218.7 K	0.6
Hotel Specials Feb '16	9.0 M	76	\$28.0 K	3618	0.0
PO-Benefits Feb '16	907.2 K	6.5 K	\$2.3 M	68.6 K	7.1
PO-Offers Feb '16	1.1 M	0	\$0	676	0.0
eNews Mar '16	10.6 M	1.6 K	\$454.9 K	49.5 K	0.2
Hotel Specials Mar '16	10.1 M	192	\$58.5 K	3885	0.0
PO-Benefits Mar '16	1.1 M	358	\$127.7 K	9.5 K	0.3
PO-Offers Mar '16	1.1 M	43	\$17.9 K	915	0.0
Spring '16	62.2 M	46.4 K	\$15.1 M	1.0 M	0.7
Announcement	7.9 M	4.5 K	\$1.3 M	318.9 K	0.6
Achievement	102.9 K	4.1 K	\$1.1 M	66.9 K	39.6
Registration Confirmation	606.5 K	3.5 K	\$1.1 M	33.3 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	107.4 K	0.3
PO-Offers Sep '16	1.1 M	12	\$1.9 K	3.1 K	0.0
eNews Oct '16	12.0 M	56	\$14.6 K	34.7 K	0.0
Hotel Specials Oct '16	9.3 M	185	\$53.4 K	5.8 K	0.0
PO-Benefits Oct '16	1.2 M	33	\$8.2 K	5.6 K	0.0
PO-Offers Oct '16	1.1 M	68	\$18.9 K	1.5 K	0.1
eNews Nov '16	11.9 M	238	\$61.1 K	21.9 K	0.0
PO-Benefits Nov '16	1.3 M	182	\$65.2 K	2.4 K	0.1
PO-Destinations Nov '16	1.2 M	2	\$388	351	0.0
Destinations Nov '16	10.6 M	4	\$1.1 K	1.6 K	0.0
Fall '16	80.2 M	14.7 K	\$4.4 M	1.0 M	0.2
Announcement	8.5 M	14.3 K	\$4.9 M	347.6 K	1.7
Registration Confirmation	900.4 K	3.3 K	\$1.1 M	42.8 K	3.7
Achievement	235.9 K	1.9 K	\$656.4 K	13.1 K	8.0
Registration Reminder	8.0 M	3.4 K	\$1.1 M	198.5 K	0.4
Last Chance Registration	7.7 M	2.6 K	\$791.4 K	165.6 K	0.3
Last Chance Booking	645.5 K	2.4 K	\$715.8 K	25.9 K	3.8
eNews Jan '17	13.7 M	3.4 K	\$1.1 M	179.7 K	0.2
eNews Feb '17	15.0 M	5.2 K	\$1.8 M	250.0 K	0.3
eNews Mar '17	14.4 M	308	\$94.1 K	12.4 K	0.0
Spring '17	69.0 M	36.8 K	\$12.3 M	1.2 M	0.5

MOBILE APP SWEEPSTAKES TO-DATE

Mobile App Sweepstakes	Delivered	Clicks	Click%
eNews Mar '17	14.4 M	226.4 K	1.6%
Solo	11.0 M	204.3 K	1.9%
Hotel Specials Mar '17	10.4 M	4.9 K	0.0%
Total	35.7 M	435.7 K	1.2%

OVERALL LOW OPEN% WAS DUE TO MISSEND FOR WELCOME EXISTING

		Program	Lifecycle
Audience	Total	114.7 M	7.0 M
	Delivered	36.2%	29.4%
	Unsub Rate	0.15% -0.1 pts	0.24% -0.4 pts
	Delivery Rate	99% 0.7 pts	97% -0.2 pts
Engagement	Open Rate	21.8% -1.4 pts	29.5% -4.6 pts
	Opens	25.0 M 28.1%	2.1 M 12.1%
	Click Rate	1.9% -0.4 pts	5.3% -1.0 pts
	Unique Clicks	2.1 M 14.2%	368.0 K 9.1%
	Click to Open Rate	8.6% -1.0 pts	17.8% -0.5 pts
Financial	Bookings	44.1 K -19.2%	7.1 K -34.2%
	Revenue	\$14.0 M -21.2%	\$2.3 M -37.3%
	Conversion Rate	2.1% -0.8 pts	1.9% -1.3 pts
	Bookings per Delivered(K)	0.4 -40.6%	1.0 -49.1%

Lifecycle deliveries increased 29% YoY and clicks increased 9%

Lowest Open% since Jan '16

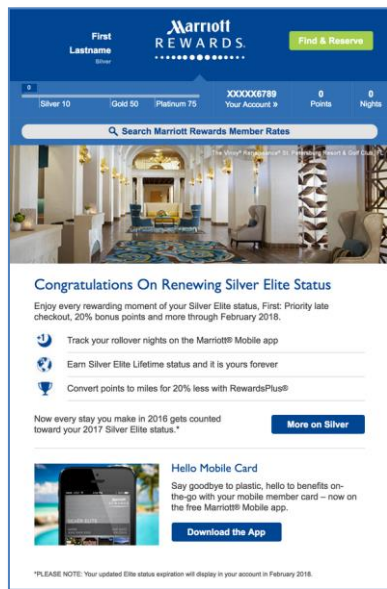
- Welcome Existing mailing delivered 150% more Emails than avg via a send error
- Lower than average Incent Redemption

CTO% was down 2.6% YoY but up slightly from 12-month average

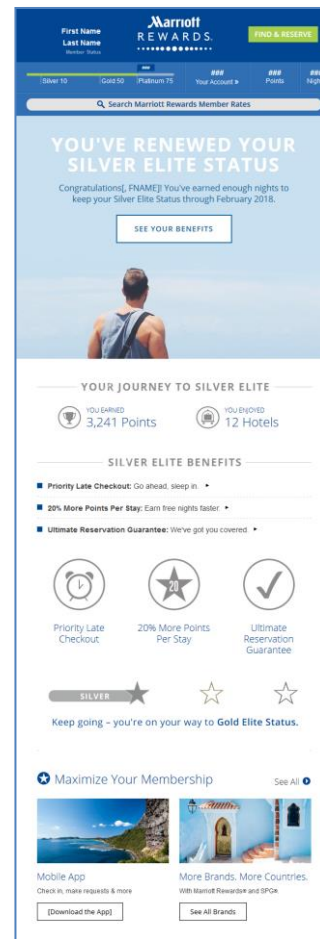
Launches of note:

- Updated Renewer
- Elite BuyBack
- 2nd month of Birthday Offer

HIGHEST CTO% SINCE JAN '16 WITH REDESIGN



Lifecycle: Renewers	Delivered	Open%	CTO%
Mar '16	76.4 K	61.7%	18.4%
Apr '16	52.6 K	61.7%	19.3%
May '16	50.7 K	63.3%	19.7%
Jun '16	48.5 K	66.0%	19.4%
Jul '16	66.0 K	66.9%	19.5%
Aug '16	58.0 K	66.4%	20.8%
Sep '16	51.2 K	66.6%	20.3%
Oct '16	58.8 K	65.7%	20.4%
Nov '16	44.8 K	64.8%	21.4%
Dec '16	11.7 K	63.8%	22.1%
Jan '17	103.4 K	61.3%	17.5%
Feb '17	71.4 K	60.2%	16.5%
Mar '17	73.1 K	62.4%	24.1%
Average	56.6 K	64.4%	19.9%



A redesigned Renewers campaign launched

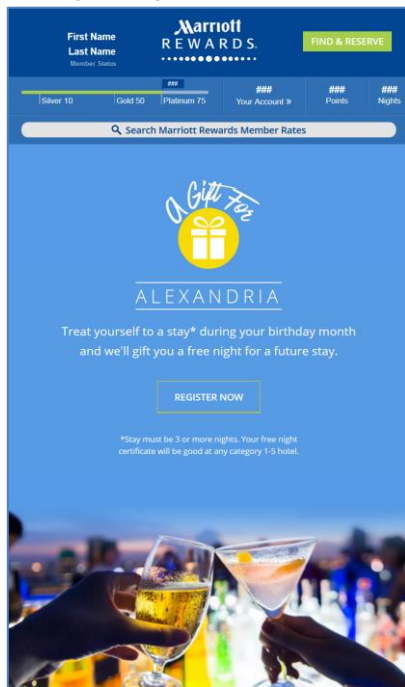
- Personalized
- Primary focus on benefits

Overall campaign CTO% was the highest since Jan '16

- April will provide the first full month of results for the redesigned versions

BIRTHDAY OFFER GENERATED SIMILAR KPIS TO WHEN THEY LAUNCHED

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



Lifecycle: Birthday Offer	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
February '17	139.9 K	475	\$151.0 K	36.8%	24.2%	3.8%	3.4
3+ Nights Offer	68.3 K	473	\$205.2 K	45.1%	26.6%	5.8%	6.9
Fri/Sat Night Offer	67.5 K	87	\$30.6 K	29.8%	20.7%	2.1%	1.3
March '17	135.8 K	560	\$235.8 K	37.5%	24.3%	4.5%	4.1

Open rate showed large discrepancy suggesting different targeting

Birthday Offer maintained their KPIs from February launch

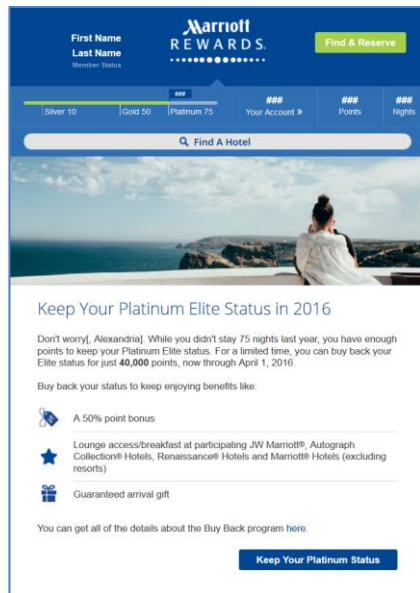
3+ Nights offer generated higher Open%*, CTO%, and Conv%

- 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

LIFECYCLE: ELITE BUYBACK PROMO

2016



Lifecycle: Elite BuyBack Total	Delivered	Open%	CTO%
2017	312.0 K	37.2%	17.7%
2016	355.0 K	38.0%	19.9%
Δ	-12.1%	-2.2%	-11.1%

Lifecycle: Elite BuyBack Silver	Delivered	Open%	CTO%
2017	193.9 K	32.9%	12.6%
2016	201.6 K	31.9%	15.3%
Δ	-3.9%	3.1%	-17.8%

Lifecycle: Elite BuyBack Gold	Delivered	Open%	CTO%
2017	81.2 K	44.8%	24.3%
2016	107.3 K	44.9%	23.0%
Δ	-24.3%	-0.4%	5.5%

Lifecycle: Elite BuyBack Platinum	Delivered	Open%	CTO%
2017	36.9 K	42.7%	23.3%
2016	46.0 K	48.6%	26.5%
Δ	-19.9%	-12.0%	-12.3%

2017



2017 featured a new hero image, new icons, and a centered CTA button

The audience size was generally larger in 2016 vs 2017

Open% decreased 2.2% YoY despite leveraging the same subject line:

SL: Keep your [LEVEL] Elite status for [YEAR]

Overall CTO% decreased 11.1% YoY

- Exception: Gold version saw a YoY CTO% increase of 5.5%

NEAR LEVEL CONTENT & SUBJECT LINE UPDATES APPEARED TO DECREASE KPIS

Original Version

First Name Last Name
Marriott REWARDS.
Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account Points Nights

You're 2 Nights Away From Silver Elite Status

(First Name), your loyalty has you on the road to Silver Elite status. You're just 2 nights away from securing even better benefits for the next year. Book now and soon these rewards will be yours.

8 / 10 NIGHTS TO SILVER

We Think You'll Enjoy Silver Benefits

With Silver Elite Status, you'll enjoy a 20% bonus on points, our reservation guarantee, priority late checkout, and more.

Achieve Instant Silver Elite Status

Get 15 Elite Night Credits every year & Silver status when you become a Marriott Rewards® Premier Credit Card member.

Lifecycle: Near Level Silver	Delivered	Open%	CTO%
Mar '17	28.0 K	45.6%	15.6%
2016 Average	48.5 K	49.5%	17.5%
Δ	-42.3%	-7.8%	-10.9%

Lifecycle: Near Level Gold	Delivered	Open%	CTO%
Mar '17	16.2 K	43.8%	16.7%
2016 Average	26.2 K	44.6%	19.1%
Δ	-38.3%	-2.0%	-12.8%

Lifecycle: Near Level Platinum	Delivered	Open%	CTO%
Mar '17	10.0 K	47.3%	13.4%
2016 Average	15.0 K	52.0%	14.4%
Δ	-33.2%	-8.9%	-7.0%

Updated Copy

First Last Name
Marriott REWARDS.
Find & Reserve

Silver 10 Gold 50 Platinum 75 XXXXX6789 Your Account 20,000 Points 8 Nights

You're 2 Nights Away From Silver Elite Status

You're so close to Silver Elite status, First. Book now and discover the next level of member benefits.

8 / 10 NIGHTS TO SILVER

Benefits of Silver Elite

As a Silver Elite member, you'll get 20% more points on stays, priority late checkout, our reservation guarantee and more. Plus, you'll also be eligible for Preferred status at SPG®.

Guaranteed Elite Status

Get 15 Elite Night Credits every year & Silver Elite status when you become a Marriott Rewards® Premier Credit Card member.

Lifecycle: Near Level Silver	Delivered	Open%	CTO%
Mar '17	16.2 K	43.8%	16.7%
2016 Average	26.2 K	44.6%	19.1%
Δ	-38.3%	-2.0%	-12.8%

Lifecycle: Near Level Gold	Delivered	Open%	CTO%
Mar '17	10.0 K	47.3%	13.4%
2016 Average	15.0 K	52.0%	14.4%
Δ	-33.2%	-8.9%	-7.0%

Lifecycle: Near Level Platinum	Delivered	Open%	CTO%
Mar '17	1.8 K	53.2%	18.5%
2016 Average	7.3 K	62.0%	18.7%
Δ	-75.4%	-14.2%	-1.1%

2 indicators performance decreased

- Both Open% and CTO% fell YoY with the update
- Feb, pre-update, did not experience the same negative YoY changes (Open% increased while CTO% fell 12% vs 21%)

Open% decreased YoY for all versions

- Previous SL: [LEVEL] Elite Status is within your reach
- Current SL: You're [X] Nights Away from [LEVEL] Elite Status

CTO% fell YoY for all versions;

- Top content copy was simplified and CTA was updated
- Secondary content included mention of SPG preferred status

LIFECYCLE: ONBOARDING

	2016 Subject Line	New Subject Line	Open% Lift vs 2016 Avg.
Series 1	How to Use Your Rewards Account	Monday Tip 1 of 4: Manage Your Account	-0.3%
Series 2	How to Earn Points: No Travel Required	Monday Tip 2 of 4: Your Points Guide	12.4%
Series 3	Let's Plan Your Next Trip	Monday Tip 3 of 4: Indulge Within Reach	5.4%
Series 4	You Have 50 M New Friends	Monday Tip 4 of 4: Connect With Us	16.2%

March was first full month of data since updates

- Deployed Monday
- Subject line overhaul

3rd highest Open% since launch (Mar '16)

- Sequencing & subject line updates appeared to help Open rates

CTO% was the 2nd lowest since launch, suggesting an opportunity to improve content

LIFECYCLE: WELCOME

	Previous Subject Line	New Subject Line (Mar '17)	Open% Lift vs 2016 Avg.
Welcome	Welcome to Marriott Rewards	Welcome to Marriott Rewards [FNAME]!	-13.6%
EES1	Personalize Your Experience: Tip 1 of 3	Tip 1 of 3: Personalize Your Account	-12.2%
EES2	Earn and Redeem Points: Tip 2 of 3	Tip 2 of 3: Get More From Your Points	-13.7%
EES3	Get Our best Available Rate: Tip 3 of 3	Tip 3 of 3: Get the Lowest Price	-12.4%

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

Recommend subject line optimization & revisiting placement of sequencing

NOTE: In March, Welcome Points delivery volume was ~37% above average for campaign and individual Emails



THANK YOU!



MARCH ENEWS BY SECTION

Core % of Clicks			
Section	Mar '17	12 Mo. Avg	Mar Diff
Account Box	17.60%	21.3%	-17.4%
Top Offer	54.11%	42.7%	26.6%
Top Offer 2	4.68%	9.6%	-51.0%
Search	3.42%	4.9%	-30.7%
Rewards	14.35%	16.9%	-14.9%
Hotel Openings	1.55%	1.3%	16.3%
eBreaks	1.36%	2.2%	-38.6%
Footer	0.54%	0.8%	-29.7%

WHPH % of Clicks			
Section	Mar '17	12 Mo. Avg	Mar Diff
Account Box	7.43%	14.8%	-49.8%
Top Offer	72.66%	51.6%	40.7%
Top Offer 2	4.56%	7.4%	-38.3%
Search	1.07%	2.9%	-62.9%
Rewards	9.60%	17.9%	-46.3%
Hotel Openings	1.36%	1.7%	-22.0%
eBreaks	1.15%	1.6%	-26.4%
Footer	0.12%	0.5%	-78.0%

TSAT % of Clicks			
Section	Mar '17	12 Mo. Avg	Mar Diff
Account Box	14.39%	21.5%	-33.1%
Top Offer	52.14%	42.2%	23.6%
Top Offer 2	6.59%	7.7%	-14.0%
Search	3.83%	6.1%	-37.2%
Rewards	15.91%	14.7%	8.0%
Hotel Openings	1.21%	2.2%	-46.0%
eBreaks	2.44%	2.7%	-10.9%
Footer	0.37%	0.8%	-55.2%

MARCH HOTEL SPECIALS BY SECTION

Core % of Clicks			
Section	Mar '17	12 Mo. Avg	Mar Diff
Account Box	24.98%	23.4%	6.6%
Search	8.99%	9.7%	-7.3%
Field Offers	44.65%	42.0%	6.4%
Middle Offer	4.91%	10.3%	-52.4%
Getaways	6.69%	8.7%	-23.4%
Experiences	5.34%	4.3%	22.9%
eBreaks	3.68%	5.6%	-33.9%
Footer	0.75%	2.2%	-65.6%

WHPH % of Clicks			
Section	Mar '17	12 Mo. Avg	Mar Diff
Account Box	17.53%	18.1%	-3.0%
Search	4.78%	6.2%	-22.7%
Field Offers	48.65%	47.6%	2.1%
Middle Offer	7.24%	15.8%	-54.3%
Getaways	11.19%	11.0%	1.6%
Experiences	5.99%	5.0%	20.7%
eBreaks	4.20%	4.7%	-10.5%
Footer	0.43%	0.9%	-50.6%

TSAT % of Clicks			
Section	Mar '17	12 Mo. Avg	Mar Diff
Account Box	18.99%	18.4%	3.0%
Search	8.93%	10.0%	-11.0%
Field Offers	50.78%	46.7%	8.7%
Middle Offer	5.18%	10.0%	-48.4%
Getaways	6.30%	9.0%	-30.1%
Experiences	5.16%	4.3%	20.2%
eBreaks	4.20%	6.0%	-30.3%
Footer	0.47%	1.6%	-69.9%

MARCH DESTINATIONS BY SECTION

Core % of Clicks			
Section	Mar '17	8 Mo. Avg	Mar Diff
Account Box	17.5%	28.8%	-39.2%
Top Offer	73.5%	46.1%	59.3%
Search	4.0%	5.9%	-31.9%
Middle Offer	2.0%	12.4%	-83.7%
Bottom Offer	1.6%	4.5%	-64.0%
Upcoming Trip	0.3%	0.7%	-64.3%
Footer	1.0%	2.1%	-50.6%

WHPH % of Clicks			
Section	Mar '17	8 Mo. Avg	Mar Diff
Account Box	10.6%	19.0%	-44.3%
Top Offer	83.2%	57.1%	45.8%
Search	1.8%	2.9%	-36.8%
Middle Offer	1.9%	15.0%	-87.5%
Bottom Offer	1.5%	4.8%	-69.3%
Upcoming Trip	0.8%	2.1%	-63.3%
Footer	0.2%	1.0%	-75.5%

TSAT % of Clicks			
Section	Mar '17	8 Mo. Avg	Mar Diff
Account Box	12.9%	22.8%	-43.5%
Top Offer	78.8%	50.6%	55.7%
Search	3.9%	5.6%	-31.4%
Middle Offer	2.1%	14.0%	-84.9%
Bottom Offer	1.4%	5.3%	-73.2%
Upcoming Trip	0.3%	0.7%	-57.7%
Footer	0.7%	1.6%	-56.8%

HILTON FLASH SALES

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BY HILTON

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DoubleTree by Hilton Hotel Washington DC - Crystal City

72-Hour Sale

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Hilton Short Hills

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Save up to \$55 per night, 20% off in Short Hills.

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72 Hours Only

Exclusive 20% savings for our valued guests

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UP TO 20% OFF

save up to 20% on April and May weekend stays. starts today.

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so sorry!
our sale has ended

SALE IS OVER

start planning your next getaway at Hilton.com today.

take me away

flash sale now on across Europe, Middle East & Africa


save up to 25%*

flash sale across Asia Pacific starts March 21st

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PROMOTIONAL ACTIVITY

Hilton Member account login



2k Points Every Day

register in 1 click

Earn 2,000 Bonus Points every day, on every stay now through April 30, 2017 — another way we got Hilton Honors members more.

Marriott Member 011900307




Double Points for Being You
Earn double points April 1 – June 30, 2017.

we understand being travel helps you be your best. Earn double points April 1 – June 30, 2017 on eligible stays worldwide. Starting with your second eligible stay, 10x the new total of 10x eligible program points add up quickly, so free nights and room upgrades are within reach.

[REDEEM NOW](#)

ihg Rewards Club Michael Ellen Club Member # 01555511

What a beautiful day! 1,000 bonus points | Redeem 1 | Sign In



This year, get to your happy place faster.
Accelerate can help you get there, starting with 1,000 bonus points.

Dear Michael,

Whenever your happy place may be — from a golf trip to a weekend getaway — Accelerate can help you get there faster, with rewarding offers designed for the way you like to travel. To start this year off right, we're offering 1,000 bonus points if you stay at your favorite IHG hotel between March 1st and March 31st.

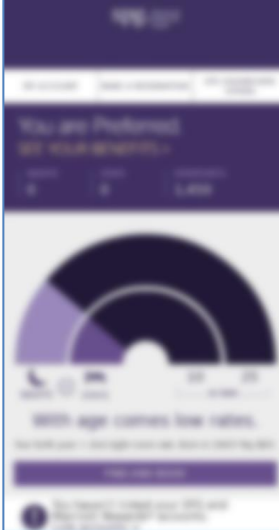
And that's just a start: when you stay at any IHG hotel between now and April 15th, you can earn up to 24,000 bonus points, to help you get closer to wherever you want to be.

[LET'S GET TO YOUR HAPPY PLACE](#)

Points Earned	Completed Offers	Days Left
1,000	0 of 1	011

Earn 24,000 total bonus points
complete all your offers to get 24,000 total bonus points

Point Value	Offer Description	Status
1,000	March Bonus Offer Book and stay once in March and get 1,000 bonus points before the year.	
1,000	Book and stay Once Get 1,000 There you go! Book a 1-night Rewards Club Member Book and stay once and earn 1,000 bonus points.	
5,000	Stay 1 night Get an additional 5,000 bonus points after night 2.	
3,000	Stay 3 more nights Get an additional 3,000 bonus points after night 3.	
3,000	Stay 3 more nights Get an additional 3,000 bonus points after night 3.	
3,000	Stay 3 more nights Get an additional 3,000 bonus points after night 3.	
3,000	Stay 3 more nights Get an additional 3,000 bonus points after night 3.	
15,000	Stay 5 more nights Get an additional 15,000 bonus points after night 15.	



SPG Double Take.
2X STARPOINTS ON FIRST 3 STAYS

YOU'RE REGISTERED TO DOUBLE UP ON BONUS STARPOINTS. [BOOK NOW >](#)

ST. REGIS LANGKAWI, MALAYSIA

spg Starwood Preferred Guest

2X STARPOINTS ON FIRST 3 STAYS

[REGISTER NOW](#)

SPG® Double Take.
Register by March 15 >

Register for **SPG® Double Take** by **March 15, 2017**. Now through April 15, 2017, you'll earn:

- Double Starpoints® on your first three stays
- Plus, you'll get an additional invitation-only offer

Register now to reveal your **SPG Double Take** bonus and make your stays twice as nice where earning double Starpoints is just the beginning.

spg Starwood Preferred Guest



SPG Double Take.
REVEAL YOUR BONUS — REGISTER NOW >

2X STARPOINTS ON FIRST 3 STAYS

SPG® Double Take registration ends soon. This is your last chance to register and earn 2X Starpoints® and thousands more until 15 April 2017. This offer is valid at all hotels and resorts in the SPG programme — no exceptions.

DOUBLE STARPOINTS: Earn 2X Starpoints on your first three stays.

DOUBLE TAKE BONUS: Beginning on the fourth stay, your nights can add up to thousands more Starpoints. Your bonus will be revealed when you register.

[ONE-CLICK REGISTRATION](#)

Register by 15 March 2017.

spg Starwood Preferred Guest

Success! You're registered.
[BOOK NOW >](#)



2X STARPOINTS ON FIRST 3 STAYS

TAKE HOME DOUBLE STARPOINTS AND MORE.

You've successfully registered for the SPG® Double Take global promotion. You'll earn double Starpoints® on your first three stays between January 16 and April 15, 2017, at all hotels and resorts in the SPG program — no exceptions.

[+](#)

HERE'S YOUR EXCLUSIVE SPG DOUBLE TAKE BONUS:

Earn up to 10,000 additional Starpoints beginning with your fourth stay:

- Achieve 10 nights and you'll earn 5,000 Starpoints.
- After 10 nights, earn 500 Starpoints for each additional night, up to 5,000 Starpoints.

[BOOK NOW](#)

Keep tabs on your earnings with your **SPG Dashboard**

Learn about and register for Marriott Rewards® MegaBonus® >

WE'RE LINKED — JOIN US.

If you haven't already, link your SPG and Rewards accounts now to get two new advantages: **Elite Status Match** and **Points Transfer**.

[LINK ACCOUNTS](#)

THE RITZ-CARLTON | **Marriott** | **spg** Starwood Preferred Guest

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unwind
with 75k points after spending \$2,000
in your first 3 months as a cardmember

6 bonus points
per \$1 spent on Hilton
hotel stays

3 bonus points
per \$1 spent on groceries,
dining & gas stations

2 bonus points
per \$1 spent on the card
on all other purchases

No Annual Fee*

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Hilton Maiana Lagoon Resort & Spa, French Polynesia

spg Starwood Preferred Guest Member #153091230G

FOR A LIMITED TIME, EARN UP TO 35,000 BONUS STARPOINTS
OUR HIGHEST STARPOINTS BONUS

Apply for The Starwood Preferred Guest® Credit Card from American Express, and when approved, you can earn up to 35,000 bonus Starpoints®. Watch your Starpoints quickly add up to three nights.* Some hotels may have mandatory service and resort charges. See offer details below.

25,000 + 10,000 = 35,000

Bonus Starpoints offer you spend \$20,000 in purchases with your Card within the first three months.

Bonus Starpoints offer you spend an additional \$20,000 in purchases with your Card within the first six months.

Bonus Starpoints® that's enough for two free nights at a Category 1 hotel. These awards have no blackout dates and no additional fees.

Plus, enjoy a \$0 introductory annual fee for the first year. Then \$50.* Apply by April 5, 2017. To take advantage of this limited time offer. [Rates & Fees](#)

[APPLY NOW](#)

ARE YOU A BUSINESS OWNER?
Get the same great benefits and more. [Learn more >](#)

WYNDHAM REWARDS
You've earned this:

Hello, Mitchell
Member #153091230G
BLUE Member | 0 points

CHOOSE YOUR FREE GIFT*

SUN. SMILES. REPEAT.

Check off playing cards, set of coasters or two 8x10 prints.

[Get started](#)

Always remember the adventures you had on your vacation. Use your favorite photos from your trip to make a one-of-a-kind creation you can keep forever. Get started on your phone, tablet or computer to relive the fun times whenever you want.

Promo code:
WD47-275G-WJ22-M6DX78

[Get started >](#)

Redeem your offer before March 27, 2017.

spg Starwood Preferred Guest | **UBER**

Arrive in style.
Your first Uber ride
is our treat.

UBER AND SPG INVITE YOU TO GIVE
UBER A TRY.

Get started with Uber. Enter promo code **SPGRIDE2017** during sign-up or on the Uber app "Payment" page, and you'll enjoy your first ride for free (up to US\$20*). Offer valid through March 31, 2018.

[SIGN UP NOW](#)

Additionally, make sure to link your Uber and SPG® accounts to earn Starpoints® for your rides with Uber.** **Here's how you'll earn:**

EVERY DAY
Earn 1 Starpoint per US\$2 spent with Uber.

DURING STAYS
Earn 2 Starpoints per US\$1 spent with Uber.

[LINK ACCOUNTS](#)

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Plus, earn 100 bonus points.

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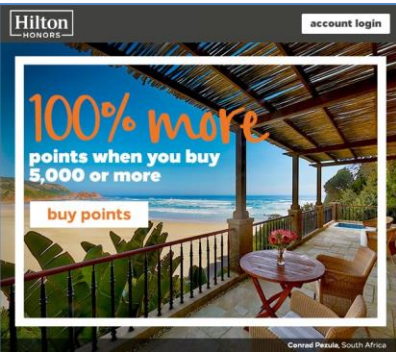
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Hotel: Hilton

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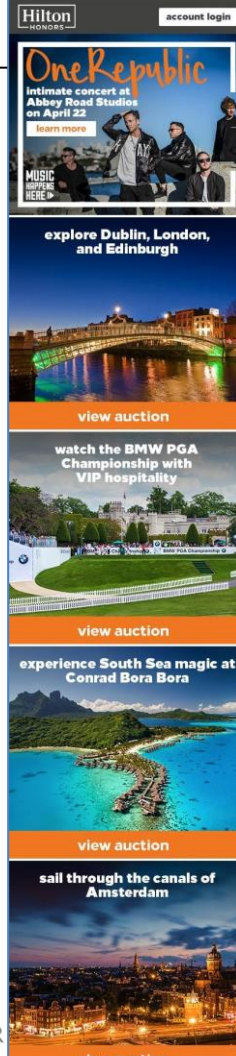
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