Marriott Bonvoy

Q3 2022 Email Performance Review

October 26, 2022

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ALOFT CHICAGO MAG MILE, ILLINOIS, USA

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Agenda

- Quarterly Plan & Roadmap

- Q3 2022 Performance Summary

- Quarterly Highlights

- Testing & Optimization Insights

- Actionable Insights

- Industry Examples

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Quarterly Plan & Roadmap

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2022 / 2023 Email Channel Marketing Roadmap

	Q3 2022	Q4 2022	Q1 2023	Q2 2023
Key Initiatives Support	Ongoing Email Support: Global Promo, Cobrand, Program & Brand Awareness, Partnerships, Moments			
Channel Infrastructure	Campaign Framework / Workfront Migration	Global Taxonomy / New METT Platform Launch & Activation	MRW Sunset	
Channel Health & Optimization	New Segment Tracking · Finalize Opportunities Assessment · Decisioning Test (Phased Approach) · Progressive Profiling · Ongoing Efforts: Email List Growth, Testing & Learning, STO Optimization	2023 Test & Learn Agenda / Goals · Scope New Technology: Predictive Inboxing/Epsilon, Movable Ink, Persado	Enhance Dynamic Content · Ongoing: Benchmarking and Goal Measurement	
Loyalty Program Led Communications	First 100-day Messages · Onboarding / Everyday Earn Ph. 2 · Re-Launching Loyalty Triggers · Lifecycle Scorecard · Ongoing: New Segment Messages (e.g. Opportunity Segments)	Reusable / Freq. Used Content Modules	Cross-Channel Message Support (e.g. Onboarding in Mobile App)	
Member & Guest Communications	Ongoing: Localization Support (e.g. Launch New Languages and Templates, Global/Local) · Expanded Re-Engagement Tactics & Comms./ Cross-Channel (e.g. Hello Again, Paid/Email Reactivation, eAppend)	Retargeting Series Refresh & Optimization Planning	Data Enhancements (e.g. TSP, TX Spend, Onsite Signals)	
Channel Evolution Opportunities	Scope: App/SMS Messaging, Email & Audience Dashboard Connections, Value of Email Address, Enhance Brand Partnerships, Landing Page Optimization, Community / Crowdsourcing			

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Q3 Actions Taken

- Completed email channel predictive marketing assessment and quarterly 2022/23 roadmap

- Transitioned the email launch calendar from Monday.com to Workfront in July to improve email operations

- Completed initial phase of launching a new tool to classify marketing campaigns, Campaign framework

- Developing the Decision Engine POC aimed at testing select products/content to a targeted group of points inactive members

- Conducted milestone analysis on activities happening the first 60-100 days that contribute to completing a second point activity

- Launched non-member user test to better understand welcome email content provided after joining a travel program

- Launched Onboarding Pathways/Everyday Earn solo targeting U.S. members that recently joined the program (active & inactive)

- Scoped expanding re-engagement tactics with Hello Again offer to engage highly inactive members

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Q3 Actions Taken

- Relaunched Points Expiration email trigger with a reminder on ways to earn points and how to keep points from expiring

- Co-hosted a MAPA session to workshop Loyalty Lifecycle priority use case and goals for 2023 that reimagine the first 100 days

- Continued scoping of email list growth efforts; efforts like eAppend are in-progress

- Scoping mobile app/SMS lifecycle messaging and use cases

- Launch of Visual Editor to support regional and localization efforts

- Refreshed creative for Retargeting Series to better align with new brand guidelines

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Looking Ahead

- Brainstorm test ideas for 2023 learnings & insights

- Launch the Decision Engine POC

- Continue setting up new segment tracking (i.e., HVT segments)

- Test simplified welcome to digital reservation enrollment sources measuring engagement with less, more targeted content

- Relaunch other triggered campaigns like Incent Redemption and Near Level Stretch marketing emails

- Continue supporting the expansion of Global / Local regional and localization efforts

- Localization of Onboarding Pathways & Everyday Earn email series

- Enhance email performance with new technologies

- Launch Hello Again trigger with targeted incent to select segments

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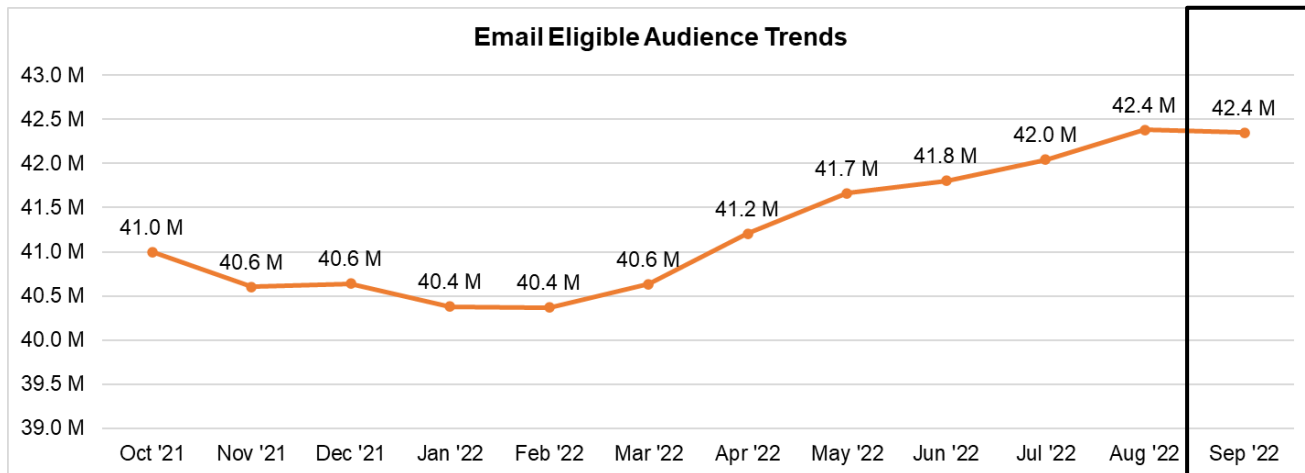# Q3 2022 PERFORMANCE SUMMARY

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Q3 2022 Performance Overview

	Quarterly	Q3 '22	QoQ	YoY
Engagement	Delivered	522.2 M	-8.0% -45.6 M	-3.8% -20.8 M
	Clicks	4.9 M	-22.6% -1.4 M	-33.8% -2.5 M
	CTR	0.9%	-0.2 pts.	-0.4 pts.
	Unsub%	0.17%	+0.02 pts.	-0.00 pts.
Financials	Bookings	41.4 K	-28.7% -16.7 K	-31.5% -19.0 K
	Room Nights	91.9 K	-28.7% -37.0 K	-32.6% -44.3 K
	Revenue	$17.3 M	-29.2% -$7.2 M	-27.2% -$6.5 M
	Conv%	0.85%	-0.07 pts.	+0.03 pts.

- Deliveries were down -8.0% QoQ and -3.8% YoY due to fewer mailings in Q3 2022 for some of the larger campaigns, like Promo, Brand and Engagement email types. Less delivery volume from these campaigns also impacted declines in CTR of -0.2 pts QoQ and -0.4 pts YoY, as these campaigns typically drive higher engagement.
  - QoQ engagement declines were also impacted by above average engagement from June Points Promo (2.8% CTR).
- The YoY +0.03 pt. increase in conversion rate was driven primarily by the above average engagement in the Sept 2022 MAU Global Promotion Announcement.
- April's GloPro reminder that drove above average bookings and revenue in Q2 and fewer Re-Engage Series emails in Q3 had an impact to QoQ overall financial declines.
- QoQ financial declines were impacted by the email attribution tracking issues that are still being researched, as well as seasonality.

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42.4M Emailable Customers (-28K MoM)

- Slight -0.1% net decline MoM in emailable customers

- Increase of +0.2% in Members; decrease of -0.6% in Non-members

- The decline in total emailable customers possibly impacted by Apple opens not being tracked and audiences appearing as inactive; working with data teams to resolve
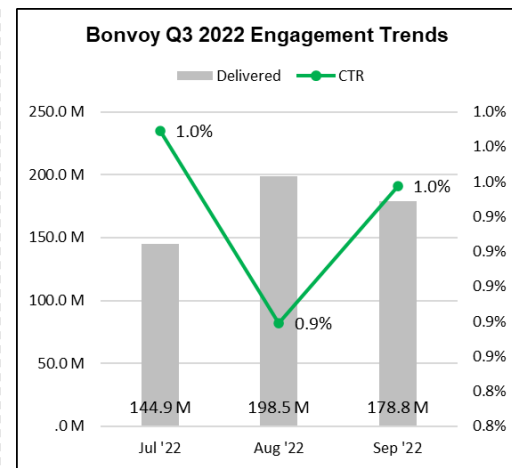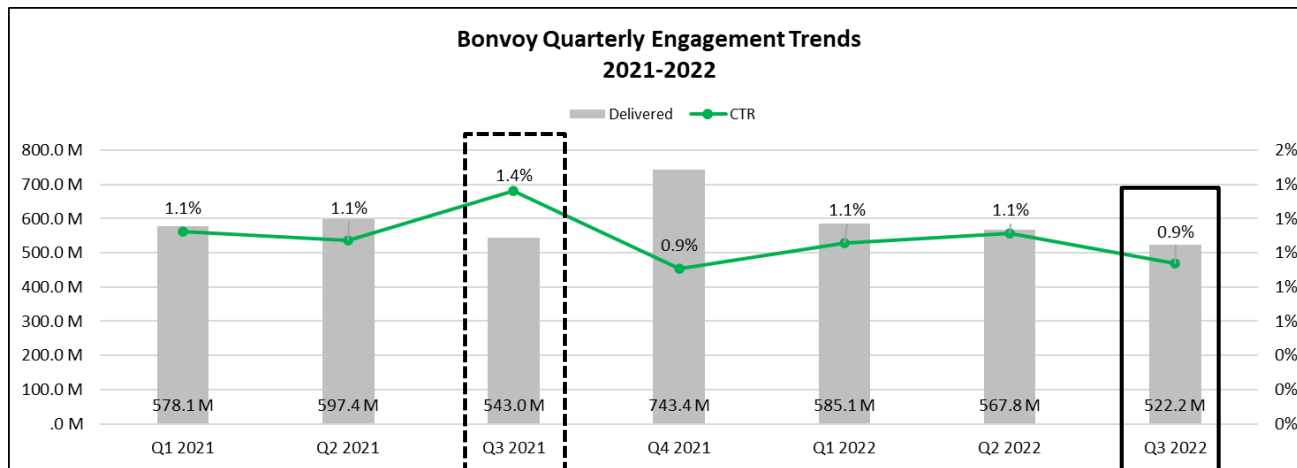
Email Eligible Audience Trends

Data point	Value
Oct '21	41.0 M
Nov '21	40.6 M
Dec '21	40.6 M
Jan '22	40.4 M
Feb '22	40.4 M
Mar '22	40.6 M
Apr '22	41.2 M
May '22	41.7 M
Jun '22	41.8 M
Jul '22	42.0 M
Aug '22	42.4 M
Sep '22	42.4 M

Email eligible (total)	**42,350,357**
MoM	-0.1% -27,938
Members	**30,073,689**
MoM	+0.2% +50,427
Non-Members	**12,276,668**
MoM	-0.6% -78,365

Report date: October 1, 2022
Emailable customers = member & non-member counts globally; includes suppression list audiences
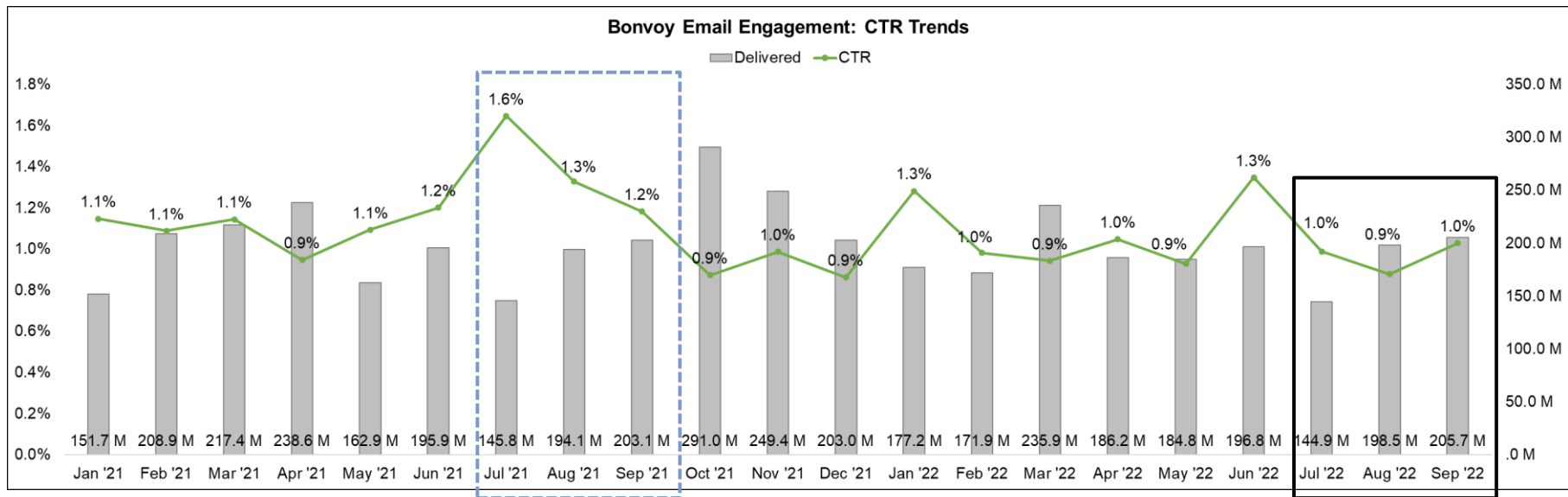
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QoQ and YoY Engagement Trends

- Comparing Q3 YoY, the decline in CTR by -0.04 pts. is impacted by the above average CTRs in each month of Q3 2021. Highlights impacting overall CTR YoY variance:
  - The then-new Core MAU email template was launched in July 2021, along with a new Core MAU global campaign, "Where Can We Take You" and a new member account module and messaging. Core MAU generated a 1.6% above average overall CTR in Q3 2021.
  - Jul 2021 was a high travel month according to industry benchmarks, rebounding after 2020 lows.
  - Lux MAU launched Aug 2021 and alone drove above average CTRs of 3.2% in Aug 2021 and 1.6% in Sep 2021.
- Q3 Global Promo Announcement in Core MAU September 2022 contributed to MoM lift in CTR – campaign generated a 1.5% CTR.

Bonvoy Quarterly Engagement Trends 2021-2022 (Delivered / CTR)

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
Delivered	578.1 M	597.4 M	543.0 M	743.4 M	585.1 M	567.8 M	522.2 M
CTR	1.1%	1.1%	1.4%	0.9%	1.1%	1.1%	0.9%

Bonvoy Q3 2022 Engagement Trends (Delivered / CTR)

	Jul '22	Aug '22	Sep '22
Delivered	144.9 M	198.5 M	178.8 M
CTR	1.0%	0.9%	1.0%

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MoM Engagement Trends

- 2022 CTRs have remained consistent at 1% for the last 12-months, with the exception of Jan '22 & Jun '22 rates at 1.3%

- Overall, the Bonvoy email CTR trends Jan – Sep 2022 are within range of 2021 click rates, but we do see that there is a slight decline in most months by 0.1 – 0.2 pts.

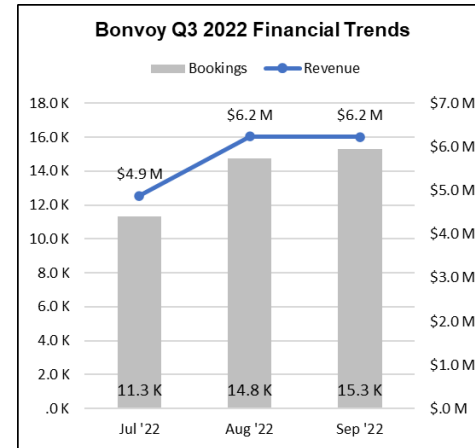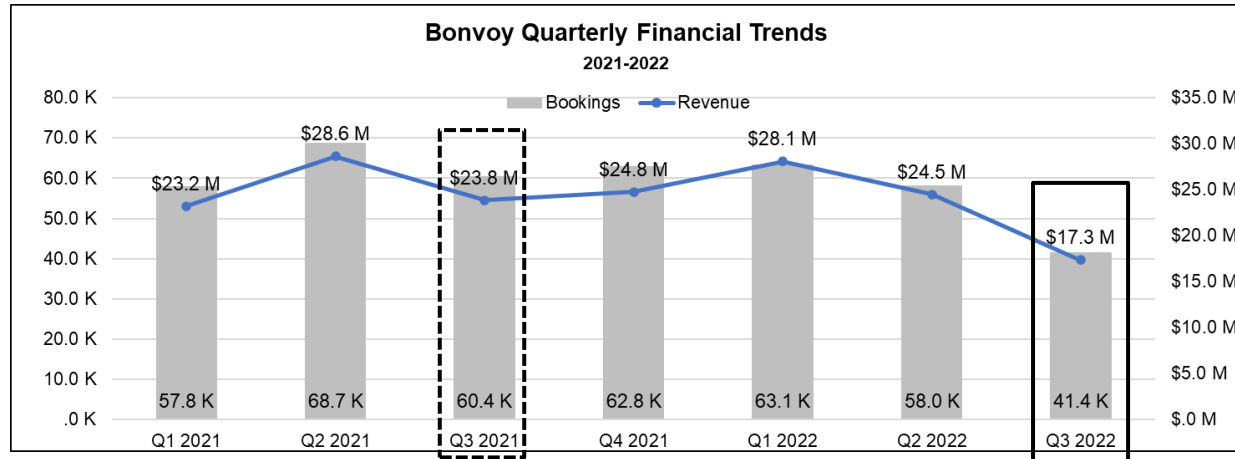 - CTR variances are impacted by YoY campaign timing and delivery volume compared to 2021

Bonvoy Email Engagement: CTR Trends

Legend: Delivered, CTR

Month	Delivered	CTR
Jan '21	151.7 M	1.1%
Feb '21	208.9 M	1.1%
Mar '21	217.4 M	1.1%
Apr '21	238.6 M	0.9%
May '21	162.9 M	1.1%
Jun '21	195.9 M	1.2%
Jul '21	145.8 M	1.6%
Aug '21	194.1 M	1.3%
Sep '21	203.1 M	1.2%
Oct '21	291.0 M	0.9%
Nov '21	249.4 M	1.0%
Dec '21	203.0 M	0.9%
Jan '22	177.2 M	1.3%
Feb '22	171.9 M	1.0%
Mar '22	235.9 M	0.9%
Apr '22	186.2 M	1.0%
May '22	184.8 M	0.9%
Jun '22	196.8 M	1.3%
Jul '22	144.9 M	1.0%
Aug '22	198.5 M	0.9%
Sep '22	205.7 M	1.0%

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Q3 2022 Overall Financials Decline

- Revenue and bookings saw a decrease of -29% (-$7.2M) QoQ and -27% (-$6.5M) YoY

  - We did see a Sept MoM increase of +3.7% in bookings and +0.05 pt. increase in conversion rate, driven primarily by the above average engagement in the Sept 2022 MAU Global Promotion Announcement.

  - QoQ financial declines were impacted by the email attribution tracking issues that are still being researched, as well as seasonality.

Top revenue drivers below contributed 60% of total revenue in Q3 2022.

Q3 2022 Top Revenue Drivers	Delivered	Bookings	Revenue	Conv%	% of Total Revenue
CORE MAU	80.9 M	9.3 K	$4.0 M	1.01%	22.8%
RE-ENGAGE SERIES	4.3 M	3.9 K	$1.6 M	4.19%	9.5%
COBRAND	112.4 M	4.2 K	$1.6 M	1.06%	9.0%
BONVOY ESCAPES	21.8 M	2.1 K	$991.7 K	0.87%	5.7%
AMERICAS SOLOS	35.0 M	2.2 K	$935.4 K	1.03%	5.4%
LUXURY MAU	6.1 M	1.2 K	$757.2 K	1.04%	4.4%
MOMENTS	19.9 M	1.2 K	$551.0 K	0.60%	3.2%
TOTAL	**280.5 M**	**24.2 K**	**$10.4 M**	**1.11%**	**59.9%**

Bonvoy Quarterly Financial Trends
2021-2022

Bonvoy Q3 2022 Financial Trends

Financial data source: Omniture 7-day

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Steady Unsubscribe Rate Trend

Q3 unsub rate of 0.17% is slightly up over Q2 from some higher volume Sept campaigns with higher unsub rates; below avg of 0.21%.

Bonvoy Quarterly Unsub Rate Trends
2021-2022

Bonvoy Q3 2022 Unsub% Trends
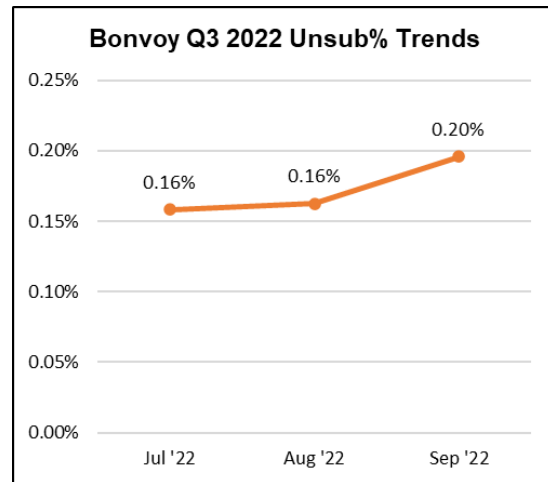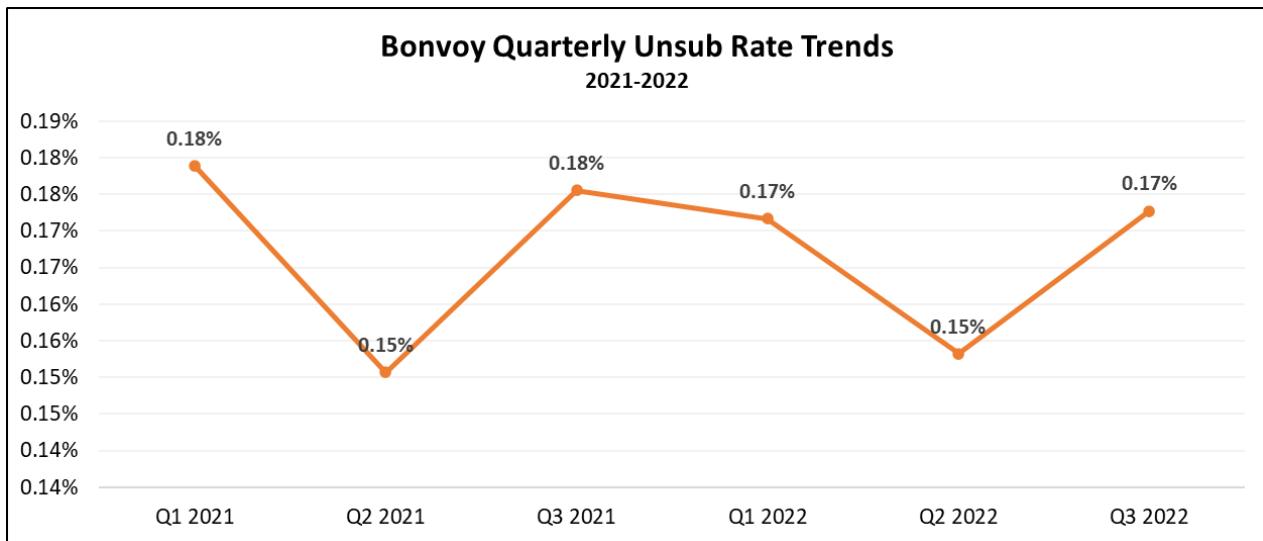
Note: Unsub. rate impacted by Oct and Nov data discrepancies, so Q4 2021 is excluded from trend chart.

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Member Engagement Trends Align with Q3 Averages

- Fewer deliveries for all levels in Q3 compared to Q2

- All member levels saw CTR lifts Sep MoM, even with fewer or no deliveries in Sep for larger email types like Brand, Engagement and Promotions; exception -- non-members saw a Sep MoM CTR decline

- Unsub rates remained mostly flat Sep MoM for all levels; -0.07 pt. decline in unsub for non-members

Trend line = Apr 2022 – Sep 2022

		Jul '22	Aug '22	Sep '22	Engagement Trends
NON-MEMBER	Del.	14.5 M	21.9 M	38.7 M	QoQ -1.4% (-1.1M)
	CTR	0.47%	0.47%	0.32%	
	Unsub%	0.48%	0.52%	0.45%	
BASIC	Del.	86.1 M	121.3 M	98.9 M	QoQ -7.5% (-24.8M)
	CTR	0.74%	0.65%	0.70%	
	Unsub%	0.15%	0.15%	0.15%	
SILVER	Del.	14.3 M	18.0 M	13.5 M	QoQ -12.8% (-6.7M)
	CTR	1.22%	1.16%	1.41%	
	Unsub%	0.07%	0.06%	0.07%	
GOLD	Del.	17.9 M	22.6 M	16.6 M	QoQ -11.5% (-7.4M)
	CTR	1.53%	1.41%	1.94%	
	Unsub%	0.06%	0.06%	0.07%	

		Jul '22	Aug '22	Sep '22	Engagement Trends
PLATINUM	Del.	5.4 M	6.6 M	5.1 M	QoQ -11.4% (-2.2M)
	CTR	2.22%	2.03%	3.38%	
	Unsub%	0.04%	0.04%	0.04%	
TITANIUM	Del.	5.6 M	6.9 M	5.1 M	QoQ -13.4% (-2.7M)
	CTR	2.37%	2.29%	3.46%	
	Unsub%	0.04%	0.04%	0.04%	
AMBASSADOR	Del.	1.0 M	1.3 M	940.8 K	QoQ -14.9% (-560.7K)
	CTR	2.45%	2.16%	3.14%	
	Unsub%	0.04%	0.03%	0.04%	
MEMBER	Del.	130.4 M	176.7 M	140.1 M	QoQ -9.0% (-44.4M)
	CTR	1.05%	0.93%	1.13%	
	Unsub%	0.12%	0.12%	0.13%	

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QUARTERLY HIGHLIGHTS

Elite Member Inbox

Core MAU Q3 Engagement Trends

Lux MAU Q3 Engagement Trends

Solo Campaigns: Moments & Uber

Traveler New Reader Version & Template Updates

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# Titanium Elite Inbox: Q3 Snapshot

- Most emails received in Q3 were loyalty messages
- Inbox mix mostly sell, but similar inspire and recognize volumes
- Continue planning for a weekly inbox mix of desired outcomes: inspire, educate, and drive bookings
- Track inbox mix after launching previous and net-new loyalty triggers (Basic and Elite levels)

# of Emails

Email Type*	July	Aug	Sep
Loyalty	11	15	12
Non-Loyalty	5	13	3
Inbox Total	**16**	**28**	**15**

Non-Loyalty Msg = Res. confirmation, Retail sites, MVW

Monthly Loyalty Email Types

■ Sell ■ Inspire ■ Recognize ■ Inform

	July	Aug	Sep
Sell	6	10	8
Inspire	2	2	3
Recognize	2	2	0
Inform	1	1	1
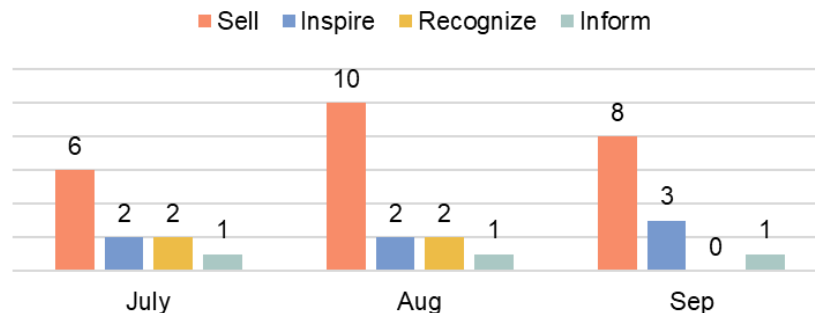
Key: Email Types
- **Sell**: Promo, Boutiques, Cobrand ACQ, METTs
- **Inspire**: Traveler, Wanderlust, Moments, Ritz eNews
- **Recognize**: Program Acknowledgement, Suite Night Award
- **Inform**: MAU, Cobrand ECM Newsletter

July '22

16 Total Emails
11 Loyalty
5 Non-loyalty

Sell: 6
Inspire: 2
Recognize: 2
Inform: 1

→ Marriott Bonvoy Mo...	Inbox Marriott	Your Latest Moments Are Here - See Monaco like never before, score tickets to the NFL Kickoff game, and s...		Jul 28
→ Homes & Villas by M.	Inbox Marriott	Last chance to lock in 2X points - Book a last-minute summer getaway for 2X points. Hello, Tim FIND AND R...		Jul 25
Marriott Bethesda HQ	Inbox	Your Wednesday, Jul 20, 2022 - Thursday, Jul 21, 2022 Stay at Marriott Bethesda HQ - Thank you for choosing our hot...	📎	Jul 21
Marriott Bethesda HQ	Inbox	Your Wednesday, Jul 20, 2022 - Thursday, Jul 21, 2022 Stay at Marriott Bethesda HQ - Thank you for choosing our hot...	📎	Jul 21
Marriott Bonvoy	Inbox Marriott	Your Upgrade Is Confirmed - Enjoy your upgrade. Log in to your account. My Account UPGRADE CONFIRME...		Jul 19
Marriott Hotels	Inbox	Tim, - MARRIOTT BETHESDA DOWNTOWN AT MARRIOTT HQ 7707 Woodmont Avenue Bethesda, Maryland 20814 +13...		Jul 19
Marriott Bonvoy	Inbox Marriott	We Received Your Suite Night Awards Request - Thank you for your request. Log in now. My Account REQUE...		Jul 19
JW Marriott	Inbox	Four Exquisite JW Marriott Hotels Make Their Debut - A legacy of luxury expands with new properties in dynamic des...		Jul 15
Marriott Bonvoy	Inbox Marriott	Ending Soon — Earn 5 Free Nights or 60K Bonus Points - Plus, enjoy extra earning, Elite status, and more. » ...		Jul 15
→ Marriott Bonvoy	Inbox Marriott	Escape to Luxury - Enjoy up to a $300 credit for golf, dining and spa services. » my account » find & reserv...		Jul 15
Marriott Hotels & R.	Inbox	Plan for your upcoming stay at Marriott Bethesda Downtown at Marriott HQ on Wednesday, July 20, 2022 -	...	Jul 15
Marriott Hotels & R.	Inbox	Reservation Confirmation #95144329 for Marriott Bethesda Downtown at Marriott HQ -	...	Jul 14
Marriott Bonvoy	Inbox Marriott	Tim's Account Update: Luxury Beach Resorts - Plus, discover our newest hotel opening and dining experien...		Jul 14
Homes & Villas by M.	Inbox Marriott	Soak Up the End of Summer with 2X Points - Book a last-minute summer getaway. Hello, Tim FIND AND RES...		Jul 11
→ Marriott Bonvoy	Inbox Marriott	There's Still Time: Earn 75K Bonus Points - Apply for the Marriott Bonvoy Brilliant Amex Card » my account »...		Jul 5
→ The Ritz-Carlton	Inbox	INSIDE THE RITZ-CARLTON: Your Lakeside Beach Retreat Awaits... - Plus, dive into some of our most stunning pools a...		Jul 2

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August '22

28 Total Emails
15 Loyalty
13 Non-loyalty

Sell: 10
Inspire: 2
Recognize: 2
Inform: 1

Marriott Bonvoy	Inbox	There's Still Time to Get 25% More Points - Buy points by September 15. MARRIOTT BONVOY® » my account » find & ...	Aug 31
St. Regis Boutique	Inbox	Don't Miss Your Chance For A Luxurious Upgrade	Exclusive Offer Ends Soon - Revel in your new bed, bedding, and ...	Aug 29
Marriott Bonvoy	Inbox	FOR YOU: Dreamy West Coast Travel Deals Await - Save with our favorite packages of the season MARRIOTT BONVO...	Aug 26
Marriott Bonvoy Mom.	Inbox	Tim, Your Latest Moments Are Here - Be a Grand Prix VIP, score Manchester United lounge access, and so much mor...	Aug 25
Marriott Bonvoy	Inbox	Tim, Enjoy up to a $300 Credit - Reserve a stay with Escape to Luxury. MARRIOTT BONVOY® ESCAPE TO LUXURY » ...	Aug 24
Homes & Villas by M.	Inbox	Last chance for 2X points this holiday season - Book by Aug 25 to earn 2X points. Hello, Tim FIND AND RESERVE Hell...	Aug 22
Marriott Bonvoy	Inbox	Immerse Yourself in Unforgettable Experiences at Our Extraordinary Properties - Redefine travel with The Luxury Coll...	Aug 20
Marriott Bonvoy	Inbox	Earn 3 Free Nights or 30K Points - Plus, enjoy extra earning, Elite status, and more. MARRIOTT BONVOY® » my accou...	Aug 20
Marriott Bonvoy	Inbox	Earn 1 Free Night with the Bold Card or 3 Free Nights with the Boundless Card - Earn more benefits, Elite status, and ...	Aug 19
The Westin Resort &.	Inbox	Tim, your Westin exclusive expires tomorrow - Reserve 5 days in Cancún for only $369 with 12 months to travel and c...	Aug 18
↱ W Chicago-City Cntr	Inbox	Your Monday, Aug 15, 2022 - Wednesday, Aug 17, 2022 Stay at W Chicago-City Cntr - Thank you for choosing our hot... 📎	Aug 17
Marriott Bonvoy	Inbox	Your Upgrade Is Confirmed - Enjoy your upgrade. Log in to your account. My Account MARRIOTT BONVOY™ UPGRAD...	Aug 14
Marriott Bonvoy	Inbox	We Received Your Suite Night Awards Request - Thank you for your request. Log in now. My Account MARRIOTT BON...	Aug 14
Marriott Bonvoy	Inbox	Are you ready, Tim? We're ready! - Our best rates guaranteed, flexible cancellation policy and commitment to clean o...	Aug 13

Marriott Bonvoy	Inbox	Tim's Account Update: Idyllic Pools - Plus, enjoy extraordinary offers guaranteed to elevate your next escape » my ac...	Aug 11
Marriott Bonvoy	Inbox	Tim, there's still time to earn 75,000 bonus points - Apply for the Marriott Bonvoy Brilliant Amex Card MARRIOTT BO...	Aug 10
The Westin Resort &.	Inbox	Tim, your Westin exclusive expires August 19 - Reserve 5 days in Cancún for only $369 with 12 months to travel and c...	Aug 10
W Hotels Reservatio.	Inbox	Plan for your upcoming stay at W Chicago - City Center on Monday, August 15, 2022 - ...	Aug 10
St. Regis Boutique	Inbox	Dreams Are Made Of This - Indulge in luxury and turn your home into a tranquil dreamscape. Transform your space w...	Aug 6
Marriott Bonvoy Re.	Inbox	Reservation Cancellation #56698824 for Fairfield Inn & Suites Hailey Sun Valley - ...	Aug 6
Fairfield Inn By Ma.	Inbox	Reservation Cancellation #56698824 for Fairfield Inn & Suites Hailey Sun Valley - ...	Aug 6
Marriott Bonvoy Re.	Inbox	Reservation Confirmation #83301176 for Fairfield Inn & Suites Hailey Sun Valley - ...	Aug 6
The Ritz-Carlton	Inbox	INSIDE THE RITZ-CARLTON: Your Last-Minute Summer Travel Guide - Plus, discover the perfect destinations to spen...	Aug 6
Marriott Bonvoy	Inbox Marriott	We're Ready to Welcome You, Tim - Enjoy our best rate guarantee, flexible cancellation, commitment to clea...	Aug 6
Marriott Bonvoy	Inbox Marriott	Discover the Best of the Big D - Big Things Happen Here in Dallas » MY ACCOUNT » Find & Reserve Summe...	Aug 5
Homes & Villas by M.	Inbox Marriott	Blissful escapes worth so much more - Book a fall escape and earn 2X points. Hello, Tim FIND AND RESERV...	Aug 4
The Westin Resort &.	Inbox	Tim, you deserve an exclusive vacation - Reserve 5 days in Cancún for only $369 with 12 months to travel and compli...	Aug 2
W Hotels Reservatio.	Inbox	Reservation Confirmation #73326927 for W Chicago - City Center -	Aug 2

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September '22

15 Total Emails
12 Loyalty
3 Non-loyalty

Sell: 8
Inspire: 3
Recognize: 0
Inform: 1

Marriott Bonvoy	Inbox	Everything's bigger in Texas - Explore the Lone Star State MARRIOTT BONVOY® » MY ACCOUNT » Find & Reserve M...	Sep 23
Marriott Bonvoy	Inbox	Five Limited-Time Offers: Up to 150,000 Bonus Points - Choose the Card that's right for you. MARRIOTT BONVOY® » ...	Sep 22
Marriott Bonvoy	Inbox	Tim, Enjoy up to $300 in Credits - Explore an early-autumn adventure. MARRIOTT BONVOY® ESCAPE TO LUXURY » ...	Sep 21
Marriott Bonvoy	Inbox	Limited Time: Earn 1,000 Bonus Points for Using Uber - Complete a qualifying transaction today. MARRIOTT BONVOY...	Sep 21
Marriott Bonvoy Mom.	Inbox	Tim, This Could Be Your Moment - Get VIP Access to the Mexican Grand Prix, Manchester United Experiences, and m...	Sep 20
Homes & Villas by M.	Inbox	Turn your holiday into a standout reunion - Book an extraordinary time together. Hello, Tim FIND AND RESERVE Hello,...	Sep 19
Marriott Bonvoy Tra.	Inbox	Tim, You Might Just Discover the Hotel of Your Dreams... - Plus, find design trends, where to travel in October, and a s...	Sep 17
W Hotels	Inbox	Toast Summer 2022 with A Final Sun-Soaked Getaway - W® Hotels late summer vacation destinations logo Find & Re...	Sep 16
St. Regis Boutique	Inbox	Coveted Spa Favorites For Your Self-Care Routine - Enjoy 15% off sitewide. Experience vacation-worthy sleep with a ...	Sep 10
Marriott Bethesda HQ	Inbox	Your Wednesday, Sep 07, 2022 - Friday, Sep 09, 2022 Stay at Marriott Bethesda HQ - Thank you for choosing our hot...	Sep 9
Marriott Bonvoy	Inbox	Tim's Account Update: Weekend Getaways - Plus, discover elevated culinary experiences, new openings, and an exc...	Sep 8
Homes & Villas by M.	Inbox	Enjoy 10K bonus points on a holiday stay - Book a 3+ night holiday stay by Sept. 21. Hello, Tim FIND AND RESERVE He...	Sep 6
The Ritz-Carlton	Inbox	INSIDE THE RITZ-CARLTON: How to Determine Your Next Fall Destination - Inside: Discover rejuvenating offers, uniqu...	Sep 3
Marriott Hotels & R.	Inbox	Plan for your upcoming stay at Marriott Bethesda Downtown at Marriott HQ on Wednesday, September 7, 2022 - ...	Sep 2
Marriott Bonvoy	Inbox	Travel to Paradise - Reserve your stay now! MARRIOTT BONVOY® » MY ACCOUNT » Find & Reserve MARRIOTT BONV...	Sep 2

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Member and Guest Email Communications Architecture

Enrich our members through the power of travel because of our unparalleled brands portfolio, experiences, and benefits

Acquisition Communications ★
Messages designed to grow loyalty program

Non-member Acquisition	Cobrand Acquisition
OTA Acquisition	

Lifecycle Communications
Messages based on your relationship with Marriott Bonvoy

Program Welcome	Every Day Earn	Achiever/Renewer	Happy Birthday/ Anniversary
Educational Series	ATM/Promotions	Redemption Recognition	Retention/Win Back
Onboarding Pathways	Near Level Stretch	Points Expiration	Cobrand Benefits/ Spend

Base Communications ★
Messages that drive brand & program awareness

Priority
Demand Gen./ Escapes	Homes & Villas
Promotions	Moments
Cobrand ECM	Boutiques

Communication Vehicles
- Program Education/ Information
- Core/Luxury MAU Newsletters
- Global/Local

Non-Priority
- Partners
- Brand
- Travel Inspiration

Triggered Transactional
Messages that confirm actions taken

Transactional Welcome	De-Dupe
Enrollment / Registration	Change Confirmation
Cobrand	Service Messages

Booking Cycle Triggers ★
Messages that relate to booking activities

Booking Confirmation	MGS (Mobile Guest Services)	eFolio	Suite Night Award
Pre-Arrival	Re-Engage Series	Post-Stay Survey	Stay Thank You

Self-Service Email Platforms
Property marketing tools and field support ★

METT / PCM	LCB
BPP	

Stand Alone Email Programs
Managed by other teams with overlapping audiences ★

Retail	TRC Yacht Collection
Atlantis	Gaylord
Marriott Vacation Worldwide	Other

Current | **Opportunity** | ★ = Indicates a mix of member & non-member messages

Core MAU: Q3 2022 Creative
(ENG Versions)

July
Subject Line:
Indulge in a Luxurious Stay You'll Love
Pre-Header:
Enjoy exclusive offers, benefits, and more.

August
Subject Line:
August Account Update: Get 25% More Points
Pre-Header:
See what's new this month.

September
Subject Line:
It's Here! Get up to 4,000 Bonus Points
Pre-Header:
Marc, Register now to earn until December 15.
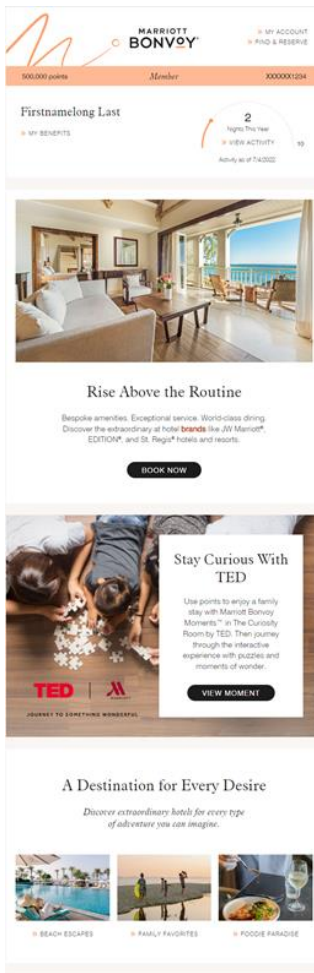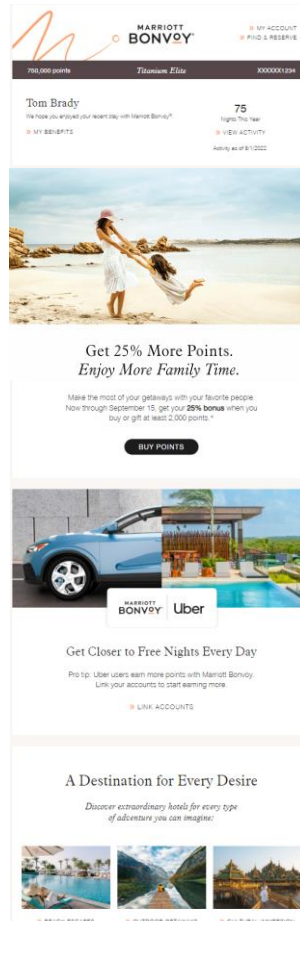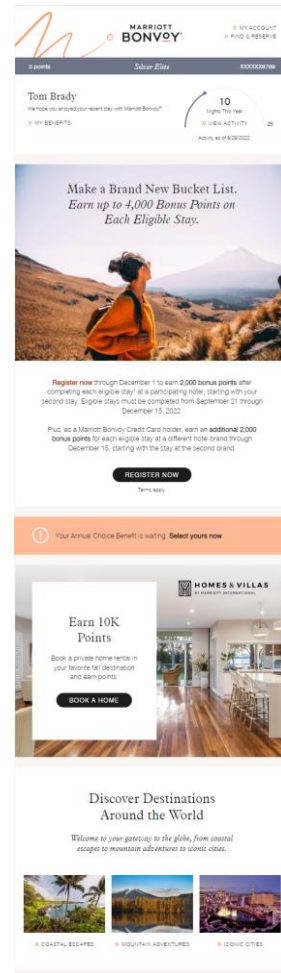
Core MAU: Q3 2022 Engagement and Financial Trends

- September's Global Promo announcement drove most of the engagement and bookings in Q3 and contributed to the quarter's strongest month.

- QoQ engagement declines were impacted by above average engagement from June Points Promo (2.8% CTR). QoQ financials decline impacted by April's GloPro last chance message/timer that drove above average bookings and revenue. Other impacts to QoQ declines:

  - In July 2022, click activity aligned with previous non-promo months. While 6% of bookings went to luxury brands (driven by luxury properties hero), July activity was not strong enough to help lift overall Q3 KPIs.
  - August 2022 offer content in secondary modules contributed to monthly financials since hero featured points promo offer

Metrics	Q3 2022	YoY	QoQ
Delivered	80.9 M	8.9%	1.4%
Clicks	925.5 K	-24.3%	-33.9%
CTR	1.1%	-0.50 pts.	-0.61 pts.
Unsub. Rate	0.12%	0.00 pts.	+0.01 pts.
Bookings	9.3 K	-13.2%	-34.6%
Room Nights	21.2 K	-12.8%	-32.5%
Revenue	$4.0 M	-9.9%	-34.7%

MAU Q3 2022 Engagement Trends

DELIVERED — CTR

Jul 2022: 26.9 M, 0.9%
Aug 2022: 27.0 M, 1.0%
Sep 2022: 26.9 M, 1.5%

MAU Q3 2022 Financial Trends

REVENUE — BOOKINGS

Jul 2022: $1.0 M, 2.1 K
Aug 2022: $1.4 M, 3.3 K
Sep 2022: $1.6 M, 4.0 K
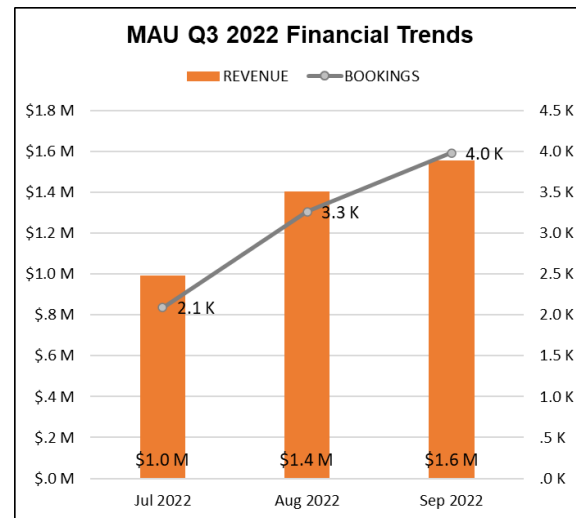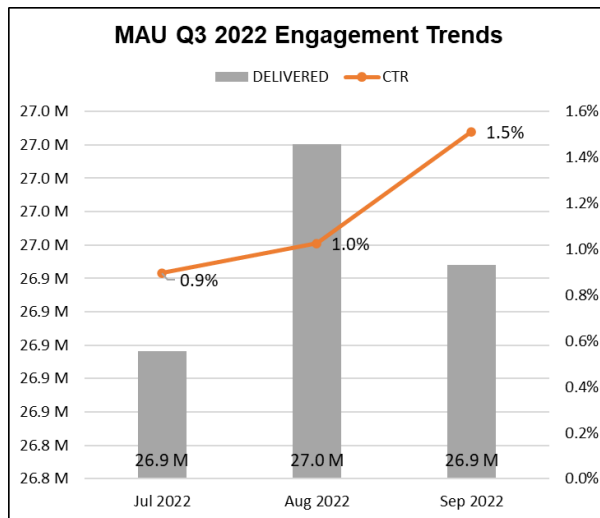
Core MAU: Q3 2022 Top Performing Content

- **September Global Promo** had strongest engagement in Q3. Also drove the most bookings at 57.66%.
  - **Header** drove most bookings in July and August
- **Member Module** continues to draw top click activity; Aug led in Q3 with 32.65% of clicks.
- Second most popular hero engagement in Q3 went to the **Luxury Properties Hero in July**; also in July, while Basics interacted most with the hero, all other levels interacted most with the Member Module.
- **Points Promo Hero in August** engaged all levels; third most popular module in Aug, after Member Module and Header.
- **July Offers and Leisure Destinations** modules captured more clicks than usual across all levels; not pictured, but **Aug Offers** also saw high engagement from upper elites.
- For non-promo months, test several offers to understand which one drives more engagement and consider moving up in email placement

Sept: 57.36%
Global Promo Hero

Jul: 20.64%
Luxury Properties Hero

Aug: 13.55%
Points Promo Hero
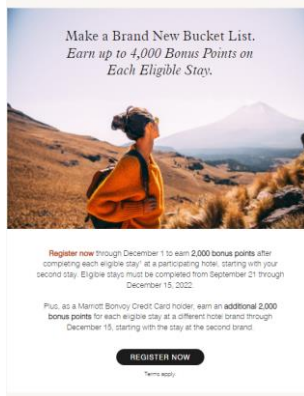
Aug: 32.65%
Member Module

Jul-22	Aug-22	Sep-22
19.83%	32.65%	13.91%
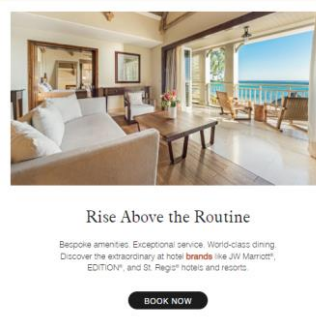
Jul: 11.93%
Leisure Destinations
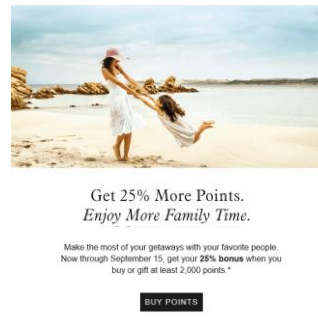
Jul: 13.44%
Offers (Resorts – 7.44%)
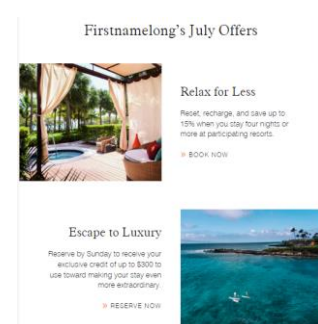
Core MAU: September 2022 Performance

All Versions: Global English (Sep 12) + In-Lang. (Sep 16)

- Campaign featured a Global Promo (through 12/1) which positively impacted clicks and CTR MoM and vs. MAU average. Also contributed to MoM increases in financials. Sep GloPro CTR of 1.5% was a +0.01 pt. lift compared to Apr GloPro.
  - GloPro hero drove most clicks at 57.36%; most-clicked module in Q3 and #2 YTD (June Points Promo hero top-clicked module YTD at 63%); mostly consistent engagement across all levels.

- Most bookings in Sep were also driven by the GloPro hero at 57.66%, followed by the Header at 23.42% and Member Module at 13.08%.

- Homes & Villas drove notable engagement from all levels, with Basics seeing the highest click activity for this module at 6.67%. Leisure Destinations and Offers modules also drove click activity from all levels.

- Annual Choice Benefit drew interest from upper elites.

Metrics	Sept 2022	MoM	vs. MAU Avg.
Delivered	26.9 M	-0.3%	3.5%
Clicks	407.3 K	47.0%	22.8%
CTR	1.5%	+0.5 pts.	+0.1 pts.
Unsub. Rate	0.12%	-0.01 pts.	-0.02 pts.
Bookings	4.0 K	22.1%	-3.8%
Rm Nights	8.8 K	19.9%	-3.3%
Revenue	$1.6 M	10.9%	-8.0%

Modules	All Levels Combined		% of Clicks by Member Level					
ENG Version	% of Clicks	% of Bookings	BASIC	SILVER	GOLD	PLAT.	TITAN.	AMBASS.
Header	10.40%	23.42%	17.62%	7.07%	5.21%	2.85%	2.64%	2.36%
Member Module	13.91%	13.08%	18.82%	16.28%	9.02%	5.73%	5.57%	5.25%
Ambassador Travel Pref.	0.18%	0.03%	---	---	---	---	---	18.23%
Hero	58.79%	61.83%	37.84%	63.99%	75.37%	82.93%	84.47%	65.42%
Global Promo	57.36%	57.66%	35.32%	63.16%	74.71%	82.54%	84.21%	65.31%
Standard Booking	1.43%	4.17%	2.53%	0.83%	0.66%	0.38%	0.27%	0.11%
Annual Choice Benefit	0.27%	---	---	---	---	1.16%	1.75%	2.25%
Homes & Villas	4.78%	0.98%	6.67%	4.41%	3.64%	2.40%	1.79%	2.47%
Leisure Destinations	2.69%	0.36%	4.35%	2.01%	1.53%	0.98%	0.66%	0.86%
WoW Teaser	1.43%	0.06%	2.06%	1.11%	0.94%	1.03%	0.74%	0.58%
Offers	2.58%	---	2.81%	2.97%	2.60%	1.94%	1.41%	1.80%
Vacations by Marriott	1.31%	---	1.60%	1.33%	1.21%	0.82%	0.62%	0.75%
EAT	1.01%	---	0.85%	1.42%	1.20%	0.96%	0.66%	0.86%
Uber	0.04%	---	---	0.04%	0.06%	0.09%	0.06%	0.08%
Shop with Points	0.23%	---	0.36%	0.18%	0.13%	0.08%	0.06%	0.11%
CoBrand	0.69%	---	0.96%	0.66%	0.49%	0.38%	0.33%	0.42%
Moments (TED)	0.23%	---	0.35%	0.18%	0.13%	0.09%	0.14%	0.03%
Moments (Man U)	0.25%	---	0.36%	0.17%	0.20%	0.13%	0.13%	0.08%
Traveler	0.49%	---	0.80%	0.31%	0.26%	0.21%	0.17%	0.11%
Footer	3.48%	0.27%	7.36%	0.84%	0.60%	0.18%	0.17%	0.14%
Unsubscribe	2.74%	0.00%	5.91%	0.55%	0.41%	0.09%	0.06%	0.08%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Lux MAU: Q3 2022

Sample Creative

EDITION

THE LUXURY COLLECTION

ST REGIS

THE RITZ-CARLTON

W HOTELS

JW MARRIOTT

July 2022
Summer Travel/ Breathtaking Beaches

August 2022
Last of Summer/ Spectacular Pools

September 2022
Weekend Getaways
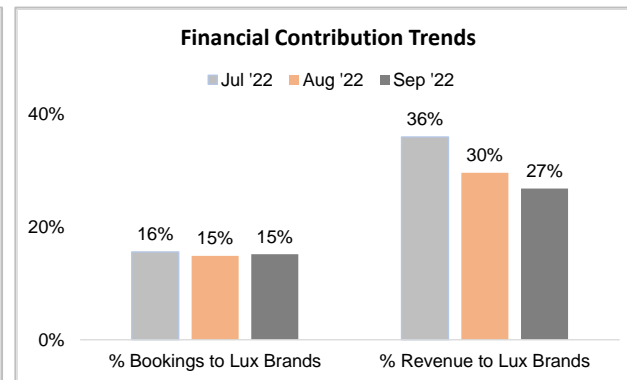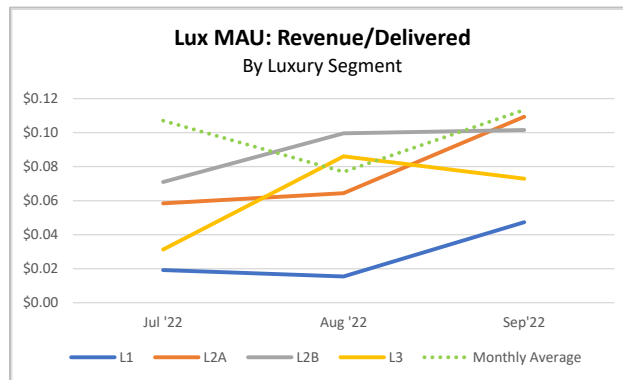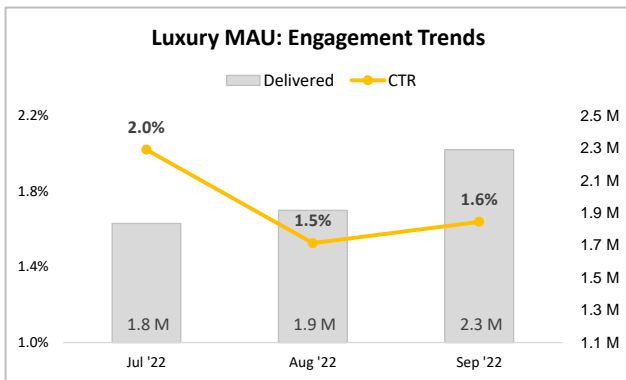
Lux MAU Performance Summary: Q3 2022

- 11% increase in quarterly deliveries; control group suppression lifted in September driving increased monthly delivery volume of around 2.3M
- Click declines impacted by lower engagement in August campaign; a noticeable YoY trend
- July had strongest CTR with top performing beach theme at 2.0% whereas April had a CTR of 2.7% featuring top performing TRC Reserve hero; both months impacting quarterly averages
- Began testing # of offers shown to L2B & L3 segments in July & August; goal to lift rev/del
- Evaluating ongoing optimization efforts to lift engagement overall and at the segment level

Lux MAU	Q3 2022	QoQ
Delivered	6.0 M	+11.0%
Clicks	102.8 K	-6.0%
CTR	1.7%	-0.3pts.
Unsub. Rate	0.06%	-0.01pts.
Bookings	808	-12.9%
Revenue	$532.1 K	-2.7%
Rev/Delivered	$0.09	-12.3%
% Bkgs. to Lux	15.2%	+0.9pts.
% Rev. to Lux	30.9%	-3.9pts.

Luxury MAU: Engagement Trends

Delivered / CTR

	Jul '22	Aug '22	Sep '22
CTR	2.0%	1.5%	1.6%
Delivered	1.8 M	1.9 M	2.3 M

Lux MAU: Revenue/Delivered
By Luxury Segment

L1, L2A, L2B, L3, Monthly Average — across Jul '22, Aug '22, Sep '22

Financial Contribution Trends

Jul '22 / Aug '22 / Sep '22

% Bookings to Lux Brands: 16% / 15% / 15%

% Revenue to Lux Brands: 36% / 30% / 27%

L1=Lux only, **L2A**=Higher User, **L2B**=Low User, **L3**=Redeem Only

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Luxury Segment Level Unsubscribe Trends: YTD

- Unsub rates continue to remain low into September; indicating very engaged luxury audience
- L1 seeing gradual decline beginning in July; continue to evaluate trend as we continue to personalize content at the luxury segment level

Lux MAU: Unsubscribe Rate Trends
By Luxury Segment

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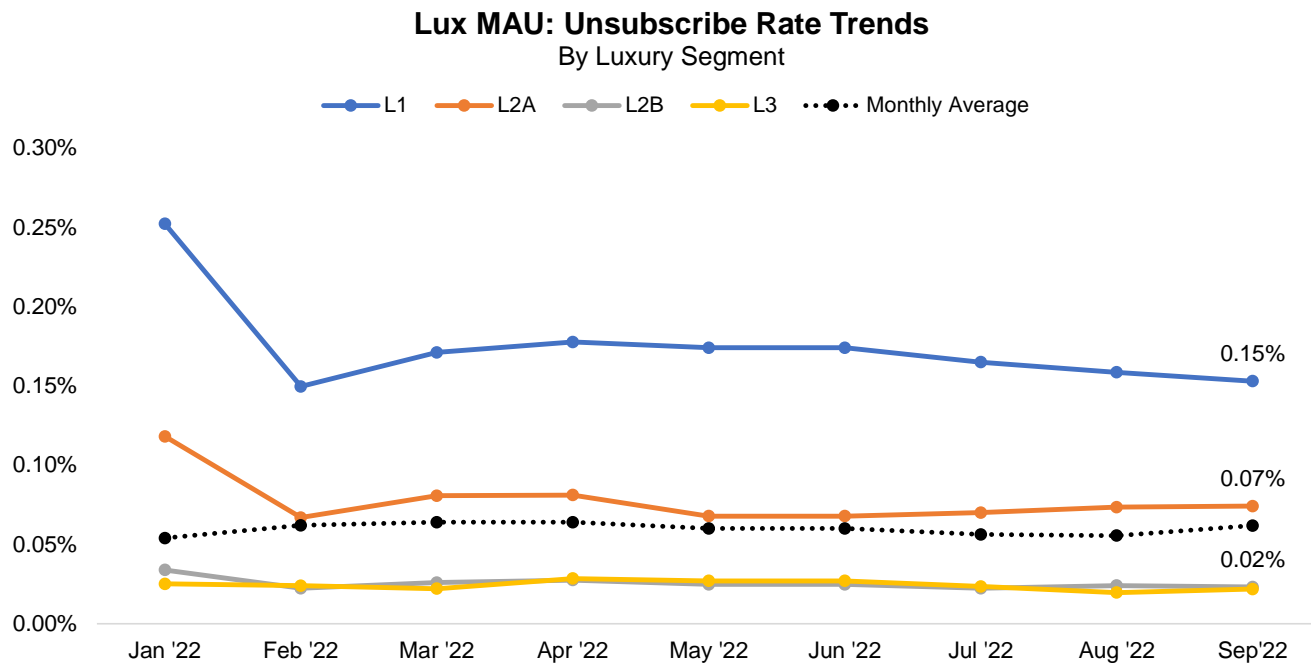
Lux MAU Q3 2022: Top Performing Content

Jul: 35.5%
Beaches/ St. Regis

Aug: 18.9%
Pools

Sep: 22.6%
Weekend Getaway

- July hero had strongest engagement in Q3 and 4th highest to date
  - CTA testing in July & August to assess which copy/tone resonates with readers

- Member Module continues to draw click activity each month; July and August saw lower engagement levels in comparison to Q2; percent of clicks was 3pts.+ lower than Q2

- Offer content continues to resonate with L2B and L3, while L1 and L2A show less engagement
  - L1 responded favorably to Escape to Luxury July offer
  - GloPro drove interest across all levels
  - Continue to optimize offer content at the luxury segment level

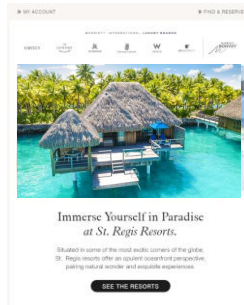- July and September inspiration content continues to drive interest from readers

Sep Inspiration

Jul/Aug/Sep Offers

Member Module	Jul-22	Aug-22	Sep-22
	24.3%	23.8%	30.2%

Moments Solos: Q3 2022

Sample Creative

July Highlights:

- Hero: Luxury Monaco weekend inspired by Lewis Hamilton, Mercedes-AMG PETRONAS Formula One Team driver
- Exclusive wellness retreat at the W Verbier
- Access to NFL Kickoff Game pregame VIP hospitality + tickets

August Highlights:

- Hero: Exclusive Grand Prix access with the Mercedes-AMG PETRONAS Formula One Team
- Guy Harvey marine experience
- Hotel stay at the Grand Cayman Marriott in the Maldives

September Highlights:

- Hero: Exclusive Mexican Grand Prix access with the Mercedes-AMG PETRONAS Formula One Team
- All-inclusive experience to the Austin Food & Wine Festival
- A culinary adventure at the W Maldives

July 2022

August 2022

September 2022
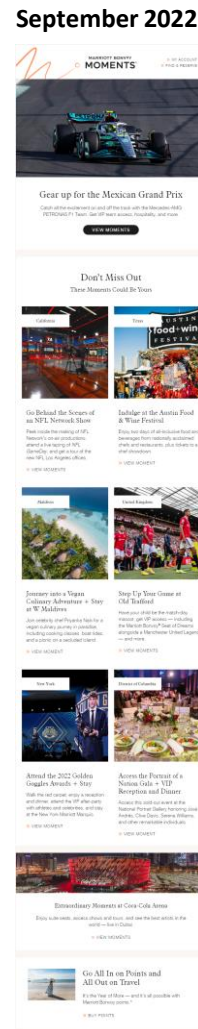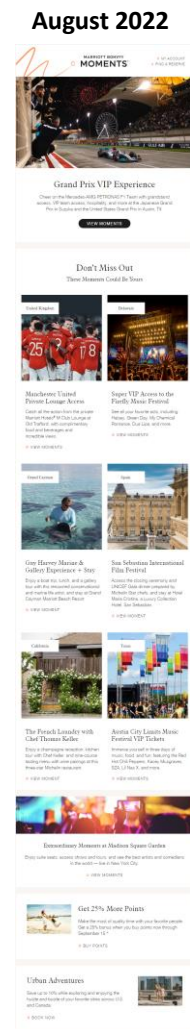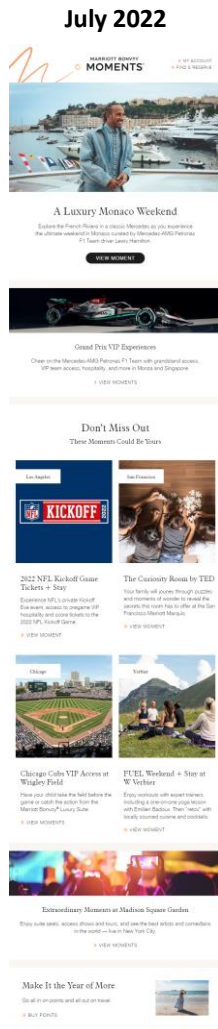
Moments Solos: Q3 2022 Engagement Summary

Bonvoy Avgs for Comparison:
CTR – 1.0%
Unsub% -- 0.21%

	Jul-22	Aug-22	Sep-22	Total
Delivered	6.6 M	6.7 M	6.7 M	**19.9 M**
Clicks	60.6 K	79.1 K	61.3 K	**201.0 K**
CTR	0.92%	1.19%	0.92%	**1.01%**
Unsub %	0.07%	0.08%	0.07%	**0.07%**
*Site Visits	277.0 K	288.4 K	155.6 K	**721.0 K**

*7/28/22 (July Moments launch) – 9/30/22

- Delivery volumes were consistent each month. August drove the highest engagement with a 1.19% CTR and 79.1K clicks.
- Unsub rates were low overall – a good sign of audience health and relevant content/messaging.
- Site visits peaked on the day each monthly campaign launched
  - ~30% of total Q3 site visits came from the first 2 days of each monthly campaign

- Comparing engagement among each region, **Europe drove the highest and above average CTRs in July and August** – 2.03% in July, 2.54% in Aug. **In Sept, CALA drove the highest CTR at 2.18%.** All regions saw above average CTRs each month, with one exception -- U.S. and APAC drove below average CTRs in July and Sept.
- The **U.S. consistently saw the lowest unsub rate** each month at 0.07% in July and August and 0.06% in Sept. Overall, unsub rates are below average of 0.21%.

Region	July				August				September			
	Delivered	Clicks	CTR	Unsub%	Delivered	Clicks	CTR	Unsub%	Delivered	Clicks	CTR	Unsub%
US	5.6 M	46.2 K	0.83%	**0.07%**	5.6 M	60.3 K	1.07%	**0.07%**	5.6 M	46.8 K	0.83%	**0.06%**
APAC	303.3 K	2.9 K	0.95%	0.11%	305.4 K	3.9 K	1.29%	0.09%	309.3 K	2.7 K	0.89%	0.09%
CANADA	282.7 K	4.2 K	1.50%	0.09%	286.4 K	5.5 K	1.93%	0.10%	290.5 K	4.4 K	1.53%	0.10%
EUROPE	248.3 K	5.1 K	**2.03%**	0.11%	249.7 K	6.3 K	**2.54%**	0.12%	250.7 K	4.6 K	1.85%	0.10%
MEA	151.4 K	1.7 K	1.09%	0.10%	153.7 K	2.2 K	1.41%	0.11%	155.9 K	1.8 K	1.15%	0.11%
CALA	42.7 K	623	1.46%	0.10%	42.6 K	822	1.93%	0.10%	42.7 K	931	**2.18%**	0.08%
Grand Total	**6.6 M**	**60.6 K**	**0.92%**	**0.07%**	**6.7 M**	**79.1 K**	**1.19%**	**0.08%**	**6.7 M**	**61.3 K**	**0.92%**	**0.07%**

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Moments Solos: Q3 2022 Engagement by Luxury Segment

- L2B made up most -- 15% (2.9 M) -- of the total delivery volume among luxury segments in Q3.

- Overall engagement was strongest among L3. This segment saw the highest CTRs each month – 1.83%, 2.44% and 1.82% respectively.

- L1 had the highest unsub rate each month at 0.15%, 0.13% and 0.12%. Unsub rates were lowest among L2B and L3.

- Aug drove the highest CTR for each segment among the Q3 Moments campaigns.

By Luxury Segment	July	Aug	Sept	CTR Trendline
L1				
Delivered	99.6 K	100.0 K	100.3 K	
CTR	0.76%	0.93%	0.70%	
Unsub%	0.15%	0.13%	0.12%	
L2A				
Delivered	120.6 K	120.6 K	120.4 K	
CTR	0.97%	1.29%	0.98%	
Unsub%	0.09%	0.07%	0.07%	
L2B				
Delivered	975.5 K	972.5 K	966.6 K	
CTR	1.46%	1.99%	1.53%	
Unsub%	0.04%	0.04%	0.04%	
L3				
Delivered	282.1 K	281.1 K	278.9 K	
CTR	1.83%	2.44%	1.82%	
Unsub%	0.04%	0.03%	0.03%	
Non-Lux				
Delivered	5.1 M	5.2 M	5.2 M	
CTR	0.77%	0.97%	0.76%	
Unsub%	0.08%	0.09%	0.07%	

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Moments Solos: Heatmaps

July Highlights:

- Hero drove most click activity at 35%.
- **NFL Moment** drove the most clicks in the Moments module, followed by Chicago Cubs VIP access, wellness retreat at the W Verbier and the curiosity room by TED.

August Highlights:

- **Hero and Moments** module were tied for top engagement at 38% of clicks each. Volume of clicks for each of these two modules was almost double compared to July and Sept.
  - Higher engagement with Hero and Moments module did not take clicks away from the other modules; engagement was maintained across other modules, which overall drove the higher CTA of 1.19% in August.

September Highlights:

- Most of the clicks went to the Moments module – 40% of all clicks.
- The hero drove 32% of clicks

Recommend adding member point balance for those at a threshold to show amounts of points to redeem. Could also test including "starting at" redemption amounts in the email.

33

July 2022
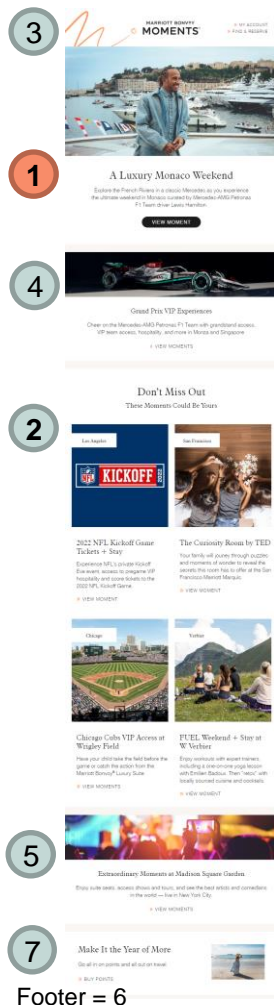
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August 2022
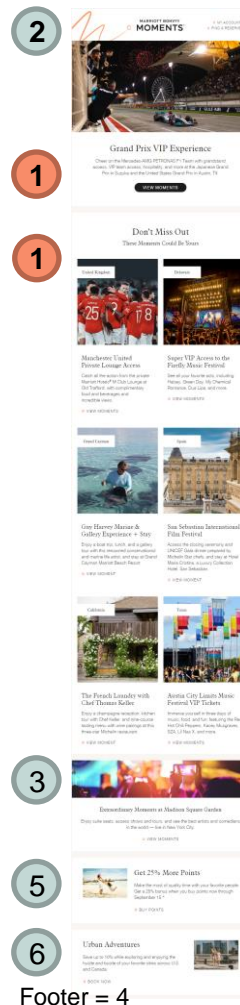
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September 2022
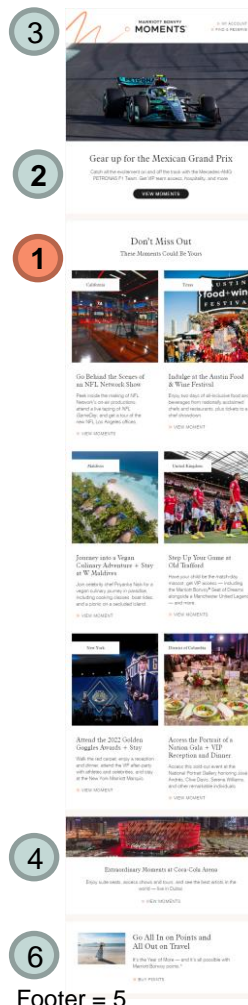
Footer = 5

Uber Solos: Engagement Summary

Bonvoy Avgs for Comparison:
CTR – 1.0%
Unsub% -- 0.21%

	Jul-22	Aug-22	Sep-22	Total
Delivered	343.2 K	330.7 K	363.3 K	**1.0 M**
Clicks	8.0 K	7.1 K	10.2 K	**25.3 K**
CTR	2.33%	2.16%	2.80%	**2.44%**
Unsub %	0.03%	0.02%	0.03%	**0.02%**

- Total monthly deliveries include versions for Eats Only, Rides Only and Linked-No Transactions. In Q3, we saw highest engagement in September with an overall 2.80% CTR and 10.2K clicks.
- Unsub rates were very low overall – a good sign of audience health and relevant content/messaging.

- Comparing engagement among each email version, the **Linked – No Transactions version (which promoted both Uber Eats and Uber Rides) drove the highest and above average CTRs each month** – 3.51% in July, 3.01% in Aug and 4.60% in Sept.
- **The Linked - Eats Only version (promoted Uber Rides)** also drove notable and above average engagement each month.
- The **Linked - Rides Only version (promoted Uber Eats) saw much lower engagement** and was below the 1.0% average each month.

| Version	JULY				AUGUST				SEPTEMBER			
	Delivered	Clicks	CTR	Unsub%	Delivered	Clicks	CTR	Unsub%	Delivered	Clicks	CTR	Unsub%
LINKED - EATS ONLY	109.5 K	2.5 K	2.29%	0.03%	106.2 K	2.6 K	2.40%	0.02%	112.1 K	2.7 K	2.43%	0.03%
LINKED - NO TRANSACTIONS	136.5 K	4.8 K	**3.51%**	0.02%	127.0 K	3.8 K	**3.01%**	0.02%	143.4 K	6.6 K	**4.60%**	0.03%
LINKED - RIDES ONLY	97.3 K	691	0.71%	0.03%	97.4 K	754	0.77%	0.02%	107.8 K	855	0.79%	0.02%
Grand Total	**343.2 K**	**8.0 K**	**2.33%**	**0.03%**	**330.7 K**	**7.1 K**	**2.16%**	**0.02%**	**363.3 K**	**10.2 K**	**2.80%**	**0.03%**

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Uber Solos: Heatmaps
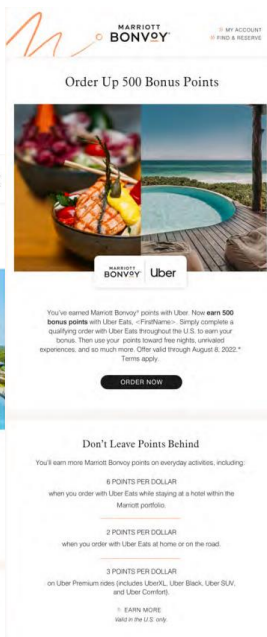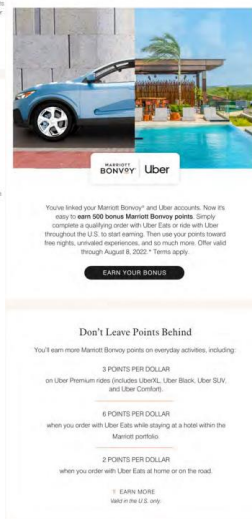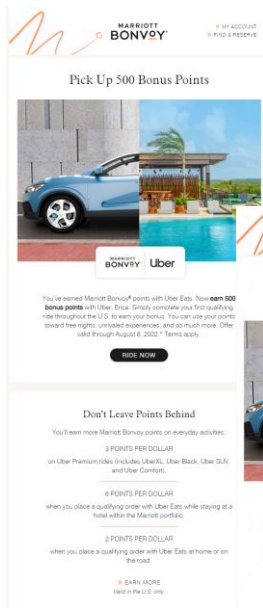
- The hero and header were consistently the top two click activity drivers each month, with the hero driving the highest rate of clicks.

- The Linked – No Transactions email version which promoted both Uber Eats and Uber Rides saw the highest engagement with the hero each month.

Email Version / Module	Jul	Aug	Sep
Linked - Eats Only			
Header	6.31%	6.28%	4.49%
Hero	88.49%	88.85%	90.92%
Don't Leave Points Behind	2.95%	2.80%	2.58%
Footer	2.26%	2.08%	2.01%
Linked - Rides Only			
Header	14.42%	21.79%	13.97%
Hero	75.79%	70.55%	75.24%
Don't Leave Points Behind	4.10%	4.24%	4.97%
Footer	5.69%	3.42%	5.82%
Linked - No Transactions			
Header	4.23%	5.37%	2.72%
Hero	**93.52%**	**92.39%**	**95.34%**
Don't Leave Points Behind	1.17%	0.83%	0.87%
Footer	1.07%	1.41%	1.08%
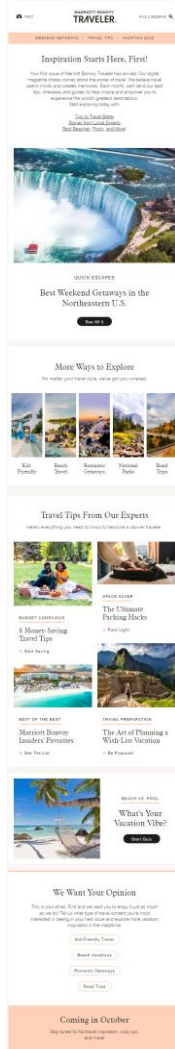
Traveler New Reader Template
Launched Sept 2022
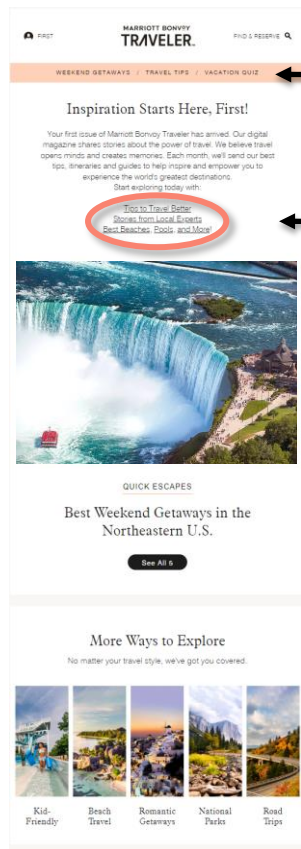
Navigation bar with anchor links takes the reader to respective articles within the email

Links to related articles on Traveler.com

Geo-targeted hero -- our most-engaging hero approach for Traveler audience based on previous performance

Top-performing nav bar module with some of our most popular articles from previous issues
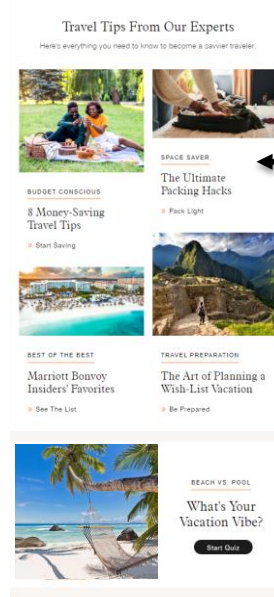
Top-performing curated module with some of our most popular articles from previous issues

Quiz link to Traveler.com – popular "beach vs. pool"
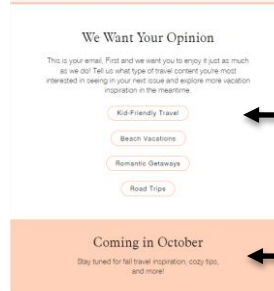
Interactive poll to gauge new readers' interest in travel topics to be included in future content in regular newsletter

Teaser for next issue

Traveler Newsletter Template Refresh
Launched Sept 2022
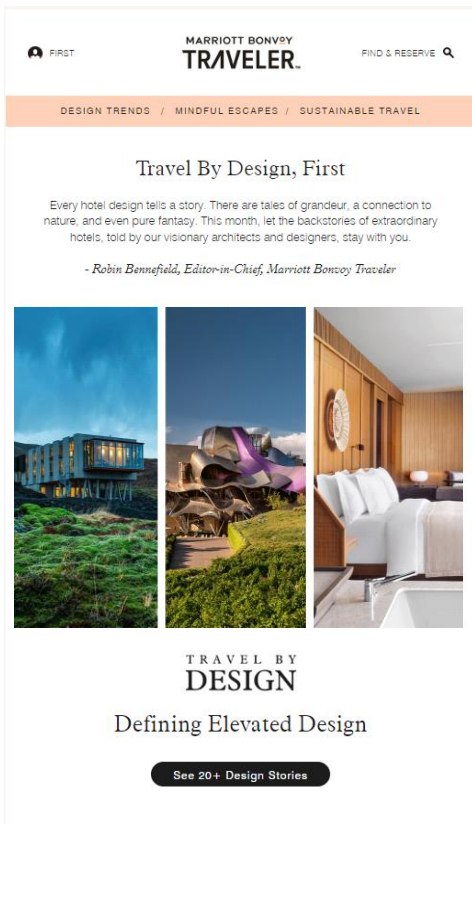
Sept Theme: Travel by Design
(U.S. Version)

New Features:

- Overall design aligns more closely with Bonvoy branding and pulls through **updated design elements from Traveler.com** – such as font and CTA styles
- More **mobile-optimized imagery**
- New **header navigation bar** with anchor links to highlight stories deeper within the email and further drive engagement
- **More concise intro letter** for less scrolling to get to hero
- **How To Travel Better module** – sustainable travel monthly editorial + interactive look and feel
- New **emoji CTA for the podcast module**
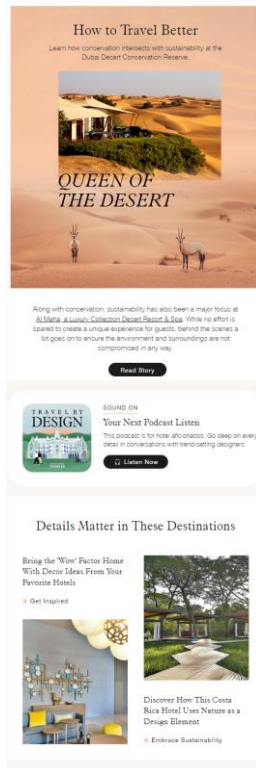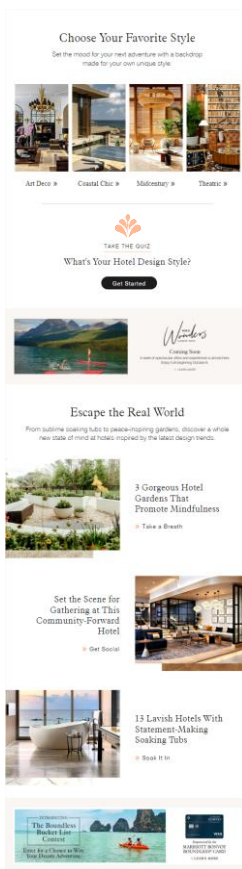
TESTING &

OPTIMIZATION RESULTS

Summary of Q3 PCIQ insights

Wanderlust: Hero image tests

Lux MAU: Hero CTA copy test

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Subject Line PCIQ: Lux MAU Q3 2022

- 'Personalization' and 'Short' tag combo continued to lead as top performer followed by 'Intrigue' 'Long'.

- Proceeding with leveraging 'Personalization, Short' as established best practice moving forward and discontinue subject line testing

- Begin to leverage PCIQ testing for preheader testing around differentiated copy approaches including theme and destinations to further understand what tone resonates most with readers

Campaign Date	Subject Line	Tags	Unique Open Rate
	[Fname's][Your]Account Update	Personalization, Short	24.49%
	[Fname's][Your]Account Update: Luxury Beach Resorts	Personalization, Intrigue	21.12%
7/14/2022	[Fname's][Your]Account Update: Breathtaking Beach Resorts, Travel Offers, and More	Personalization, Long	20.59%
	[Fname's][Your]Account Update	Personalization, Short	13.26%
	[Fname's][Your]Account Update: Idyllic Pools	Personalization, Intrigue	11.12%
8/11/2022	[Fname's][Your]Account Update: Stunning Pools, End-of-Summer Inspiration, and more	Personalization, Long	11.12%
	[Fname's][Your]Account Update	Personalization, Short	24.13%
	[Fname's][Your]Account Update: Weekend Getaways	Personalization, Intrigue	20.34%
9/8/2022	[Fname's][Your]Account Update: Weekend Getaways for Every Type of Traveler and more	Personalization, Long	19.99%

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Subject Line PCIQ: Traveler Aug and Sep 2022

Deployment Date	Subject line	UniqueOpenCoun	DeliveredCount	Tag	Unique_Open_Rate
	[Fname,]You Might Just Discover the Hotel of Your Dreams..	270,455	1,259,923	Intrigue,Personal	21.47%
	Extraordinarily Designed Hotels to Add to Your List Today	269,133	1,260,952	Direct,Urgency	21.34%
	Explore Extraordinary Hotel Designs Around the World	264,440	1,260,472	Direct	20.98%
	Do These Stunning Hotel Designs Catch Your Eye? 👀	264,453	1,261,787	Intrigue,Question,Emoji	20.96%
9/17/2022	Where to Find the Most Stunning Hotels Around the Globe	263,072	1,261,691	Solution	20.85%

Date	Subject line	Tag	Delivered	Opens	Unique_Open_Rate
	[Fname,]11 Travel Hacks You Need Now	Listicle, Personal, Urgency	1,169,095	263,553	22.54%
	Become a Savvier Traveler	Direct	1,169,734	260,572	22.28%
	Are these travel hacks part of your routine?	Intrigue, Question	1,170,784	260,519	22.25%
	Could you be a savvier traveler? Find tips inside!	Question, Solution	1,169,346	255,842	21.88%
8/20/2022	How to Be a Smarter Traveler	Emoji, How To	1,169,838	254,561	21.76%

Insights:
1. SL containing Listicle, Personal, Urgency performed best. Listicle had been underperforming previously. However, SLs with Personalization were performing well in the previous deployments. SLs with Personalization could be driving the SL performance.
2. SLs with a Question ranked 3rd and 4th.
3. SLs containing **How to** had lowest open rates.

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Hero Headline PCIQ: Traveler August 2022

Date	Headline	Tag	Rest		Engaged		TOTAL		Total CTR
			Delivered	Clicks	Delivered	Clicks	Delivered	Clicks	
	11 Travel Hacks Our Experts Swear By	Listicle	3,343,299	37,187	560,806	13,654	3,904,105	50,841	1.30%
	Want to Travel Like a Pro? These Tips Will Get You The	Question, Intrigue	3,341,623	32,617	558,556	12,078	3,900,179	44,695	1.15%
8/20/2022	Save Time and Money With Our Travel Expert Tips	Action-Oriented	3,340,821	32,155	559,473	11,512	3,900,294	43,667	1.12%

For comparison (June vs. August):

Date	Category	Delivered	Clicks	CTR
	Overall	855,510	7,412	0.87%
	Engaged	263,597	3,552	1.35%
6/18/2022	Rest	591,913	3,860	0.65%
	Overall	11,704,578	139,203	1.19%
	Engaged	1,678,835	37,244	2.22%
8/20/2022	Rest	10,025,743	101,959	1.02%

Assumption:
Customers who did not have any Headline information were not considered.

Insights:
1. Overall click rates have increased in August compared to June. Total deliveries have also increased (855k vs 11M).
2. Engaged segment had better click rates.
3. Listicle tag had highest click rate and Action-Oriented had lowest click rates.

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Earn Every Day Checklist Solo: July PCIQ Subject Line Insights

Deployment Date	Subject line	UniqueOpenCount	DeliveredCount	Tag	Unique_Open_Rate
	[Fname,]Earn Your Way to More Vacay	88,396	500,954	Personal	17.65%
	How to Earn a Free Vacation	85,809	486,510	How to	17.64%
7/7/2022	8 Ways to Earn Free Vacation	85,013	494,696	Listicle	17.18%

- Personalization and How To performed about the same among the 3 tags; additional testing needed to trend results.

- Continuing to test PCIQ subject lines as we launch Phase 2. Will look for opportunities to:
  - test other tags that have performed well in other campaigns, such as Intrigue and Authority
  - test combos where it makes sense
  - test within each target segment

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Project Wanderlust Solo: A/B Hero Image Tests

Sept Short

Sept Tall

Test Overview:

- Tall vs. short hero image test targeting Bonvoy members; random 50/50 split
- Test designed to understand if image height impacts engagement; same test treatment for desktop and mobile

Test Results:

- **Mobile users overall responded more favorably to the shorter hero; mixed results for desktop users**
  - In May, the tall hero drove better performance in desktop, while short performed better in mobile; in June the tall hero performed better with click volumes, but the short hero drove more clicks from mobile and a better CTR across both devices; and in August and September the short hero drove better performance across both devices.
- Recommend leading with the shorter hero layout when possible, given most of our recipients open on mobile (60+%).

Aug Short

Aug Tall

Both hero versions were animated.

Month	Versions	Delivered	Desktop		Mobile		Desktop		Mobile	
			Clicks	Clicks Lift	Clicks	Clicks Lift	CTR	CTR Lift	CTR	CTR Lift
September	**Short**	6.3 M	**21,641**	**3.95%**	**14,073**	**3.60%**	**0.35%**	**+0.02 pts.**	**0.22%**	**0.00 pts.**
	Tall	6.3 M	20,818		13,584		0.33%		0.22%	
August	**Short**	6.2 M	**16,020**	**5.07%**	**8,708**	**13.40%**	**0.26%**	**+0.01 pts.**	**0.14%**	**+0.02 pts.**
	Tall	6.2 M	15,247		7,679		0.25%		0.12%	
June	**Short**	1.0 M	13,771		**9,438**	**5.36%**	**1.43%**	**+ 0.01 pts.**	**0.98%**	**+0.06 pts.**
	Tall	1.0 M	**13,923**	**1.10%**	8,958		1.42%		0.92%	
May	**Short**	1.0 M	16,302		**12,305**	**4.08%**	1.62%		**1.22%**	**+0.06 pts.**
	Tall	1.0 M	**16,858**	**3.41%**	11,823		**1.65%**	**+0.03 pts.**	1.16%	

ACTIONABLE INSIGHTS

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Actionable Insights

- Leverage insights from Titanium Elite email inbox overview to influence messaging mix
  - Continue planning for a weekly inbox mix of desired outcomes: inspire, educate, and drive bookings
  - Track inbox mix after launching previous and net-new loyalty triggers (Basic and Elite levels)
- Core MAU
  - Test heroes that present several offers to understand which one drives more engagement during non-promo months
  - Low LOE instead of having to A/B test (leverage a carousel type of module with links to different offers; track click activity and bookings)
- Moments solos
  - Consider adding member point balance for those at a determined point threshold as a reminder of redemption opportunity.
  - Test "starting at" redemption amounts in the email.
- Lux MAU
  - Continue to optimize offer content at the luxury segment level, as offer content continues to resonate with L2B and L3, while L1 and L2A show less engagement
  - Leverage insights from hero CTA testing in July & August to lift click activity
- Plans are in place to utilize STO in as many campaigns as possible, as well as creating holdout groups for 2 to 3 campaigns each quarter to measure optimization efforts

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INDUSTRY EXAMPLES

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Industry Examples**: American Express Member Week (Oct 10-14)**

10/3 (Pre-launch)
SL: Diana, tune in October 10th–14th for a week of amazing offers
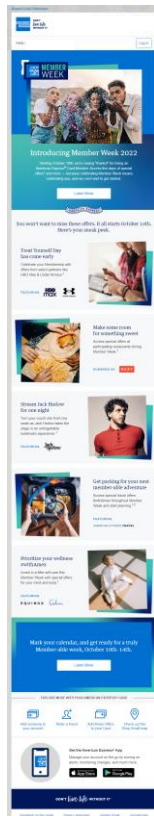
10/10 (Shopping)
SL: Kick off Member Week 2022 with exciting offers from American Express.
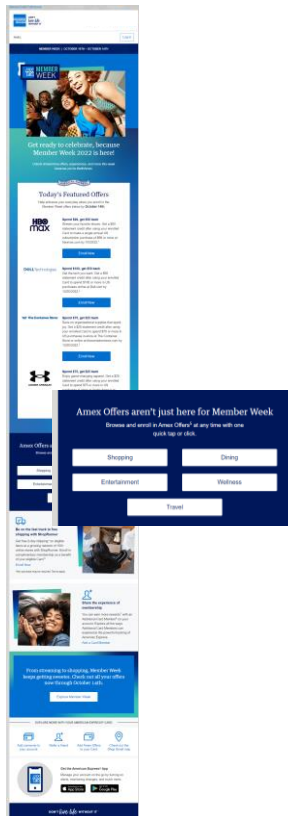
10/11 (Dining)
SL: Diana, you have a seat at the table #withAmex

10/12 (Experiences)
SL: Diana, an exclusive Jack Harlow concert and more

10/13 (Travel)
See how far American Express can take you during Member Week
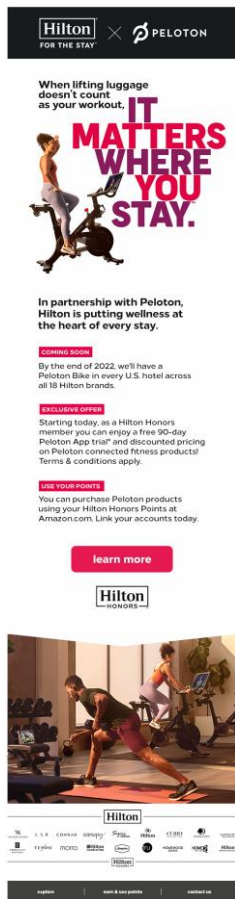
10/14 (Wellness)
It's the last day to enroll in your Member Week offers!

Industry Examples: **American Express Member Week (Landing Page, Post-Promo)**
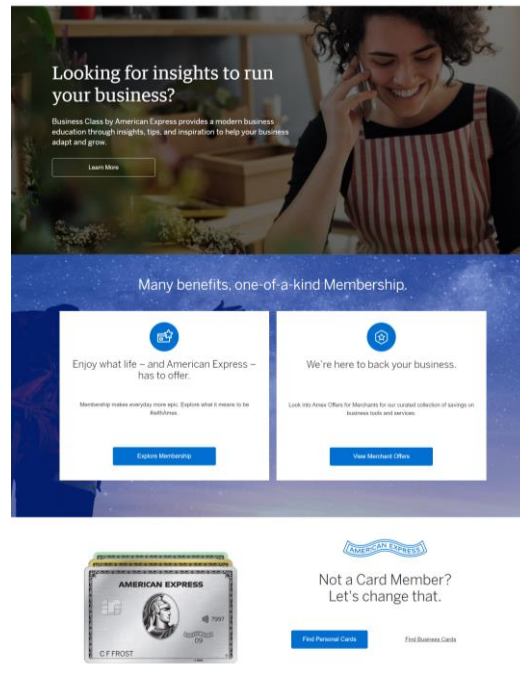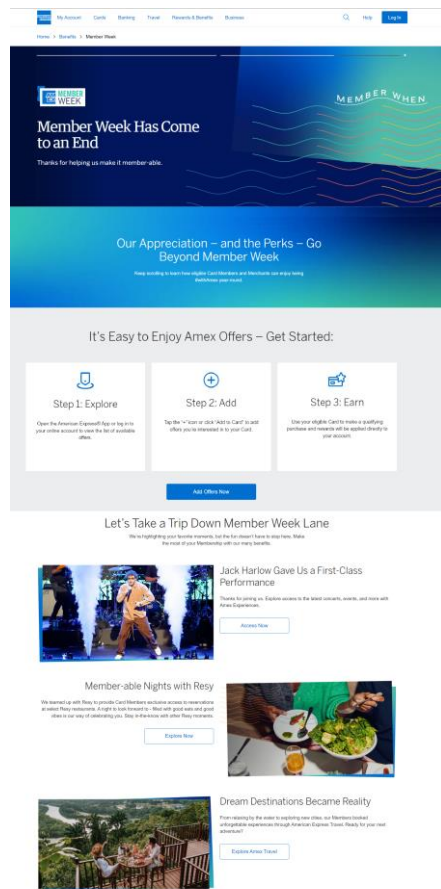
Industry Examples: **New Hilton Partnership**

Hilton + Peloton Partnership

SL: We're teaming up with Peloton, our partner in travel wellness

- Co-branded partnerships / creative design
- Scannable, scroll-friendly creative
- Exclusive member discount
- Redemption messaging through linking account to Amazon.com

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Industry Examples: **Welcome Email (Cobrand ECM)**

Chase + United Explorer Card

SL: Jennifer, welcome to your new United℠ Explorer Card

- Includes poll with response in the email
- Could use poll clicks for retargeting email or content in future deployment

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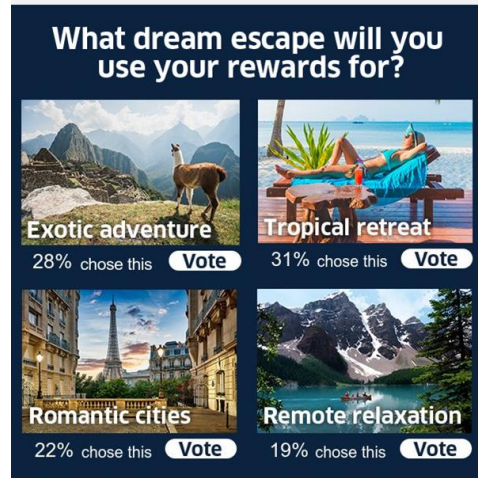
Industry Examples: **Welcome Email / Upcoming Flight**
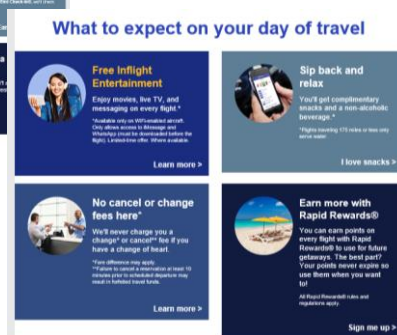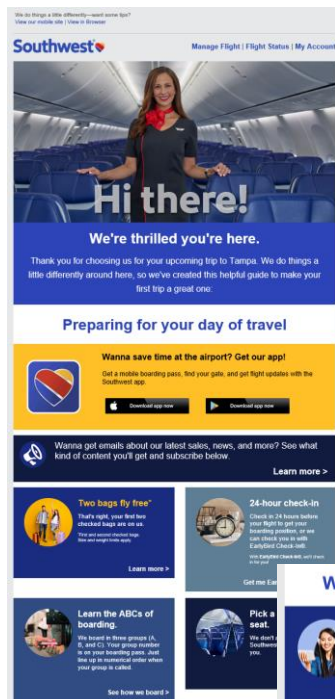
Southwest Airlines

SL: Well, hi Jennifer! Can't wait to meet you.

- Includes preparation messaging
  - Relevant positioning of Mobile app download message
  - Prominent placement of email preferences update

- Outlines what to expect on your day of travel

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Industry Examples: **Anniversary Solo**
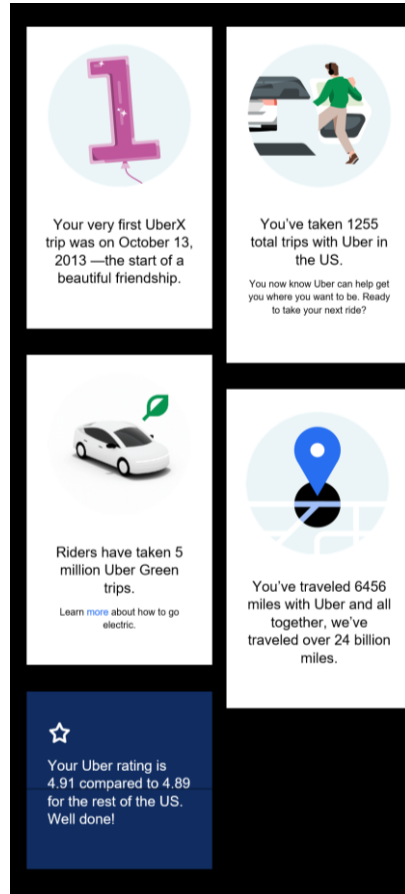
Uber

SL: It's the 10-year anniversary of UberX 🎉

- Nice way to mix a riders personal stats with corporate level stats

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Thank You!

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APPENDIX

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Campaign Dashboard Categories

Categories	Category Description	For Example…
Brand	MI branded messages where the "friendly from" name is the actual brand name or business partner uses METT optimization	Brand BPP emails, HVMI Solos, and other branded Solos
Cobrand CC	Solo messages exclusively featuring a cobranded credit card	Acquisition and ECM campaigns (Welcome, Solos, Events)
Continent Marketing	Field-sponsored, solo marketing campaigns (NOT METT)	Regional Solos, Americas, Bonvoy Escapes
Core Marketing	Marketing campaigns intended to drive conversion and revenue, and not otherwise defined elsewhere (Moments, Partner, Boutiques, etc.,)	MAU, Program Solos, Abandoned Search, Holiday messages, MBV Boutiques
METT	Offers and targeting submitted and deployed through the Field METT Tool that run through METT optimization	Field METTs, Property Promotions
Informational	Service or transactional messages (may or may not have transactional footer)	Points Sharing, Research/Survey, CEC, Apology
Lifecycle	Triggered messaging to move customers through loyalty program lifecycle	Welcome, Achievers, Redemption, On Boarding
Moments	Includes Moments Solos, METTs and Bi-Monthly/Recurring campaigns	Special Events, Bi-Monthly Solos
Partner	Campaigns featuring Loyalty partner	Your World Rewards, United Airlines, Hertz, Cruises Only
Promotions	Includes Global Promo, Algorithmic Targeted Marketing and Model-based Offers	ATM, Points.com, Global Promotion Announcement & Reg Confirmations
Regional	Global / Local campaigns sent by regional offices	Project SILK, Escapes, Off-Folio
Travel Inspiration	Messages that inspire travel and share travel tips & trends	Traveler, Project Wanderlust

Sept 2022 Performance Overview

	Monthly	Sep-22	MoM	YoY	vs. Avg.
Engagement	**Delivered**	**178.8 M**	-9.9% -19.7 M	-12.0% -24.3 M	-12.2% -24.8 M
	Clicks	**1.7 M**	-1.9% -33.0 K	-28.7% -690.8 K	-17.3% -358.6 K
	CTR	**1.0%**	+0.1 pts.	-0.2 pts.	-0.1 pts.
	***Unsub%**	**0.20%**	+0.03 pts.	+0.01 pts.	-0.02 pts.
Financials	**Bookings**	**15.3 K**	3.7% 547	-9.5% -1.6 K	-19.1% -3.6 K
	Room Nights	**33.5 K**	1.6% 544	-13.4% -5.2 K	-21.3% -9.1 K
	Revenue	**$6.2 M**	-0.1% -$7.4 K	-8.3% -$563.3 K	-21.5% -1.7 M
	Conv%	**0.89%**	+0.05 pts.	+0.19 pts.	-0.04 pts.

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Financial Trends

Financial Trends 2021-2022

Bookings ▬ Revenue ━●━

	Jul '21	Aug '21	Sep '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22	Mar '22	Apr '22	May '22	Jun '22	Jul '22	Aug '22	Sep '22
Revenue	$9.5 M	$7.5 M	$6.8 M	$11.2 M	$6.8 M	$6.8 M	$9.5 M	$8.4 M	$10.2 M	$10.5 M	$8.4 M	$5.7 M	$4.9 M	$6.2 M	$6.2 M
Bookings	24.8 K	18.7 K	16.9 K	26.7 K	18.2 K	17.9 K	21.0 K	18.4 K	23.8 K	26.3 K	18.8 K	12.9 K	11.3 K	14.8 K	15.3 K

Sep '22

Bookings
+3.7% MoM
-9.5% YoY

Revenue
-0.1% MoM
-8.3% YoY
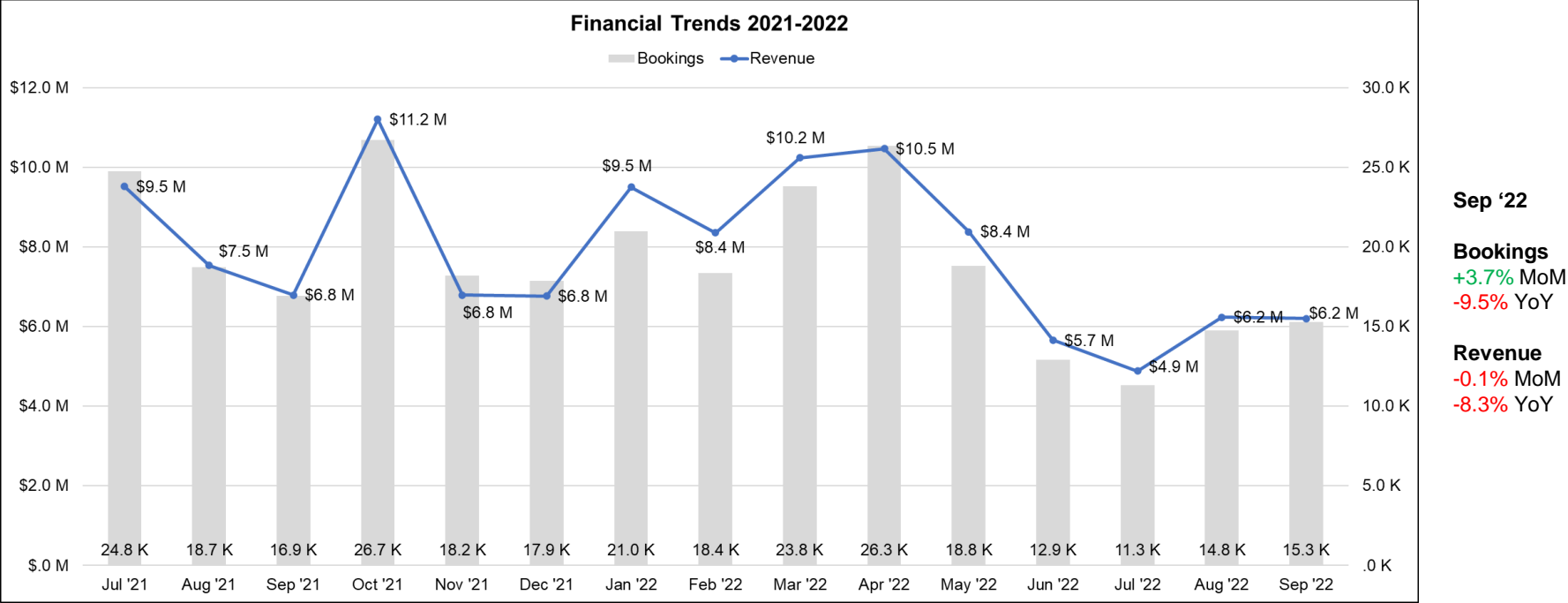
Financial data: Omniture 7-day cookie

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September 2022 YTD CTR Trends by Campaign Type

- Compared to 2021, most campaigns have seen slight declines in CTR across 2022.
- Comparing Sep YoY, Engagement, METT and MAU campaigns saw an increase in overall CTR, while Lifecycle, Partner and Promotions campaigns saw a decline (note: no Brand mailings in Jul 2022 and Sep 2022).
- Overall, YoY CTR variances vary depending on the campaign and can be impacted by offer/message timing and delivery volume compared to 2021.

Campaign Type	Year / Variance	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Brand	2021	2.18%	2.11%	1.89%	1.87%	1.94%	1.89%	2.16%	1.87%	1.98%
	2022	2.61%	1.60%	1.59%	1.40%	0.88%	1.20%	--	0.62%	--
	22 vs '21	0.4%	-0.5%	-0.3%	-0.5%	-1.1%	-0.7%		-1.3%	
Engagement	2021	1.16%	0.60%	1.20%	0.87%	1.10%	1.21%	1.17%	0.82%	0.66%
	2022	1.12%	0.71%	1.11%	0.93%	0.95%	0.59%	0.76%	0.81%	0.89%
	22 vs '21	0.0%	0.1%	-0.1%	0.1%	-0.1%	-0.6%	-0.4%	0.0%	0.2%
Field Marketing Tool (METT)	2021	0.79%	0.77%	0.84%	0.76%	0.86%	0.96%	0.90%	0.84%	0.76%
	2022	0.89%	0.63%	0.80%	0.65%	0.79%	0.74%	0.76%	0.75%	0.79%
	22 vs '21	0.1%	-0.1%	0.0%	-0.1%	-0.1%	-0.2%	-0.1%	-0.1%	0.0%
Lifecycle	2021	11.95%	4.54%	19.86%	17.01%	8.98%	2.27%	10.70%	7.67%	15.01%
	2022	4.04%	3.98%	1.70%	13.99%	6.99%	3.92%	4.84%	7.18%	2.56%
	22 vs '21	-7.9%	-0.6%	-18.2%	-3.0%	-2.0%	1.7%	-5.9%	-0.5%	-12.5%
MAU	2021	0.96%	1.16%	1.39%	1.54%	1.37%	1.51%	1.57%	2.11%	1.16%
	2022	1.03%	1.33%	1.08%	1.43%	0.99%	2.83%	0.90%	1.03%	1.51%
	22 vs '21	0.1%	0.2%	-0.3%	-0.1%	-0.4%	1.3%	-0.7%	-1.1%	0.4%
Partner	2021	0.72%	0.69%	0.29%	0.30%	0.48%	0.67%	0.77%	0.36%	0.71%
	2022	0.63%	0.40%	0.37%	0.57%	0.57%	0.51%	0.62%	0.46%	0.40%
	22 vs '21	-0.1%	-0.3%	0.1%	0.3%	0.1%	-0.2%	-0.1%	0.1%	-0.3%
Promotions	2021	1.25%	1.62%	1.10%	0.79%	0.96%	0.90%	1.82%	3.02%	1.62%
	2022	1.65%	0.93%	1.01%	0.92%	1.08%	3.26%	1.28%	0.73%	0.84%
	22 vs '21	0.4%	-0.7%	-0.1%	0.1%	0.1%	2.4%	-0.5%	-2.3%	-0.8%

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Traveler: Newsletter Template Refresh

Header and Hero Only

August 2022
Travel Tips

September 2022
Travel by Design
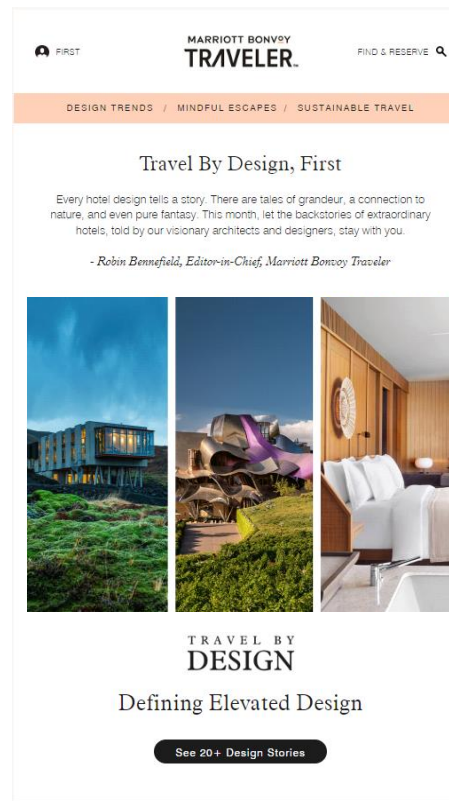
Previous Template →
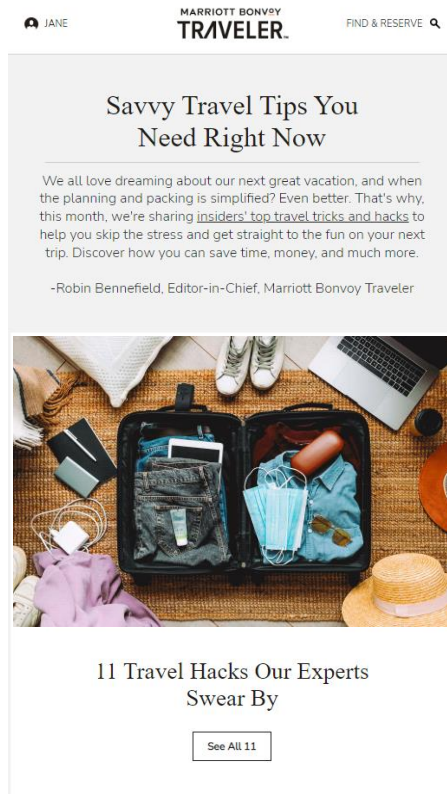
New Template →

Moments Solos Q3 2022: Heat Maps by Luxury Segment

JULY	All Levels Combined	% of Clicks by Luxury Segment				
Modules	**% of Clicks**	**L1**	**L2A**	**L2B**	**L3**	**Non-Lux**
Header	**18.52%**	**24.70%**	**18.52%**	**12.05%**	**9.35%**	**21.92%**
Hero - Monaco Weekend	**34.84%**	**33.53%**	**37.43%**	**37.50%**	**37.86%**	**33.44%**
Grand Prix VIP	**13.57%**	**14.88%**	**16.51%**	**18.36%**	**15.29%**	**11.50%**
Moments	**19.79%**	**9.13%**	**13.64%**	**20.80%**	**25.21%**	**19.12%**
NFL	8.35%	2.78%	4.95%	8.92%	10.94%	8.03%
Curiosity Room by TED	2.41%	1.49%	1.80%	2.14%	2.29%	2.56%
Chicago Cubs VIP	5.75%	2.58%	3.14%	6.07%	8.03%	5.48%
Wellness Retreat W Verbier	3.27%	2.28%	3.74%	3.67%	3.95%	3.05%
Partner Moments	**6.04%**	**2.98%**	**4.88%**	**7.52%**	**9.07%**	**5.21%**
Get More Points	**1.24%**	**1.09%**	**1.94%**	**0.87%**	**1.24%**	**1.36%**
Footer	**6.00%**	**13.69%**	**7.09%**	**2.90%**	**1.98%**	**7.44%**
Unsubscribe	3.49%	9.03%	4.28%	1.34%	0.82%	4.47%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

AUGUST	All Levels Combined	% of Clicks by Luxury Segment				
Modules	**% of Clicks**	**L1**	**L2A**	**L2B**	**L3**	**Non-Lux**
Header	**10.80%**	**16.46%**	**11.62%**	**5.77%**	**5.21%**	**13.31%**
Hero - Grand Prix VIP	**37.77%**	**34.23%**	**40.37%**	**42.36%**	**40.40%**	**35.67%**
Moments	**37.79%**	**31.13%**	**34.97%**	**41.04%**	**43.46%**	**36.02%**
Man United	7.45%	2.44%	3.19%	5.17%	5.78%	4.96%
Firefly Music Festival	5.05%	4.07%	4.66%	5.39%	4.86%	4.97%
Guy Harvey Marine Event	5.37%	7.50%	10.63%	13.31%	14.71%	9.62%
San Sebastian Film Festival	3.97%	4.07%	3.19%	4.47%	5.71%	5.76%
French Laundry	10.94%	8.96%	8.80%	8.41%	7.64%	6.98%
Austin City Limits Festival	5.02%	4.07%	4.50%	4.30%	4.76%	3.72%
Partner Moments	**5.54%**	**3.83%**	**6.02%**	**6.54%**	**7.19%**	**4.95%**
Get More Points	**1.84%**	**2.85%**	**1.94%**	**1.35%**	**1.32%**	**2.08%**
Urban Adventures	**1.63%**	**0.81%**	**0.84%**	**1.11%**	**1.24%**	**1.92%**
Footer	**4.62%**	**10.68%**	**4.24%**	**1.82%**	**1.17%**	**6.04%**
Unsubscribe	3.23%	6.60%	2.41%	1.14%	0.59%	4.33%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

SEPTEMBER	All Levels Combined	% of Clicks by Luxury Segment				
Modules	**% of Clicks**	**L1**	**L2A**	**L2B**	**L3**	**Non-Lux**
Header	**14.05%**	**21.98%**	**14.74%**	**8.11%**	**7.06%**	**16.95%**
Hero - Mexican Grand Prix	**32.08%**	**31.23%**	**36.47%**	**36.56%**	**35.17%**	**29.94%**
Moments	**40.49%**	**28.84%**	**34.33%**	**44.23%**	**45.96%**	**38.82%**
NFL Network Show	5.27%	3.81%	3.32%	5.72%	6.22%	5.07%
Austin Food & Wine Festival	13.19%	6.64%	9.20%	13.41%	14.99%	13.12%
Culinary Adventure at W Maldives	8.72%	8.05%	7.96%	8.90%	9.22%	8.63%
Man United	5.70%	4.79%	6.57%	6.99%	6.50%	5.12%
Golden Goggles Awards	2.92%	2.39%	2.98%	3.46%	3.50%	2.66%
Portrait of a Nation Gala	4.68%	3.16%	4.29%	5.75%	5.52%	4.22%
Partner Moments	**6.20%**	**3.37%**	**6.44%**	**7.58%**	**8.83%**	**5.41%**
Buy Points	**1.91%**	**2.72%**	**1.52%**	**1.46%**	**1.63%**	**2.10%**
Footer	**5.27%**	**11.86%**	**6.51%**	**2.06%**	**1.34%**	**6.79%**
Unsubscribe	3.46%	8.49%	3.60%	1.19%	0.72%	4.54%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

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Lux MAU: July '22 Offer Test

- Performed an A/B offer test for L1 segment to assess engagement with different offer types including differentiating amount of offers shown for each segment:

  - **Segment A: 50% of L1 received both offers; Escape to Luxury & Cabo**

  - **Segment B: 50% of L1 received one offer; Escape to Luxury**

- Although offer module drove more clicks overall for L1 segment that received both offers; overall click activity was within 7 clicks for both Segment A and B

  - For the bookings generated in July they were attributed to the member module/account box

- Continue to test offer strategy including rolling out offer testing to other luxury segments

Results by Segment	L1- Cabo No	L1- Cabo Yes	Everyone Else	Total
Total Delivered	183.4 K	183.4 K	1.5 M	**1.8 M**
Total Clicks	2.4 K	2.4 K	38.6 K	**43.5 M**
Total CTR	1.33%	1.33%	2.67%	**2.40%**
Offer Module Clicks	72	189	4.2 K	**4.4 K**
Offer Module CTR	0.04%	0.10%	0.29%	**0.25%**
Escapes Offer Clicks	72	51	803	**926**
Escape Offer CTR	0.04%	0.03%	0.06%	**0.05%**
Cabo Offer Clicks		138	3.4 K	**3.5 K**
Cabo Offer CTR		0.08%	0.23%	**0.19%**

Performance Metrics
Lift comparison for those that received both offers

Total Clicks: **-0.29%** (**7 less clicks**)

Offer Module CTR: **+0.06pts.**

Maximize Every Travel Moment

Escape to Luxury

Enjoy exclusive access to luxury experiences in some of the most inspiring destinations around the world.

≫ SEE OFFER

JW Marriott Los Cabos Beach Resort & Spa

Elevate your summer escape or simply explore your destination from an entirely different perspective with our suite offer.

≫ BOOK A SUITE

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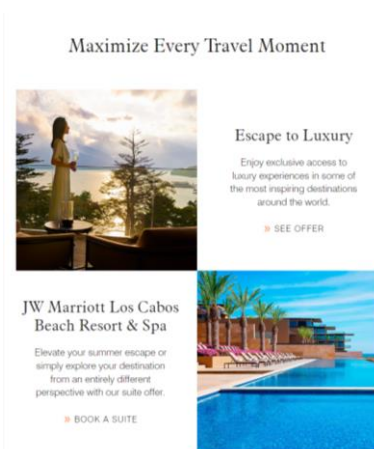
Lux MAU: July '22 Hero CTA Copy Test Results

- **CTA 1: SEE THE RESORTS (Challenger)**
- **CTA 2: PLAN YOUR ESCAPE (Control)**

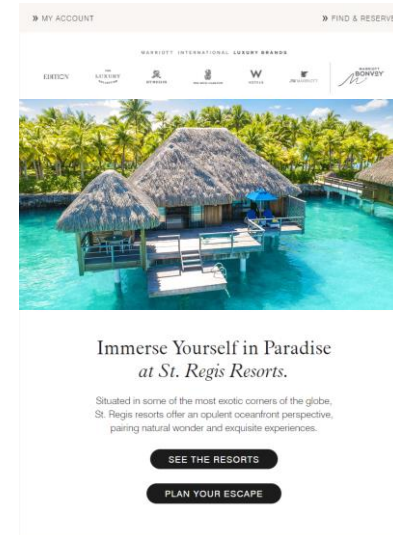| HERO CTA Performance Results	L1	L2A	L2B	L3	Total
Challenger					
Total Delivered	183,385	94,173	491,646	138,104	**907,307**
Module Clicks	872	614	5,413	2,036	**8,935**
Module Clicks Lift	+37%	+18%	+36%	+47%	**+37%**
Module CTR	0.48%	0.65%	1.10%	1.47%	**0.98%**
Module CTR Lift	+0.13pts.	+0.10pts.	+0.29pts.	+0.47pts.	**+0.27pts.**
Bookings	0	0	7	1	**8**
Control					
Total Delivered	183,385	94,173	491,646	138,104	**907,307**
Module Clicks	637	519	3,973	1,381	**6,510**
Module CTR	0.35%	0.55%	0.81%	1.00%	**0.72%**
Bookings	0	2	13	2	**17**

Immerse Yourself in Paradise at St. Regis Resorts.

Situated in some of the most exotic corners of the globe, St. Regis resorts offer an opulent oceanfront perspective, pairing natural wonder and exquisite experiences.

SEE THE RESORTS

PLAN YOUR ESCAPE

- Comparable to March Challenger drove more hero CTA clicks and a higher CTR than Control version
  - In March additional bookings were captured for Challenger whereas July had more for Control
- Evaluate August CTA copy test to determine test winner

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Lux MAU: August '22 Hero CTA Copy Test Results

- **CTA 1: EXPLORE POOLS (Challenger)**
- **CTA 2: SEE ALL (Control)**

HERO CTA Performance Results	L1	L2A	L2B	L3	Total
Challenger					
Total Delivered	190,764	97,919	514,391	144,758	**947,832**
Module Clicks	1,907	1,373	10,111	3,697	**17,088**
Module Clicks Lift	-7.2%	-1.6%	-1.5%	-1.3%	-2.1%
Module CTR	1.00%	1.40%	1.97%	2.55%	**1.80%**
Module CTR Lift	-0.08 pts	-0.03 pts	-0.02 pts	-0.04 pts	-0.04 pts
Bookings	4	11	80	28	**123**
Control					
Total Delivered	190,764	97,919	514,391	144,758	**947,832**
Module Clicks	2,055	1,396	10,260	3,745	**17,456**
Module CTR	1.08%	1.43%	1.99%	2.59%	**1.84%**
Bookings	4	6	74	22	**106**

Picturesque Pools,
In Dreamy Destinations.

Whether you prefer to be surrounded by the smooth, cool water or enjoy its meditative movement from the shade of a cabana, these stunning pools will inspire you to plan your next exceptional escape.

EXPLORE POOLS

SEE ALL

- CTAs that lead with "See" continue to drive more click engagement across all three tests

- Booking volume is more varied with Challenger driving more bookings than Control in August

- Continue to leverage copy that entices readers to explore and learn more about properties

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