



OCTOBER 2019 MONTHLY EMAIL REVIEW

Marriott Bonvoy Email Program

November 22, 2019

TODAY'S AGENDA

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

KEY STORYLINES

- More members opened and clicked on emails in October; the launch of Q4 promo was a contributing factor
- Several program support Solos (Rewards Network, Homes & Villas, and Peak/Off-Peak) contributed to the growth in delivered email counts and bookings, along with the launch of Q4 promo
- Even though more members opened emails MoM, the increase wasn't enough to lift open rates; regular subject line optimization and the use of engagement buzz words will help lift rates
- Re-launched Near Level orchestrated trigger; 2020 optimizations underway

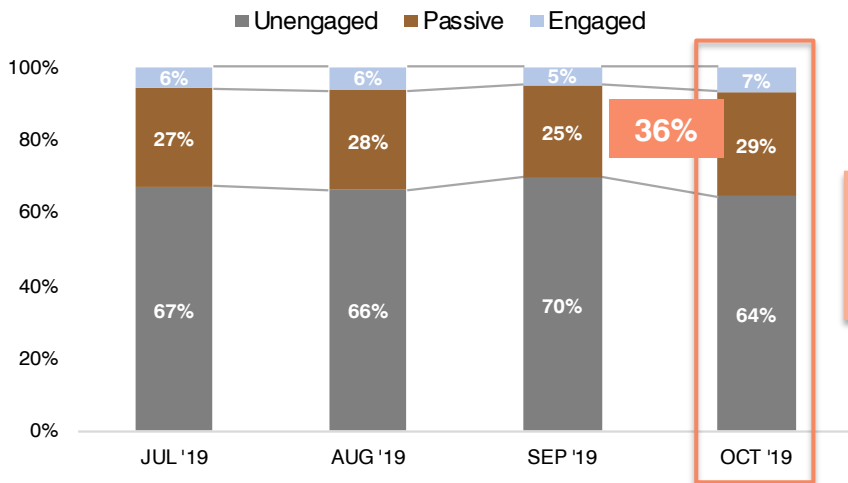


MONTHLY PERFORMANCE SUMMARY

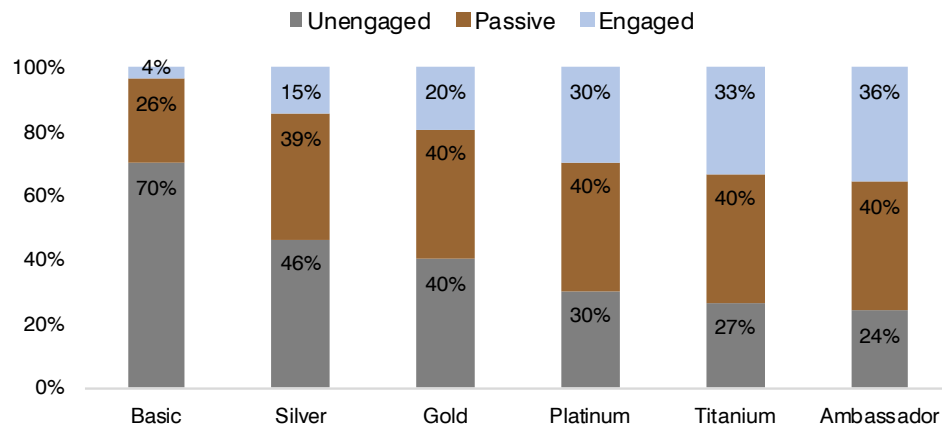
MEMBER EMAIL ENGAGEMENT REBOUNDS

- 36% of members who received at least 1 email in October '19, opened and clicked; +5.2 pts. MoM increase from the launch of Q4 promo and additional Solos
- New reporting available!** Email engagement data by member level will help us monitor open & click trends MoM; insights used to drive targeting and re-engagement strategies

Email Engagement: All Member Levels



Email Engagement: By Member Level
October 2019



Received 1+ Emails in Oct '19

29.3 M	2.3 M	2.7 M	742.1 K	774.5 K	98.9 K
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Engaged: Opened and clicked 1+ emails

Passive: Opened, but did not click

Unengaged: Did not open and did not click

PERFORMANCE SUMMARY: OCTOBER 2019

- Solos made up 40% of Oct emails and contributed to both delivered and financial increases
- Open rates are -2.4 pts compared to Bonvoy YTD; year-end seasonality impact is starting to become a contributing factor, but not conclusive at this time since declines have been on a downtrend since Feb
- Promotions and Solo categories made up 58% of Oct bookings (32% and 26% respectively); Q4 promo launched Oct 16th; 51% of Solo bookings from Peak/Off-Peak email

October 2019 vs. Bonvoy YTD Average

Feb 13 – Sep 30, 2019

Engagement

315.5 M	14.1%	0.9%	6.6%	0.19%
Emails Delivered +62.8% (+121.7 M)	Open Rate -2.4 pts.	CTR -0.2 pts.	CTOR -0.1 pts.	Unsubscribe Rate -0.04 pts.

Financials

57.4 K	126.0 K	\$19.9 M	0.18	2.0%
Bookings +40.2% (+16.5 K)	Room Nights +36.2% (+33.5 K)	Revenue +27.0% (+\$4.2 M)	Bookings/Delivered (K) -13.9%	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 are -3.8 pts. below the Bonvoy 3-month baseline, but unsubscribe rates are also down
- CTR and CTOR are nearly flat; CTOR increase was from a slight bump in the number of clicks out of email openers

	October 2019	3-Month Bonvoy Email Baseline*	% Diff.
Open Rate	14.1%	17.9%	-3.8 pts
CTR	0.9%	1.1%	-0.2 pts
CTOR	6.6%	6.3%	+0.3 pts
Unsubscribe Rate	0.19%	0.25%	-0.1 pts

EXECUTIVE DASHBOARD: OCTOBER '19

October 2019 vs. YTD
Bonvoy email program
average (2/13 – 9/30/19)

Observations:

MAU KPI declines may
be from missed Q4
promo opportunity

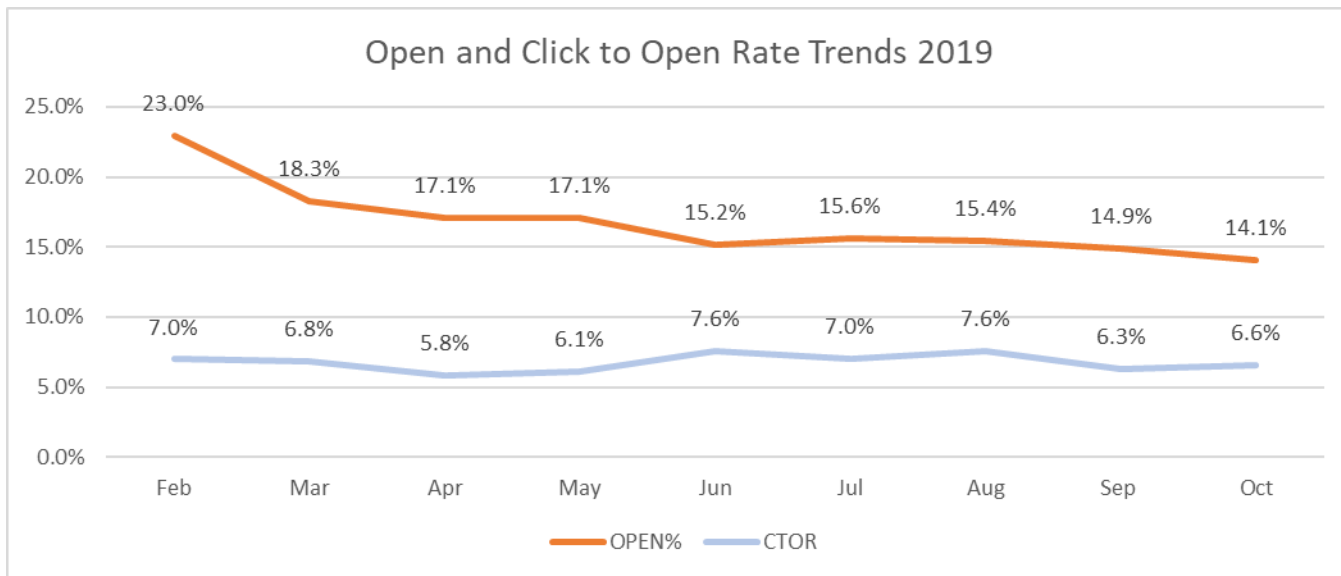
Offers & Packages KPIs
are positive, but financials
may have been impacted
by Q4 promo launch solo
going out 3 days prior

Q4 Promo launched Oct
16th and contributed to
monthly financial gains

	TOTAL	MAU	OFFERS & PACKAGES	LPM	SOLO	PROMO	ATM	COBRAND	MOMENTS	METT	BRAND BPP
Sent	318.5 M 61.0%	30.2 M -4.7%	13.9 M 4.5%	4.2 M 139.7%	130.6 M 231.2%	36.1 M 66.8%	7.5 M 179.3%	61.3 M -0.8%	16.0 M 45.7%	12.5 M -20.8%	6.2 M -32.7%
Delivered	315.5 M 62.8%	30.0 M -2.5%	13.8 M 5.0%	4.1 M 149.1%	129.4 M 238.3%	35.2 M 68.2%	7.5 M 180.7%	61.0 M -0.6%	16.0 M 45.9%	12.4 M -18.6%	6.2 M -32.3%
Delivery %	99.1% +1.1 pts	99.2% +2.3 pts	99.4% +0.5 pts	97.1% +3.7 pts	99.1% +2.1 pts	97.7% +0.9 pts	99.4% +0.5 pts	99.5% +0.3 pts	99.7% +0.1 pts	99.3% +2.6 pts	99.3% +0.6 pts
Open	44.5 M 39.3%	4.7 M -15.0%	2.1 M 5.6%	821.5 K 130.8%	17.1 M 157.3%	4.8 M 33.0%	985.7 K 95.4%	7.2 M -11.3%	3.0 M 23.1%	2.3 M -11.3%	1.4 M -19.5%
Open%	14.1% -2.4 pts	15.8% -2.3 pts	15.3% +0.1 pts	20.2% -1.6 pts	13.2% -4.2 pts	13.6% -3.6 pts	13.1% -5.7 pts	11.8% -1.4 pts	18.8% -3.5 pts	18.6% +1.5 pts	23.2% +3.7 pts
Click	2.9 M 36.4%	465.0 K -23.8%	234.2 K 18.1%	118.3 K 70.4%	1.1 M 121.9%	510.2 K 39.6%	74.3 K -11.3%	130.8 K -37.7%	177.2 K 22.6%	55.0 K -23.1%	83.8 K -4.5%
CTR	0.9% -0.2 pts	1.5% -0.4 pts	1.7% +0.2 pts	2.9% -1.3 pts	0.8% -0.4 pts	1.4% -0.3 pts	1.0% -2.1 pts	0.2% -0.1 pts	1.1% -0.2 pts	0.4% -0.03 pts	1.4% +0.4 pts
CTOR	6.6% -0.1 pts	9.8% -1.1 pts	11.1% +1.2 pts	14.4% -5.1 pts	6.3% -1.0 pts	10.7% +0.5 pts	7.5% -9.1 pts	1.8% -0.8 pts	5.9% -0.02 pts	2.4% -0.4 pts	5.8% +0.9 pts
Unsub.	607.1 K 33.4%	60.9 K -11.6%	34.0 K -28.9%	8.8 K -10.8%	251.7 K 188.3%	85.5 K 39.1%	16.7 K 188.7%	118.3 K -13.9%	14.5 K 22.3%	7.2 K -80.6%	9.4 K -52.9%
Unsub%	0.19% -0.04 pts	0.20% -0.02 pts	0.25% -0.12 pts	0.22% -0.39 pts	0.19% -0.03 pts	0.24% -0.05 pts	0.22% +0.01 pts	0.19% -0.03 pts	0.09% -0.02 pts	0.06% -0.19 pts	0.15% -0.07 pts
Bookings	57.4 K 40.2%	8.5 K -24.4%	2.5 K -39.6%	3.8 K 227.8%	15.1 K 73.8%	18.2 K 194.6%	1.9 K 34.2%	2.6 K -43.0%	2.3 K -32.8%	1.5 K 5.4%	1.0 K -52.7%
Rmnts	126.0 K 36.2%	18.5 K -26.8%	5.8 K -36.9%	8.4 K 202.7%	33.5 K 68.7%	39.3 K 176.2%	4.2 K 31.2%	5.0 K -45.4%	5.2 K -33.1%	3.6 K 5.0%	2.4 K -53.4%
Revenue	\$19.9 M 27.0%	\$3.1 M -29.1%	\$952.4 K -39.3%	\$1.3 M 189.3%	\$4.9 M 47.9%	\$6.3 M 160.7%	\$678.5 K 28.4%	\$757.2 K -47.5%	\$865.5 K -35.2%	\$573.6 K -3.7%	\$472.3 K -51.1%
Conv%	1.96% +0.1 pts	1.83% -0.01 pts	1.06% -1.0 pts	3.22% +1.5 pts	1.39% -0.4 pts	3.56% +1.9 pts	2.49% +0.8 pts	1.99% -0.2 pts	1.29% -1.1 pts	2.78% +0.8 pts	1.23% -1.3 pts
BPK	0.18 -13.9%	0.28 -22.5%	0.18 -42.5%	0.94 31.6%	0.12 -48.6%	0.52 75.1%	0.25 -52.2%	0.04 -42.7%	0.14 -54.0%	0.12 29.5%	0.17 -30.1%

MARRIOTT BONVOY EMAIL ENGAGEMENT TRENDS

- Open rate decline trends continue; former unengaged SPG members will move to the 15-month suppression list in Dec '19 and Mar '20; 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



MEMBER LEVEL ENGAGEMENT TRENDS: OCTOBER 2019

- Open rate declines are visible across all member levels, as well as non-members
- Click rates up for Elites compared to Bonvoy YTD average; engagement in Q4 promo a contributing factor
- Consider targeting sub-segments of Basic members differently to increase relevancy and lift engagement (i.e. early tenured members, luxury stayer, active stayer, near Elite)

NON-MEMBER

BASIC

SILVER

GOLD

Oct. vs. Bonvoy YTD Avg.

Open%: 11.5% (-2.5 pts.)

CTR: 0.3% (-0.1 pts.)

CTOR: 3.0% (-0.5 pts.)

Unsub.%: 0.55% (-0.12 pts.)

Open%: 11.7% (-2.3 pts.)

CTR: 0.5% (-0.2 pts.)

CTOR: 4.3% (-1.0 pts.)

Unsub.%: 0.21% (-0.03 pts.)

Open%: 16.5% (-2.8 pts.)

CTR: 1.3% (-0.1 pts.)

CTOR: 8.0% (+0.5 pts.)

Unsub.%: 0.09% (-0.03 pts.)

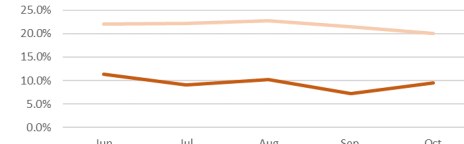
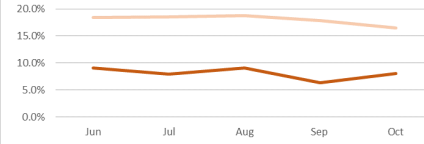
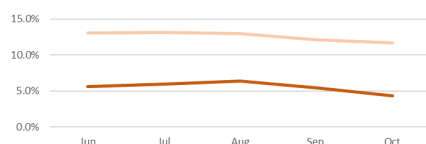
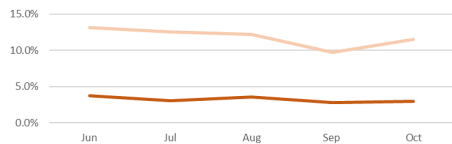
Open%: 20.0% (-3.0 pts.)

CTR: 1.9% (-0.2 pts.)

CTOR: 9.5% (+0.5 pts.)

Unsub.%: 0.08% (-0.01 pts.)

Monthly Trends



Open%

CTOR

MEMBER LEVEL ENGAGEMENT TRENDS: OCTOBER 2019

- Open rate declines are visible across all member levels, as well as non-members
- Click rates are up for Elites compared to Bonvoy YTD average; engagement in Q4 '19 promo a contributing factor

PLATINUM

TITANIUM

AMBASSADOR

Oct. vs. Bonvoy YTD Avg.

Open Rate: 24.3% (-2.8 pts.)

CTR: 2.6% (-0.2 pts.)

CTOR: 10.7% (+0.3 pts.)

Unsub. Rate: 0.04% (-0.01 pts.)

Open Rate: 25.8% (-3.0 pts.)

CTR: 3.5% (+0.1 pts.)

CTOR: 13.6% (+1.9 pts.)

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

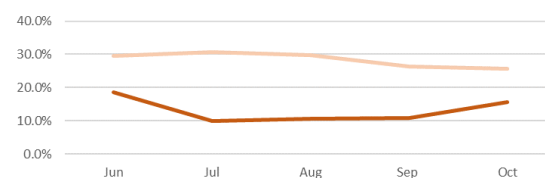
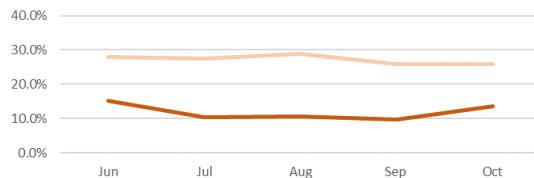
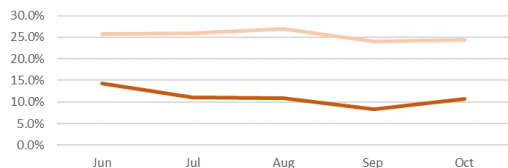
Open Rate: 25.7% (-4.2 pts.)

CTR: 4.0% (+0.2 pts.)

CTOR: 15.6% (+2.9 pts.)

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

Monthly Trends



— Open% — CTR



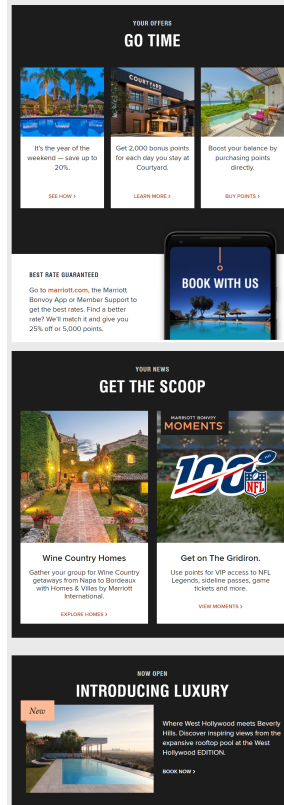
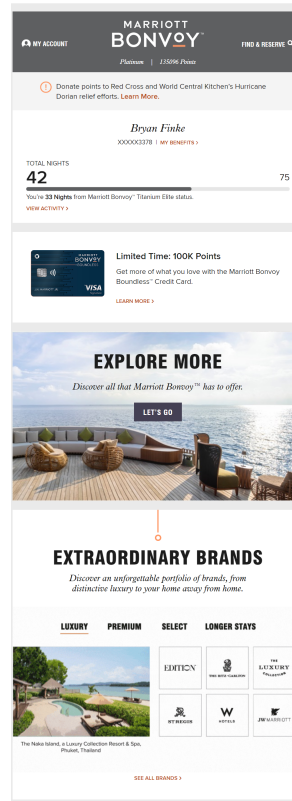
KEY INITIATIVES & CAMPAIGN HIGHLIGHTS

MAU CREATIVE: OCTOBER 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 October



MAU PERFORMANCE SUMMARY: OCTOBER 2019

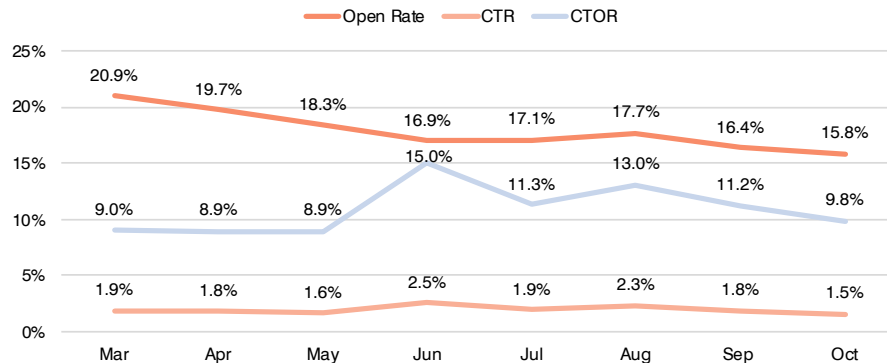
ALL VERSIONS: GLOBAL ENGLISH (10/10) + IN. LANG. (10/17)

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nights	Revenue
October '19	30.0 M	15.8%	1.5%	9.8%	0.20%	18.5 K	\$3.1 M
vs. Sep '19 MAU	-3.9% (-1.2 M)	-0.5 pts.	-0.3 pts.	-1.4 pts.	-0.01 pts.	-26.6% (-6.7 K)	-26.6% (-\$1.1 M)
vs. MAU 3-month baseline	-2.2% (-664.4 K)	-3.9 pts.	-0.2 pts.	+0.9 pts.	-0.06 pts.	-14.6% (-3.2 K)	-17.7% (-662.8 K)

October '19 Observations:

- Oct MAU open rates were higher than the Oct '19 program average, but below Sept. and 3-month MAU email baseline
 - Consider testing subject lines for key segments
- CTR was near flat MoM and versus baseline, which means content continues to engage
- Click rate and financial impacts from not having a global promo (launched after ENG deployment); other modules did not drive the same engagement

MAU 2019 Email Engagement Trends



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

MAU CREATIVE: OCTOBER 2019

VERSION: GLOBAL ENGLISH

HEADER

3.9% clks; 13.5% bkg

ALERT: DISASTER RELIEF

1.2% clks; 0.00% bkg

ACCOUNT BOX

54.0% clks; 74.1% bkg

COBRAND

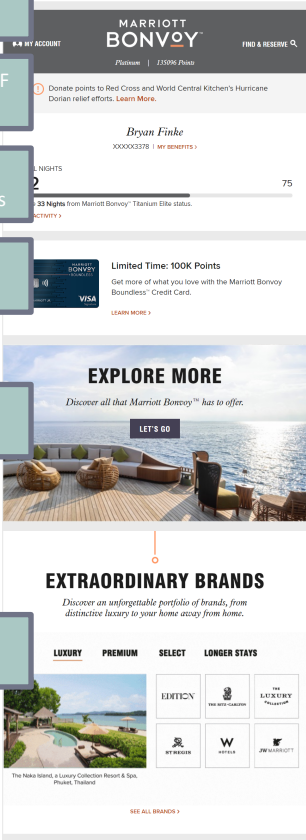
4.5% clks; 0.3% bkg

BRAND

2.4% clks; 2.9% bkg

BRANDS TO LOVE

4.1% clks; 2.7% bkg



The screenshot shows the Marriott Bonvoy website. At the top is a dark header with the Bonvoy logo and a search bar. Below it is a dark account box with the user's name 'Bryan Finke' and a progress bar. A disaster relief alert is visible. The main content area features a 'COBRAND' section with a Visa logo and an 'EXPLORE MORE' section with a beach scene. At the bottom is a 'BRANDS TO LOVE' section with a grid of brand logos including Edition, The Ritz-Carlton, and The Luxury Collection.

MVP

6.9% clks; 3.0% bkg

BOOK DIRECT

0.7% clks; 2.1% bkg

NEWS

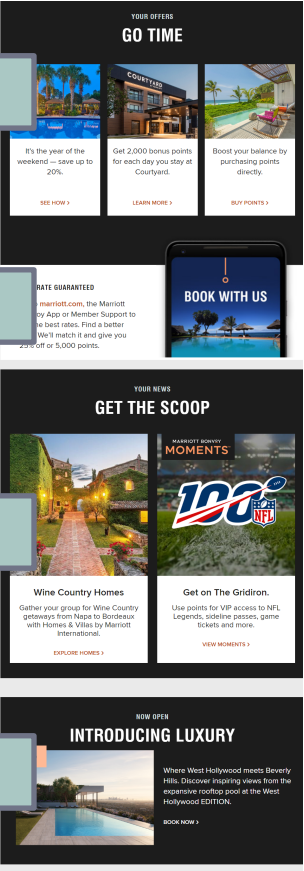
3.6% clks; 0.4% bkg

HOTEL OPENINGS

0.9% clks; 0.2% bkg

FOOTER

17.6% clks; 0.8% bkg



The screenshot shows the Marriott Bonvoy website. It features a 'YOUR OFFERS' section with three cards: 'GO TIME', 'COURTYARD', and 'BOOST YOUR BALANCE'. Below this is a 'DATE GUARANTEED' section. The 'NEWS' section has two cards: 'Wine Country Homes' and 'Get on The Gridiron'. The 'HOTEL OPENINGS' section features a card for 'INTRODUCING LUXURY' with a photo of a hotel pool. The footer is dark with white text.

OFFERS & PACKAGES: OCTOBER 2019

EXAMPLE OF U.S. VERSION

Subject Line: Your November Offers Have Arrived

Pre-Header: Discover your next getaway now.

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

Save, earn and explore around the world.

UNITED STATES & CANADA

FALL FOR MORE

Get the best rates and see the changing colors with your ultimate seasonal escape.

[EXPLORE NOW](#)

MUST-SEE SEATTLE NEIGHBORHOODS

Explore the most diverse, vibrant area throughout the city.

[SEE WHAT'S HOT](#)

ELEVATE YOUR STAY

Delight your senses — and get bonus points — with a suite day and world-class dining.

[RESERVE NOW](#)

GET POINTS FOR DINING

Earn 8X points at 10,000+ U.S. restaurants with Get Around Town by Marriott Bonvoy.

[LEARN MORE](#)

FREE BREAKFAST FOR YOU

Get the most important meal of the day — on us.

[GET STARTED](#)

Last Chance: 100K Points

Get most of what you love with the Marriott Bonvoy Boundless® Credit Card.

[LEARN MORE](#)

LATIN AMERICA & CARIBBEAN

LOVE OUT LOUD WITH W HOTELS

Amplify your escape with daily breakfast or spa credit at W Hotels throughout Latin America.

[GO NOW](#)

TAKE A PUNTA DE MITA DAY TRIP

Set sail for Isla Mujeres and explore the Hidden Beach.

[READ NOW](#)

SIP IN STYLE WITH ALOFT HOTELS

Get a taste of the vibrant Latin America social scene with two daily cocktails.

[MAKE YOUR DETAYMENT](#)

EUROPE

PICTURE-PERFECT

Book early to save 25% on stays throughout Europe.

[BOOK NOW](#)

A TASTE OF GOOD TRAVEL

Follow acclaimed chefs as they explore 10 unique culinary destinations.

[WATCH THE VIDEO](#)

STAR IN A RANKIN PHOTO SHOOT

Use points to feel like a celebrity at a private shoot with the iconic photographer.

[VIEW INCIDENTS](#)

MIDDLE EAST & AFRICA

DO BRUNCH ACROSS THE UAE

Sample exclusive offers for the best meal of the day at participating venues.

[VIEW RESERVATIONS](#)

CARIB'S BITES OF PASSAGE

From King Tafa to the beach of the Sea, here are the things you need to see and do.

[EXPLORE CARIB'S](#)

ALGERIA: BONUS POINTS AND BEYOND

Get 5% off and 1,000 bonus points on stays of two nights or more.

[PLAY YOUR TRIP](#)

ASIA PACIFIC

FIND YOUR ESCAPE TO PARADISE

Discover the perfect offer to see more on your stay throughout Bali.

[PLAY YOUR TRIP](#)

YOUR ADVENTURE IN BALI AWAKES

Book up the sun, sand, UNESCO-protected beaches and discover the tropical lanes.

[GO NOW](#)

TREAT YOURSELF TO MORE POINTS

Save and earn on dining at participating restaurants and bars in Asia Pacific.

[DISCOVER MORE](#)

Save up to 20% on your last-minute getaway.

explore more

EXPLORE MORE

Use points for once-in-a-lifetime experiences at our Marriott Bonvoy Moments.

[DISCOVER MOMENTS](#)

BOOK DIRECTLY THROUGH MARRIOTT BONVOY

Book directly through Marriott Bonvoy Moments app to unlock the 25 bonus points. Then unlock an additional offer.

[BOOK NOW](#)

DISCOVER MORE

Introducing Marriott Bonvoy Moments. Get 25 bonus points. Then unlock an additional offer.

[DISCOVER NOW](#)

OFFERS & PACKAGES PERFORMANCE SUMMARY: 10/26

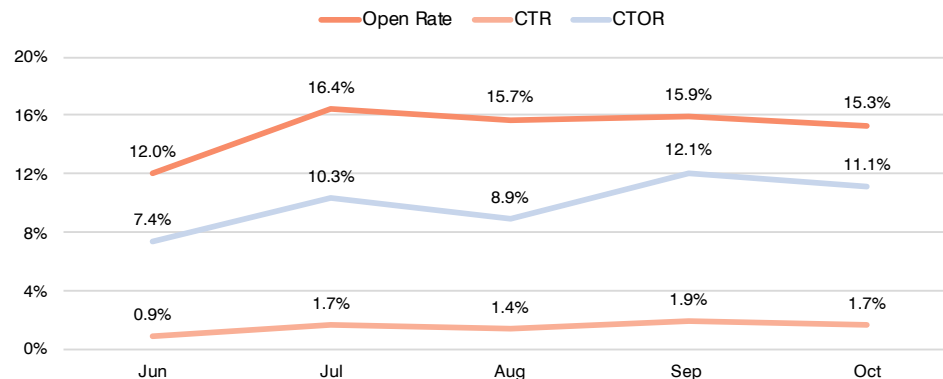
ALL VERSIONS

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nights	Revenue
October '19	13.8 M	15.3%	1.7%	11.1%	0.25%	5.8 K	\$1.0 M
vs. Sep '19 Offers & Packages	+0.4% (+53.7 K)	-0.6 pts.	-0.2 pts.	-1.0 pts.	-0.02 pts.	-17.5% (-1.2 K)	-49.0% (-\$915.3 K)
vs. Offers & Pkgs. 3-month baseline (Jul-Sep '19 avg.)	-1.6% (-230.9 K)	-0.7 pts.	+0.03 pts.	+0.7 pts.	-0.12 pts.	-45.7% (-5.3 K)	-49.0% (-\$915.3 K)

October '19 Observations:

- Open rates were slightly below Sept. and O&P 3-month Baseline
 - Possible seasonality impacts on engagement
 - Subject line optimization helped lift open rates; learnings can drive future optimizations
- CTR shows consistent interest in offer and travel inspiration content; also confirmed by low unsubs.
- Optimization planning is underway for 2020; considerations include using MVP to target offers and increasing personalization in feature section

Offers & Packages 2019 Email Engagement Trend



OFFERS & PACKAGES HEATMAP

USCA VERSION

HEADER

8.4% clks; 62.5% bkg

PRIMARY FEATURE

62.3% clks; 21.5% bkg

FALL FOR MORE

23.3% clks; 16.9% bkg

DESTINATION

4.3% clks; 0.4% bkg

ELEVATE YOUR STAY

4.2% clks; 0.5% bkg

POINTS FOR DINING

10.2% clks; 0.00% bkg

CREDIT CARD

2.5% clks; 0.1% bkg

SECONDARY

11.3% clks; 8.2% bkg

LAC

4.4% clks; 0.3% bkg

MEA

1.7% clks; 0.4% bkg

AP

1.8% clks; 0.8% bkg

EUR

3.4% clks; 6.6% bkg

ESCAPES BANNER

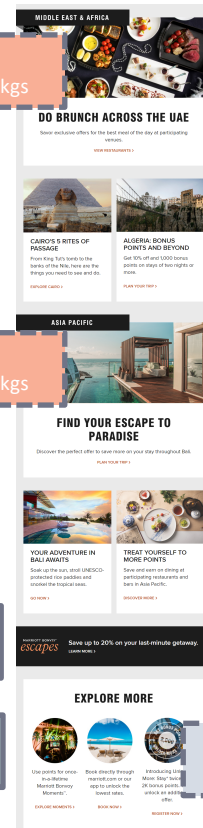
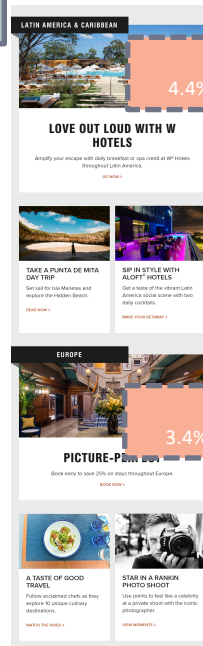
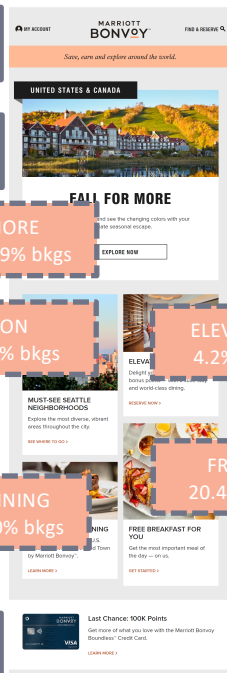
0.8% clks; 0.5% bkg

EXPLORE MORE

0.9% clks; 1.5% bkg

FOOTER

14.6% clks; 2.4% bkg



PROMO BOOKING REM.
0.9% clks; 3.6% bkg

* Not shown

\$6.3M FROM Q4 2019 UNLOCK MORE PROMOTION EMAILS

- 4.5 M announcement opens/impressions since launch contributed to over 1.1M registrations as of Nov 17th
- Additional triggers planned for Nov for those that achieved the Base offer (2 stays, earned 2K bonus pts)

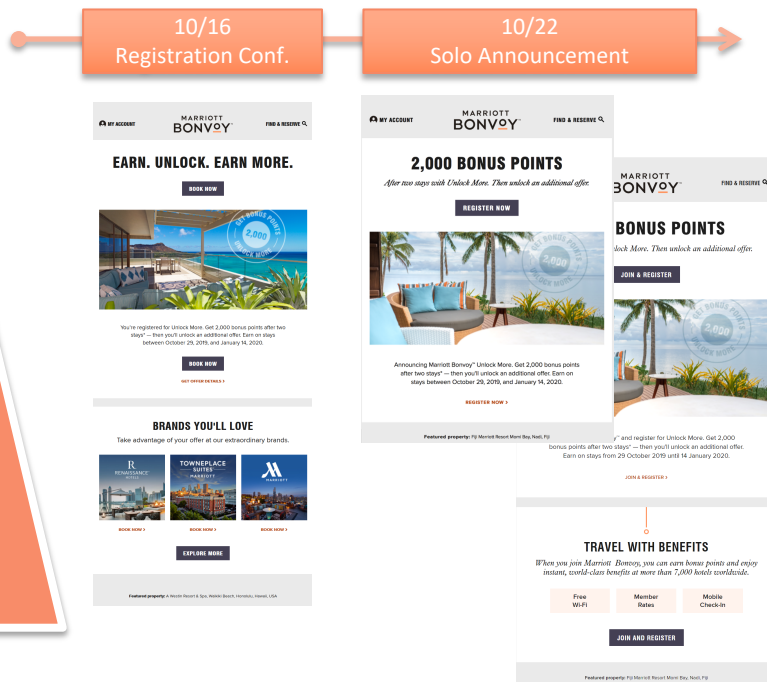
Unlock More Q4 Promo Details:

Members earn 2K bonus points after two stays

Once completed, they are eligible to unlock an additional offer

Registration: 10/15 – 12/31

Earning: 10/29 – 1/14/20



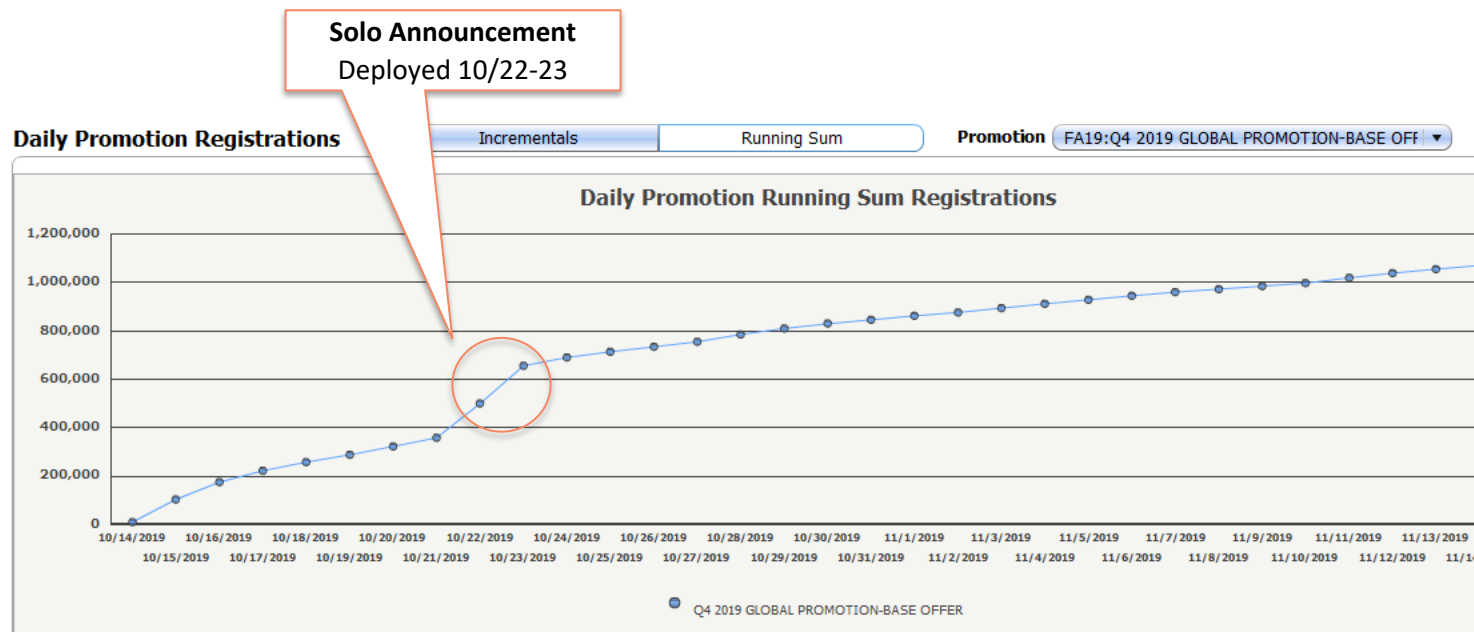
October 2019 Email Engagement

Emails Delivered	35.2 M
Opens/ Impressions	4.8 M
Clicks/Traffic	510.4 K
Registrations*	1.1 M (as of 11/17)
Bookings	18.2 K
Room Nights	39.3 K
Revenue	\$6.3 M

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

REGISTRATION SPIKE AFTER LAUNCHING SOLO ANNOUNCEMENT

DAILY Q4 2019 PROMO REGISTRATIONS



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

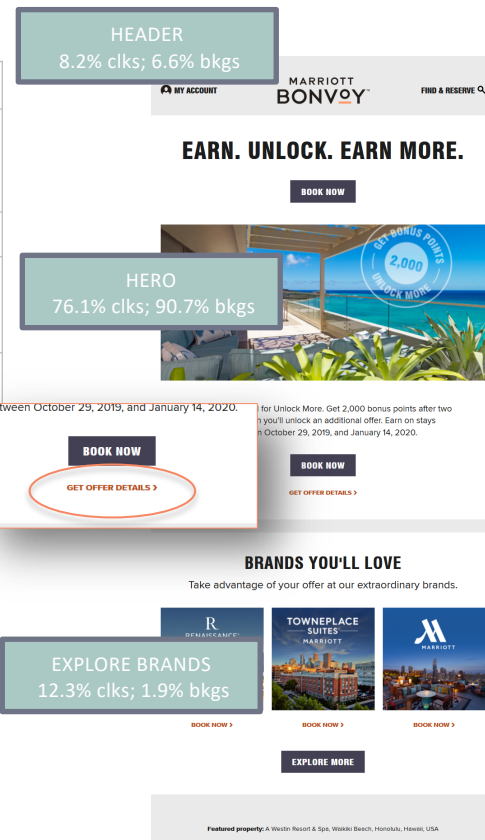
UNLOCK MORE REGISTRATION CONFIRMATION: 10/16

Subject Line: You're Registered for Unlock More
Pre-Header: Stay twice. Get 2,000 bonus points. Then, get even more.

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nights	Revenue
Unlock More Reg. Confirm	603.0 K	41.0%	3.4%	8.4%	0.01%	3.4 K	\$521.5 K
<i>Previous Campaign Comparison (first 2 weeks):</i>							
vs. Q3 2019 Endless Earnings Reg. Confirm	+15.7% (+81.9 K)	+1.3 pts.	+1.0 pts.	+2.2 pts	-0.01 pts.	+16.9% (+492)	+13.3% (+\$61.1 K)
vs. Q2 2019 Double Take Reg. Confirm	+26.8% (+127.3K)	-1.4 pts.	-0.6 pts.	-1.1 pts.	0.00 pts.	-26.7% (-1.2 K)	-35.7% (-\$290.1 K)

Observations:

- Over 600K emails delivered with above average engagement compared to Oct '19 emails
- When compared to previous Q2 and Q3 promotions, Unlock More confirmation email metrics were higher than Endless Earnings, but slightly below Double Take
 - Compared the first two weeks of each email post-launch
 - Engagement possibly impacted by offer and seasonality; continue to monitor over time
- 76% of clicks on Hero module; 53% of the section clicks and 25% of bookings were on "Get Offer Details" CTA; great click and booking catcher content to continue including in future emails



UNLOCK MORE SOLO ANNOUNCEMENT: 10/22

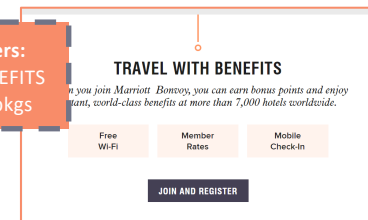
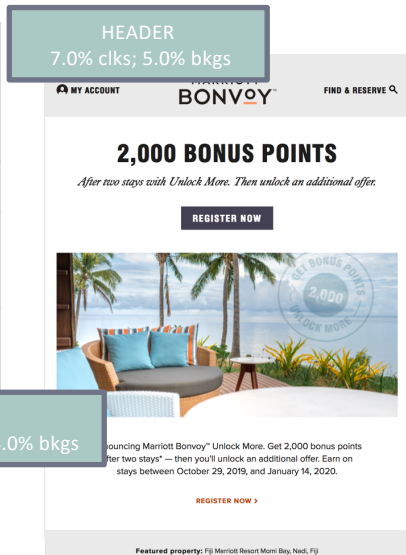
ALL EMAIL VERSIONS

Subject Line: Stay Twice. Get 2,000 Bonus Points. Then, Get Even More.
Pre-Header: Register now for Unlock More.

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nights	Revenue
Unlock More Announcement	34.6 M	13.1%	1.4%	10.8%	0.25%	35.9 K	\$5.7 M
<i>Previous Campaign Comparison:</i>							
vs. Q3 2019 Endless Earnings Announcement	+6.0% (+1.9 M)	-2.0 pts.	-0.4 pts.	-1.0 pts.	-0.07 pts.	+326.7% (+27.5 K)	+286.8% (+\$4.3M)
vs. Q2 2019 Double Take Announcement	+56.4% (+12.5 M)	-6.0 pts.	-1.4 pts.	-3.7 pts.	-0.05 pts.	-9.8% (-3.9 K)	-15.4% (-\$1.0 M)

Observations:

- Delivered more emails for the Q4 '19 promo, but had fewer opens leading to open rates below previous promo announcements
- Click rates are above Oct '19 email average, but below previous promos
- In spite of open and click rate declines, low unsub rates and high revenues prove the campaign was successful
 - Day of week deployment remained the same (Tuesday's) and creative approach was consistent with previous promotions



NEAR LEVEL LAUNCHED 9/30

ENGLISH VERSION ONLY

Subject Line: Elevate Your Status to [Gold] Elite

Pre-Header: Book your next stay and be even closer to elevated status

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nts.	Revenue
October 2019	141.6 K	33.5%	3.1%	9.4%	0.06%	577	\$90.6 K
vs. Oct '19 Bonvoy Avg.		+17.0 pts.	+2.0 pts.	+2.7 pts.	-0.17 pts.		
Previous Campaign Comparison:							
MR 2018 Near Level	549.6 K	41.6%	5.6%	13.6%	0.05%	2.4 K	\$363.2 K

Observations:

- As expected, this email had above average KPIs compared to Oct email avg.
- Compared to MR Near Level campaign, KPIs were slightly below for initial re-launch
- Most clicks went to the Offers For You section; Homes & Villas module was #1 garnering +60% of section clicks and 19% of email clicks
- Future optimization plans are underway that include adding ATM offers and dynamic Cobrand messaging
 - Consider subject line testing if open rates continue to be lower than previous campaign
 - Test adding a progress visualization for reaching the next level to increase urgency
 - Consider showing/tracking other milestones like #nights needed to remain at current level

[illegible]

NEAR LEVEL ENGAGEMENT BY SEGMENT: OCT '19

- Engagement increases as levels increase; highest engagement from Near Ambassador Spend segment
- Near Silver segment is ideal for testing different engagement tactics before rolling out to all; largest audience and a much harder sell

NEAR LEVEL	NEAR SILVER	NEAR GOLD	NEAR PLATINUM	NEAR TITANIUM	NEAR AMBASSADOR	NEAR AMBASSADOR SPEND	TOTAL
Delivered	63.7 K	40.0 K	19.8 K	14.3 K	1.2 K	2.8 K	141.6 K
Open Rate	28.3%	33.9%	39.2%	44.1%	41.6%	45.4%	33.5%
CTR	2.9%	3.1%	3.4%	3.8%	2.8%	5.7%	3.1%
CTOR	10.1%	9.0%	8.8%	8.7%	6.8%	12.5%	9.4%
Unsub. Rate	0.09%	0.05%	0.03%	0.01%	0.00%	0.04%	0.06%

PEAK/OFF-PEAK FOLLOW-UP SOLO 10/3

Subject Line: Off-Peak and Peak Redemption Rates Are Now Live
Pre-Header: Explore what's new and redeem your points.

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nts.	Revenue
October 2019	31.3 M	13.1%	0.7%	5.5%	0.20%	16.9 K	\$2.3 M
vs. Oct '19 Bonvoy Avg.		-1.0 pts.	-0.2 pts.	-1.1 pts.	+0.01 pts.		
<i>Previous Campaign Comparison:</i>							
vs. Aug '19 Peak/Off-Peak Announcement Solo	-5.7% (-1.9 M)	-1.7pts.	-0.4 pts.	-2.3 pts.	-0.03 pts.	-6.6% (-1.2 K)	-17.8% (-\$498.7 K)

Observations:

- Open rates were below Oct email average and previous Aug PoP announcement solo
 - Higher rates in Aug due to: targeted SLs & PHs, use of engaging words (New, Free Nights), and sense of urgency (Sept 14th launch date)
 - Consider personalizing future mailings by Low & High again or by Basic & Elite; current subject line uses recognizable words for Elites; try generic language for Basics
 - Example SL (Basic): **Now Live: New Ways to Redeem for Free Nights**
- CTOR were near Aug email and Oct average which shows that the content in the follow up email was still engaging for readers
 - Some modules were dynamic: Buy Points and Redeem points video
- Video content engaged readers with 5% of clicks; use content to lift open rates by referencing it in the pre-header
 - Example PH: **Plus, watch experts reveal tips on making the most of your points.**

The screenshot shows an email campaign layout for Marriott Bonvoy. The layout includes several sections, each with a performance box on the left and a visual representation of the email content on the right. The sections are: HEADER, HERO, SECONDARY, WHAT'S NEW, BUY POINTS, REDEEM PTS. VIDEO, and FOOTER. The performance boxes show click-through rates (clks) and booking rates (bkg) for each section. The email content on the right includes a 'GET GOING' section with a 'REDEEM NOW' button, a 'THREE REDEMPTION RATES' section with 'Off-Peak', 'Standard', and 'Peak' options, a 'WHAT'S NEW' section with a search bar, a 'BUY POINTS' section with a 'Short on points?' message, a 'REDEEM PTS. VIDEO' section with a video player, and a 'FOOTER' section with a 'How to Redeem Points' link.

Section	clks	bkg
HEADER	12.1%	16.3%
HERO	22.7%	35.3%
SECONDARY	20.4%	31.7%
WHAT'S NEW	16.7%	16.1%
BUY POINTS	2.0%	0.00%
REDEEM PTS. VIDEO	5.3%	0.2%
FOOTER	20.8%	0.5%

REWARDS NETWORK LAUNCHED 10/14

EAT AROUND TOWN BY MARRIOTT BONVOY

Subject Line: Limited Time Offer: Earn 8X Points per Dollar Spent at 11,000+ Restaurants

Pre-Header: Introducing Eat Around Town by Marriott Bonvoy.

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nts.	Revenue
October 2019	18.8 M	11.9%	1.1%	8.9%	0.21%	1.6 K	\$245.8 K
vs. Oct '19 Bonvoy Avg.		-2.2 pts.	+0.2 pts.	+2.3 pts.	+0.02 pts.		

Announcement solo sent to U.S. members (ENG) promoting new earning benefit with a launch offer

Observations:

- Below avg. open rate of -2.2 pts was driven by Basics, and slight declines from Silver & Gold
 - Consider using high engagement words (New, Introducing, Exclusive) in subject line to lift rates
 - Example SL: **Introducing Eat Around Town | Your Exclusive Offer Inside**
 - Example PH: **Earn 8X Points per Dollar Spent at 11,000+ Restaurants Through Nov 11**
- Click rates were above Oct email average; redemption educ. module was a good click-catcher
- Future personalization opportunities include:
 - Highlighting the how much more cardholders would earn by using their cobrand card; earning potential with this benefit on top of card earning (up to 4 pts per dollar based on card)
 - Pulling in local restaurants based on IP address of email opener or home address

HEADER
7.1% clks; 72.9% bkg

HERO
55.9% clks; 0.00% bkg

SECONDARY MODULE
22.4% clks; 0.00% bkg

REDEMPTION EDUCATION
3.6% clks; 18.3% bkg

FOOTER
22.0% clks; 8.8% bkg

NEW: POINTS FOR DINING
Now through November 11, earn 8X points per dollar spent at 11,000+ U.S. restaurants with the new Eat Around Town by Marriott Bonvoy.
Plus, get 1,000 bonus points with your first dining experience.
[GET STARTED](#)

STARTING NOVEMBER 12
to earn points at 11,000+ U.S. restaurants with Eat Around Town by Marriott Bonvoy. Here's how:

MARRIOTT BONVOY MEMBERS
Earn 4X points per \$1 spent at participating restaurants.

MARRIOTT BONVOY ELITE MEMBERS
Earn 6X points per \$1 spent at participating restaurants.
[LEARN MORE](#)

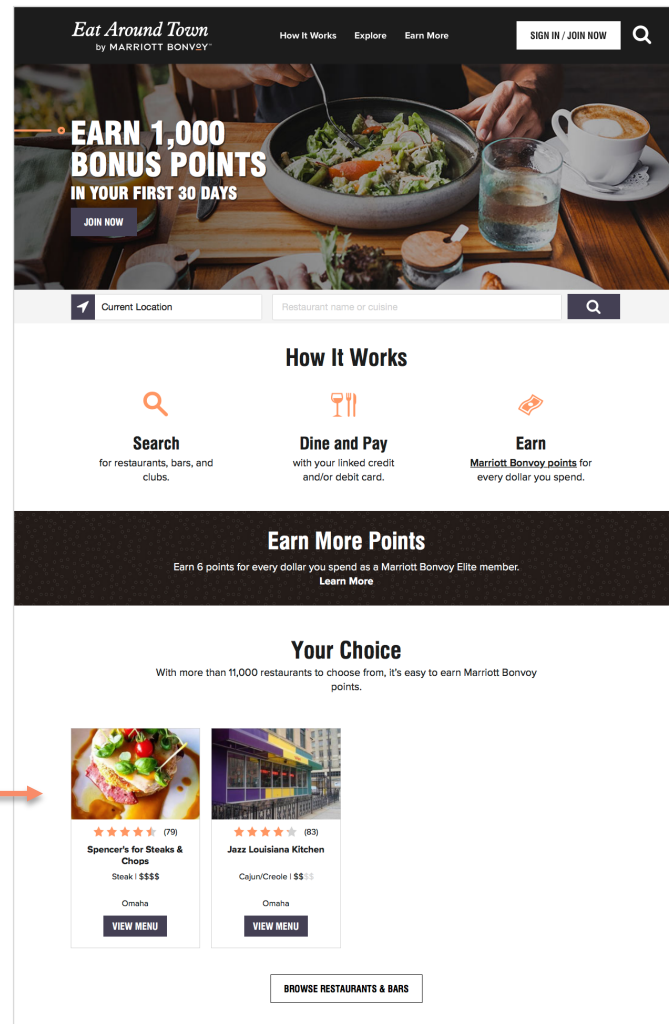
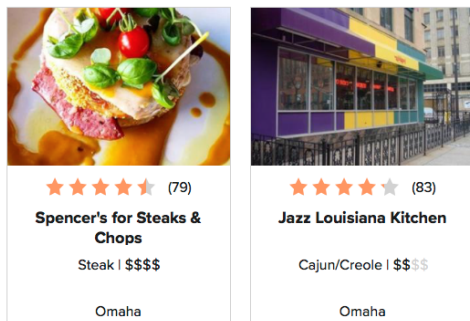
UNLOCK THE FUN
Redeem your points for free nights, flights, one-of-a-kind Marriott Bonvoy Moments™ and more.
[REDEEM NOW](#)

FUTURE PERSONALIZATION OPPORTUNITY

Personalize email and lift engagement by pulling in the Your Choice restaurants from the website based on the IP or home address of email opener

Use logic to manage module content

- Include if there 2+ restaurants
- Collapse module if 0 or 1 restaurant



HOMES & VILLAS SOLO: 10/29

Subject Line: Earn and Redeem Points at Uniquely Sourced Villas and Private Residences
Pre-Header: 3,000+ HOMES IN 150+ destinations curated by Marriott.

	Delivered	Open Rate	CTR	CTOR	Unsub. Rate	Room Nts.	Revenue
October 2019	13.1 M	13.8%	1.1%	7.7%	0.23%	4.3 K	\$679.2 K
vs. Oct '19 Bonvoy Avg.		-0.3 pts	+0.1 pts.	+1.1 pts.	+0.03 pts		
<i>Previous Campaign Comparison:</i>							
vs. May '19 Announcement Solo	-54.0% (-15.4 M)	-4.2 pts.	-0.4 pts.	-0.5 pts.	-0.09 pts.	-42.6% (-3.2 K)	-44.8% (-\$551.0 K)

Observations:

- Open rates were slightly below Oct email average for all levels except Basics (flat) and rates were -4.2 pts below previous May announcement solo
 - May solo subject line and pre-header used high engagement email words (Introducing, New, and Discover) which had a positive impact on open rates
 - Consider testing dynamic subject lines in future mailings: tout the earning potential for low point balance members and focus on redemption opportunity for those with a high balance
- Click rates were up across all levels compared to Oct email average
- Most of the lower module clicks went to Island locations and See All button
 - This engagement aligns with previous learnings that show higher engagement in beach/island content and See All CTA options

The screenshot shows the layout of the email campaign with performance data for each section:

- HEADER:** 7.3% clks; 31.7% bkg
- HERO:** 42.3% clks; 46.3% bkg
- SECONDARY MODULES:** 29.6% clks; 19.3% bkg
- WINE COUNTRY HOMES:** 4.7% clks; 2.4% bkg
- MOUNTAINS:** 6.9% clks; 4.5% bkg
- ISLANDS:** 10.1% clks; 5.5% bkg
- SEE ALL CTA:** 7.9% clks; 6.9% bkg
- FOOTER:** 20.8% clks; 2.8% bkg

The email content includes the Marriott Bonvoy logo, the campaign title 'HOMES & VILLAS', a hero image of a villa, and several secondary modules featuring different vacation homes with images and descriptions. A 'SEE ALL HOMES' button is present in the hero section. The footer includes a 'SEE ALL DESTINATIONS' button and fine print.



TESTING & OPTIMIZATION

SUBJECT LINE TEST RESULTS

MULTI RESORTS SOLO WAVE 2 (10/04)	WINNERS	DESCRIPTION OF WINNER
Member <ul style="list-style-type: none"> • Stay Longer with Savings on Resorts • Stay Longer with 20% Savings on Resorts 	Winner* -0.62 pts	Fascination with generic offer language “savings” Not statistical significant; retest using a tactic that better differentiates the subject lines
Non-Member <ul style="list-style-type: none"> • Stay Longer with Savings on Resorts • Stay Longer with 20% Savings on Resorts 	Winner* -0.56 pts	Fascination with generic offer language “savings” Not statistically significant; retest using a tactic that better differentiates the subject lines

SUBJECT LINE TEST RESULTS

CURATOR SOLO (10/25)	WINNER	DESCRIPTION OF WINNER
<ul style="list-style-type: none"> The Curator - October 2019 Travel Inspiration Awaits <p><i>PH: Explore The Luxury Collection around the world.</i></p>	<p>Winner -2.02 pts</p>	<p>Branded, timely/dated</p> <p>Statistically significant results; continue testing for patterns</p>

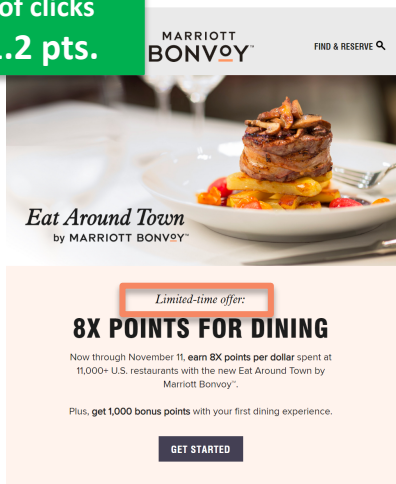
OFFERS AND PACKAGES (10/26)	WINNER	DESCRIPTION OF WINNER
<ul style="list-style-type: none"> Your November Offers Have Arrived Here Are Your Exclusive Offers Save and Earn with These November Offers <p><i>PH: Discover your next getaway now.</i></p>	<p>Winner -0.42 pts -1.94 pts</p>	<p>Personalization, exclusivity</p> <p>Statistically significant results; was the Sep. winner; solid pattern established</p>

REWARDS NETWORK 10/14 SOLO: HEADLINE A/B TEST

EAT AROUND TOWN BY MARRIOTT BONVOY

- A/B tested two Hero headlines: limited time offer (LTO) with urgency in eyebrow vs. announcement without eyebrow using high engagement word “new”
- Results were statistically significant, and data shows that the LTO version had higher click engagement
- Recommend retesting approach in a future campaign with an offer or lead with offer if unable to test again

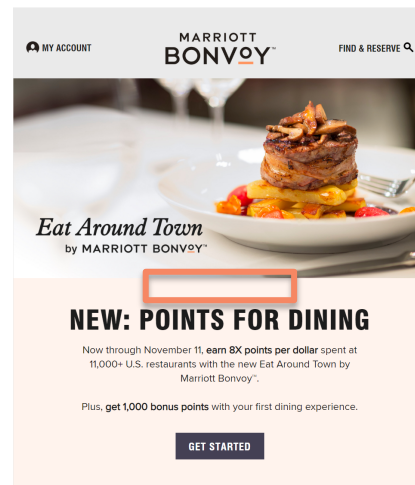
% of clicks
+1.2 pts.



Group A Hero Limited Time Offer version:

- # of clicks: **81.6 K**
- % of clicks: **56.4%**
- CTR: **0.87%**
- CTOR: **7.3%**

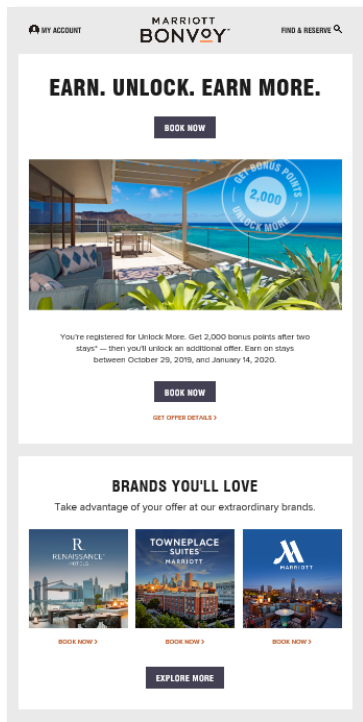
VS.



Group B Hero Non-LTO version:

- # of clicks: **78.5 K**
- % of clicks: **55.2%**
- CTR: **0.83%**
- CTOR: **7.0%**

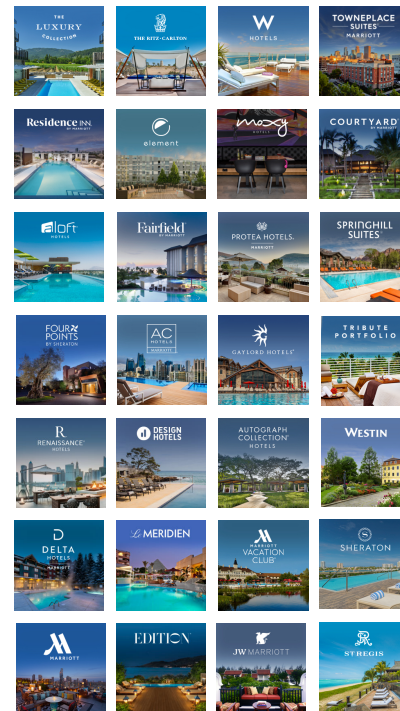
Q4 UNLOCK MORE CONFIRMATION EMAIL – SMARTMATRIX REPORT



Overview

- Utilize Wylei's SmartMatrix feature to drive lift by finding the best performing property images in the 'Brands You'll Love' module.
- 3 out of a possible 28 property images were displayed.
- This campaign was segmented into 9 in-language versions for optimization:
 - US English, British English, Spanish, German, French, Italian, Portuguese, Japanese, Chinese

NOTE: Non-US English versions have yet to accumulate enough significant data to report meaningful results.



Q4 UNLOCK MORE CONFIRMATION EMAIL – SMARTMATRIX REPORT – US ENGLISH

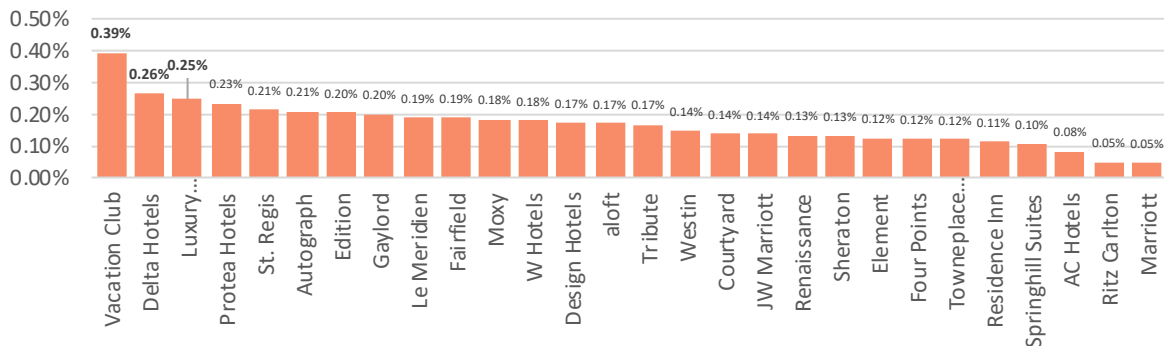


Total Lift Over Control: **42.3%**

Campaign Optimization Results

	Unique Opens	Unique Clicks	Unique CTOR%	Lift	SS
Control	28,385	146	0.514%	-	-
Optimized	234,842	1,710	0.728%	41.565%	100%

Optimized





ACTIONABLE INSIGHTS & INDUSTRY EXAMPLES

ACTIONABLE INSIGHTS

- Win-back unengaged members with re-engagement tactics targeted to non-openers; content should be specific and focused on relevant messages that make opening again attractive
- Consider targeting sub-segments of Basic members differently to increase relevancy and lift engagement (i.e. early tenured members, luxury stayer, active stayer, near Elite)
- Regular subject line and pre-header testing will help lift channel open rates
 - Consider testing with Basics in MAU to increase engagement
 - Bring featured offer into Offers & Packages pre-header to lift engagement

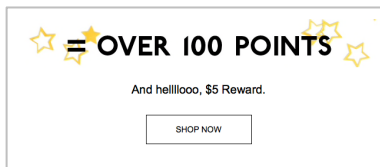
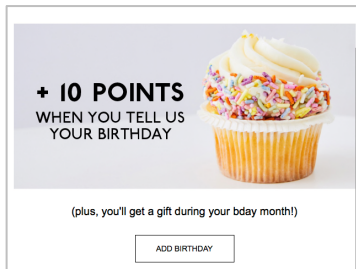
ACTIONABLE INSIGHTS

- Linking to promo offer details in the confirmation email was a great click-catcher and drove bookings; continue as standard content with the same secondary style CTA
- Near Silver segment in Near Level trigger is an ideal audience for testing different engagement tactics; they are the largest audience and a much harder sell
 - Consider progress visualization that shows how close they are to next level as a motivator
 - Audience may need a harder sell on how Silver makes their membership better
 - Look for ways to tie upcoming reservation into message as a recognition of progress made
- When messaging point earning content to cardholders, highlight how much more they would earn by using their cobrand card
 - Rewards Network solo example: Amex Brilliant cardholders earn 3pts at restaurants and Business earn 4pts; include separate module that showcases earning potential

ACTIONABLE INSIGHTS

- Regular subject line and pre-header testing will help lift channel open rates
 - Establish subject line optimization as a BAU tactic
 - Leverage high engagement words like when announcing program news (i.e. New, Introducing, Exclusive, Invite Only, Just For You)
 - Use member data to target subject lines by segment: Basic vs. Elite, by point balance, member activity, program tenure
 - Call attention to specific email content in the pre-header to give readers even more reason to open, like hero offers and video content
- Geo-target content to increase personalization of future marketing emails, like Rewards Network/Eat Around Town; use member data like: IP address, home city/region, travel propensity

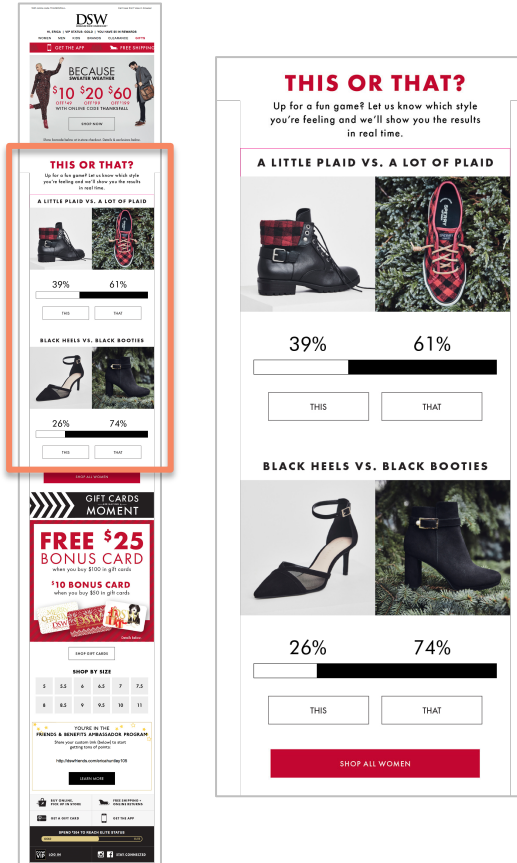
INDUSTRY EXAMPLE: EARNING EDUCATION SOLO



- **Example from DSW**
 - Subject line: **How to get a free \$5 Reward** ➡
 - Pre-header: **Oh, and it involves even more perks.**
- **Benefit:** timely message educating customers on ways to easily earn points; includes obtainable goals with 'reasons why'

Formula = **Points Earned** + **Opportunity** + **Benefit to Them**
- **How this applies:**
 - Create an earning educational email that can stand alone or become part of the on-boarding series
 - Promote: Rewards Network, Cobrand, Hertz, Tours & Packages, etc.
 - Bottom module can provide ideas on how to use your points with a link to the Redeem Points landing page
- **Other DSW email likes:** tells a story from top to bottom

INDUSTRY EXAMPLE: CUSTOMER FEEDBACK




- **Example from DSW**
 - Subject line: **INSIDE: \$10 off.**
 - Pre-header: **With online code THANKSFALL.**
- **Benefit:** timely message with an interactive feedback module used to collect customer insights
- **How this applies:**
 - Gather feedback from new members on which benefits they are most interested in using; send to benefits landing page for details
 - Gather feedback on redemption options (based on point thresholds) and use insights to target content in future mailings
- **Other DSW email likes:**
 - Short and offer-driven subject line
 - Pre-header is a continuation of the subject line

INDUSTRY EXAMPLE: MULTI-LANGUAGE SUPPORT

BANK OF AMERICA


Choose the card that best fits your lifestyle



Sign in to Online Banking and discover personalized credit card offers just for you — from cash or travel rewards to a low intro APR offer.


[Show me my offers](#)

25,000
bonus points offer to fuel your next adventure




Bank of America® Travel Rewards credit card

\$200
online cash rewards bonus offer



Bank of America® Cash Rewards credit card

Low
Intro APR offer for 15 billing cycles



BankAmericard® credit card

[Show me my offers](#)

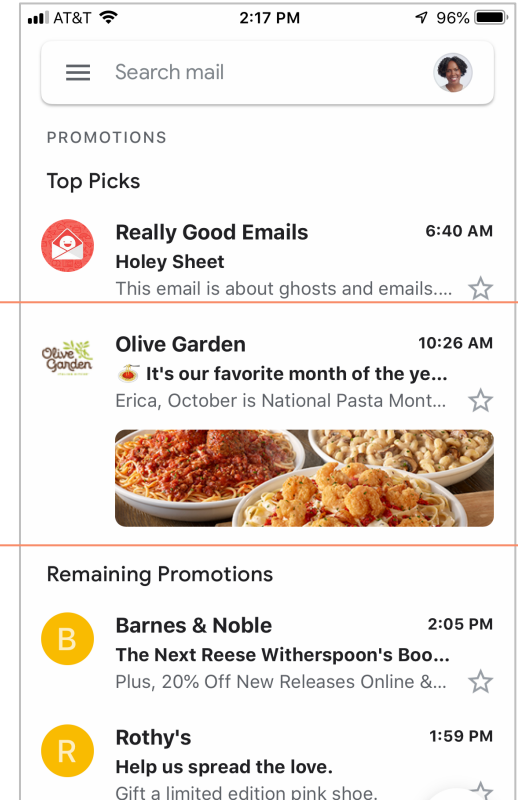
Consulte las ofertas en español disponibles para usted.
(Check for Spanish offers available to you.)

- **Example** from Bank of America
 - Subject line: **Choose the right credit card for you - we made it easy**
 - Pre-header: *none*
- **Benefit:** alternative language for non-English speaking customers
- **How this applies:**
 - Approach could be leveraged for members with dual language laws, like in Quebec (messages need to be in English and French)

Consulte las ofertas en español
disponibles para usted.
(Check for Spanish offers available to you.)

IMPROVE GMAIL USER OPEN RATES

- Use Gmail Promotions Annotations to increase email visibility and awareness for app users
 - The majority of the email audience has a Gmail address and influence overall open rates
- This algorithm-based feature allows you to include images and other content at the top of the Promotions tab that bring the email to life
- Create a high-quality image that aligns with email hero and leverage existing subject line; low LOE
- Track Gmail user engagement for 3 months and measure open rates pre/post effort
 - Unable to track Gmail app users; suggest tracking engagement trends for the entire Gmail audience



MARRIOTT
BONVOY™

yes

THANK YOU!

MARRIOTT BONVOY

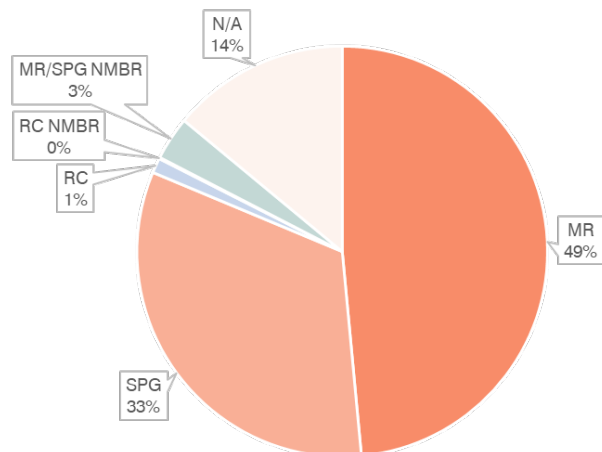
EMAIL PROGRAM AVERAGES: FEB 13 – OCT 2019

% of Total Emails Sent	100%	14%	4%	1%	24%	10%	1%	29%	5%	7%	4%
	Grand Total	MAU	Offers and Packages	LPM	Solo	Promotions	ATM	Cobrand	Moments	METT	Brand BPP
SENT	1.80 B	252.5 M	66.9 M	17.3 M	426.3 M	187.4 M	22.4 M	524.7 M	98.4 M	131.0 M	75.6 M
DELIVERED	1.77 B	245.5 M	66.3 M	16.3 M	416.4 M	181.8 M	22.2 M	520.8 M	98.0 M	126.9 M	74.7 M
DELIVERY%	98.1%	97.2%	99.1%	94.3%	97.7%	97.0%	99.0%	99.3%	99.6%	96.9%	98.8%
OPEN	283.7 M	43.8 M	10.1 M	3.5 M	67.0 M	29.9 M	3.8 M	67.8 M	21.3 M	21.8 M	14.8 M
OPEN%	16.0%	17.9%	15.2%	21.4%	16.1%	16.5%	16.9%	13.0%	21.7%	17.2%	19.8%
CLICK	19.1 M	4.7 M	1.0 M	638.8 K	4.7 M	3.1 M	535.4 K	1.7 M	1.3 M	590.9 K	742.3 K
CTR	1.1%	1.9%	1.5%	3.9%	1.1%	1.7%	2.4%	0.3%	1.3%	0.5%	1.0%
CTOR	6.7%	10.8%	10.2%	18.3%	7.1%	10.3%	14.2%	2.5%	5.9%	2.7%	5.0%
UNSUB	4.0 M	542.9 K	225.4 K	82.6 K	906.6 K	515.6 K	48.4 K	1.1 M	103.6 K	286.8 K	159.9 K
UNSUB%	0.23%	0.22%	0.34%	0.51%	0.22%	0.28%	0.22%	0.22%	0.11%	0.23%	0.21%
BOOKINGS	364.5 K	87.2 K	19.0 K	12.5 K	80.2 K	61.4 K	9.5 K	37.0 K	27.8 K	12.4 K	17.5 K
RMNTS	819.4 K	195.9 K	42.7 K	29.1 K	182.5 K	138.9 K	21.8 K	74.2 K	63.5 K	29.0 K	41.8 K
REVENUE	\$137.4 M	\$33.6 M	\$7.2 M	\$4.7 M	\$30.0 M	\$23.0 M	\$3.6 M	\$11.6 M	\$10.9 M	\$5.0 M	\$7.7 M
CONV%	1.9%	1.8%	1.9%	2.0%	1.7%	2.0%	1.8%	2.2%	2.2%	2.1%	2.4%
BPK	0.21	0.36	0.29	0.77	0.19	0.34	0.43	0.07	0.28	0.10	0.23

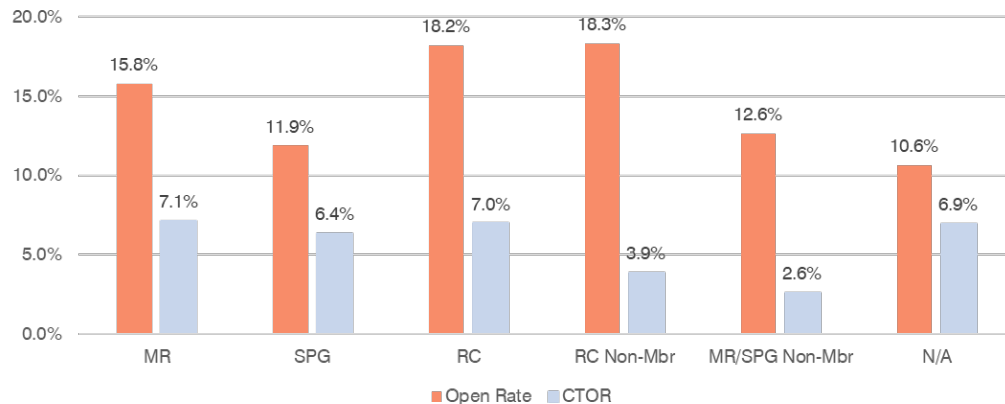
OCTOBER 2019 EMAIL ENGAGEMENT BY PREVIOUS PROGRAM AFFILIATION

- 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

October Delivered Emails: Previous Program Affiliation



Open & CTO Rate Engagement: Previous Program Affiliation



Unsubscribe Rate Previous Program Affiliation

