

NOVEMBER 2019 MONTHLY EMAIL REVIEW

Marriott Bonvoy Email Program

December 19, 2019

TODAY'S AGENDA

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

KEY STORYLINES

- November email engagement was slightly impacted by seasonal lows; noticeable declines in open rates, as well as click rates for some campaigns
- Launched Holiday Campaign featuring a variety of holiday offers to a targeted member audience; sent first 2 in series of 4 emails starting 11/19 and ending 12/9
- Successful TPG (The Points Guy) awards solo generated high engagement that resulted in several wins for the program

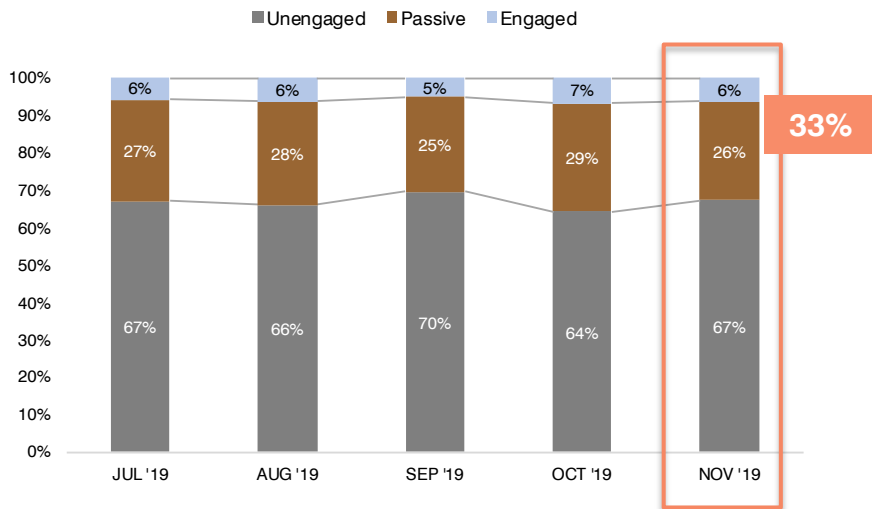


MONTHLY PERFORMANCE SUMMARY

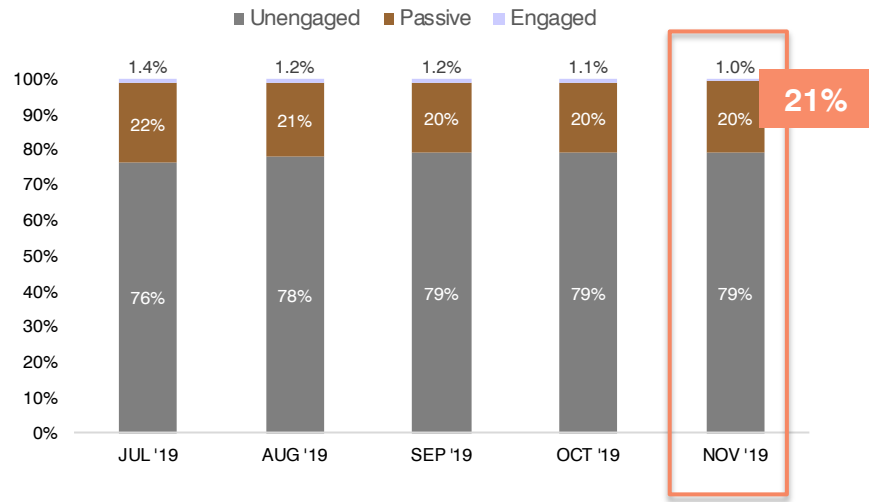
MEMBER ENGAGEMENT TRENDS

- 33% of members who received at least 1 email in Nov. '19, opened and clicked; -2.9 pts. MoM decrease related to expected seasonality lows
- 21% of the 7.8M non-members who received at least 1 email in Nov opened or clicked
 - Cobrand and Promo made up 76% of emails delivered, but METT emails had the highest open rate of 19%
 - Highest CTRs were with Promo and Brand BPP emails, which means they had the months most engaging content; consider tracking email enrollments by campaign categories for additional engagement insights

Marriott Bonvoy Engagement: **All Members**



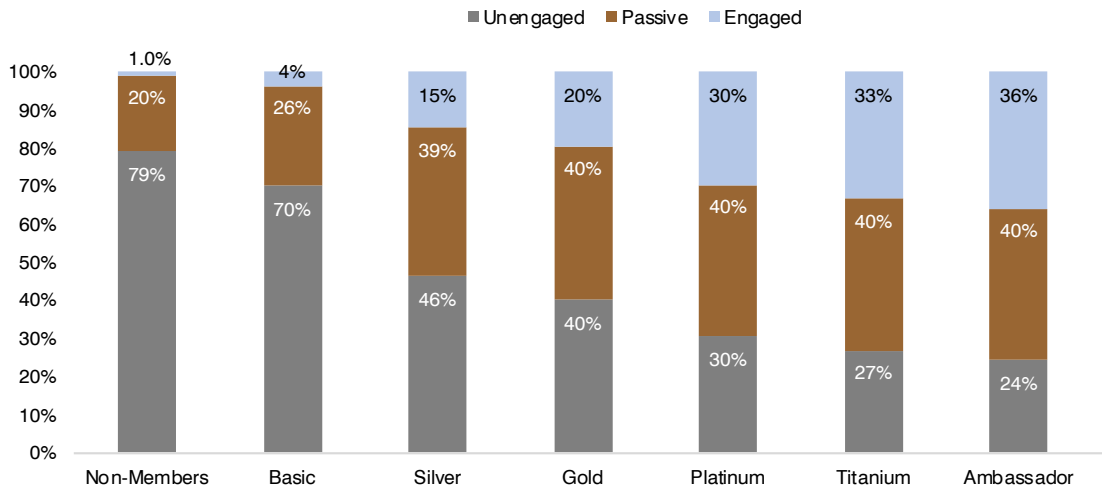
Marriott Bonvoy Engagement: **Non-Members**



MEMBER ENGAGEMENT TRENDS: BY LEVEL

- Member level engagement was consistent MoM with engagement increasing as levels increase
- Basic member analysis is underway to create sub-segments of active members that will help inform future email targeting

Marriott Bonvoy Engagement: November 2019



Received 1+ Emails in Nov '19

| | | | | | | |
|-------|--------|-------|-------|---------|---------|---------|
| 7.8 M | 29.9 M | 2.3 M | 2.7 M | 748.9 K | 781.6 K | 110.1 K |
|-------|--------|-------|-------|---------|---------|---------|

Engaged: Opened and clicked 1+ emails
Passive: Opened, but did not click
Unengaged: Did not open and did not click

PERFORMANCE SUMMARY: NOVEMBER 2019

- Delivered increases from sending more Solo, Promo, and Brand BPP emails; Holiday campaign launched with two emails in Nov.
- Open rates are -2 pts compared to Bonvoy YTD and nearly flat MoM; year-end seasonality impact is a contributing factor, but not conclusive since declines have been on a downtrend since Feb
- Click rates remain steady, which means openers are the more engaged members
- MAU and Promo categories drove overall financial gains

November 2019 vs. Bonvoy YTD Average

Feb 13 – Oct 31, 2019

Engagement

| | | | | |
|--------------------------------------|------------------------|------------------|-------------------|--------------------------------|
| 269.3 M | 13.9% | 1.0% | 7.3% | 0.17% |
| Emails Delivered +29.4% (+61.2 M) | Open Rate -2.2 pts. | CTR -0.1 pts. | CTOR +0.6 pts. | Unsubscribe Rate -0.06 pts. |

Financials

| | | | | |
|-----------------------------|---------------------------------|-----------------------------|----------------------------------|---------------------------|
| 49.6 K | 107.4 K | \$17.1 M | 0.18 | 1.8% |
| Bookings +15.7% (+6.8 K) | Room Nights +11.4% (+11.0 K) | Revenue +5.9% (+\$1.0 M) | Bookings/Delivered (K) -10.6% | Booking Conv. -0.1 pts |

Financial data source: Omniture 7-day

MARRIOTT BONVOY: EMAIL BASELINE

- Open rate decline patterns continue as members passively disengage in email by not opening; open rates were -4pts. below the Bonvoy 3-month baseline, but unsubscribe rates were flat
- CTR was flat and CTOR increase was from a slight bump in the number of clicks out of email openers

| | November 2019 | 3-Month Bonvoy Email Baseline* | % Diff. |
|------------------|----------------------|--------------------------------|----------|
| Open Rate | 13.9% | 17.9% | -4.0 pts |
| CTR | 1.0% | 1.1% | -0.1 pts |
| CTOR | 7.3% | 6.3% | +1.0 pts |
| Unsubscribe Rate | 0.17% | 0.25% | -0.1 pts |

EXECUTIVE DASHBOARD: NOVEMBER 2019

Nov. '19 vs. YTD Bonvoy
Program Average
(2/13 – 10/31/19)

Observations:

MAU KPIs are up due to high clicks on alert & account box

Solo delivered counts up from Holiday launch; mix of booking & partner offers

Moments declines from fewer Nov mailings

| | TOTAL | MAU | OFFERS & PACKAGES | LPM | SOLO | PROMO | ATM | COBRAND | MOMENTS | METT | BRAND BPP |
|------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|--------------------|
| Sent | 273.3 M 28.9% | 30.5 M -3.3% | 13.6 M 1.5% | 2.4 M 16.2% | 91.0 M 81.4% | 35.4 M 51.2% | 3.5 M 0.7% | 53.0 M -14.1% | 10.7 M -7.2% | 12.3 M -20.3% | 20.9 M 135.3% |
| Delivered | 269.3 M 29.4% | 30.3 M -1.3% | 13.5 M 1.8% | 2.2 M 14.9% | 88.8 M 81.3% | 34.8 M 53.1% | 3.3 M -2.1% | 52.7 M -13.9% | 10.7 M -7.1% | 12.2 M -18.4% | 20.8 M 136.5% |
| Delivery % | 98.6% +0.4 pts | 99.3% +2.1 pts | 99.4% +0.3 pts | 93.2% -1.1 pts | 97.6% -0.05 pts | 98.2% +1.2 pts | 96.4% -2.7 pts | 99.5% +0.2 pts | 99.8% +0.2 pts | 99.2% +2.3 pts | 99.3% +0.5 pts |
| Open | 37.3 M 11.9% | 4.8 M -12.6% | 2.0 M -1.8% | 489.7 K 19.2% | 11.7 M 48.6% | 4.6 M 21.9% | 532.4 K -8.0% | 5.9 M -26.4% | 2.0 M -21.0% | 2.1 M -17.0% | 3.3 M 90.1% |
| Open% | 13.9% -2.2 pts | 15.8% -2.1 pts | 14.7% -0.5 pts | 22.2% +0.8 pts | 13.2% -2.9 pts | 13.1% -3.4 pts | 15.9% -1.0 pts | 11.1% -1.9 pts | 18.5% -3.3 pts | 17.5% +0.3 pts | 15.9% -3.9 pts |
| Click | 2.7 M 21.2% | 837.4 K 41.5% | 132.6 K -35.4% | 93.0 K 23.7% | 713.9 K 27.9% | 380.0 K -0.9% | 95.3 K 15.7% | 113.0 K -43.7% | 107.0 K -27.9% | 57.2 K -17.7% | 187.9 K 115.1% |
| CTR | 1.0% -0.1 pts | 2.8% +0.8 pts | 1.0% -0.6 pts | 4.2% +0.3 pts | 0.8% -0.3 pts | 1.1% -0.6 pts | 2.9% +0.4 pts | 0.2% -0.1 pts | 1.0% -0.3 pts | 0.5% 0.00 pts | 0.9% -0.1 pts |
| CTOR | 7.3% +0.6 pts | 17.5% +6.7 pts | 6.7% -3.5 pts | 19.0% +0.7 pts | 6.1% -1.0 pts | 8.3% -1.9 pts | 17.9% +3.7 pts | 1.9% -0.6 pts | 5.4% -0.5 pts | 2.7% -0.02 pts | 5.7% +0.7 pts |
| Unsub. | 447.9 K -5.3% | 48.3 K -28.8% | 24.1 K -46.5% | 14.1 K -45.1% | 123.3 K 15.6% | 77.3 K 19.9% | 4.6 K -37.7% | 107.2 K -20.6% | 7.7 K -36.6% | 4.9 K -85.6% | 36.4 K 93.3% |
| Unsub% | 0.17% -0.06 pts | 0.16% -0.06 pts | 0.18% -0.16 pts | 0.64% +0.13 pts | 0.14% -0.08 pts | 0.22% -0.06 pts | 0.14% -0.08 pts | 0.20% -0.02 pts | 0.07% -0.03 pts | 0.04% -0.19 pts | 0.17% -0.04 pts |
| Bookings | 49.6 K 15.7% | 12.6 K 15.5% | 3.1 K -17.9% | 1.6 K 6.5% | 8.5 K -9.7% | 10.1 K 31.4% | 3.8 K 160.2% | 2.7 K -39.0% | 1.7 K -47.1% | 1.4 K -6.7% | 4.2 K 105.0% |
| Rmnts | 107.4 K 11.4% | 27.8 K 13.7% | 6.5 K -23.5% | 3.4 K 0.2% | 18.9 K -11.9% | 21.2 K 22.3% | 8.1 K 140.6% | 4.7 K -46.3% | 4.0 K -45.8% | 3.1 K -8.3% | 9.5 K 93.9% |
| Revenue | \$17.1 M 5.9% | \$4.4 M 5.3% | \$1.0 M -27.8% | \$545.9 K -2.0% | \$3.0 M -13.7% | \$3.2 M 11.0% | \$1.3 M 134.9% | \$648.8 K -52.3% | \$685.2 K -46.5% | \$495.3 K -16.5% | \$1.7 M 91.5% |
| Conv% | 1.83% -0.1 pts | 1.50% -0.3 pts | 2.35% +0.5 pts | 1.69% -0.3 pts | 1.19% -0.5 pts | 2.65% +0.7 pts | 3.97% +2.2 pts | 2.35% +0.2 pts | 1.62% -0.6 pts | 2.38% +0.3 pts | 2.24% -0.1 pts |
| BPK | 0.18 -10.6% | 0.42 17.0% | 0.23 -19.3% | 0.71 -7.3% | 0.10 -50.2% | 0.29 -14.2% | 1.13 165.7% | 0.05 -29.1% | 0.16 -43.1% | 0.11 14.4% | 0.20 -13.4% |

MEMBER LEVEL TRENDS: NOVEMBER 2019

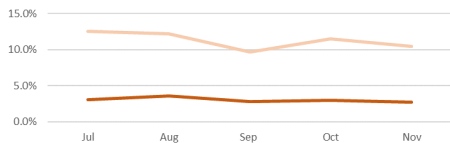
- Open rate declines are visible across all member levels, as well as non-members
- CTRs and CTORs are stable compared to Bonvoy YTD average
- Basic member deep dive under way; results will inform future targeting decisions that will increase relevancy and lift engagement

NON-MEMBER

Nov. vs. Bonvoy YTD Avg.

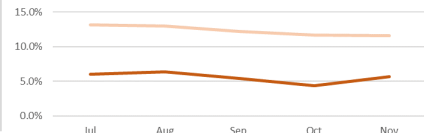
Delivered: 24.1 M
 Open%: 10.5% (-3.2 pts.)
 CTR: 0.3% (-0.2 pts.)
 CTOR: 2.7% (-0.7 pts.)
 Unsub.%: 0.50% (-0.16 pts.)

Monthly Trends



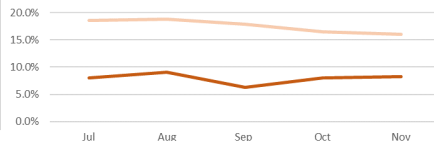
BASIC

Delivered: 164.4 M
 Open%: 11.6% (-1.9 pts.)
 CTR: 0.7% (0.0 pts.)
 CTOR: 5.6% (+0.5 pts.)
 Unsub.%: 0.17% (-0.06 pts.)



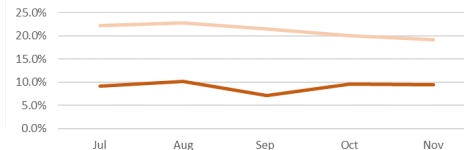
SILVER

Delivered: 25.5 M
 Open%: 16.0% (-2.8 pts.)
 CTR: 1.3% (-0.1 pts.)
 CTOR: 8.3% (+0.6 pts.)
 Unsub.%: 0.07% (-0.04 pts.)



GOLD

Delivered: 32.0 M
 Open%: 19.1% (-3.4 pts.)
 CTR: 1.8% (-0.3 pts.)
 CTOR: 9.4% (+0.3 pts.)
 Unsub.%: 0.06% (-0.03 pts.)



MEMBER LEVEL TRENDS: NOVEMBER 2019

- Open rate declines are visible across all member levels, as well as non-members
- CTRs and CTORs are stable compared to Bonvoy YTD average

PLATINUM

TITANIUM

AMBASSADOR

Nov. vs. Bonvoy YTD Avg.

Delivered: 12.2 M

Open Rate: 23.0% (-3.6 pts.)

CTR: 2.3% (-0.4 pts.)

CTOR: 10.2% (-0.3 pts.)

Unsub. Rate: 0.03% (-0.02 pts.)

Delivered: 9.9 M

Open Rate: 24.7% (-3.6 pts.)

CTR: 3.3% (-0.1 pts.)

CTOR: 13.3% (+1.2 pts.)

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

Delivered: 1.2 M

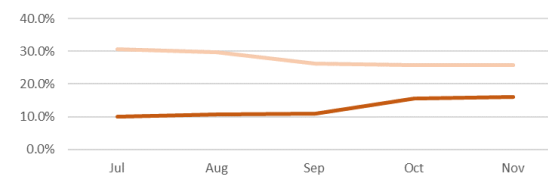
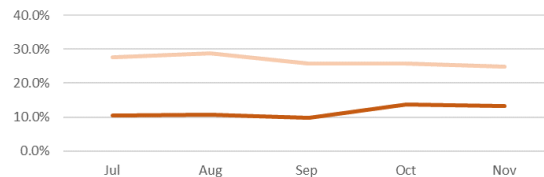
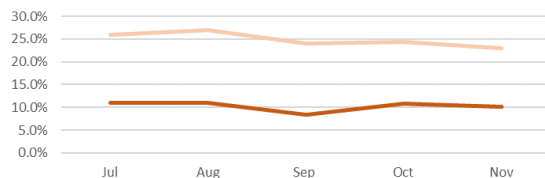
Open Rate: 25.8% (-3.3 pts.)

CTR: 4.2% (+0.3 pts.)

CTOR: 16.1% (+2.8 pts.)

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

Monthly Trends



— Open% — CTR



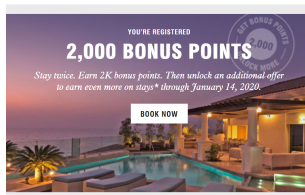
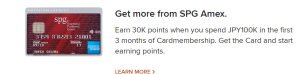
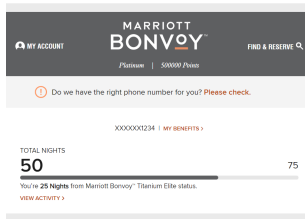
KEY INITIATIVES & CAMPAIGN HIGHLIGHTS

MAU CREATIVE: NOVEMBER 2019

EXAMPLE OF GLOBAL ENGLISH VERSION

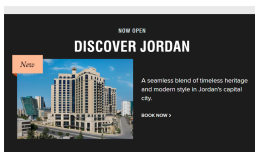
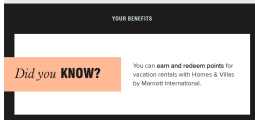
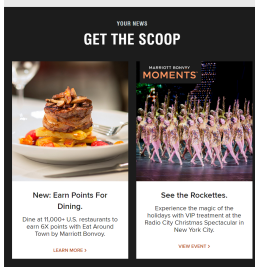
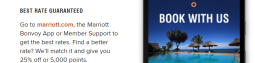
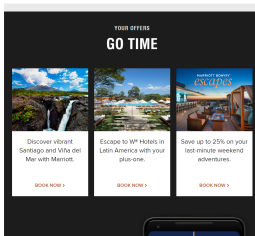
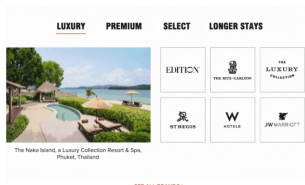
Subject Line: Your Marriott Bonvoy Account
Update: Special Offers, Benefits & More

Pre-Header: See What's New in November



EXTRAORDINARY BRANDS

Discover an unforgettable portfolio of brands, from distinctive luxury to your home away from home.



MAU PERFORMANCE SUMMARY: NOVEMBER 2019

ALL VERSIONS: GLOBAL ENGLISH (11/15) + IN. LANG. (11/21)

| | Delivered | Open Rate | CTR | CTOR | Unsub. Rate | Room Nights | Revenue |
|-----------------------------|---------------------|--------------|-------------|--------------|--------------|--------------------|----------------------|
| November '19 | 30.5 M | 15.8% | 2.8% | 17.5% | 0.16% | 27.8 K | \$4.4 M |
| vs. Oct '19 MAU | +0.9% (+276.0 K) | -0.01 pts. | +1.2 pts. | +7.7 pts. | -0.04 pts. | +50.2% (+9.3 K) | +43.2% (+\$1.3 M) |
| vs. MAU 3-month baseline | -1.3% (-388.4 K) | -3.9 pts. | +1.0 pts. | +8.6 pts. | +0.03 pts. | +28.2% (+6.1 K) | +17.9% (+672.9 K) |

November '19 Observations:

- Open rates were flat MoM, but -3.9 pts from baseline
 - Basic member analysis is underway & findings will inform campaign targeting; also an expected lift when inactive former SPG members roll off in Dec and March
- Click rate spike from alert msg. and account box; message successfully moved members to update their profile (combined made up 61% of clicks)

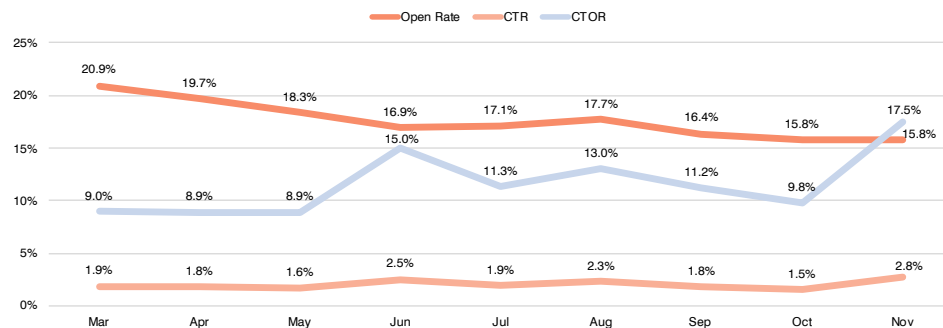


Alert: 25% of clicks



Account Box: 36% of clicks

MAU 2019 Email Engagement Trends



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

Pre-Header: Save 20% on stays throughout Europe and more.

MIDDLE EAST & AFRICA

GET UP TO 25% OFF

Discover the charm of the Middle East and Africa when you book early.

[GO NOW >](#)

DRINKS YOU'LL LOVE IN ABU DHABI

From gahwa to shams, try these must-try local beverages.

[READ THE ARTICLE >](#)

ESCAPE WITH 2,000 BONUS POINTS

Indulge in Middle Eastern opulence and swim at Rix's Carter hotel's across the UAE.

[RESERVE NOW >](#)

ASIA PACIFIC

EPIC TRIP AHEAD

Get a daily hotel credit and 5,000 bonus points per stay throughout Asia Pacific.

[FIND HOTELS >](#)

YOUR ADVENTURE IN BALI AWAKENS

Book up your stay. Unleash UNESCO-protected rain paradises and discover the tropical tales.

[GO NOW >](#)

ELEVATE YOUR EXPERIENCE

Unwind in paradise with your choice of a luxurious amenity and 5,000 bonus points.

[RESERVE NOW >](#)

Save up to 20% on your last-minute getaway

[LEARN MORE >](#)

EXPLORE MORE

Use points for once-a-theme moment Moments™.

[EXPLORE MOMENTS >](#)

Book directly through Marriott.com or our app to unlock the lowest rates.

[BOOK NOW >](#)

Unlock More Stay™ time. Get 2K bonus points. Then unlock an additional offer.

[JOIN OR REDEEM >](#)

OFFERS & PACKAGES PERFORMANCE SUMMARY: 11/25

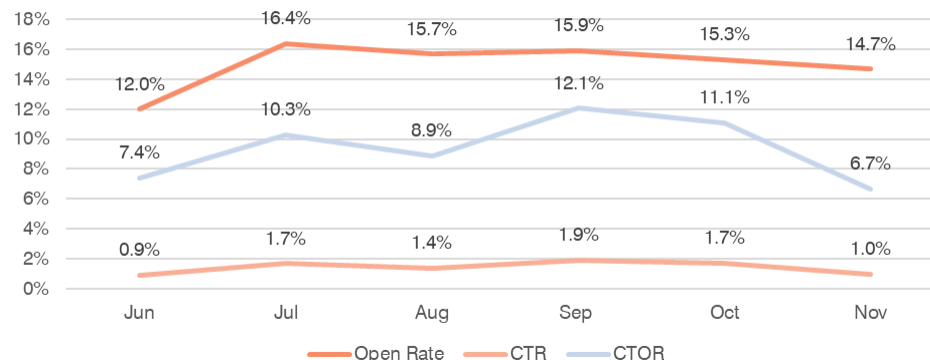
ALL VERSIONS

| | Delivered | Open Rate | CTR | CTOR | Unsub. Rate | Room Nights | Revenue |
|--|---------------------|--------------|-------------|-------------|--------------|--------------------|------------------------|
| November '19 | 13.5 M | 14.7% | 1.0% | 6.7% | 0.18% | 6.5 K | \$1.0 M |
| vs. Oct '19 Offers & Packages | -2.0% (-280.9 K) | -0.6 pts. | -0.7 pts. | -4.4 pts. | -0.07 pts. | +12.3% (+718) | +9.5% (+\$90.9 K) |
| vs. Offers & Pkgs. 3-month baseline (Jul-Sep '19 avg.) | -3.7% (-511.8 K) | -1.3 pts. | -0.68 pts. | -3.7 pts. | -0.19 pts. | -41.0% (-4.5 K) | -44.1% (-\$824.3 K) |

November '19 Observations:

- Open rates were slightly below MoM and baseline
 - Subject line optimization and new pre-header highlighting the Primary Feature offer were done to help lift open rates
 - Continue efforts and track over time to measure engagement outside of expected seasonal lows
- CTOR down 4pts. MoM and versus baseline; analysis is underway to determine engagement decline

Offers & Packages 2019 Email Engagement Trends



Q4 2019 UNLOCK MORE GLOBAL PROMOTION DETAILS & TIMELINE

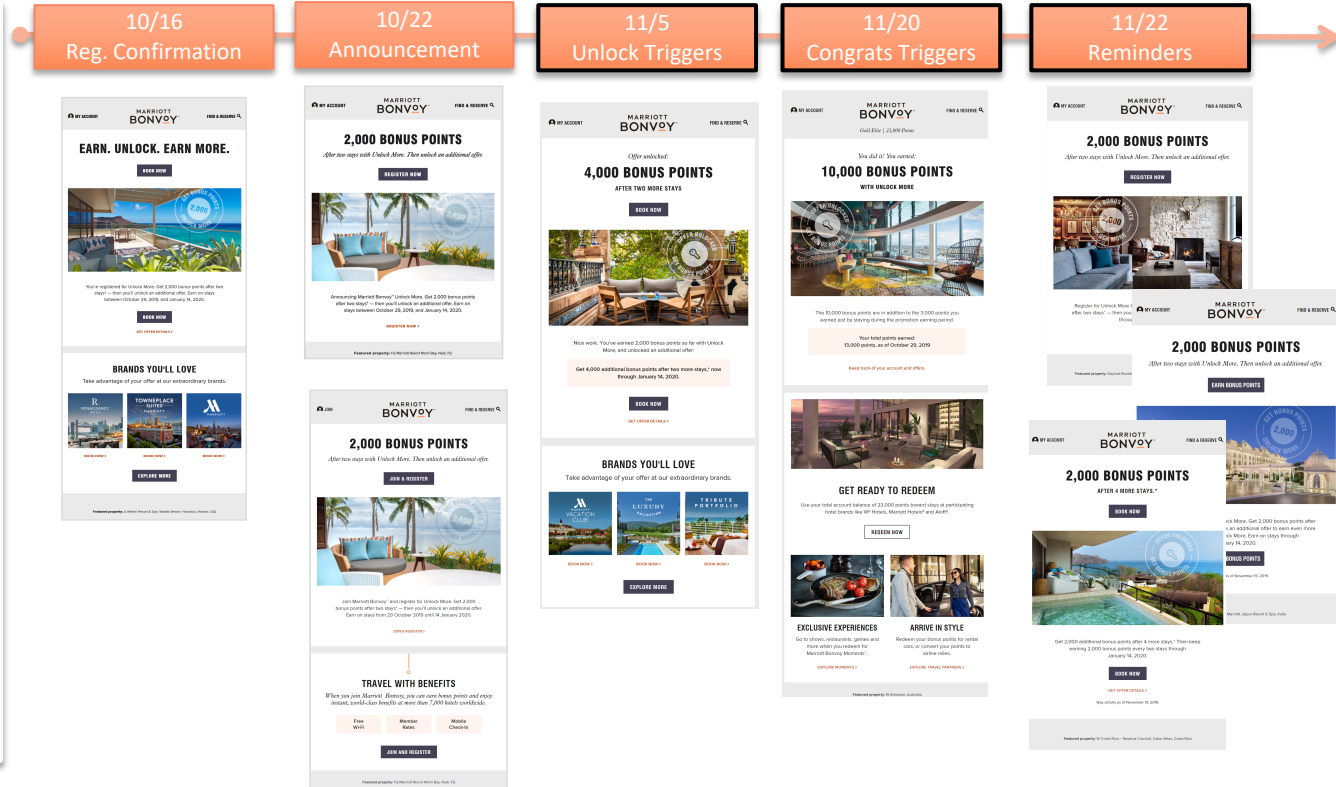
Unlock More Q4 2019 Promo Details:

Registration Dates: 10/15 – 12/31

Earning Dates: 10/29 – 1/14/20

Members earn 2,000 bonus
points after two stays

Once completed, they are eligible
to unlock an additional offer



\$9.7M FROM Q4 2019 UNLOCK MORE PROMOTION EMAILS

| Oct – Dec 6, 2019 Solo Email Engagement | |
|--|------------------------|
| Emails Delivered | 70.1 M |
| Opens/ Impressions | 9.4 M |
| Clicks/Traffic | 902.4 K |
| Registrations* | 1.5 M (as of 12/15) |
| Email Bookings | 30.0 K |
| Email Room Nights | 62.1 K |
| Email Revenue | \$9.7 M |

- 70M emails delivered in support of the Q4 global promotion; most deployments are from the announcement and reminder emails
- Targeted, personalized emails have higher KPIs compared to the broader targeting for announcements and reg. reminder solos
 - Consider using solos to target active/engaged members & non-members and leverage MAU and Offers & Packages to inform inactives
- Unlock and Congrats autos generate more bookings than other emails (10.0 and 4.5 bookings per K Delivered emails respectively)

| Emails | # Delivered | Open Rate | CTR | CTOR | Bookings / Delivered (K) |
|----------------------------------|---------------|--------------|-------------|-------------|--------------------------|
| Registration Confirmation (Auto) | 949.4 K | 38.5% | 3.4% | 8.8% | 2.6 |
| Announcement | 34.6 M | 13.3% | 1.4% | 10.9% | 0.5 |
| Congrats/Wrap Up (Auto) | 29.5 K | 52.7% | 7.8% | 14.8% | 4.5 |
| Unlock Triggers (Auto) | 287.1 K | 47.9% | 12.4% | 25.9% | 10.0 |
| Registration Reminder | 33.4 M | 12.0% | 0.8% | 6.4% | 0.2 |
| Booking Reminder Base | 643.3 K | 33.9% | 10.1% | 30.1% | 0.5 |
| Booking Reminder Secondary | 162.0 K | 37.9% | 5.2% | 13.6% | 4.9 |
| Total | 70.1 M | 13.4% | 1.3% | 9.6% | 0.4 |

*Promo registrations include all channels; roughly half of registrants are emailable

UNLOCK MORE REMINDERS

Targeting actives with registration reminders may help lift engagement; Offer Details continue to catch interests & clicks

Subject Line: Stay Twice. Get 2,000 Bonus Points.

Pre-Header: Register now for Unlock More to start earning.

REGISTRATION REMINDER

HEADER

7.4% clks; 10.9% bkg

MARRIOTT
BONVOY

FIND & RESERVE

HERO

48.6% clks; 73.9% bkg

2,000 BONUS POINTS

After two stays with Unlock More. Then unlock an additional offer.

REGISTER NOW



BODY

11.4% clks; 14.4% bkg

Register for Unlock More by December 31. Get 2,000 bonus points after two stays* — then you'll unlock an additional offer. Earn on stays through January 14, 2020.

REGISTER NOW >

FOOTER

32.6% clks; 0.8% bkg

Property: Gaylord Rockies Resort & Convention Center, Aurora, Colorado, USA

Subject Line: You're 4 Stays Away from 2,000 More Bonus Points

Pre-Header: Then get an additional 2,000 bonus points every two stays.

BOOKING REMINDER BASE

HEADER

7.4% clks; 10.9% bkg

MARRIOTT
BONVOY

FIND & RESERVE

2,000 BONUS POINTS

After two stays with Unlock More. Then unlock an additional offer.

EARN BONUS POINTS

HERO/BODY*

95.1% clks; 46.7% bkg



You're all set to earn with Unlock More. Get 2,000 bonus points after two stays* — then you'll unlock an additional offer to earn even more bonus points with Unlock More. Earn on stays through January 14, 2020.

EARN BONUS POINTS

Stay activity as of November 19, 2019.

FOOTER

1.5% clks; 3.1% bkg

Property: JW Marriott Jaipur Resort & Spa, India

*Unable to separate clicks for HERO/BODY CTAs

Subject Line: Get 2,000 Bonus Points After Two Stays.

Pre-Header: Then unlock an additional offer with Unlock More.

UNLOCK OFFER BOOKING REMINDER

HEADER

6.6% clks; 6.0% bkg

MARRIOTT
BONVOY

FIND & RESERVE

2,000 BONUS POINTS

AFTER 4 MORE STAYS.*

HERO

27.0% clks; 35.8% bkg

BOOK NOW



Get 2,000 additional bonus points after 4 more stays.* Then keep 2,000 bonus points every two stays through January 14, 2020.

BOOK NOW

GET OFFER DETAILS >

Stay activity as of November 19, 2019.

BODY

63.8% clks; 58.2% bkg

- Book Now CTA: 17%
- Offer Details CTA: 83%

FOOTER

2.6% clks; 0.0% bkg

Property: W Costa Rica — Reservas Conchal, Cabo Velaz, Costa Rica

UNLOCK MORE ADDITIONAL TRIGGERS

UNLOCK TRIGGER (AUTO)

[MY ACCOUNT](#)[FIND & RESERVE](#)


MARRIOTT
BONVOY

Offer unlocked:

4,000 BONUS POINTS

AFTER TWO MORE STAYS

BOOK NOW



Nice work. You've earned 2,000 bonus points so far with Unlock More, and unlocked an additional offer:


Get 4,000 additional bonus points after two more stays,* now through January 14, 2020.

BOOK NOW


GET OFFER DETAILS >

BRANDS YOU'LL LOVE


Take advantage of your offer at our extraordinary brands.



BOOK NOW >



BOOK NOW >



BOOK NOW >

EXPLORE MORE

Subject Line:
Your Unlocked Offer: Get **[4,000 More Bonus Points]**

Pre-Header:
Keep earning with Unlock More.

CONGRATS/WRAP-UP (AUTO)

[MY ACCOUNT](#)[FIND & RESERVE](#)


MARRIOTT
BONVOY

Gold Elite | 23,000 Points

You did it! You earned:

10,000 BONUS POINTS


WITH UNLOCK MORE



The 10,000 bonus points are in addition to the 3,000 points you earned just by staying during the promotion earning period.

Your total points earned:
13,000 points, as of October 29, 2019


Keep track of your account and offers.



GET READY TO REDEEM

Use your total account balance of 23,000 points toward stays at participating hotel brands like VP Hotels, Marriott Hotels® and Autograph®.


REDEEM NOW



EXCLUSIVE EXPERIENCES

Go to shows, restaurants, games and more when you redeem for Marriott Bonvoy Moments®.

EXPLORE MOMENTS >



ARRIVE IN STYLE

Redeem your bonus points for rental cars, or convert your points to airline miles.

EXPLORE TRAVEL PARTNERS >

Featured property in Williams, Australia

Subject Line:
Congrats, **[Chris]**! You Earned 10,000 Bonus Points

Pre-Header:
Explore endless ways to redeem your points.

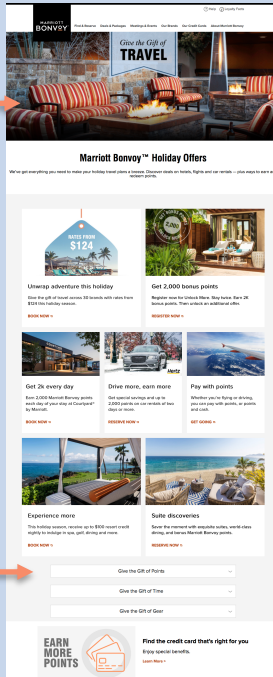
2019 MARRIOTT BONVOY HOLIDAY CAMPAIGN

“GIVE THE GIFT...”

A themed campaign meant to thank members with offers and ideas that encourage travel and togetherness during the 2019 holiday season. Marketing support includes: a series of four weekly emails starting on Nov 19th sent to U.S. members, along with a dedicated landing page, M.com tile, and mobile app messaging.

DYNAMIC LANDING PAGE

Landing page is updated to align with each themed email & app message



Other offers are always available; each section expands

EMAIL SUPPORT

Nov. 19 – Email 1



Nov. 27 – Email 2



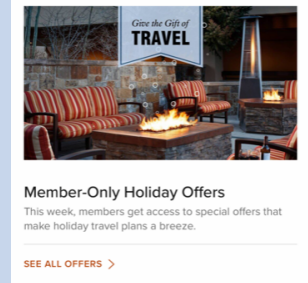
Dec. 2 – Email 3



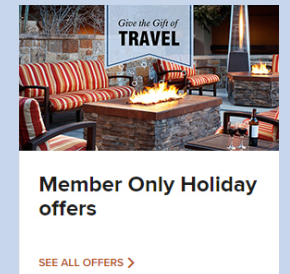
Dec 9 – Email 4



MOBILE APP SUPPORT

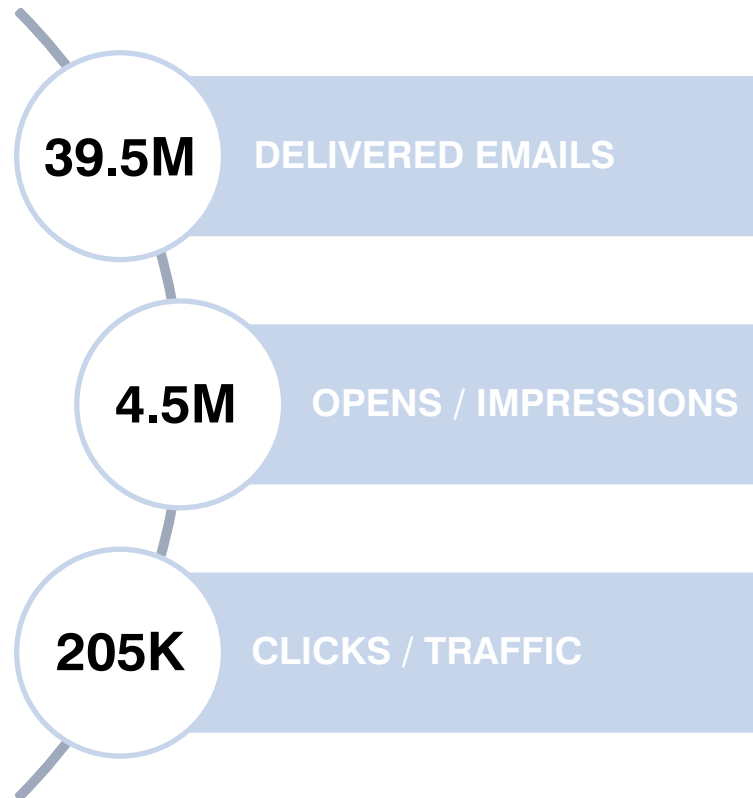


M.COM TILE (SIGNED-IN)



EARLY OBSERVATIONS: EMAILS 1 AND 2

- Successfully delivered nearly 40M emails featuring 10 unique partner offers promoting the holiday gift giving & travel season
- Emails generated \$847.7K in revenue and 5.4K room nights
- Homes & Villas, CruisesOnly, and Shop Cyber Week were in the top 3 most engaging content ...next to Hero
- Plans to continue tracking results and collecting additional insights from each partner are next



ENGAGEMENT RESULTS: EMAILS 1 AND 2

- Open rates were below the Nov. avg. from seasonality and other email subject lines with the same/similar wording
- Preserve the Holiday campaign subject lines next year and provide earlier notice of them to other teams
- Subject line optimization tactics were used to help lift open rates, but results were still below Nov. email average
 - Leveraged industry and previous learnings (personalization, sense of urgency, timing and themed)
 - Pre-header was used to set the expectation for receiving a series of emails
- Click rates were also below Nov. avg, but unsubscribe rates were low too, meaning openers may not have been ready to take action at that time

| | "Gift of" Theme | Delivered | Opens / Impressions | Open Rate | Clicks / Traffic | CTR | CTOR | Unsub. Rate | Room Nights | Revenue |
|-----------------------------|---|-----------|---------------------|-----------|------------------|------|------|-------------|-------------|-----------|
| Email #1 (Nov 19) | TIME: Savings on extended travel and memory-making experiences | 20.0 M | 2.4 M | 11.8% | 136.7 K | 0.7% | 5.8% | 0.14% | 4.2 K | \$675.2 K |
| Email #2 (Nov 27) | GEAR: Gift ideas and gear for the travel-lover | 19.5 M | 2.1 M | 10.8% | 68.8 K | 0.4% | 3.3% | 0.12% | 1.2 K | \$172.5 K |
| <i>For Comparison</i> | | | | | | | | | | |
| Nov 2019 Email Stats | | 269.3 M | 37.3 M | 13.9% | 2.7 M | 1.0% | 7.3% | 0.17% | 107.4 K | \$17.1 M |

ELITE MEMBER INBOX: HOLIDAY MESSAGES 11/1 – 12/5/2019

| | | | | | | | | | |
|--|------------|---|------------|---|------------|--|------------|--|------------|
| Marriott Bonvoy Discover Suite Escapes from Canada to Cancun Reserve a luxury suite experience in iconic locations around the world My Account Find & Reserve Suite discoveries Unforgettable | 11/1/2019 | The Ritz-Carlton Yacht Collection Video Reveal: The Culinary Experience http://view.e.ritzcarltonyachtcollection.com/?qs=c09823bd63382b534469c682c0f91859ee78177484faa62 | 11/14/2019 | Marriott Bonvoy Be Boundless – Earn 75,000 Bonus Points Get the Marriott Bonvoy Boundless Credit Card. My Account Find & Reserve Get inspired and go with 75,000 bonus points The | 11/21/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Plan for your upcoming stay at Denver Airport Marriott at Gat... | 11/27/2019 | Marriott Hotels Bryan, Check in now to access your Elite Benefits. Access these Elite perks because you've booked direct. Denver Airport Marriott at Gateway Park 16455 E. 40th Circle Aurora, | 12/1/2019 |
| Marriott Bonvoy Last Chance to Save 20% on Villa Rentals Stretch out and save at 80 resorts around the world. My Account Find & Reserve A Marriott Bonvoy™ member exclusive. Dream big | 11/1/2019 | Marriott Bonvoy Reservations Confirmation #99919333 for Santa Clara Marriott | 11/14/2019 | Marriott Bonvoy Stay Twice. Get 2,000 Bonus Points. Register now for Unlock More to start earning. My Account Find & Reserve 2,000 bonus points After two stays with Unlock More. | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| The Ritz-Carlton Yacht Collection 4 New Greek Isle Escapes http://view.e.ritzcarltonyachtcollection.com/?qs=c09823bd63382b534469c682c0f91859ee78177484faa62 | 11/4/2019 | Marriott Bonvoy Bryan, Your Exclusive Offer: 85,000 bonus points - Ends 12/27 Apply for the Marriott Bonvoy Business American Express Card. My Account Find & Reserve Your Exclusive Offer: 85,000 bonus | 11/14/2019 | Marriott Bonvoy Stay Twice. Get 2,000 Bonus Points. Register now for Unlock More to start earning. My Account Find & Reserve 2,000 bonus points After two stays with Unlock More. | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| Marriott Bonvoy Uniquely Crafted and Curated Independent Hotels Explore the newest additions to the Autograph Collection. Reserve LEGENDARY STAYS Experience an exceptional getaway | 11/6/2019 | Marriott Bonvoy Reservations Confirmation #60080667 for Santa Clara Marriott | 11/15/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| Marriott Bonvoy Up to \$100 Resort Credit Could Be Yours Plus, even more exclusive offers. My Account Find & Reserve get away with more Up to \$100 in resort credit awaits. Book now Book | 11/8/2019 | Courtyard By Marriott Reservations Reservation Cancellation #59610662 for Courtyard Orlando L... | 11/15/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| Marriott Bonvoy Cast Your Vote by November 15 for The Points Guy Awards Cast Your Vote by November 15 for The Points Guy Awards My Account Find & Reserve SHARE YOUR LOVE Marriott Bonvoy™ | 11/11/2019 | Marriott Bonvoy Your Marriott Bonvoy Account Update: Special Offers, Benefit... See What's New in November My Account Find & Reserve Platinum 149581 Points Do we have the right phone number for | 11/16/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| Shop Marriott Home For The Holidays? 15% Off Lifestyle! Save on indulgences for you and your home from our carefully curated lifestyle collection! Plus, save on the Marriott bed, pillows, | 11/12/2019 | Marriott Bonvoy Save 30% on Points to Get or Give This season, celebrate with points. My Account Find & Reserve save 30% on points Go where you want — faster. Get or give | 11/16/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| W Hotels Remix the way you stay in Europe View online whats.com Terms of Use Privacy Policy To unsubscribe: Select "Hotel & Destination specials" on our | 11/12/2019 | Marriott Bonvoy Our Holiday Sales Start Now – Shop Bestselling Gifts from Ma... Shop bed, bedding, fragrance and more from your favorite hotel brands. My Account Find & Reserve For You And Yours Get a jump | 11/17/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| Marriott Bonvoy Experience the Unforgettable with Marriott Bonvoy Moments See all the new Moments My Account Find & Reserve MAGICAL MOMENTS Experience the magic of the holidays by giving the gift | 11/13/2019 | Marriott Bonvoy Explore unforgettable experiences at our DC Luxury Hotels Indulge in Exclusive Experiences Bryan Find & Reserve EXCLUSIVE OFFERINGS IN DC SUITE SAVINGS, BREAKFAST, AND | 11/19/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |
| Marriott Bonvoy Create the Most Unforgettable Christmas Ever Explore Two Million Pounds of Ice, Holiday Shows and more! My Account Find & Reserve Winter Wonderland Ahead Create the | 11/13/2019 | Marriott Bonvoy Just for You: Holiday Travel Offers Holiday Week 1 of 4: Save on extended vacations, memory-making moments and incredible getaways. my account Find & | 11/19/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy Marriott Hotels & Resorts Reservations Reservation Confirmation #88821299 for Denver Airport Marr... | 11/22/2019 | Marriott Bonvoy The Ultimate holiday gift: a Florida vacation Book Your Winter Escape Bryan Find & Reserve GIVE THE GIFT OF TRAVEL GREAT RATES THIS HOLIDAY SEASON GIFT OF TRAVEL | 11/28/2019 |

52 Total Campaigns

Loyalty # Non-Loyalty

24

28

MARRIOTT
BONVOY™ | yes

EMAIL #1 GIFT OF TIME

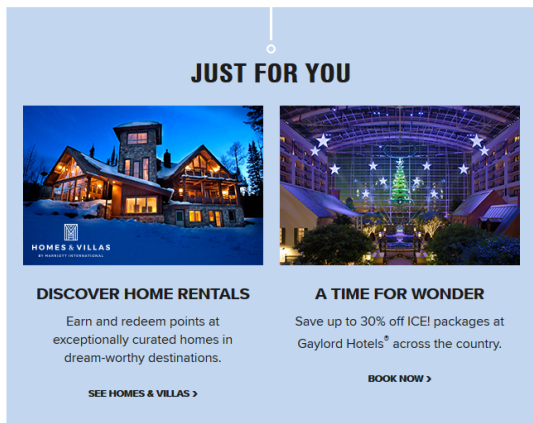
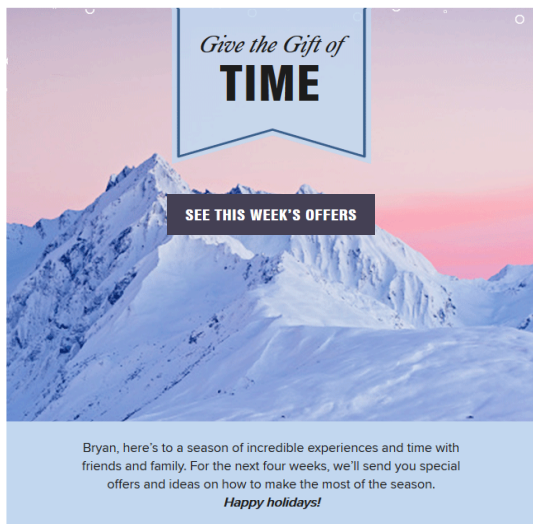
Nov. 19th

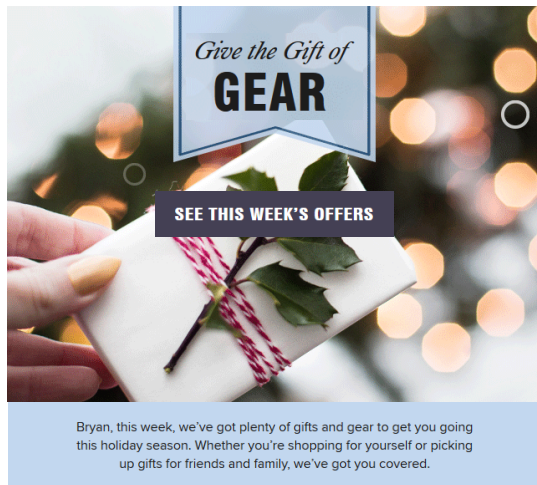
Theme: Savings on extended travel and memory-making experiences

Offers included: Homes & Villas, Gaylord ICE, Americas Extended Stay, Cruises Only, Moments, Tours & Activities

- Over a third of the clicks and bookings went to the Hero
- Home & Villas in Just For You module was the 2nd most clicked piece of content in email
 - 66% of section clicks
 - 17% of overall email clicks
- 49% of the More to Explore section clicks were on the Sail Away cruise content

Subject Line: Just for You: Holiday Travel Offers
Pre-header: Holiday Week 1 of 4: Save on extended vacations, memory-making moments and incredible getaways.





JUST FOR YOU



SHOP CYBER WEEK

Save up to 50% on top brands and Cyber Week markdowns — this week only.

SHOP NOW >

**EMAIL #2 GIFT OF GEAR**Nov. 27th

Theme: Gift ideas and gear for the travel-lover

Offers included: MBV Boutiques, Maritz, Gift Cards, Cyber Week

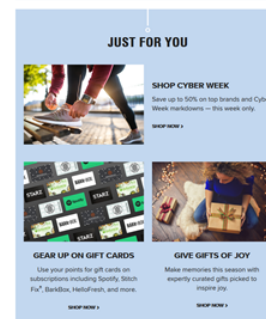
- Over a third of the clicks and bookings went to the Hero
- Shop Cyber Week was the 3rd most clicked piece of content; a very timely and familiar message
 - 62% of section clicks
 - 14% of overall email clicks
- Fairly equal engagement between the bedding & other on-property items; a good click-catcher

Subject Line: Bryan, Give the Gift of Gear
Pre-header: Holiday Week 2 of 4: Earn and redeem points on gifts for travel-lovers.



HEADER
10% clks; 55% bkg

HERO
29% clks; 35% bkg



JUST FOR YOU
23% clks; 0% bkg

- Shop Cyber Week (top): 62%
- Gift Cards (left): 21%
- Gifts of Joy (right): 15%



MORE GIFTS
12% clks; 2% bkg

- Vacation-Insp. Sleep (left): 53%
- Bring Vacation Home(right): 43%

FOOTER
26% clks; 7% bkg

HOLIDAY 2019 CAMPAIGN: NEXT STEPS

- Deploy the last 2 emails in the series; #3 on Dec 2nd and #4 on Dec 9th
- Collect partner, web and mobile app engagement results mid-Dec 2019
- Full analysis planned for early Jan 2020
- Results will be shared during Q4 2020 email review

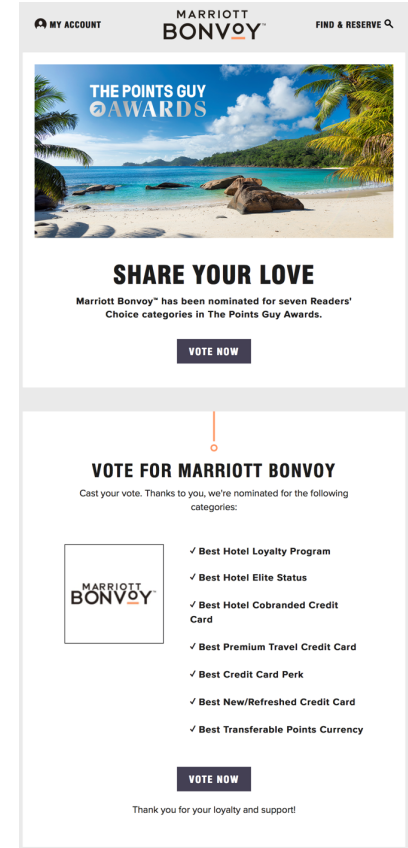
THE POINTS GUY AWARDS SOLO (11/11)

Marriott Bonvoy was nominated for 7 “readers’ choice” categories. Solo email was sent to encourage members to cast votes before the deadline.

| | Delivered | Open Rate | CTR | CTOR | Unsub. Rate | Room Nts. | Revenue |
|-------------------------|--------------|--------------|-------------|--------------|--------------|------------|----------------|
| Nov. 2019 | 5.8 M | 21.4% | 2.8% | 13.1% | 0.04% | 765 | \$119 K |
| vs. Nov '19 Bonvoy Avg. | | +7.5 pts. | +1.8 pts. | +5.8 pts. | -0.13 pts. | | |

Observations:

- Email targeted an active member base and leveraged a familiar Freddie Awards email template that clearly outlined the steps for voting
- Campaign successfully drove above average open and click rate engagement and low unsub. rates
 - Marriott took home the majority of the hotel and hotel cobrand awards; total of 5 awards
- Consider setting up this layout as the go-to ‘voting email template’ for future use





TESTING & OPTIMIZATION

SUBJECT LINE TEST RESULTS

| HOLIDAY CAMPAIGNS (11/19 – 12/09) | WINNERS | DESCRIPTION OF WINNER |
|--|--|---|
| Gift of Time (11/19) <ul style="list-style-type: none"> Just for You: Holiday Travel Offers This Week: Give the Gift of Time Together Diana, Give the Gift of Time Together | Winner -0.63 pts -0.19 pts* | Exclusive, intriguing words 'Travel Offers' *Not statistical significant; consider retesting |
| Gift of Gear (11/27) <ul style="list-style-type: none"> Diana, Give the Gift of Gear This Week: Give the Gift of Gear Just for You: Travel Gifts & Gear | Winner -0.48 pts -0.07 pts* | Personalized, themed, catchy alliteration *Not statistical significant; consider retesting |
| Gift of Travel (12/2) <ul style="list-style-type: none"> Just for You: Holiday Travel Offers This Week: Give the Gift of Travel Diana, Give the Gift of Travel | Winner -0.66 pts -0.35 pts* | Exclusive, intriguing words 'Travel Offers' *Not statistical significant; retest |
| Gift of Points (12/9) <ul style="list-style-type: none"> Just for You: Holiday Points Offers This Week: Give the Gift of Points Diana, Give the Gift of Points | Winner -2.47 pts -1.81 pts | Exclusive, intriguing words 'Travel Offers' *Statistically Significant |

SUBJECT LINE TEST RESULTS

| MAU (11/15) | WINNER | DESCRIPTION OF WINNER |
|---|------------------------------------|--|
| <ul style="list-style-type: none"> Your Marriott Bonvoy Account Update: Special Offers, Benefits & More Here's Your Marriott Bonvoy Account Statement <p><i>PH: See What's New in November</i></p> | <p>Winner -0.41 pts</p> | <p>Control version had a slight edge over test; retest for patterns</p> <p>Statistically significant results</p> |

| AMEX Brilliant ECM Upgrade Solo (11/21) | WINNER | DESCRIPTION OF WINNER |
|---|---|--|
| <p>Segment: Marriott</p> <ul style="list-style-type: none"> Don't Pass Up 50,000 Bonus Points Earn 50,000 Bonus Points + Exceptional Benefits <p>Segment: All Others</p> <ul style="list-style-type: none"> Earn 50,000 Bonus Points + Exceptional Benefits Don't Pass Up 50,000 Bonus Points <p><i>PH: Upgrade to the Marriott Bonvoy Brilliant Amex Card.</i></p> | <p>Winner -3.04 pts*</p> <p>Winner +0.47 pts*</p> | <p>FOMO, direct</p> <p>Offer, intrigue “exceptional benefits”</p> <p>*Results were not statistically significant, consider retesting</p> |

SUBJECT LINE TEST RESULTS

| OFFERS AND PACKAGES (11/25) | WINNER | DESCRIPTION OF WINNER |
|---|--|---|
| <ul style="list-style-type: none"> • Your New Marriott Bonvoy Offers Are Inside! • Here Are Your Exclusive Offers • Where Will You Go? • Your December Offers Have Arrived <p><i>PH:</i> Save 20% on stays throughout Europe and more.</p> | <p>Winner</p> <p>-1.28 pts</p> <p>-3.07 pts</p> <p>-0.09 pts*</p> | <p>Branded, used “New”, curiosity “Inside!”</p> <p>Used the Primary Feature offer as pre-header</p> <p>*Not statistically significant, consider retesting</p> |



ACTIONABLE INSIGHTS

ACTIONABLE INSIGHTS

- Basic member analysis is underway to create sub-segments of active members; they make up 60% of the emails delivered and influence channel KPIs
 - Insights will help inform future email targeting and should positively influence engagement
 - Consider reducing the send volume to inactives and even versioning content for inactives with high travel value scores
- Consider targeting active/engaged members & non-members for Promo announcement and registration reminder solos and leverage other emails like MAU and Offers & Packages to inform inactives
- Preserve the Holiday campaign subject lines next year and provide earlier notice of them to other teams

THANK YOU!

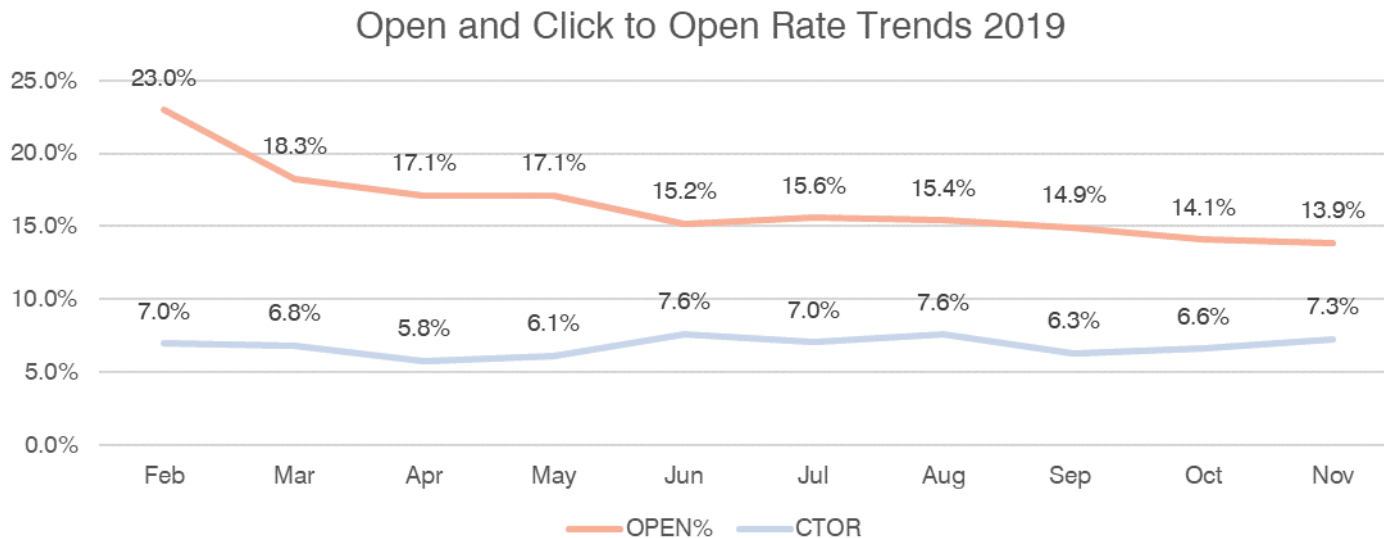
The Ritz-Carlton Ras Al Kahimah, Al Wadi Desert, Dubai, UAE

MARRIOTT
BONVOY

yes

MARRIOTT BONVOY EMAIL ENGAGEMENT TRENDS

- Open rate decline trends continue; former unengaged SPG members will move to the 15-month suppression list on Dec. 25th & in March; continue to monitor as natural lift in open rates should occur
- Win-back unengaged Bonvoy members with re-engagement tactics targeted to non-openers
- CTOR trends are stable; slight increase from launching support Solos for Q4 '19 promo



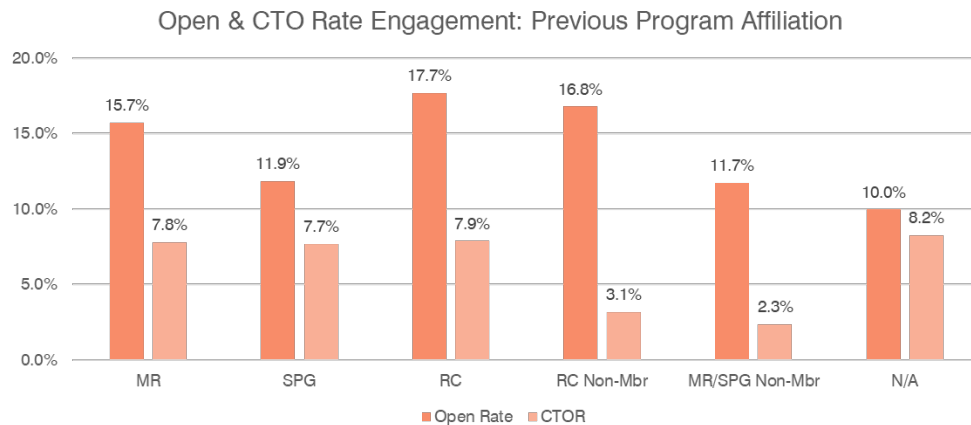
MARRIOTT BONVOY

EMAIL PROGRAM TOTALS: FEB 13 – NOV 2019

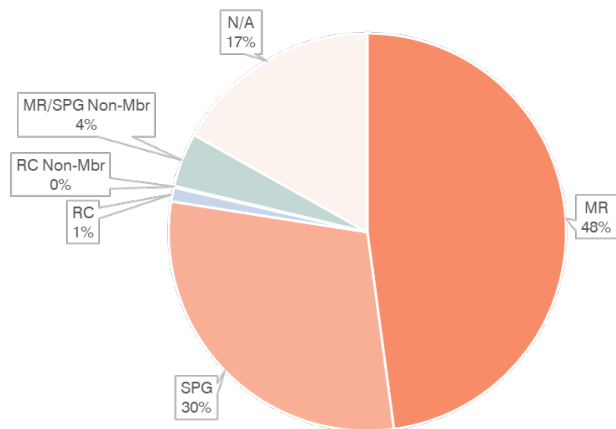
| % of Total Emails Sent | 100% | 14% | 4% | 1% | 25% | 11% | 1% | 28% | 5% | 7% | 5% |
|------------------------|-------------|----------|---------------------|---------|----------|------------|---------|----------|----------|---------|-----------|
| | Grand Total | MAU | Offers and Packages | LPM | Solo | Promotions | ATM | Cobrand | Moments | METT | Brand BPP |
| SENT | 2.08 B | 283.0 M | 80.5 M | 19.7 M | 517.3 M | 222.8 M | 25.9 M | 577.7 M | 109.1 M | 143.3 M | 96.5 M |
| DELIVERED | 2.04 B | 275.8 M | 79.8 M | 18.5 M | 505.2 M | 216.6 M | 25.5 M | 573.5 M | 108.8 M | 139.1 M | 95.5 M |
| DELIVERY% | 98.2% | 97.4% | 99.1% | 94.1% | 97.7% | 97.2% | 98.7% | 99.3% | 99.6% | 97.1% | 98.9% |
| OPEN | 321.1 M | 48.6 M | 12.1 M | 4.0 M | 78.7 M | 34.5 M | 4.3 M | 73.6 M | 23.3 M | 23.9 M | 18.1 M |
| OPEN% | 15.8% | 17.6% | 15.1% | 21.5% | 15.6% | 15.9% | 16.8% | 12.8% | 21.4% | 17.2% | 19.0% |
| CLICK | 21.8 M | 5.6 M | 1.2 M | 731.8 K | 5.5 M | 3.4 M | 630.7 K | 1.8 M | 1.4 M | 648.1 K | 930.2 K |
| CTR | 1.1% | 2.0% | 1.5% | 4.0% | 1.1% | 1.6% | 2.5% | 0.3% | 1.3% | 0.5% | 1.0% |
| CTOR | 6.8% | 11.5% | 9.6% | 18.4% | 6.9% | 10.0% | 14.7% | 2.5% | 5.9% | 2.7% | 5.1% |
| UNSUB | 4.5 M | 591.2 K | 249.5 K | 96.7 K | 1.0 M | 592.9 K | 53.1 K | 1.3 M | 111.4 K | 291.6 K | 196.2 K |
| UNSUB% | 0.22% | 0.21% | 0.31% | 0.52% | 0.20% | 0.27% | 0.21% | 0.22% | 0.10% | 0.21% | 0.21% |
| BOOKINGS | 414.1 K | 99.8 K | 22.1 K | 14.1 K | 88.8 K | 71.5 K | 13.2 K | 39.6 K | 29.6 K | 13.8 K | 21.7 K |
| RMNTS | 926.8 K | 223.8 K | 49.2 K | 32.5 K | 201.4 K | 160.1 K | 29.8 K | 78.9 K | 67.5 K | 32.1 K | 51.3 K |
| REVENUE | \$154.5 M | \$38.1 M | \$8.3 M | \$5.3 M | \$33.1 M | \$26.2 M | \$4.9 M | \$12.2 M | \$11.6 M | \$5.5 M | \$9.5 M |
| CONV% | 1.90% | 1.79% | 1.91% | 1.93% | 1.63% | 2.07% | 2.10% | 2.18% | 2.16% | 2.13% | 2.33% |
| BPK | 0.20 | 0.36 | 0.28 | 0.76 | 0.18 | 0.33 | 0.52 | 0.07 | 0.27 | 0.10 | 0.23 |

NOVEMBER 2019 EMAIL ENGAGEMENT BY PREVIOUS PROGRAM AFFILIATION

- MR continues to drive overall program KPIs
- SPG open rates influenced by ~5M unengaged group; this audience will start to roll off in Dec '19 and more in Mar 2020
 - Will monitor former SPG member engagement as KPIs will be impacted



November Delivered Emails: Previous Program Affiliation



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