

MARRIOTT
BONVOY™

yes

MARRIOTT BONVOY EMAIL PROGRAM

August 2019 Monthly Email Review

September 26, 2019

TODAY'S AGENDA

1. Performance Summary
2. Key Initiatives & Campaigns
3. Tests and Optimizations
4. Actionable Insights

KEY STORYLINES

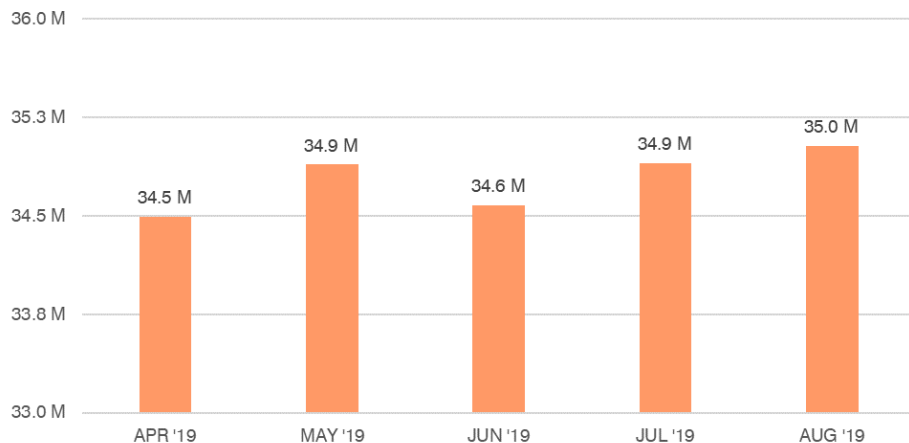
- Delivered more Solos compared to YTD Bonvoy program average and they contributed to monthly financial gains, along with MAU (60% of revenue)
- Open rates are still down for most email categories & types, but click rates remain steady
- Improved Cobrand email targeting has positive email channel impacts (emails made up 26% of Aug deployments vs. 36% in July)
- Relaunched several Orchestrated triggers: Abandoned Search, Incent Redemption, and Lifetime Achievers; optimizations are being scoped and/or underway

MONTHLY PERFORMANCE SUMMARY

34% OF MEMBERS ENGAGED IN AUGUST '19 EMAILS

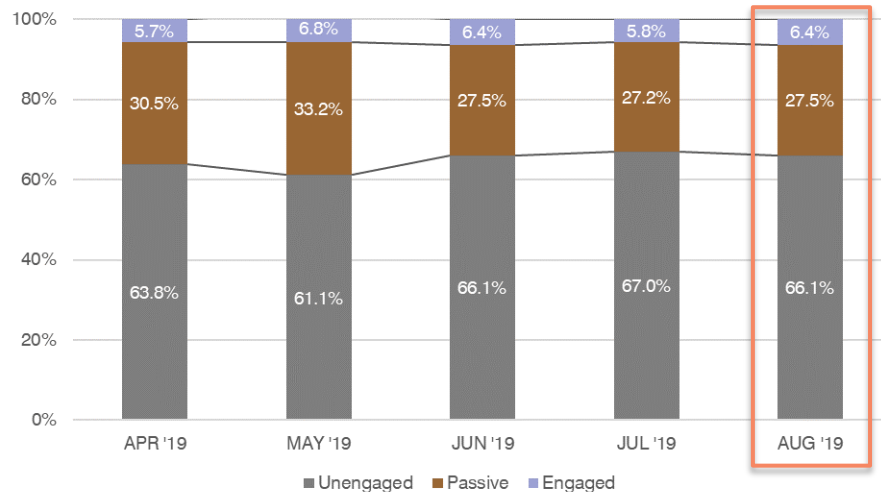
- 35M members received at least 1 email in August; consistent trend since April '19
- Email engagement +1.0 pts MoM; increase in members opening and clicking on emails
- Impact of Cobrand targeting enhancements; model driven emails reduced frequency and multiple product messages

Marriott Bonvoy Received Volume: Members w/ 1+ Email



Received: Member received 1 or more emails during time period (month)

Marriott Bonvoy Email Engagement: All Members

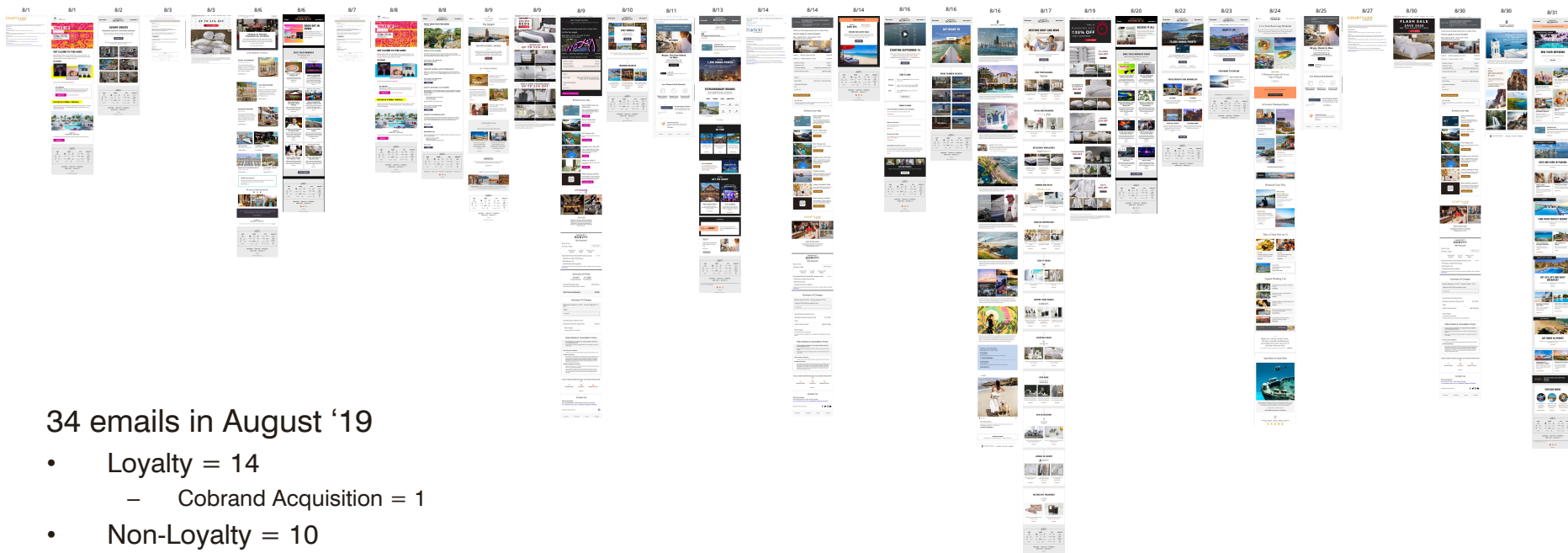


Engaged: Opened and clicked 1+ emails

Passive: Opened, but did not click

Unengaged: Did not open and did not click

SAMPLE ELITE MEMBER INBOX: AUGUST 2019



34 emails in August '19

- Loyalty = 14
 - Cobrand Acquisition = 1
- Non-Loyalty = 10
- Reservation = 10

PERFORMANCE SUMMARY: AUGUST 2019

- Additional Solo and Promo emails are contributing to 24% increase in # of delivered emails
- Most email categories have declining open rates when compared to Bonvoy YTD average; click rates remain steady
- Financial gains driven by MAU & Solos (60% of bookings, nights, and revenues; evenly split)

August 2019 vs. Bonvoy YTD Average

Feb 13-Jul 31, 2019

Engagement

229.6 M

Emails Delivered
+24.1% (+44.6 M)

15.3%

Open Rate
-1.7 pts.

1.2%

CTR
0.0 pts.

7.5%

CTOR
+0.9 pts.

0.23%

Unsubscribe Rate
-0.01 pts.

Financials

48.5 K

Bookings
+19.1% (+7.8 K)

108.3 K

Room Nights
+17.3% (+16.0 K)

\$17.7 M

Revenue
+12.3% (+\$1.9 M)

0.21

Bookings/Delivered (K)
-4.1%

1.8%

Booking Conv.
-0.1 pts

Financial data source: Omniture 7-day

EXECUTIVE DASHBOARD: AUGUST '19

August 2019 vs. YTD
Bonvoy email program
average (2/13 – 7/31/19)

Observations:

Open rates are declining
for most categories

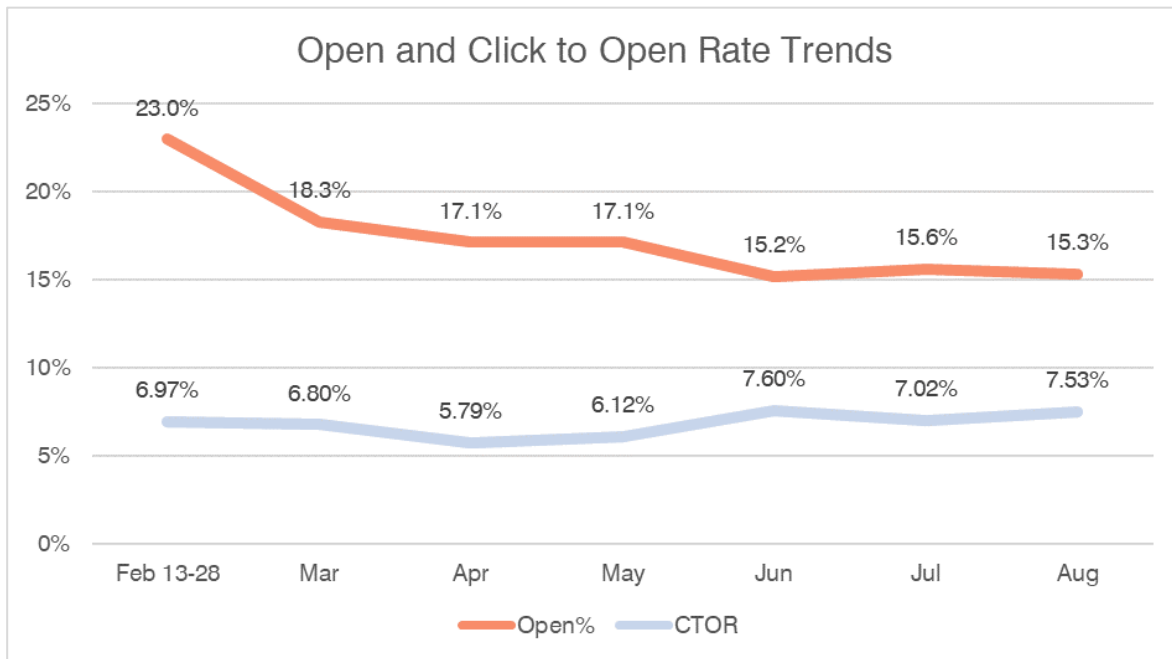
Solo emails drove \$5.3M;
mostly from PoP Solo
- Metrics similar to MAU

ATM emails paused for
the month; relaunch
planned for mid-Sept

	TOTAL	MAU	OFFERS & PCKGS	LPM	SOLO	PROMO	ATM	COBRAND	MOMENTS	METT	BRAND BPP
Sent	233.7 M 23.6%	31.0 M 6.9%	14.3 M 14.6%	1.7 M -1.4%	56.1 M 53.7%	33.6 M 56.8%	0.0	59.1 M 0.3%	9.6 M 0.1%	17.7 M 6.2%	10.8 M 29.2%
Delivered	229.6 M 24.1%	30.2 M 8.0%	14.2 M 15.1%	1.6 M -1.5%	55.0 M 54.9%	32.7 M 58.3%	0.0	58.6 M 0.3%	9.5 M 0.3%	17.1 M 6.4%	10.7 M 30.3%
Delivery %	98.2% +0.5 pts	97.5% +1.0 pts	99.1% +0.4 pts	93.2% 0.0 pts	98.0% +0.8 pts	97.5% +0.9 pts	0.0	99.2% +0.1 pts	99.7% +0.2 pts	96.7% +0.2 pts	99.3% +0.8 pts
Open	35.2 M 11.9%	5.3 M 2.7%	2.2 M 24.3%	400.5 K 20.6%	8.6 M 33.8%	4.7 M 26.1%	0.0	7.1 M -9.7%	2.1 M -10.4%	2.5 M -10.6%	2.3 M -8.1%
Open%	15.3% -1.7 pts	17.7% -0.9 pts	15.7% +1.2 pts	25.7% +4.7 pts	15.6% -2.5 pts	14.3% -3.7 pts	0.0	12.2% -1.4 pts	21.6% -2.6 pts	14.7% -2.8 pts	21.6% +1.2 pts
Click	2.7 M 26.9%	697.1 K 27.8%	197.1 K 18.7%	89.5 K 44.3%	674.1 K 45.5%	494.2 K 31.7%	0.0	202.2 K 2.4%	131.4 K -7.9%	73.5 K -4.0%	94.9 K 10.4%
CTR	1.2% 0.0 pts	2.3% +0.4 pts	1.4% 0.0 pts	5.8% +1.8 pts	1.2% -0.1 pts	1.5% -0.3 pts	0.0	0.34% 0.0 pts	1.4% -0.1 pts	0.43% 0.0 pts	0.89% -0.2 pts
CTOR	7.5% +0.9 pts	13.0% +2.6 pts	8.9% -0.4 pts	22.3% +3.7 pts	7.9% +0.6 pts	10.5% +0.5 pts	0.0	2.8% +0.3 pts	6.4% +0.2 pts	2.9% +0.2 pts	4.1% -1.0 pts
Unsub.	531.3 K 17.2%	55.4 K -16.9%	55.8 K 13.1%	8.5 K -10.3%	121.7 K 42.2%	101.4 K 69.7%	0.0	120.5 K -11.9%	7.6 K -34.1%	43.8 K 9.4%	16.6 K -18.2%
Unsub%	0.23% -0.01 pts	0.18% -0.05 pts	0.39% -0.01 pts	0.55% -0.05 pts	0.22% -0.02 pts	0.31% +0.02 pts	0.0	0.21% -0.03 pts	0.08% -0.04 pts	0.26% +0.01 pts	0.15% -0.09 pts
Bookings	48.5 K 19.1%	14.3 K 47.1%	4.6 K 6.1%	1.5 K 47.6%	14.5 K 82.2%	3.1 K -57.0%	0.0	4.3 K -7.2%	2.7 K -24.3%	747 -54.7%	2.7 K 35.1%
Rmnts	108.3 K 17.3%	32.0 K 46.7%	10.5 K 9.0%	3.4 K 36.7%	32.9 K 79.0%	7.0 K -58.1%	0.0	8.2 K -13.0%	6.1 K -24.4%	1.7 K -55.7%	6.4 K 32.2%
Revenue	\$17.7 M 12.3%	\$5.3 M 37.0%	\$1.8 M 8.5%	\$537.0 K 28.8%	\$5.3 M 69.7%	\$1.1 M -60.4%	0.0	\$1.2 M -21.2%	\$1.1 M -24.6%	\$283.7 K -58.5%	\$1.2 M 35.2%
Conv%	1.8% -0.1 pts	2.0% +0.3 pts	2.4% -0.3 pts	1.7% 0.0 pts	2.2% +0.4 pts	0.6% -1.3 pts	0.0	2.1% -0.2 pts	2.0% -0.4 pts	1.0% -1.1 pts	2.8% +0.5 pts
BPK	0.21 -4.1%	0.47 36.3%	0.33 -7.8%	0.97 49.8%	0.26 17.6%	0.10 -72.8%	0.00	0.07 -7.5%	0.28 -24.5%	0.04 -57.4%	0.25 3.7%

MARRIOTT BONVOY EMAIL ENGAGEMENT TRENDS

- Open rate decline trends continue; regular subject line testing will help lift engagement
- Click-to-open (CTOR) is showing lifts since June
 - There is slight seasonality here, but those that are opening email are the ones that remain engaged in the program



MEMBER LEVEL ENGAGEMENT TRENDS: AUGUST 2019

- Open rate declines are visible across all member levels, as well as non-members
- Click rates are up for Basic and select Elite tiers compared to YTD average; additional Solo emails contributed to CTOR increases

NON-MEMBER

BASIC

SILVER

GOLD

Aug. vs. Bonvoy YTD Avg.

Open%: 12.2% (-3.0 pts.)

CTR: 0.4% (-0.1 pts.)

CTOR: 3.6% (0.0 pts.)

Unsub.%: 0.72% (+0.05 pts.)

Open%: 12.9% (-1.6 pts.)

CTR: 0.8% (-0.1 pts.)

CTOR: 6.4% (+1.3 pts.)

Unsub.%: 0.22% (-0.04 pts.)

Open%: 18.7% (-1.1 pts.)

CTR: 1.7% (+0.2 pts.)

CTOR: 9.0% (+1.5 pts.)

Unsub.%: 0.10% (-0.04 pts.)

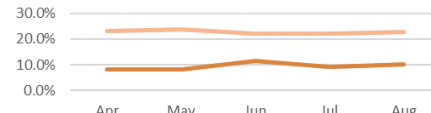
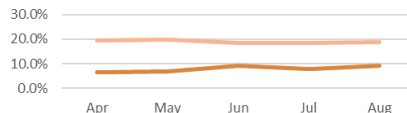
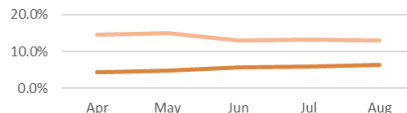
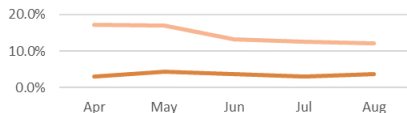
Open%: 22.7% (-0.8 pts.)

CTR: 2.3% (+0.1 pts.)

CTOR: 10.1% (+0.9 pts.)

Unsub.%: 0.08% (-0.04 pts.)

Monthly Trends



— Open%

— CTR

MEMBER LEVEL ENGAGEMENT TRENDS: AUGUST 2019

- Open rate declines are visible across all member levels
- Ambassador and Titanium declines mostly from Solos and Brand BPP categories

PLATINUM

TITANIUM

AMBASSADOR

Aug. vs. Bonvoy YTD Avg.

Open Rate: 26.9% (-0.9 pts.)

CTR: 2.9% (-0.1 pts.)

CTOR: 10.9% (+0.1 pts.)

Unsub. Rate: 0.04% (-0.02 pts.)

Open Rate: 28.7% (-0.9 pts.)

CTR: 3.1% (-0.6 pts.)

CTOR: 10.7% (-1.8 pts.)

Unsub. Rate: 0.03% (-0.01 pts.)

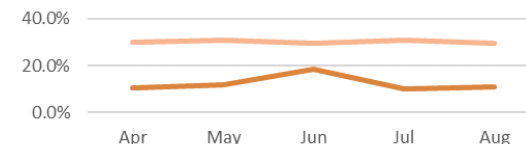
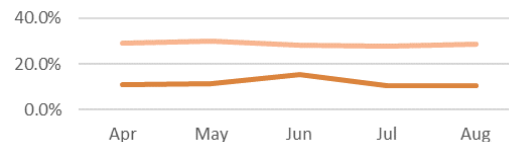
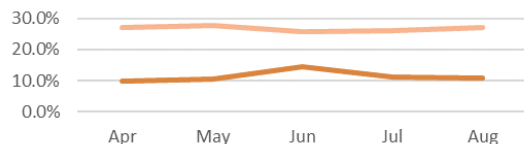
Open Rate: 29.6% (-1.4 pts.)

CTR: 3.2% (-1.1 pts.)

CTOR: 10.8% (-3.0 pts.)

Unsub. Rate: 0.04% (0.00 pts.)

Monthly Trends



— Open% — CTR

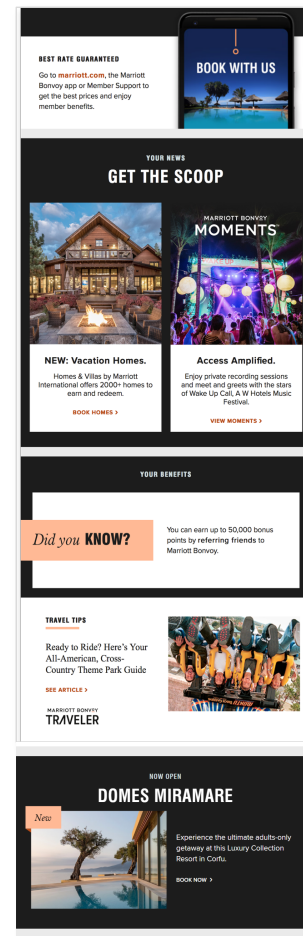
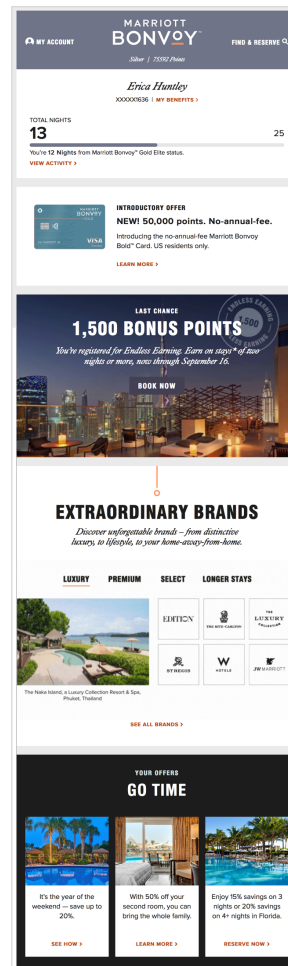
KEY INITIATIVES & CAMPAIGN HIGHLIGHTS

MAU CREATIVE: AUGUST 2019

EXAMPLE OF GLOBAL ENGLISH VERSION

Subject Line: Your Marriott Bonvoy Account Update: Special Offers, Benefits and More

Pre-Header: See What's New in August



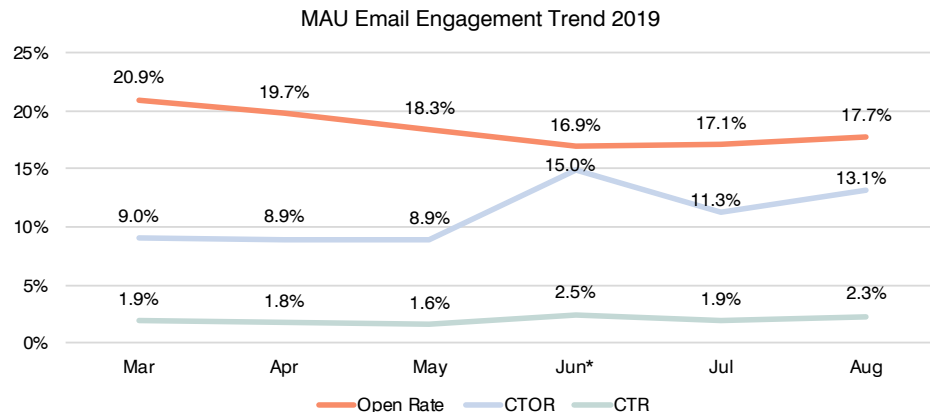
MAU PERFORMANCE SUMMARY: AUGUST 2019

ALL VERSIONS: GLOBAL ENGLISH + IN. LANG.

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nights	Revenue
Aug '19	30.2 M	17.7%	2.3%	13.1%	0.18%	32.5 K	\$5.3 M
vs. July '19	-2.8% (-874.3 K)	+0.7 pts.	+0.4 pts.	+1.8 pts.	-0.00 pts.	-3.3% (-1.1 K)	-5.9% (-\$332.7 K)
vs. MAU 3-month baseline		-1.9 pts.	+0.6 pts.	+4.2 pts.	-0.08 pts.	+10.8 K	+\$1.6 M

Aug '19 Observations:

- Aug. open rate of remained steady MoM, but down 1.9 pts. vs. MAU baseline
 - Regular subject line testing will help lift rates
 - Consider testing with Basics as they are the majority and least engaged
- Click rates are up MoM and when compared to MAU baseline
- Financials are down MoM, but bookings per thousand delivered remained flat at 0.48

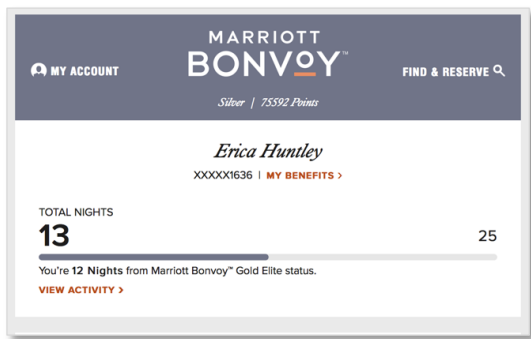


*June 2019 CTOR and CTR spikes a result of an alert message targeting issue

MAU CREATIVE: AUGUST 2019

VERSION: GLOBAL ENGLISH

New account box received 58% of clicks pulling from other modules; typical engagement was in lower 30% range

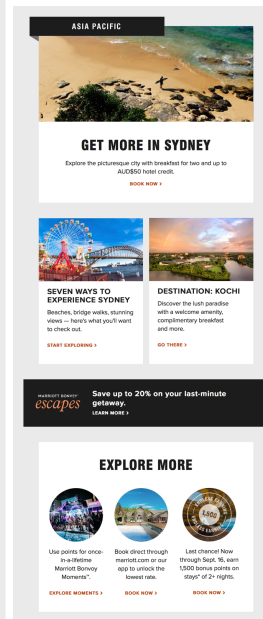


Module updates include modifying Free Night Award messaging and adding Cobrand

Consider adding Elite messaging about nights needed to stay at current level for those closer to reaching that goal vs. reaching next level up



Pre-Header: Discover your next getaway now.



OFFERS & PACKAGES PERFORMANCE SUMMARY: AUGUST 2019

ALL VERSIONS

Aug '19	14.2 M	15.8%	1.4%	9.0%	0.40%	10.5 K	\$1.8 M
vs. July '19	Delivered +0.2% (+29 K)	Open Rate -0.6 pts	CTR -0.3 pts.	CTOR -1.3 pts	Unsub. Rate -0.03 pts	Room Nights -33% (-10.5 K)	Revenue -32% (-\$839 K)
vs. Aug '19 Bonvoy Avg.		+0.5 pts.	+0.2 pts.	+1.5 pts.	+0.17 pts		

Aug '19 Observations:

- Subject line testing helped open rate (up 0.5 pts. vs. Bonvoy Aug average), but is slightly below July by 0.6 pts; continue with optimization each month
 - Aug winner was the same winner in July: **Here Are Our Exclusive Offers**
 - Consider pulling in Hero content into pre-header to peak interest in email content
 - Example:
 - Subject line: **Erica, Here Are Your Exclusive Offers**
 - Pre-header using Hero content: **INSIDE: Save up to 20% on Weekends**
- CTOR down 1.3 pts. MoM, but up 1.5 pts. compared to Aug Bonvoy avg; consider streamlining copy to make more scannable and to highlight offers
- A campaign deep dive is planned now that we have 3 deployments; results will drive future optimization plans

INCENT REDEMPTION LAUNCHED 8/21

Subject Line:

Initial = Erica, You have 75,592 Points to Redeem

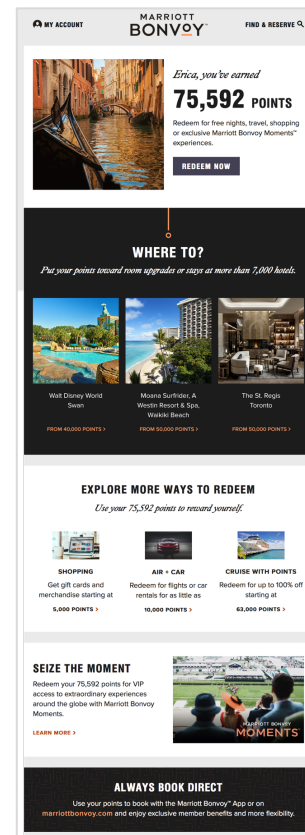
Changed to = Erica, You've Got Points - Discover Ways to Redeem Now

Pre-Header: You've earned your points. Reward yourself with free nights, room upgrades or experiences.

Aug '19	78.9 K	31.5%	7.6%	24.1%	0.10%
	Delivered	Open Rate	CTR	CTOR	Unsub. Rate
vs. Aug '19 Bonvoy Avg.		+16.2 pts	+6.4 pts	+16.6 pts.	-0.13 pts.
Performance Comparison:					
2018 MR Incent Redemp.		37.8%	5.2%	13.6%	0.02%

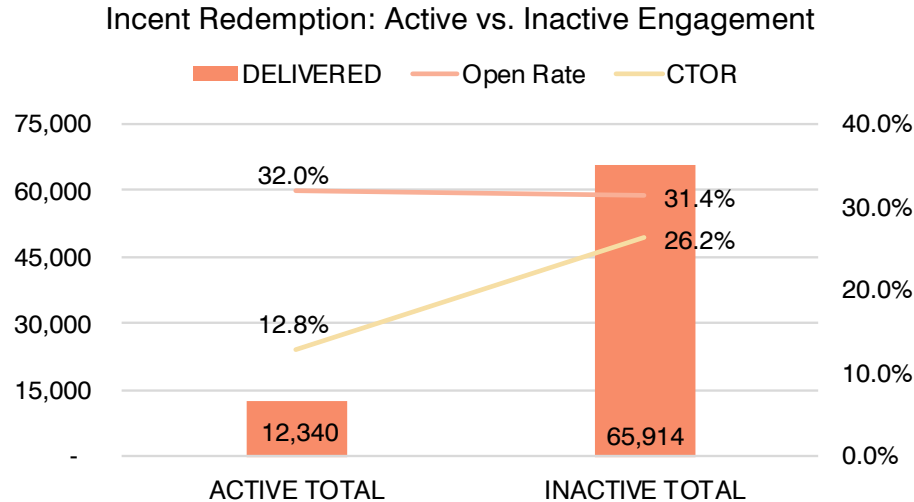
Observations:

- Launched phase 1 campaign that drove above average engagement
- Removing point balance from subject line could be impacting open rate that is below 2018 MR average...*but a 31.5% open rate is still very good*
- Phase 2 optimization plans are underway with personalized subject lines and content based on program activity and frequency of receiving email



INCENT REDEMPTION: PERFORMANCE BY SEGMENT

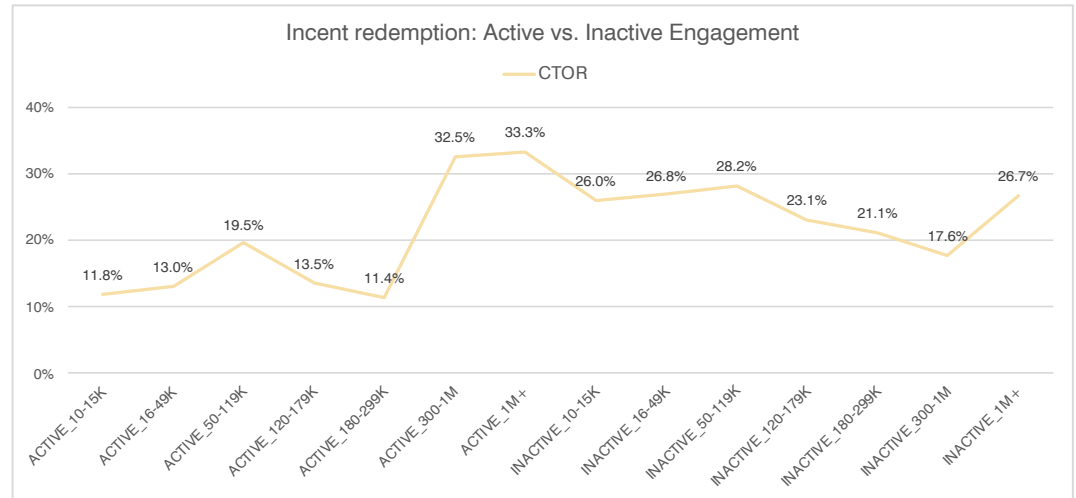
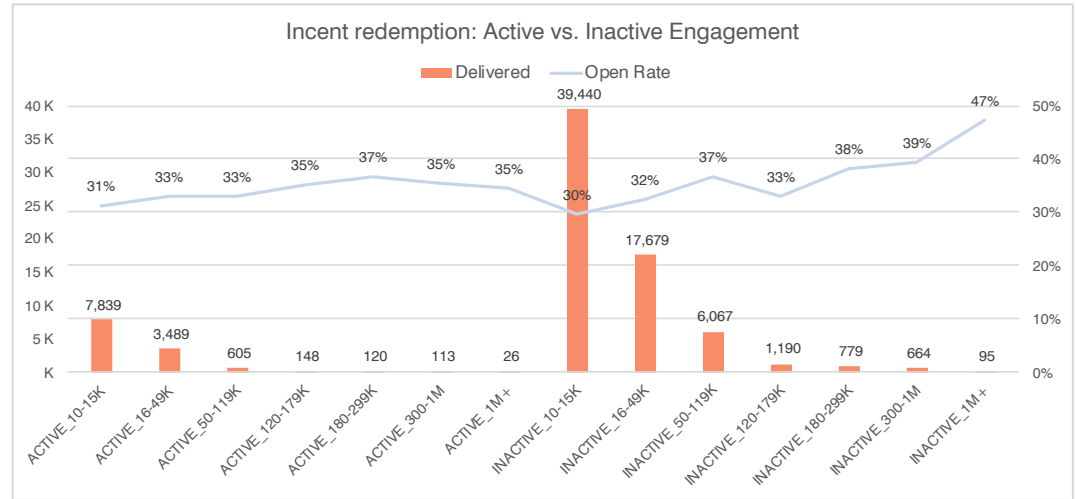
- Email successfully reengaged members that have not earned or redeemed points in the 61+ days prior getting this email (refers to Inactive segment)
- Active members have slightly higher open rates, but Inactive members are engaging in the email twice as much; CTOR for Inactive members was 2x higher at 26.2% vs. 12.8%



Active = member earned or redeemed points 0-60 days ago
Inactive = member earned or redeemed points 61+ days ago

INCENT REDEMPTION: ENGAGEMENT BY SEGMENT

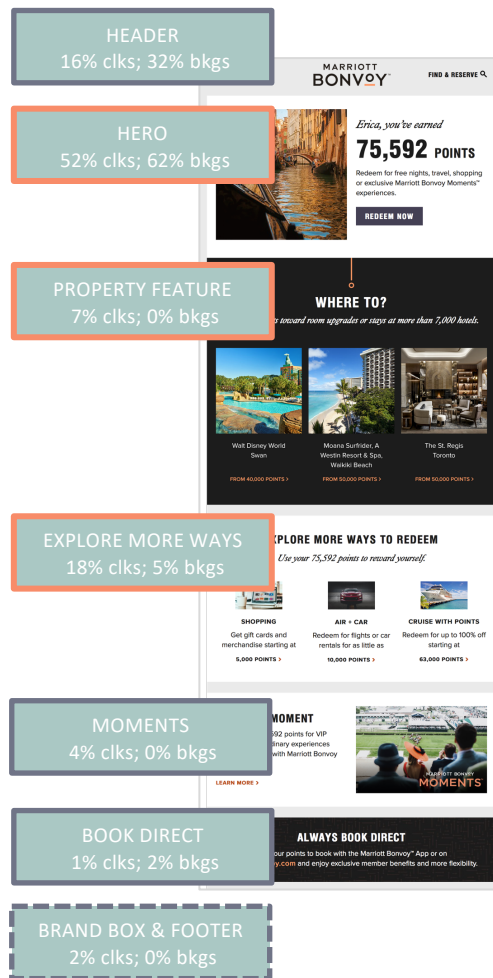
- Inactive members with 10K – 15K points drove overall KPIs
- Open rates increased as point ranges increased, but CTOR varied among levels
- Next steps are to update property recommendation model and tailor content by segment



INCENT REDEMPTION: HEATMAP

ALL SEGMENTS

- Personalized hero received 52% of clicks; percentages vary by point levels
- 18% of clicks on Explore module; +11 pts. above Property Feature
- Members with 50K+ pts. clicked 2x more on Property Feature; they have enough to redeem
- Redemption amounts in Property & Explore modules drew more clicks for 50K+ audience
 - Consider approach for Moments; example copy: “Experiences starting at 10,000 points”



Members with:

10K-49K pts.

50K+ pts.

HERO
54% clk

+12 pts.

HERO
42% clk

PROPERTY FEATURE
6% clk

+7 pts.

PROPERTY FEATURE
13% clk

EXPLORE MORE WAYS
17% clk; 6% bkg

+4 pts.

EXPLORE MORE WAYS
21% clk; 0% bkg

MOMENTS
5% clk

+1 pt.

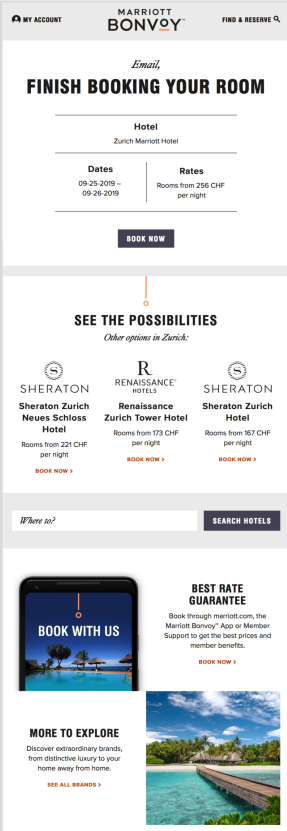
MOMENTS
4% clk

--- Not pictured

ABANDONED SEARCH: CREATIVE

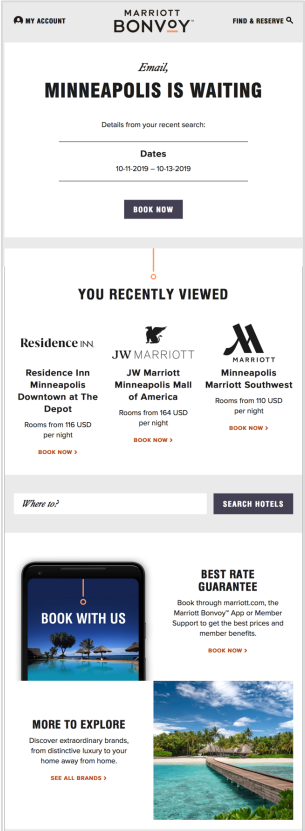
Hotel Version

Subject Line: Erica, Your Room is Waiting
Pre-Header: Finish reserving now: Zurich Marriott Hotel.



Destination Version

Subject Line: Erica, Finish Booking Your Stay in Minneapolis
Pre-Header: Start right where you left off.



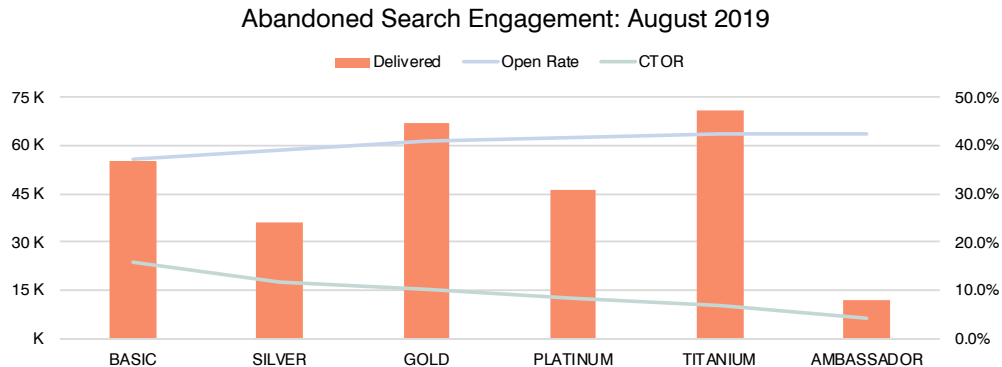
ABANDONED SEARCH LAUNCHED 8/26

Aug '19	286.4 K Delivered	40.5% Open Rate	4.0% CTR	9.9% CTOR	0.03% Unsub. Rate	2.1 K Room Nights	\$356.3 K Revenue
vs. Aug '19 Bonvoy Avg.		+25.2 pts	+2.8 pts	+2.4 pts.	-0.20 pts.		
<i>For Comparison:</i>							
2018 MR Abandoned Search		42.7%	6.2%	14.4%	0.04%		

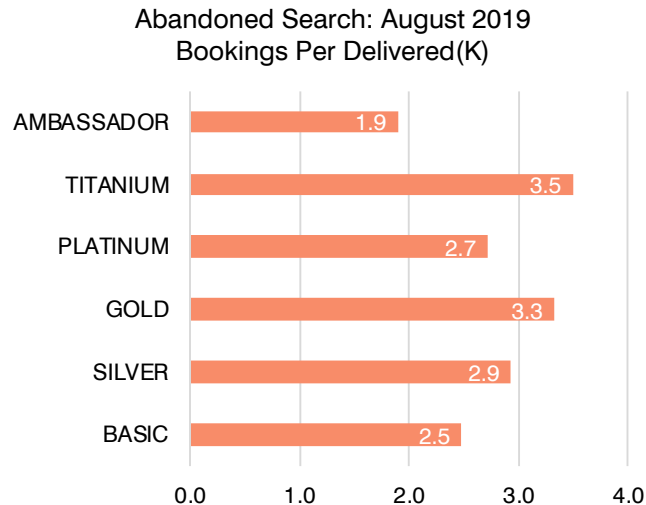
Observations:

- Launched phase 1 Abandoned Search campaign in Orchestration; above average results compared to other Aug emails
- Preliminary results show KPIs are below MR 2018 avg; open rates for Hotel version are on-par with MR avg, but Destination version showed greater decline
- Campaign optimizations and roadmap are being defined; priority updates are...
 - Adding SPG properties to Destination version
 - Adding 500+ more destinations
- Establish baseline after first 3 months; use data to set campaign goals

ABANDONED SEARCH: MEMBER LEVEL ENGAGEMENT



- Open rates increase as member levels go up, but CTOR has opposite effect
- Understanding business/leisure intent may help explain low Elite CTOR



- Greater booking value from Titanium and Gold members
- Generated 3 to 3.5 bookings per (K) delivered

ABANDONED SEARCH: OPEN RATE ENGAGEMENT

- Compared to the MR 2018 Abandoned Search average, the August Destination version open rate had the biggest decline -12 pts.

Metrics	Destination Version			Hotel Version		
	Aug. 2019	2018 Avg.	vs. 2018	Aug. 2019	2018 Avg.	vs. 2018
Avg. % of Delivered Emails	9%	12%	--	91%	88%	--
Open Rate	31.2%	42.8%	-11.6 pts.	41.4%	41.6%	-0.2 pts.
CTR	4.2%	5.9%	-1.7 pts.	4.0%	7.7%	-3.7 pts.
CTOR	13.6%	13.9%	-0.3 pts.	9.6%	18.6%	-9.0 pts.
Unsub. Rate	0.03%	0.04%	-0.01 pts.	0.03%	0.03%	0.00 pts.

- Previous testing showed that a shorter, personalized subject line featuring the location outperformed other styles (48.7% test period open rate was +26% vs. forecast)
 - Also, the pre-header was focused on driving sense of urgency
 - Winning SL = **“Your [Atlanta] Trip”** and PH = **“Lock in the lowest rate when you book now.”**
- Consider testing previous subject line and pre-header in Destination version for quick win

ABANDONED SEARCH: CLICK ENGAGEMENT

- The Hotel version is showing significant declines in click rates when compared to previous year performance; CTR -3.7 pts. and CTOR -9.0 pts.
 - Destination version CTR is -1.7 pts and CTOR is on-par with a slight decline

Metrics	Destination Version			Hotel Version		
	Aug. 2019	2018 Avg.	vs. 2018	Aug. 2019	2018 Avg.	vs. 2018
Avg. % of Delivered Emails	9%	12%	--	91%	88%	--
Open Rate	31.2%	42.8%	-11.6 pts.	41.4%	41.6%	-0.2 pts.
CTR	4.2%	5.9%	-1.7 pts.	4.0%	7.7%	-3.7 pts.
CTOR	13.6%	13.9%	-0.3 pts.	9.6%	18.6%	-9.0 pts.
Unsub. Rate	0.03%	0.04%	-0.01 pts.	0.03%	0.03%	0.00 pts.

- Overall click engagement impacted from fewer images; consider using Wylei to scrape image from city page or use generic location images or lifestyle shots for quick wins until actual property photos are available

ABANDONED SEARCH: HEATMAP

Hotel version: recipients were highly engaged in Hero & Recommendation modules

Destination version: recipients were more interested in Properties Viewed, but Hero clicks led to more bookings

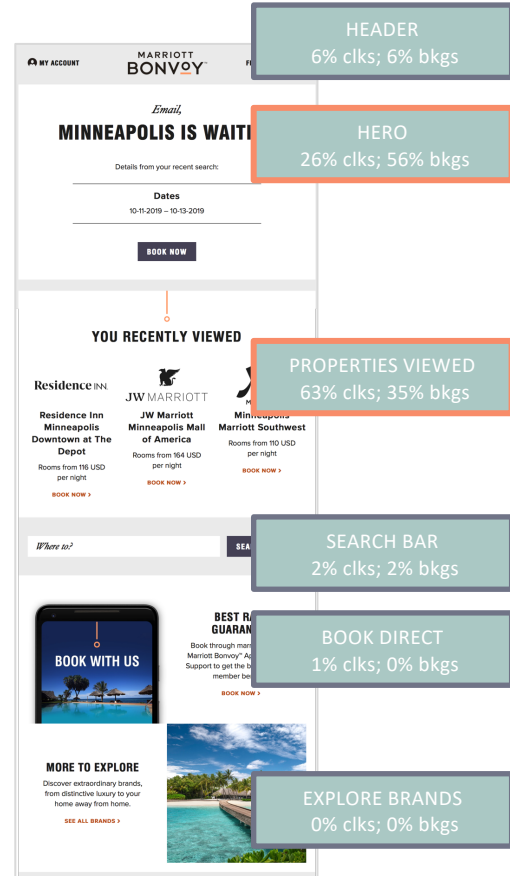
Recommend developing optimization roadmap to test into more personalized content like...

- ATM offers
- Redemption information
- Moments and Activities for featured props & destinations

HOTEL



DESTINATION



PEAK/OFF-PEAK ANNOUNCEMENT 8/15

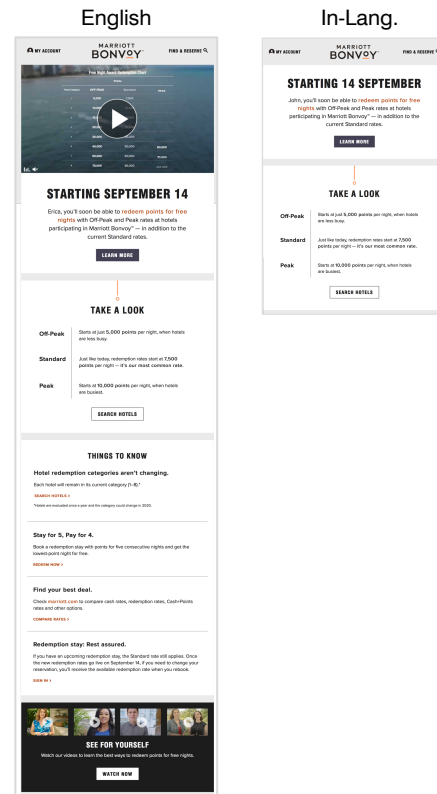
High Engaged Subject Line: Two New Ways to Redeem Points for Free Nights
Pre-Header: Starting September 14: Off-Peak and Peak rates.

Low Engaged Subject Line: Starting September 14: New Ways to Redeem Your Points
Pre-Header: Get free nights starting at 5,000 points.

Aug '19	33.2 M	14.8%	1.1%	7.7%	0.23%	18.1 K	\$2.8 M
	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nights	Revenue
vs. Aug '19 Bonvoy Avg.		-0.5 pts	0.0 pts	+0.2 pts.	0.00 pts.		

Observations:

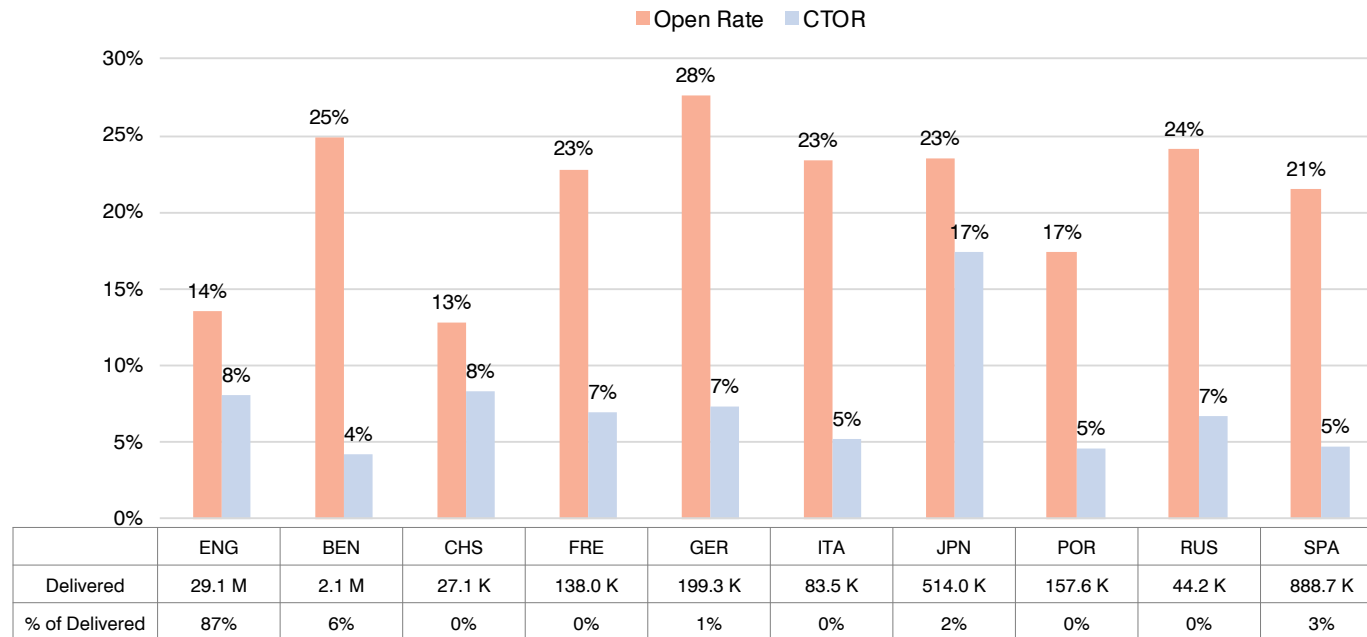
- Campaign successfully drove awareness and traffic to dedicated landing page with 4.9M opens and 380K clicks
 - Email was meant to inform members, drive traffic to landing page for more details, and to promote new video educational content
- Solo generated \$2.8M in revenue that contributed to channel financials for the month; it made up 16% of Aug. revenue
- Targeting subject lines by engagement level (low vs. high) helped lift open rate, but it was slightly below Aug. program average (-0.5 pts.)



PEAK/OFF-PEAK: ENGAGEMENT BY LANGUAGE

In-language version open rates are up to 2x higher than English version (except Chinese); CTORs for some languages dip as low as 4%

Peak/Off-Peak Engagement: August 2019



PEAK/OFF-PEAK: ENGAGEMENT BY SEGMENT

Members with points are more interested in redemption changes (engagement +4 pts. higher); consider shorter email version for those without points for overall awareness

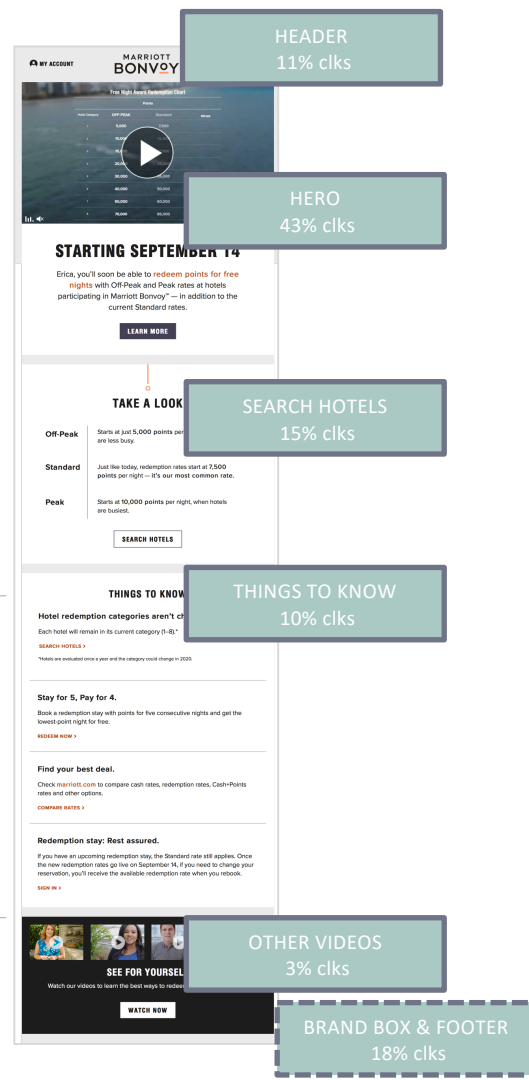
Segments	Delivered	% of Delivered	Open Rate	CTR	CTOR	Unsub Rate
No Points	16.2 M	47.8%	12.4%	0.6%	5.1%	0.22%
English	13.6 M		10.7%	0.6%	5.4%	0.22%
Basic	13.2 M		10.5%	0.6%	5.4%	0.22%
Elite	339.7 K		16.1%	1.0%	6.1%	0.20%
In-Lang	2.7 M		21.0%	0.9%	4.2%	0.23%
Basic	2.6 M		20.9%	0.8%	4.0%	0.24%
Elite	46.7 K		27.3%	3.0%	10.9%	0.13%
Has Points	17.7 M	52.2%	16.2%	1.5%	9.5%	0.14%
English	16.1 M		15.3%	1.5%	9.5%	0.13%
Basic	11.4 M		12.3%	0.7%	5.8%	0.17%
Elite	4.7 M		22.8%	3.3%	14.4%	0.05%
In-Lang	1.6 M		25.2%	2.3%	9.1%	0.19%
Basic	1.3 M		23.3%	1.3%	5.4%	0.22%
Elite	318.9 K		33.1%	6.5%	19.8%	0.06%
Grand Total	33.9 M		14.4%	1.1%	7.7%	0.18%

PEAK/OFF-PEAK: HEATMAP

ENGLISH VERSION

- Hero generated 43% of clicks; majority of those clicks went to video (62% of total Hero clicks)
 - Video content in Hero performs well; even the lower video module captured clicks (3%)
- Search Hotels module had almost the same level of engagement as Things to Know
 - ‘Categories aren’t changing’ content made up 27% of section clicks

Section Content/Headlines	% of Section Clicks
Hotel redemption categories aren't changing.	27%
Free night award site <i>(Not Shown in Heatmap)</i>	20%
Find your best deal.	21%
Stay for 5, Pay for 4.	18%
Redemption stay: Rest assured.	10%
Redeem your free night. <i>(Not Shown in Heatmap)</i>	2%



POINTS ADVANCE RESERVATION ALERT 8/22

Subject Line: IMPORTANT: Take Action by September 14
Pre-Header: Consolidate your Points Advance reservations.

	1.4 K	72.7%	8.0%	11.0%	0.0%	93	\$32.6 K
	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nights	Revenue
Compared to Program Avg.		+57.3 pts	+6.8 pts	+3.5 pts.	-0.23 pts.		

- Targeted solo drove above average engagement; encouraged members to update their Points Advance reservations prior to Peak/Off-Peak launch
- Strong sense of urgency in subject line & pre-header drove 73% open rate
- Higher engagement from Elites than the Basic members, which had a 0% CTOR
- Consider resends to non-openers/clickers; low risk to resend with 0% unsub. rate

METRICS	BASIC	SILVER	GOLD	PLATINUM	TITANIUM	AMBASSADOR	TOTAL
Delivered	18	39	259	304	620	122	1.4 K
Open Rate	50.0%	56.4%	68.7%	73.0%	75.0%	77.0%	72.7%
CTOR	0.0%	9.1%	10.7%	10.4%	12.5%	7.4%	11.01%
Unsub. Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%
Bookings	0	0	5	2	10	0	17
Room Nights	0	0	54	3	36	0	93
Revenue	0	0	\$9.9 K	\$724	\$22.0 K	0	\$32.6 K

ACT NOW

Consolidate your Points Advance reservations.

Mary Jane, starting September 14, Marriott Bonvoy™ will offer these redemption rates for free nights: Off-Peak, Standard and Peak.

Also on that day, we're updating the Points Advance reservation benefit for all members: You will be permitted a **maximum of three** Points Advance reservations at any time.

KEEP, CANCEL, CONVERT.

Before September 14, please take the following steps to reduce your Points Advance reservations to adhere to the upcoming policy:

1. [Log in to your account](#) on marriott.com and navigate to the "My Trips" tab.
2. Keep the Points Advance reservations you intend to use.
3. Cancel any remaining Points Advance reservations or convert them to a paid rate.

If you're unable to complete this before September 14, we'll contact you at the phone number listed in your account to help you resolve any excess reservations.

THINGS TO KNOW:

- Use marriott.com to find the number of points you need before you redeem. Each night of your stay could be Off-Peak, Standard or Peak.
- You'll lock in each night's rate when you redeem your points, not when you make your reservation. [Watch our video for details.](#)

For Points Advance reservation(s) made before September 14 only:

When you redeem, if any night has a Peak rate, [call us](#) and we'll adjust the night to its Standard rate. If you need to change your reservation, you'll receive the available redemption rate when you rebook. [See terms and conditions.](#)

[LOG IN](#)

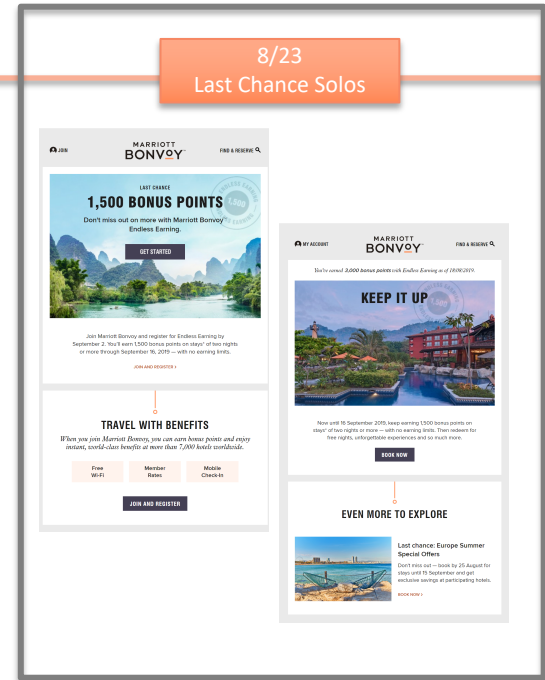
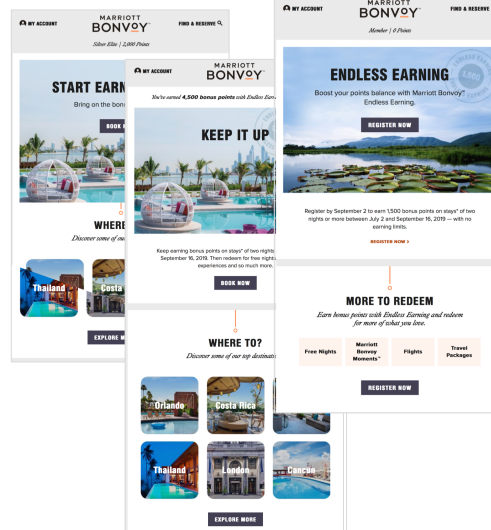
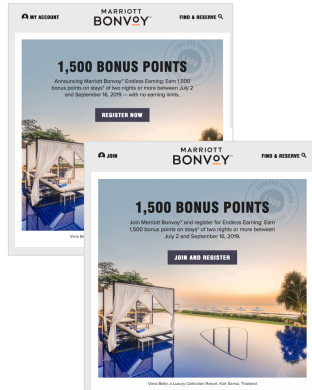
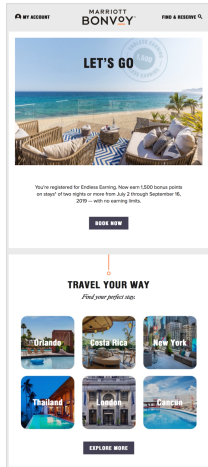
ENDLESS EARNING PROMOTION: LAST CHANCE PROMO SUPPORT DEPLOYED IN AUGUST '19

6/25
Reg Confirmation

6/25 and 6/27
Announcement Solos

7/23 and 7/26
Reminder Solos

8/23
Last Chance Solos



\$4.8 M FROM ENDLESS EARNING PROMOTION SOLO EMAILS

Solo Email Engagement Comparison			
	Jun - Aug '19 Endless Earning	Mar - May '19 Double Take	Change
Emails Delivered	79.0 M	67.5 M	+17%
Opens/ Impressions	12.0 M	13.2 M	-9%
Clicks/Traffic	1.3 M	1.2 M	+5%
Registrations*	1.1 M	1.1 M	flat
Bookings	12.1 K	31.1 K	-61%
Room Nights	28.8 K	70.7 K	-59%
Revenue	\$4.8 M	\$11.9 M	-60%

Performance Summary:

- Delivered 79M Endless Earning Promo emails with over 12M impressions/email opens
 - When compared to Q2 Double Take promotion, open counts are -9%
 - Decline consistent with engagement trends; members are passively unsubscribing by not opening emails
- Those that open are engaging with content (clicks +5%); results are similar to overall Bonvoy email engagement
- Strength of promotional offer and seasonality may be seen in financial performance; down 60% when compared to Double Take
 - Double Take promotion was a richer offer (2x starting on 2nd stay + card member bonus) vs. Endless Earning offer (1,500 bonus points on stays of 2+ nights)
 - Additional analysis on promotion performance is underway

*Registrations are projected based on the # of registration confirmation emails

TESTING AND OPTIMIZATION

SUBJECT LINE TEST RESULTS

AMEX BRILLIANT UPGRADE WAVE 1 (8/08)	WINNER	DESCRIPTION OF WINNER
<ul style="list-style-type: none"> • Our Highest Offer: • It's Our Highest Offer – Don't Miss Out <p><i>PH: Upgrade your Card by October 30</i></p>	<p>Winner -3.92 pts*</p>	<p>Short, direct</p> <p>Not Statistically Significant; retest</p>

AUGUST OFFERS AND PACKAGES (8/31)	WINNER	DESCRIPTION OF WINNER
<ul style="list-style-type: none"> • Here Are Your Exclusive Offers • Here Are Your September Offers • Explore Your Latest Offers <p><i>PH: Discover your next getaway now.</i></p>	<p>Winner -0.18 pts* -1.14 pts</p>	<p>Personalization, exclusivity</p> <p>Was the July winner; test again for patterns</p>

SUBJECT LINE TEST RESULTS

MULTI-RESORTS SOLO (8/10)	WINNERS	DESCRIPTION OF WINNER
<p>Members</p> <ul style="list-style-type: none"> • Stay Longer and Save at Resorts You'll Love • Save up to 20% at Resorts in Your Favorite Destinations <p><i>PH: Discover more reasons to kick back.</i></p>	<p>Winner -1.49 pts</p>	<p>Shorter, friendly tone</p> <p>Winner for both audiences</p>
<p>Non-Members</p> <ul style="list-style-type: none"> • Stay Longer and Save at Resorts You'll Love • Save up to 20% at Resorts in Your Favorite Destinations <p><i>PH: Discover more reasons to kick back.</i></p>	<p>Winner* -0.14 pts</p>	<p>Non-Member test did not reach statistical significance</p>

*Not statistically significant

SUBJECT LINE TEST RESULTS

WEEKEND STAYS WAVE 4 (8/16)	WINNERS	DESCRIPTION OF WINNER
<p>Member</p> <ul style="list-style-type: none"> • Exclusive Member Rates from \$134 through Labor Day • Summer's Ending Soon! Book Now for Rates from \$134. <p><i>PH: Book your holiday stay now and enjoy rates from \$134.</i></p>	<p>Winner -2.60 pts</p>	<p>Exclusive, slight urgency with holiday</p>
<p>Non-Members</p> <ul style="list-style-type: none"> • Summer's Ending Soon! Book Now for Rates from \$134. • Exclusive Member Rates from \$134 through Labor Day <p><i>PH: Book your holiday stay now and enjoy rates from \$134.</i></p> <p>*Not statistically significant</p>	<p>Winner* -0.58 pts</p>	<p>FOMO, urgency</p> <p>Non-member test was not statistically significant; retest and consider highlighting top locations in pre-header</p>

SUBJECT LINE TEST RESULTS

AMEX BRILLIANT UPGRADE WAVE 2 (8/21)	WINNERS	DESCRIPTION OF WINNER
<ul style="list-style-type: none"> • Earn up to a \$300 Statement Credit Every Year • Get the best benefits and up to a \$300 Statement Credit <p><i>PH: Upgrade your Card by October 30</i></p>	<p>Winner* -1.77 pts</p>	<p>Offer, direct</p> <p>Not statistical significant; retest in future campaigns</p>
<ul style="list-style-type: none"> • Our Highest Offer: • It's Our Highest Offer - Don't Miss Out <p><i>PH: Upgrade your Card by October 30</i></p>	<p>Winner* -2.73 pts</p>	<p>Short, direct</p> <p>Same winner from 8/8 email Not Statistically Significant; retest</p>

*Not statistically significant

INCENT REDEMPTION: PROPERTY RECOMMENDATIONS (WYLEI SMARTMATRIX)

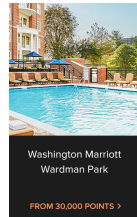
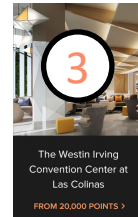
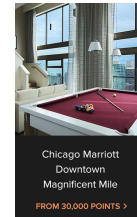
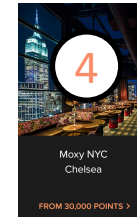
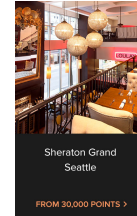
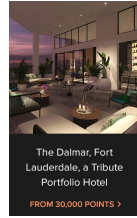
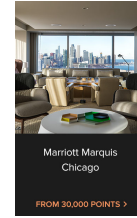
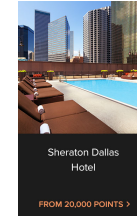
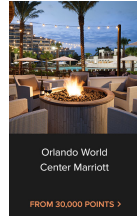
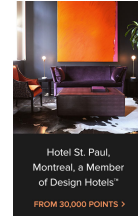
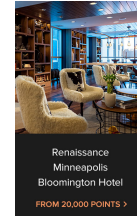
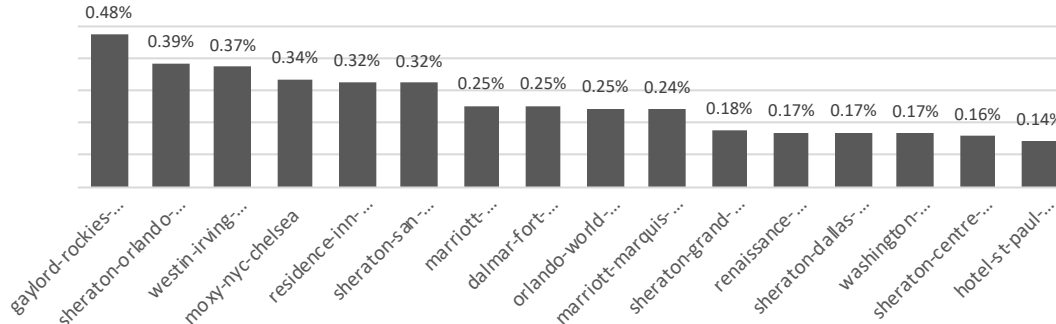
INCENT REDEMPTION: 10K-49K POINTS

WYLEI SMARTMATRIX

- Optimized the 4 best performing properties for Members with less than 50K points. (16 possible properties)
- 57% lift** was achieved over the control

	Unique Opens	Unique Clicks	CTOR %	Lift	SS
Control	130,183	1,801	1.383%		
Optimized	775,517	16,838	2.171%	56.94%	100%

Optimized



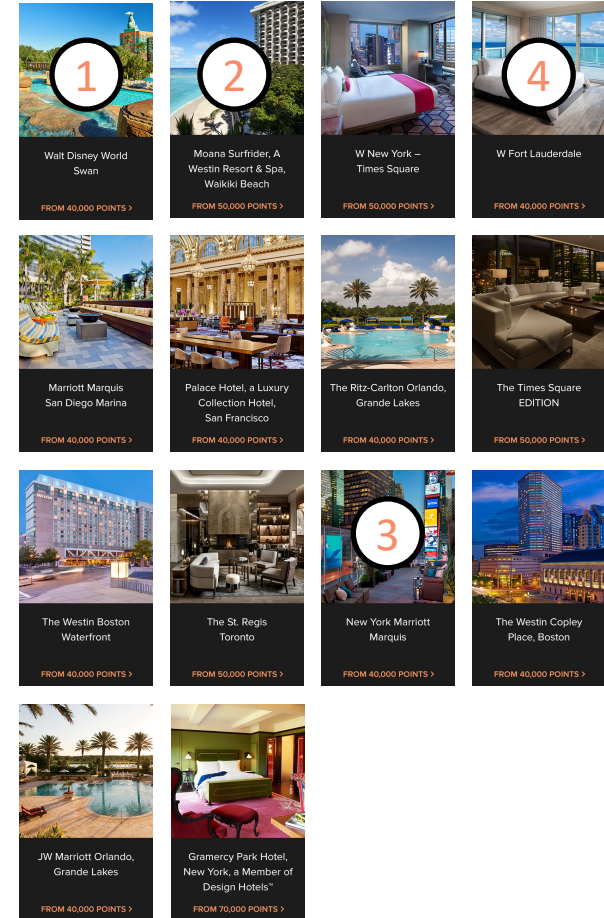
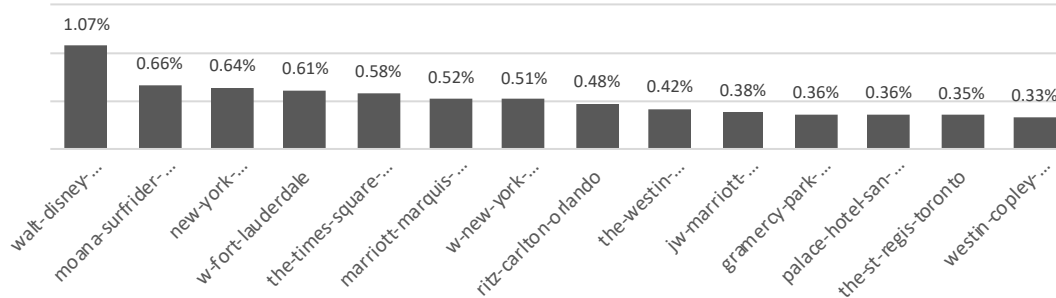
INCENT REDEMPTION: 50K+ POINTS

WYLEI SMARTMATRIX

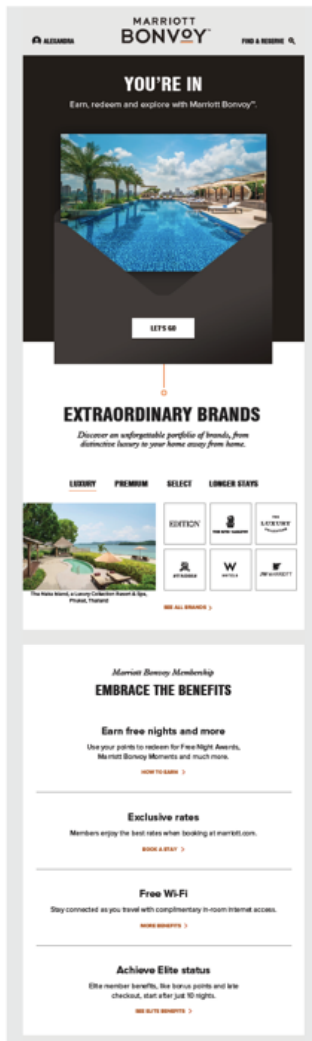
- Optimized the 4 best performing properties for Members with more than 50K points. (14 possible properties)
- 31% lift** was achieved over the control

	Unique Opens	Unique Clicks	CTOR %	Lift	SS
Control	118,999	962	0.81%		
Optimized	821,856	8,717	1.06%	31.2%	100%

Optimized



WELCOME EMAIL 1:
SUBJECT LINE A/B TEST + DEPLOYMENT TIMING CHANGE



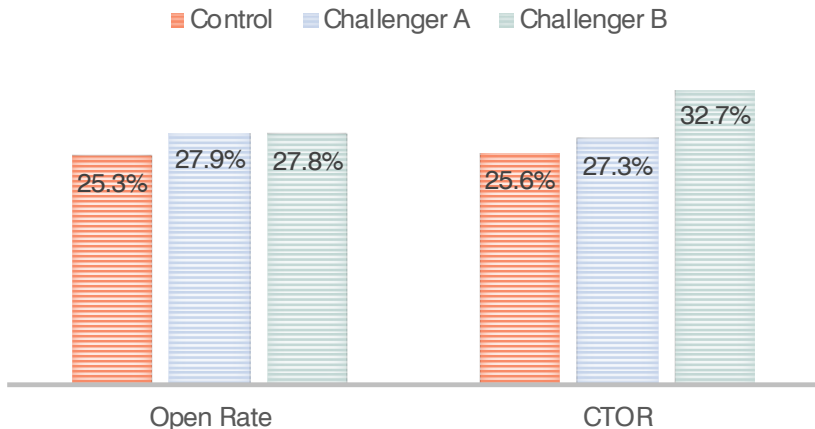
WELCOME 1: SUBJECT LINE TEST OVERVIEW

- Situation:** email open rates for Welcome Email #1 have been below Marriott Rewards and industry averages since launch
 - Current Bonvoy email 1 open rate = 26.4%
 - Marriott Rewards email 1 open rate = 47.3%
 - Industry average = 30%
- Contributing factors** to declining open rates:
 - Email is deployed within 48 hrs. of enrollment vs. 24 hrs. pre-OBOP
 - Changed approach to subject line
 - Netlink welcome emails sent in real-time; overlapping audiences with Welcome+
- Quick win recommendation:** designed subject line test leveraging learnings from previous MR tests
 - Control SL = **Discover Marriott Bonvoy, Leigh**
 - Challenger A = **Welcome to Marriott Bonvoy, Leigh**
 - Challenger B = **Welcome to Marriott Bonvoy! Your Benefits Start Now**
 - NOTE: During test period, the deployment time was changed back to 24 hours

WELCOME 1: SUBJECT LINE TEST RESULTS

- Both challengers outperformed control resulting in open rate lifts above 2.5 percentage points
 - CTO rates were higher for both challenger subject lines
 - Challenger B was 7 pts higher than Control
- Recommend moving forward with Challenger B as Email 1 subject line since the word “Welcome” drove more opens as “Discover” and the CTOR was 7 pts. higher
- Continue testing other tactics that will drive engagement at or near previous year results

OPEN & CTO RATES



Test Group	Delivered	Opens	Open Rate	vs. Control	CTOR Rate	vs. Control
Control	142,510	36,098	25.3%		25.6%	
Challenger A	142,824	39,916	27.9%	+2.6 pts.	27.3%	+1.7 pts.
Challenger B	142,530	39,648	27.8%	+2.5 pts.	32.7%	+7.1 pts.
	427,864	115,662	27.0%		28.6%	

*Test period: Aug 1 – 25, 2019

SLIGHT INCREASE AFTER CHANGING TO 24-HOUR DEPLOYMENT

- Overall, open rates increased 0.4 pts after moving deployment timing from up to 48 hrs. to 24 hrs.
- Digital_Reservation and On-Prop Luxury had higher lifts, but audience sizes are very small
- A more noticeable lift was expected with this change; recommend investigating ways to tighten 24 hour window even more

48 Hours (Aug 1– 8)	24 Hours (Aug 10 – 25)
26.7% Open Rate	27.1% Open Rate
	+0.4 pts.

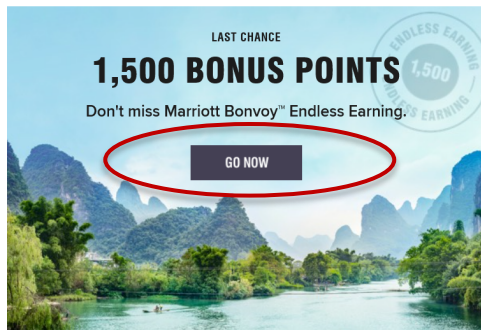
Segment	48 hrs.	24 hrs.	vs. 48 hrs.
Digital_No_Reservation	29.9%	30.1%	+0.2 pts.
Digital_Reservation_Luxury	30.9%	34.7%	+3.8 pts.
Digital_Reservation_Non_Luxury	30.3%	32.0%	+1.7 pts.
On_Property_Luxury	20.7%	22.0%	+1.3 pts.
On_Property_Non_Luxury	22.5%	22.9%	+0.4 pts.
Other_Enrollment	45.5%	44.3%	-1.2 pts.

WELCOME RECOMMENDATIONS

- Vary subject line for on-property segment that focuses more on learning about member benefits
 - This segment is the largest delivered and has the lowest open rates.
 - New members who enroll on-property receive a Netlink welcome email in real-time with a similar subject line
- Continue testing other subject line styles and key words to increase engagement
- Consider versioning email subject lines and content based on enrollment source for the larger segments: Digital_No_Reservation and On_Property_Non-Luxury
 - Better understand drivers for enrollment and tailor communications to support and acknowledge reason for joining
 - For example, if someone joined online through global promo, tailor first email around earning promo points, booking, and on-property member benefits

ENDLESS EARNINGS PROMOTION: CTA TEST (WYLEI SMARTCONTENT)

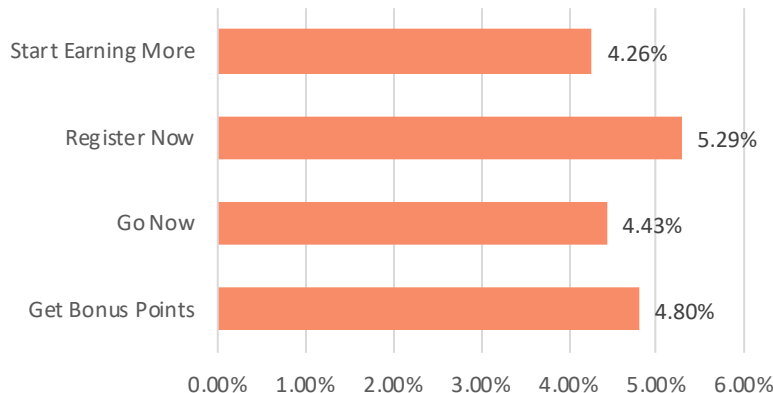
ENDLESS EARNING, LAST CHANCE AUGUST REMINDER – MEMBERS: WYLEI SMARTCONTENT



Register by September 2 to earn 1,500 bonus points on stays* of two nights or more through September 16, 2019 — with no earning limits.

[REGISTER NOW >](#)

Overall Results:

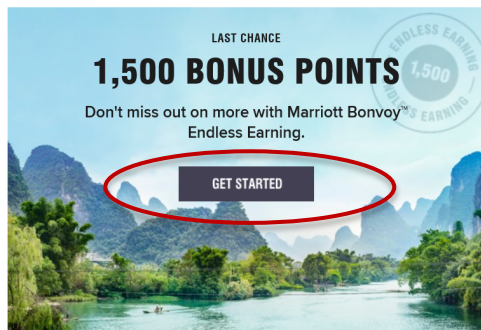


CTA Options

- Start Earning More
- Register Now
- Go Now
- Get Bonus Points
- 2.46% Lift with Statistical Significance
- “Register Now” was favored the most
- Results were consistent across all Member levels

	Total Opens	Total Clicks	Unique Opens	Unique Clicks	CTOR %	Lift	SS
Control	209,986	10,406	209,973	10,236	4.87%		
Optimized	1,894,669	95,400	1,891,563	94,482	4.99%	2.46%	95%

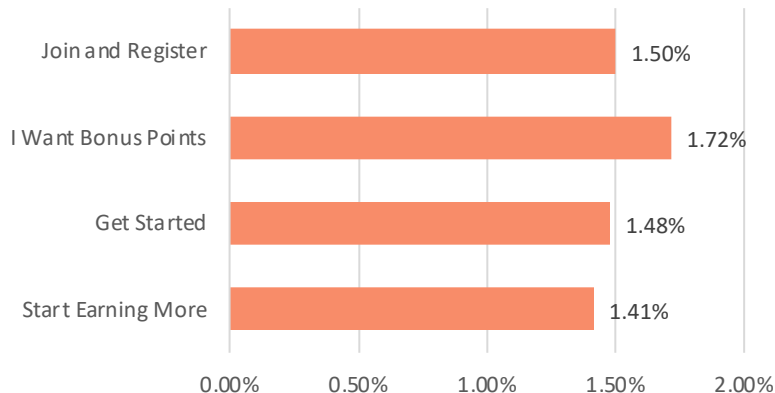
ENDLESS EARNING, LAST CHANCE AUGUST REMINDER – NON-MEMBERS: WYLEI SMARTCONTENT



Join Marriott Bonvoy and register for Endless Earning by September 2. You'll earn 1,500 bonus points on stays* of two nights or more through September 16, 2019 — with no earning limits.

[JOIN AND REGISTER >](#)

Overall Results:

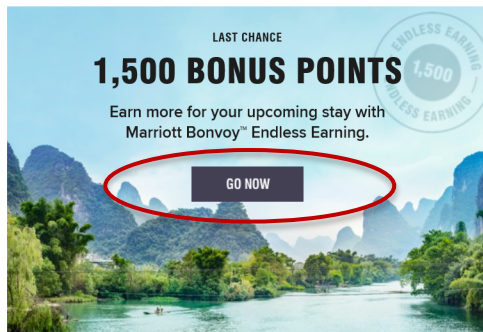


CTA Options

- Join and Register
- I Want Bonus Points
- Get Started
- Start Earning More
- 2.1% Lift with no Statistical Significance
- “I Want Bonus Points” was favored the most

	Total Opens	Total Clicks	Unique Opens	Unique Clicks	CTOR %	Lift	SS
Control	81,115	1,335	81,106	1,293	1.59%		
Optimized	724,470	11,867	723,574	11,777	1.63%	2.10%	65%

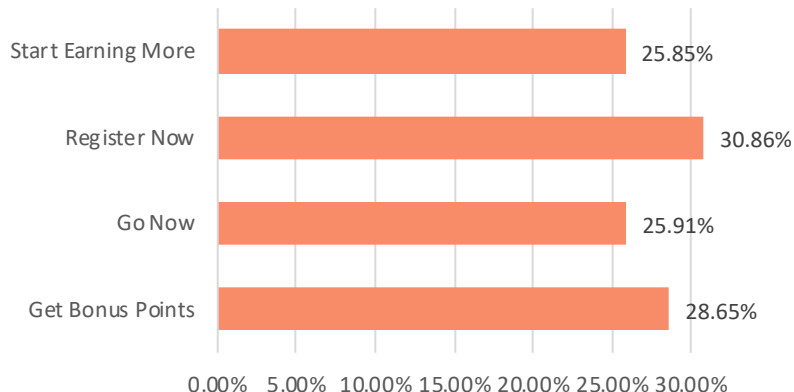
ENDLESS EARNING, LAST CHANCE AUGUST REMINDER – MEMBERS UPCOMING STAY: WYLEI SMARTCONTENT



Register by September 2 to earn 1,500 bonus points on your upcoming stay and any other stays* of two nights or more, now through September 16, 2019.

[REGISTER NOW >](#)

Overall Results:



CTA Options

- Start Earning More
 - Register Now
 - Go Now
 - Get Bonus Points
-
- 1.4% Lift with no Statistical Significance
 - “Register Now” was favored the most
 - Results were consistent across all Member levels

	Total Opens	Total Clicks	Unique Opens	Unique Clicks	CTOR %	Lift	SS
Control	9,785	2,827	9,783	2,784	24.46%		
Optimized	88,866	25,886	88,726	25,603	28.86%	1.40%	74%

ENDLESS EARNING, LAST CHANCE AUGUST REMINDER – *POINTS EARNED:* WYLEI SMARTCONTENT

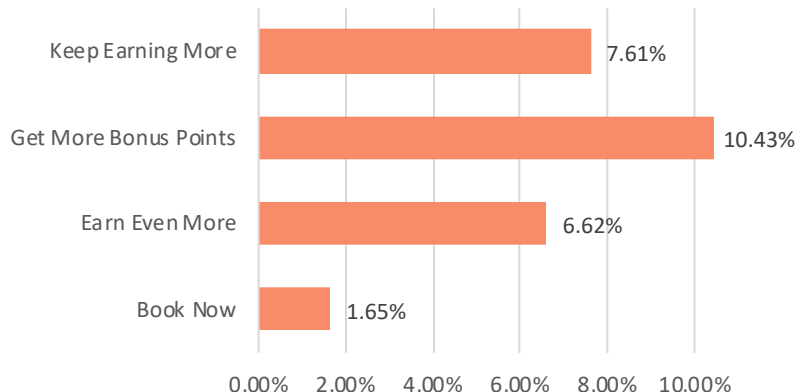
You've earned 3,000 bonus points with Endless Earning as of 18/08/2019.



Now until 16 September 2019, keep earning 1,500 bonus points on stays* of two nights or more — with no earning limits. Then redeem for free nights, unforgettable experiences and so much more.

BOOK NOW

Overall Results:

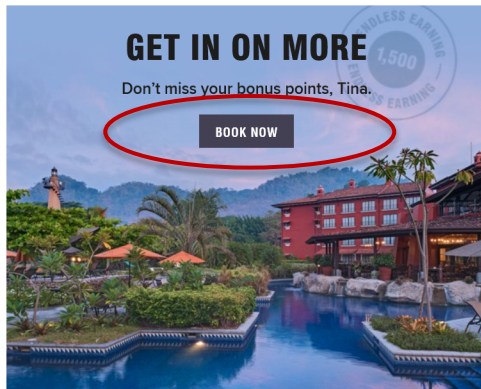


CTA Options

- Keep Earning More
- Get More Bonus Points
- Earn Even More
- Book Now
- 4.05% Lift with no Statistical Significance
- “Get More Bonus Points” was heavily favored
- “Book Now” was extremely underwhelming
- Results were consistent across all Member levels

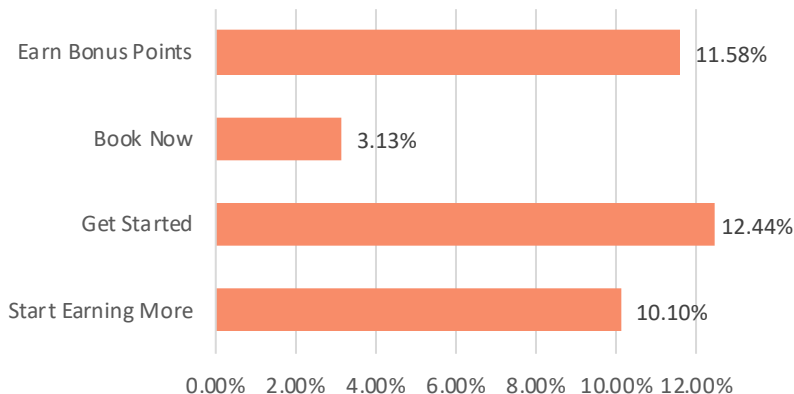
	Total Opens	Total Clicks	Unique Opens	Unique Clicks	CTOR %	Lift	SS
Control	16,048	1,090	16,047	1,061	6.61%		
Optimized	144,230	9,948	144,156	9,917	6.88%	4.05%	84%

ENDLESS EARNING, LAST CHANCE AUGUST REMINDER – *POINTS NOT EARNED:* WYLEI SMARTCONTENT



With Endless Earning, earn 1,500 bonus points on stays* of two nights or more, now until 16 September 2019. Then use your points to redeem

Overall Results:



CTA Options

- Earn Bonus Points
- Book Now
- Get Started
- Start Earning More
- 8.86% Lift with Statistical Significance
- “Get Started” was favored most, with “Earn Bonus Points” a close second
- Results were consistent across all Member levels

	Total Opens	Total Clicks	Unique Opens	Unique Clicks	CTOR %	Lift	SS
Control	19,336	1,868	19,362	1,784	9.21		
Optimized	176,100	17,808	175,455	17,599	10.03%	8.86%	99%

ACTIONABLE INSIGHTS

ACTIONABLE INSIGHTS

- Regular subject line and pre-header testing will help lift channel open rates
 - August winners were short, direct, leveraged exclusivity, and featured offer content
 - Consider testing with Basics in MAU to increase engagement
 - Bring featured offer into Offers & Packages pre-header to lift engagement
- Abandoned Search preliminary results show need for subject line & pre-header testing and additional content to lift click rates
 - For Destination version, leverage previous MR test winner for quick win
 - For Both versions, consider leveraging Wylei to pull in images from city page for hero or use generic destination images; test to measure impact on click rates

ACTIONABLE INSIGHTS

- Placing video content in the hero and lower modules is a great click-catcher; continue leveraging marketing approach to engage readers and to make complex topics simple
 - Ideal content for Basics and new members
 - Test adding the word video to the subject line to see if mentioning lifts open rates
 - Example SL: **[Video] New Ways to Redeem Points for Free Nights**
 - Test the word Video at the beginning of the subject line, the end, and without to measure impact
- Continue subject line & pre-header testing in Welcome emails; consider versioning by the larger enrollment source segments to increase relevancy and acknowledge reason for enrollment

MARRIOTT
BONVOY™ | *yes*

THANK YOU!

Renaissance Downtown Hotel, Dubai, UAE

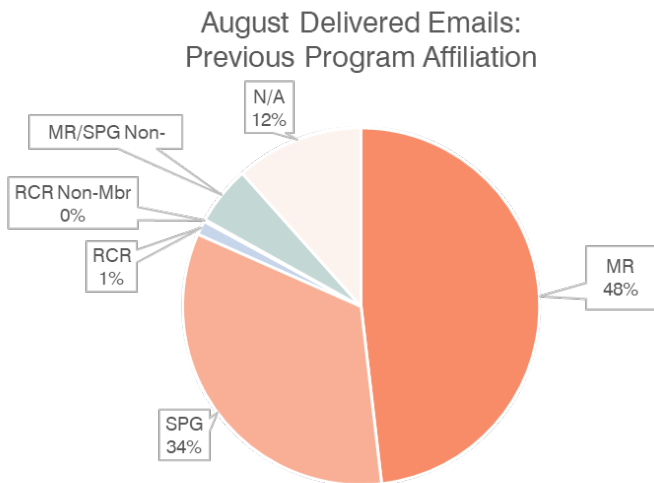
AUGUST 2019 VS. 3 MONTH AVERAGE

Bonvoy Email Program Avg: Feb 13 – May 31 '19

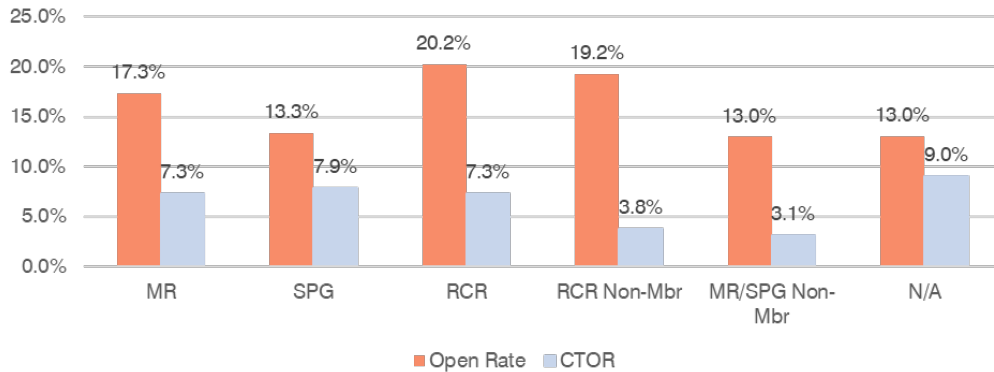
Open Rate	15.3% (-2.6 pts)
CTR	1.2% (0.0 pts)
CTOR	7.5% (+1.2 pts)
Unsubscribe Rate	0.23% (-0.02 pts)
Conversion Rate	1.8% (-0.1 pts)

AUGUST 2019 EMAIL ENGAGEMENT BY PREVIOUS PROGRAM AFFILIATION

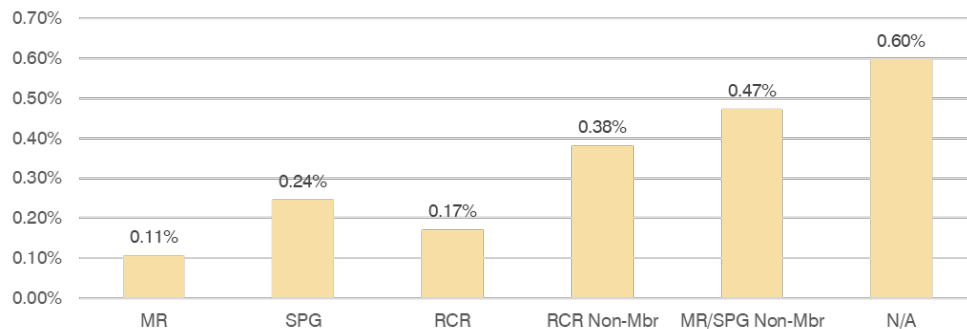
- MR continues to drive overall program KPIs
- SPG open rates influenced by ~6M unengaged group; they continue to receive emails but are not opening
 - Removing will show a more accurate rate of audience engagement



Open & CTO Rate Engagement:
Previous Program Affiliation



Unsubscribe Rate
Previous Program Affiliation



MAU AUGUST 2019 vs. 3-MONTH BASELINE

ALL VERSIONS: GLOBAL ENGLISH + IN. LANG.

*MAU Baseline

- Reinstate regular subject line and pre-header testing to lift open rates
- Recommendation: since Basic members drive engagement, consider dividing audience and personalizing by sub-segments
 - Target: new members, 0 points, some points, near Silver
 - Test with one sub-segment first and then determine if effort is warranted
- Content engagement is growing; click rates are up significantly vs. MAU average and unsub. rates have dropped

MAU	Aug-19	3-Month Avg	Difference
Delivered	30.2 M	30.7 M	+441.9 K
Opens	5.4 M	6.0 M	-671.4 K
Open Rates	17.7%	19.7%	-1.9 pts
Clicks	703.1 K	539.1 K	+16.3 K
CTR	2.3%	1.8%	+0.6 pts
CTOR	13.1%	8.9%	+4.2 pts
Unsubscribes	55.7 K	81.2 K	-25.5 K
Unsub Rates	0.18%	0.26%	-0.08 pts
Bookings	14.5 K	9.8 K	+4.7 K
Room Nights	32.6 K	21.7 K	+10.8 K
Revenue	\$5.3 M	\$3.8 M	+\$1.6 M

* 3-Month Baseline = MAU March – May 2019 email average