



November 2016 Marriott Rewards Email Program Review

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January 12th, 2017



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November 2016 Summary Program Review

November 2016 Key Storylines

- ❖ Nov '16 generated 22% more bookings & 36% higher booking per delivered YoY with **30 Days of Members Get It** content featured in 71% of emails delivered
- ❖ Members continued to engage well with **Flash Sale**
- ❖ Linked members did not engage well with Top Offer in **eNews**
- ❖ **Destinations CTO%** was the 2nd highest for WHPH while flat for Core & TSAT YTD
- ❖ **WHPH** continued to respond well to product redemptions as content
- ❖ **Test Summary:** eBreaks creative, MRCC CTA button & offer, Trip Planner icon/pictures, Image testing in Hotel Specials/Offer

Program & campaign performance overview

eNews + HS +

Program Benefits Offers Dest. Solos Lifecycle MRCC METT

Audience	Audience*	18.7 M +1.0%						
	Total	103.8 M	13.1 M	10.4 M	12.0 M	41.9 M	4.9 M	15.2 M
	Delivered	-10.4%	16.6%	19.6%	-14.3%	-29.2%	7.4%	35.7%
	Unsub Rate	0.18% -0.1 pts	0.12% 0.0 pts	0.17% 0.1 pts	0.13% -0.1 pts	0.16% -0.2 pts	0.28% -0.2 pts	0.25% -0.1 pts
Engagement	Delivery Rate	99% 2.9 pts	99% 1.6 pts	99% 3.9 pts	98% 2.6 pts	99% 3.9 pts	97% 4.2 pts	97% -1.5 pts
	Open Rate	21.9% -1.6 pts	22.5% 1.1 pts	16.9% -2.4 pts	20.8% 3.3 pts	21.6% -3.5 pts	33.1% 2.2 pts	22.9% 0.8 pts
	Opens	22.7 M -16.5%	3.0 M 22.3%	1.8 M 4.5%	2.5 M 1.8%	9.1 M -39.1%	1.6 M 15.2%	3.5 M 40.7%
	Click Rate	1.9% 0.3 pts	3.6% 0.5 pts	1.1% -0.5 pts	1.1% 0.2 pts	2.0% 0.7 pts	5.3% -1.0 pts	0.8% -0.0 pts
Financial	Unique Clicks	2.0 M 6.8%	477.3 K 34.4%	117.7 K -18.2%	134.2 K 3.1%	832.1 K 6.1%	259.1 K -10.1%	118.3 K 39.3%
	Click to Open Rate	8.8% 1.9 pts	16.2% 1.4 pts	6.7% -1.9 pts	5.4% 0.1 pts	9.2% 3.9 pts	16.0% -4.5 pts	3.4% -0.0 pts
	Bookings	195.6 K 22.2%	34.4 K 12.2%	10.5 K 9.1%	10.5 K -12.2%	102.2 K 50.3%	20.1 K -10.6%	13.9 K 67.2%
	Revenue	\$67.4 M 22.9%	\$12.4 M 12.0%	\$3.6 M 8.7%	\$3.7 M -2.0%	\$34.6 M 50.0%	\$7.5 M -5.9%	\$4.1 M 63.1%
	Conversion Rate	9.9% 1.2 pts	7.2% -1.4 pts	8.9% 2.2 pts	7.8% -1.4 pts	12.3% 3.6 pts	7.8% -0.0 pts	11.8% 2.0 pts
	Bookings per Delivered(K)	1.9 36.3%	2.6 -3.8%	1.0 -8.8%	0.9 2.4%	2.4 112.1%	4.1 -16.8%	0.9 23.2%

Compared to Nov '15, booking per delivered increased 36%

eNews Conv% down due to large amount of non-booking content

Hotel Specials generated low Open & CTO% due to Nov seasonality and non-booking content

Majority of **Solo** volume supported 30 Days campaign generating above average Conv%

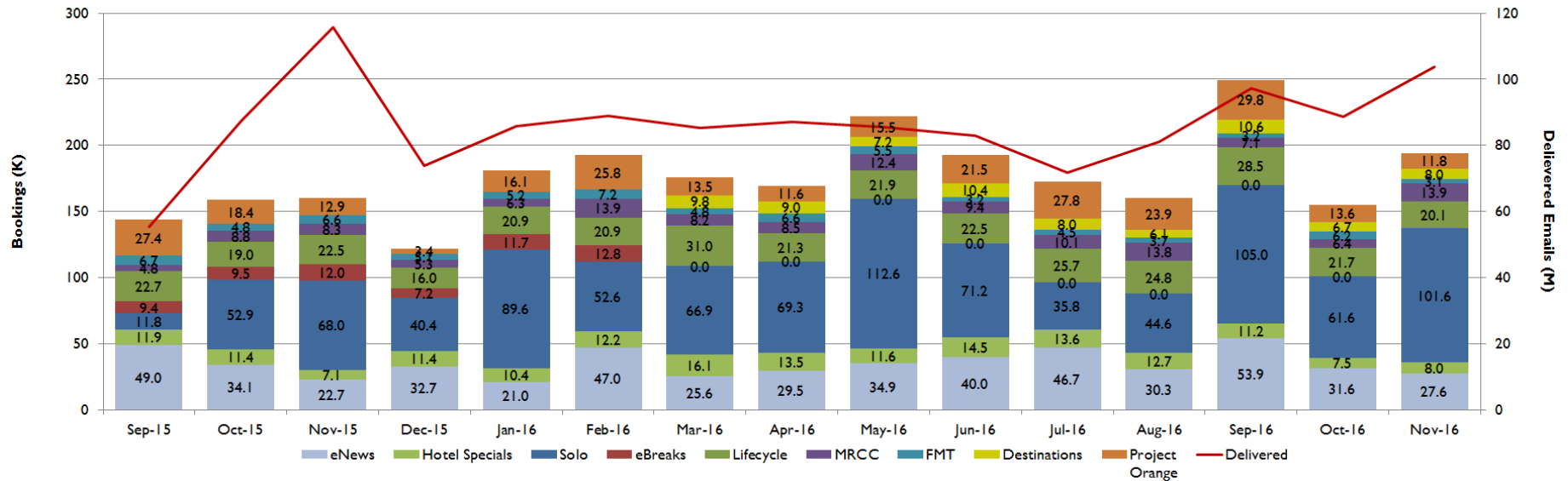
Typical **Lifecycle** YoY KPI decreases due to Onboarding & Anniversary and Post Redemption steady attrition

MRCC YoY success due to ongoing 80 K offer

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

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

2nd highest monthly volume all-time



November Key Solo mailings

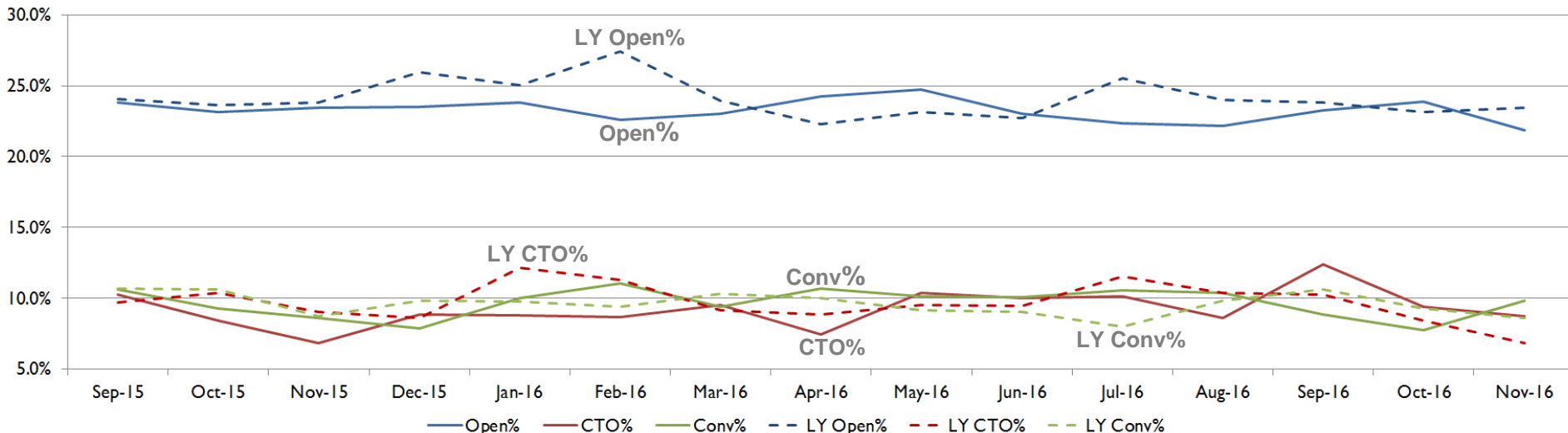
Nov '16:	30 Days – Intro	9.4 M / 40.1 K
	30 Days – Gifts	9.7 M / 21.5 K
	30 Days – Cyber Sale	9.4 M / 14.2 K
	30 Days – Get Moments	9.9 M / 9.5 K

Delivered / EIR Bookings

Nov '15:	Cyber Weekend	12.1 M / 21.1 K
	Mobile Request	11.2 M / 11.2 K
	Holiday Redemption	2.9 M / 10.7 K
	ShopMarriott Holiday	11.6 M / 6.5 K
	SPG Merger	17.0 M / 5.0 K

Delivered / EIR Bookings

30 Days campaign dictated monthly KPIs



Observations:

- **Open%** was lowest since May '13 driven by low **Hotel Specials** Open% and “Members Get It” Solos
- **Overall CTO%** was lower than the YTD program average but 30% higher YoY due to high engagement with account linkage support in **eNews** and “30 Days - Intro” **Solo**
- **Conv%** was flat to YTD averages but 14% higher YoY due to “Members Get it” Solos

+ Key Storylines

30 Days of Members Get It overview

Email Objectives:

- Increase consumer awareness & engagement to specific initiatives thru a cohesive & recognizable campaign across multiple touchpoints
- Increase reach of initiatives & generate greater engagement



Snapshot of results

High level results (As of Nov)

- 30 Days content featured in **71%** of emails delivered
- Supported **~15** independent initiatives
- Compared to comparable Nov '15 Solos* & base communications:
 - 20%** more email volume
 - 13 %** more opens
 - 49%** more bookings
 - 22%** higher booking per delivered

Campaign highlights

- 30 Days modules received above avg click engagement in base communications, particularly from WHPH
- Open rate of 30 Days subject line stayed stable while slightly below YTD avg
- All 30 Days Solos generated above average Conv%

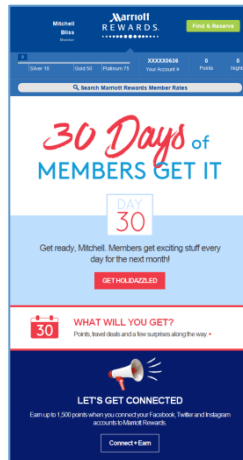
* Nov'15 Solos Cyber weekend, Hertz, Holiday redemption, Holiday Shop Marriott, MB reminder & Plus up

Solo highlights

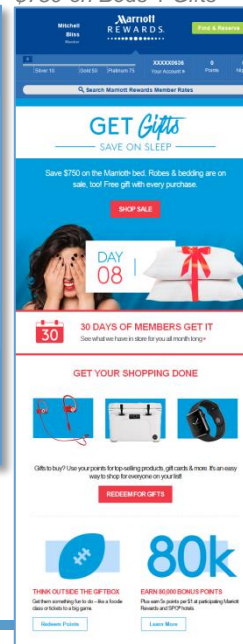
- **Intro** Solo set the tone generating high Open%, CTO% on top of high Conv%
- **Gifts** Solo performed similarly to previous Shop Marriott & holiday redemption Solos
- **Cyber Sale** Solo generated similar performance to previous years Cyber Monday mailings
- **Get Moments** generated higher Email KPIs than other Moments Solos due to support of Flash Sale

Members Get It Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Intro	9.4 M	40.7 K	\$13.6 M	23.2%	14.7%	12.7%	4.3
Get Gifts	9.9 M	9.5 K	\$3.2 M	19.6%	5.6%	8.7%	1.0
Cyber Sale	9.7 M	21.5 K	\$6.9 M	20.4%	7.9%	13.8%	2.2
Get Moments	9.4 M	14.2 K	\$4.9 M	20.6%	5.9%	12.4%	1.5
Total	38.5 M	85.9 K	\$28.7 M	20.9%	8.7%	12.3%	2.2

SL: 30 Days of Members Get It



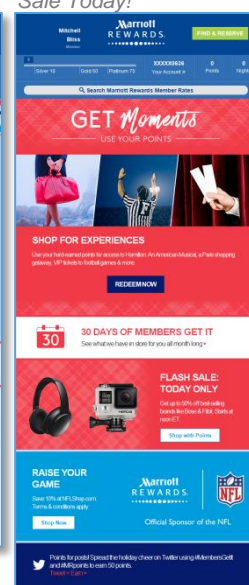
SL: Day 8 of 30: Save \$750 on Beds + Gifts



SL: Day 19 of 30: HUGE Cyber Weekend Sale



SL: Day 24 of 30: Flash Sale Today!



Members engaged well with Flash Sales

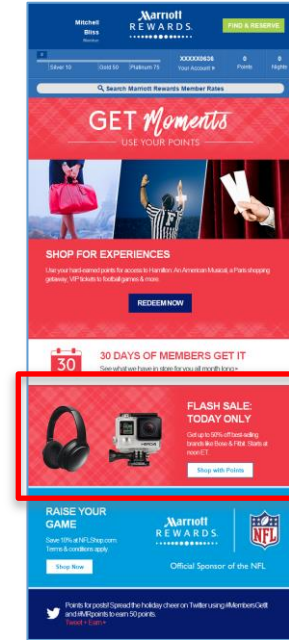
Flash Sales generated:

- Similar clicks as MegaBonus links in Sept & Oct Hotel Specials
- As many clicks as MegaBonus links in Nov Destinations
- The most clicks in the 11/25 Get Moments Solo
- 1.4 M clicks & 165 K bookings Flash Perks (Summer'14)

Opportunities:

- Encourage Flash Sale offerings for future campaigns (GEAR)
- Leverage the compelling elements of a Flash Sale in subject lines & positioning content, highlighting:
 - Expiring offers/deals
 - Expiration dates, time remaining
 - Urgency

Highest clicked in Get Moments Solo

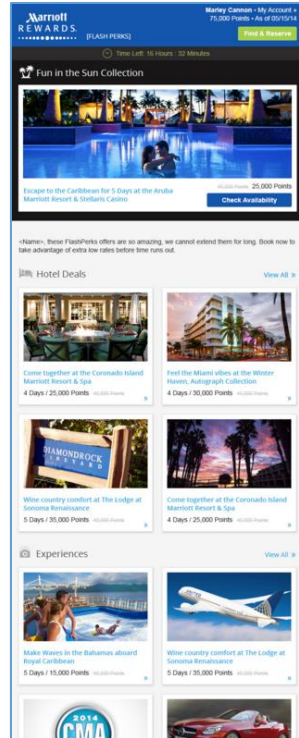


As many clicks as MegaBonus



Flash Sales are a proven concept

Flash Perks (Summer '14) generated
1.4 M clicks & 165 K bookings



Hilton regularly features Flash Sales throughout the year

December



March



Sept



Linked members did not engage with Top Offer

Engagement with Link Account creative to those that linked was low

- Top Offer generated only 5% of email clicks for the ~ 20% of WHPH that linked accounts
- Only 1% for the ~5% of TSAT that have linked accounts*

Opportunities:

Serve alternate content (e.g. MegaBonus) to already-linked members, until new benefits of a merged account become available

Alternatively, provide a stronger call to action for members to click through merged account messaging, for example

- Answer for members: “*How do my points convert to SPG points?*”
- Highlight unique SPG elite level benefit

Link Account messaging may not need top positioning for WHPH

*Core & TSAT leveraged different creative but results were the same

WHPH Top Offer message to linked members



WHPH Top Offer message to non-linked



WHPH value product redemption opps

WHPH engaged well with product redemptions over other content

- Regardless of it's position, WHPH engaged better with product redemptions than Gaylord offer in eNews (below fig.)
- This is consistent with trends that show WHPH engage well with product redemption sections (and TSATs less so)

PO Benefits - WHPH

Your Holiday Headquarters [Find Gifts](#)

Celebrate the Holidays at Gaylord Hotels
Nashville, D.C., Kissimmee or Dallas.
Where will you go?

[Save 20%](#)

Get the Season's Hottest

Use points to buy hot items, like Apple Watch, Fitbit Charge 2, HTC Vive and more.

[Redeem Now](#)

7% higher CTO%
than above

eNews – WHPH control

Holiday Shopping [Shop Now](#)

Get the Season's Hottest Gifts
Use points to buy hot items, like Apple Watch, Fitbit Charge 2, HTC Vive and more.

[Redeem Now](#)

Holiday Getaways

4 Top Places to Celebrate the Holidays
Spend the holidays at Gaylord Hotels, where members save 20%.

[Save 20%](#)

38% higher CTO%
than below

WHPH CTO% was higher with Get Gifts Solo than with other communications

The increase in how much better WHPH reacted to product content than other audiences supports this trend

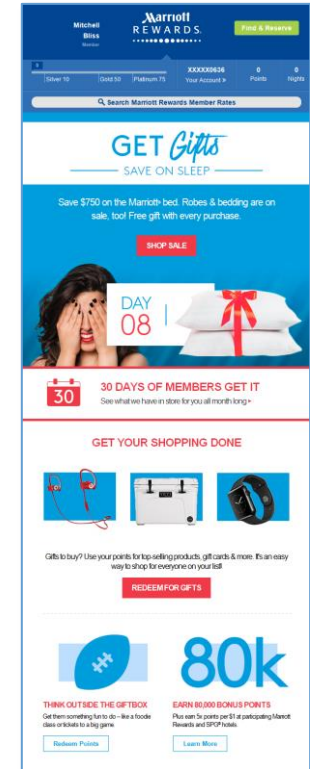
WHPH regularly generates higher email KPIs than TSAT & Core

- 13% higher CTO% than Core
- 11% Higher CTO% than TSAT

Click engagement was even higher with Get Gifts

- 17% higher than Core
- 22% higher than TSAT

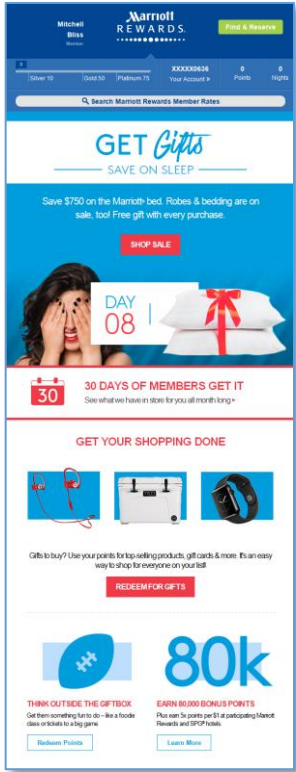
30 Days Solo #2: Get Gifts



Examples leveraging product redemption insights

Elevate or emphasize product redemption opportunities for WHPH, while de-prioritizing for TSATs

30 Days Solo #2: Get Gifts



Elevating product redemptions to WHPH during shopping seasons

Destinations- Middle section



Top clicked for WHPH

Top clicked for TSAT



Move the “Holiday Spirit” section above Gifts & Gear for TSATs

WHPH & TSAT had different engagement with Destinations

WHPH responded well to 30 Days Destinations

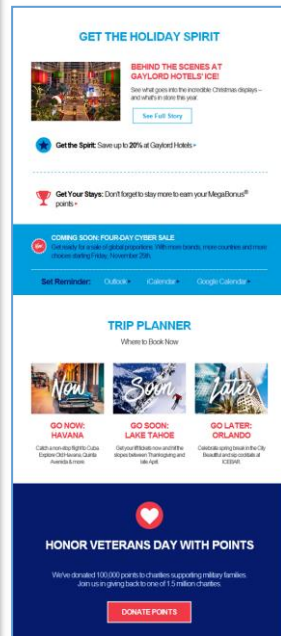
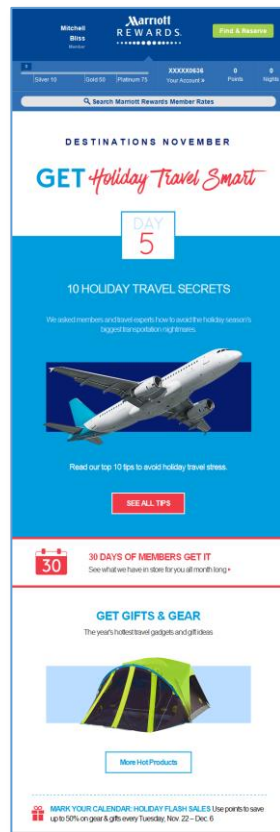
- CTO was 2nd highest YTD
- Low clicks to header & search
- High click engagement to Main CTA “10 Holiday Travel Secrets”, 60%

“10 Holiday Travel Secrets” was positioned in a way that would appeal to what we’ve learned WHPH:

- Exclusive
- Inviting, not pushy nor too authoritative

TSAT Destinations CTO was average YTD, TSAT may have responded better if, for example, the main CTA copy applied subject line learnings

- Authoritative, strong POV



November testing summary

- eBreaks creative in eNews
- + • Trip Planner icon vs pictures
- MRCC CTA button & offer
- Image testing in Hotel Specials

Map version of eBreaks generated twice the CTO% as the Countdown

Hypothesis: Countdown timer will attract higher click engagement than map version

Results:

- The Control generated nearly 2x the clicks and CTO% in an A/B test
- This trend was consistent across Core, TSAT & WHPH segments

Takeaways

- Continue to use “Map” Creative

“Map” (Control)



~ 2x more clicks
& CTO%

“Countdown” (Test)



For a 2nd consecutive month, photos had higher click engagement than icons




Hypothesis: Icons can generate a higher CTO% than photos

Results: **Photos generated a 28%* higher CTO% than Icons** at a section level, no difference at campaign level;

Takeaways: **Photos may attract more clicks than icons** but may not be enough to affect overall campaign performance

Nov' 16 Control: Photos



TRIP PLANNER
Where to Book Now

		
GO NOW: HAVANA	GO SOON: LAKE TAHOE	GO LATER: ORLANDO
Catch a non-stop flight to Cuba. Explore Old Havana, Quinta Avenida & more.	Get your lift tickets now and hit the slopes between Thanksgiving and late April.	Celebrate spring break in the City Beautiful and sip cocktails at ICEBAR.

28% Higher
CTO%

Nov '16 Test: Icons

TRIP PLANNER
Where to Book Now

		
GO NOW: HAVANA	GO SOON: LAKE TAHOE	GO LATER: ORLANDO
Catch a non-stop flight to Cuba. Explore Old Havana, Quinta Avenida & more.	Get your lift tickets now and hit the slopes between Thanksgiving and late April.	Celebrate spring break in the City Beautiful and sip cocktails at ICEBAR.

MRCC Blue CTA generated more clicks than Red

Control (80 K/Blue CTA)

Test 1 (Red CTA)

Test 2 (150 K)

Campaign CTO%: 2.4%

Campaign CTO%: 2.4%

Campaign CTO%: 2.4%

Nancy Test
XXXXX8789
3,000 Points
18 Nights

Find & Reserve

Search Marriott Rewards Member Rates

Earn 80,000 Bonus Points
after you spend \$3,000 on purchases from account in the first 3 months*

0.51% Section CTO%

2,500 + 80,000 = 82,500 Points
200,000 Points

Apply Now

885 annual fee**
*Other Details, Pricing & Terms

[First Name], as a valued member, it is our pleasure to offer you the Marriott Rewards® Premier Credit Card. Apply by October 31, 2016, and you will enjoy the following benefits:

- 1 Free Night Stay (Cat. 1-5)
Every year after your account anniversary*
- 15 Credits Toward Your Elite Membership
Annually after your account anniversary** plus 1 additional Elite Credit for every \$3,000 you spend on card purchases*
- No Foreign Transaction Fees
And enjoy wider acceptance when you travel with our embedded chip card

- 80,000 Bonus Points
After you spend \$3,000 on purchases in the first 3 months from account opening.*
- 7,500 Bonus Points
When you add the first authorized user and make a purchase in the first 3 months from account opening.*

This product is available to you if you do not have this card and have not received a new cardmember bonus for this card in the past 24 months.

Nancy Test
XXXXX8789
3,000 Points
18 Nights

Find & Reserve

Search Marriott Rewards Member Rates

Earn 80,000 Bonus Points
after you spend \$3,000 on purchases from account in the first 3 months*

0.49% Section CTO%

2,500 + 80,000 = 82,500 Points
200,000 Points

Apply Now

885 annual fee**
*Other Details, Pricing & Terms

[First Name], as a valued member, it is our pleasure to offer you the Marriott Rewards® Premier Credit Card. Apply by October 31, 2016, and you will enjoy the following benefits:

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Annually after your account anniversary** plus 1 additional Elite Credit for every \$3,000 you spend on card purchases*
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And enjoy wider acceptance when you travel with our embedded chip card

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This product is available to you if you do not have this card and have not received a new cardmember bonus for this card in the past 24 months.

Nancy Test
XXXXX8789
3,000 Points
18 Nights

Find & Reserve

Search Marriott Rewards Member Rates

Earn up to 150,000 Bonus Points
There's 5 points for every dollar spent on all purchases your first year up to \$500. Plus, 50 introductory annual fee, then \$885

0.58% Section CTO%

50,000 + 150,000 = 200,000 Points
Up To 200,000 Points

Apply Now

*Other Details, Pricing & Terms

[First Name], as a valued member, it is our pleasure to offer you the Marriott Rewards® Premier Credit Card. Apply by December 31, 2016.

Earn on All Purchases, Including:

- Restaurants
- Grocery Stores
- Gas Stations

You'll Also Enjoy These Cardholder Benefits:

- Introductory Annual Fee Your 1st Year
You will get a \$0 introductory annual fee your first year, then \$885.
- 1 Free Night Stay (Cat. 1-5)
Every year after your account anniversary*
- 7,500 Bonus Points
When you add the first authorized user and make a purchase in the first 3 months from account opening.*

2 Hypothesis were tested:

- Test 1: Red CTA will generate more clicks
- Test 2: Repositioning benefits to show maximum potential value would generate more click engagement than the 80 K bonus offer for acquisition

Results:

- Control campaign-level CTO% was slightly higher in both cases, statistically significant for Test 1

Takeaways:

- A standout color did not generate more clicks
- 150 K bonus points did not generate more clicks than 80K “guaranteed” bonus



Key Takeaways

November '16 Key Takeaways

Content Highlights

- Flash Sales can be a valuable element to future campaigns & elements should be leveraged in subject lines and positioning content
- Provide stronger calls to action to members who have merged accounts, particularly WHPH
- Apply learnings from PO subject lines to inform copy & positioning
 - WHPH: exclusive, non-authoritative TSAT: Authoritative, strong recommendations
- Prioritize redemption content for WHPHs (and de-emphasize for TSAT) particularly during shopping holidays
- Leverage subject line learnings for WHPH & TSAT to guide content & copy positioning

Testing learnings:

- Map version of eBreaks continues to be the champion to test against
- Photos continued to drive more click engagement than Icons in Destinations
- Blue CTA color drove slightly higher engagement than Red



Competitive Insights

SPG Program Announcements



SPG® Pro Bonus Celebration.

WE'RE ONE – JOIN IN THE CELEBRATIONS.

Celebrate with us as we unlock a new world of destinations and opportunities for our customers with our new combined portfolio. Reserve a meeting or event at a participating SPG®, Marriott Rewards® and The Ritz-Carlton Rewards® hotel or resort in Asia Pacific, and receive the following:

- 5% off master-billed rooms
- Double Starpoints® on eligible revenue
- One complimentary one-hour welcome reception

Plus, earn a signing bonus of 1,000 Starpoints for every 10 room nights booked, up to 100,000 Starpoints (certain limitations apply) in an SPG participating hotel or resort. You can redeem Starpoints for Free Night Awards, Award Flights and much more.

Book by 31 December, 2016 for arrivals by 31 December 2017 to join in the celebration!

Visit spg.com/celebrate for more details.
Email mice@starwoodhotels.com for enquiries.

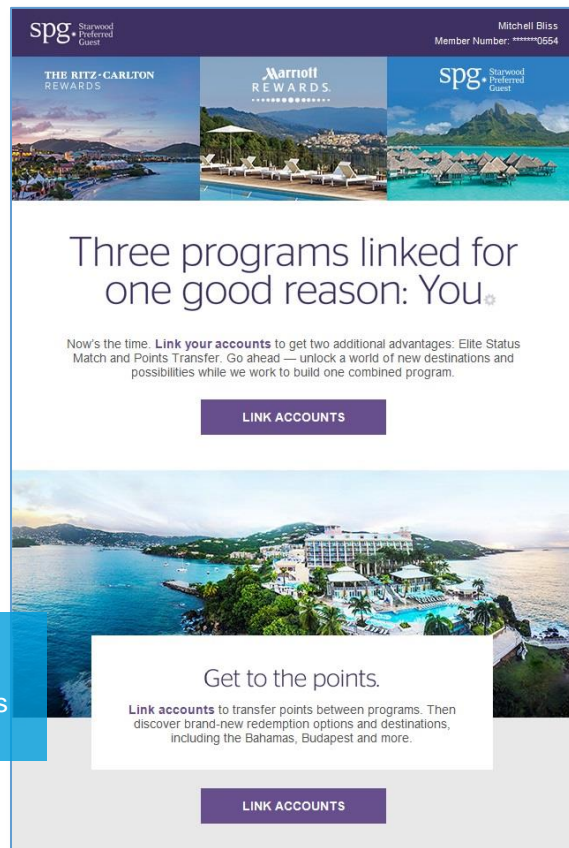
Learn more about list of participating properties at Marriott at marriottmeetings.com.au/celebrate-with-marriott.

Linked Account Offer

- 5% off billed rooms
- 2X Starpoints
- Complimentary 1-hour reception
- 1K Starpoints for every 10 room nights booked

- Link Accounts
- 2 “Link Accounts” CTA’s
- Benefits stated: Elite status match & Point Transfer

Account Link rReminder
SL: Don't Miss Out - Link Your SPG & Marriott Rewards or Ritz-Carlton Rewards Accounts



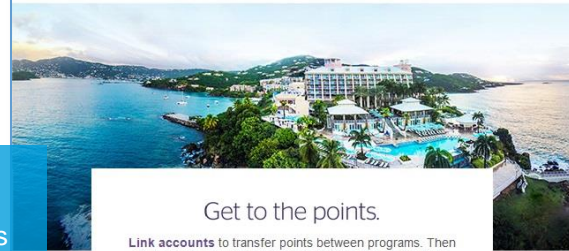
spg Starwood Preferred Guest Member Number: *****0554 Mitchell Bliss

THE RITZ-CARLTON REWARDS. Marriott REWARDS. spg Starwood Preferred Guest

Three programs linked for one good reason: You.

Now's the time. **Link your accounts** to get two additional advantages: Elite Status Match and Points Transfer. Go ahead — unlock a world of new destinations and possibilities while we work to build one combined program.

LINK ACCOUNTS



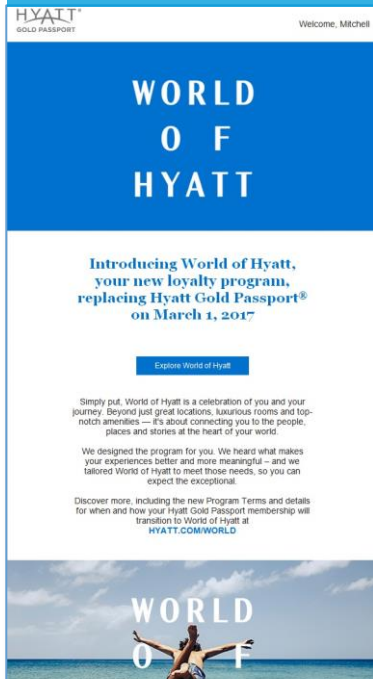
Get to the points.

Link accounts to transfer points between programs. Then discover brand-new redemption options and destinations, including the Bahamas, Budapest and more.

LINK ACCOUNTS

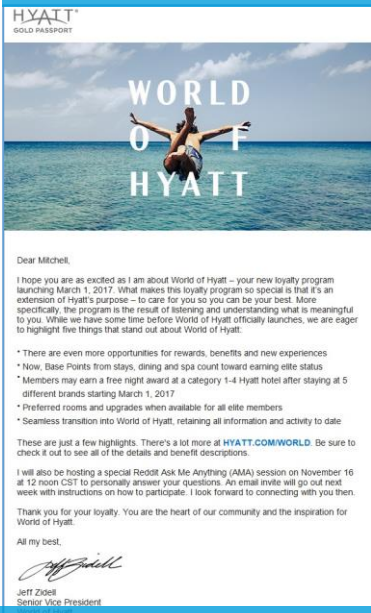
Hyatt Program Announcements

New program Preview (11/3)



- March 1, 2017 "Hyatt Gold Passport" will become "World of Hyatt"
- Positioned as "celebrating you"
- CTA: *Explore World of Hyatt*

New program Reminder (11/7_)



- Highlights 5 Key items
 - New benefits
 - More earned points count to elite status
 - New brand trial incentive
 - Automatic upgrades
 - Retain all history
- Upcoming AMA

Reddit AMA (11/12)



- Reiterates date
- Provides information on Reddit AMA

Hilton 2X/3X Mobile App Promo

BOOK YOUR PERFECT STAY
with the Hilton HHonors App

HI FRED | POINTS: 0 | TIER: BLUE

Mobile App messaging in header as well

NOW EARN TRIPLE POINTS
when you book in the Hilton HHonors App.

REGISTER IN 1 CLICK

Hilton Luxor Resort & Spa, Egypt

HILTON HHONORS ACCOUNT LOGIN

NOW EARN TRIPLE POINTS
when you book in the Hilton HHonors App.

REGISTER IN 1 CLICK

Conrad New York, New York City, US

Registration Confirmation

HILTON HHONORS ACCOUNT LOGIN

YOU'RE REGISTERED!
TIME TO DOUBLE YOUR POINTS

BOOK AT HILTON.COM

Hilton Phuket Arcadia Resort & Spa, Thailand

Or earn Triple Points when you book through the Hilton HHonors app.

Reiterates 3X for mobile bookings on bottom

"My Offers" Launch Solo

HILTON HHONORS ACCOUNT LOGIN

NEW!
YOUR OFFERS ALL IN ONE PLACE!

Check out the new My Offers page to see all the Points you're earning & what other offers are available.

SEE MY OFFERS

TRIPLE POINTS
when you book through the Hilton HHonors app or Double Points when you book at Hilton.com.

Mobile App Update Solo

HILTON HHONORS ACCOUNT LOGIN

Your favorite travel app just got better.

THE FUTURE OF TRAVEL HAS ARRIVED

UPDATE NOW

Download on the App Store

Now through December 31st, **MEMBERS GET TRIPLE POINTS** when booking through the Hilton HHonors app.

CONTINUE

- Targeted to existing app users "Update Now" CTA
- "The Future of Travel has Arrived"

Holiday Energy/Cyber Sales

Holiday-themed METT

spg SPG Rewards

WYNDHAM HILTON CARLSON

GREAT FESTIVE RATES
Enjoy special holiday rates and more.

Be our Guest this Festive Season. Book now to enjoy exceptional holiday rates from NGND5,999 at SPGB Hotels in Nigeria.

[Book Now >](#)

FESTIVE SEASON
MORE LUXURY. MORE EXTRAVAGANCE.

Explore other exciting Festive offers below

Sheraton Abuja Hotel & Golf Resort
Delicious festive menus await at **Four Points by Sheraton Lagos**. Delight in a sensory journey of aromas this season. [Learn More >](#)

Le Meridien Port Harcourt
Indulge in sweet temptations all through the holiday season at our unique restaurants located in Sheraton Lagos Hotel. [Learn More >](#)

Amazing Spa deals
This Holiday Season at "Four Points & Resonance" located on the 1st floor of the Four Points by Sheraton Lagos. [Learn More >](#)

All through the month of December, discover our amazing holiday events at **Le Meridien Port Harcourt**. [Learn More >](#)

At **Le Meridien Ibeju** hotel & Golf Resort, enjoy our festive activities particularly created with you and your kids in mind. [Learn More >](#)

BOOK YOUR PERFECT STAY
with the Hilton HHonors App

HI AMY | POINTS: 0 | TIER: BLUE

HILTON HHONORS [ACCOUNT LOGIN](#)

WINTER SALE
UNWRAP THE PERFECT GIFT
SAVE ON ALL WEEKENDS NOW AND IN 2017

CYBER MONDAY
WHOLESALE MEMBERS GET UP TO **30% OFF**

[BOOK NOW >](#)

Cyber Monday for members: up to 30%

HILTON HHONORS [ACCOUNT LOGIN](#)

'TIS THE SEASON TO SHOP

Get 20% off all merchandise when you shop with Hilton HHonors Points.

- Holiday themed redemption solo
- 20% off all merchandise in Hhonors

Carlson

Hi, Mitchell | Acct. ending: 8881 | Points: 0 | [Red Member](#)

PLAN YOUR HOLIDAYS WITH US

The holidays are upon us and we'd love to welcome you this holiday season. Explore our brands and all they have to offer this season to make your winter days warm and bright.

[Book Your Stay >>](#)

Great Ideas for the Holidays:

Use Points for Gift Cards
Did you know you can redeem Gold Points® for retail gift cards, starting at just 7,000 points? Great gift ideas for friends or family! [Learn More >](#)

Give the Gift of Wine
Cheers to the season! Enjoy six wines for just \$6.99 per bottle PLUS earn up to 12,500 bonus points when you join Vinesse Wine Club. [Learn More >](#)

More things to get excited about:

NEW LOOK, NEW EXPERIENCE

Check Out Our New Look!
The Club Carlson mobile app just got a facelift. Come check it out and you can earn 1,000 bonus points on your first Eligible Stay booked on the app! [Learn More >](#)

• Holiday booking messaging, explore brands

• 2 "Gift" Redemption Offers

• Mobile App facelift

Carlson

Hi, Mitchell | Acct. ending: 8881 | Points: 0 | [Red Member](#)

CYBER MONDAY 24 HOUR SALE

15% OFF 1 NIGHT STAYS

30% OFF 3+ NIGHT STAYS

Book with Promotional Code: CYBERDAY

[Book Now](#)

*Terms and conditions apply

Explore these great hotel options, just for you:

The Claridge, a Radisson hotel

[Book Now >>](#)

Radisson Blu Santiago La Dehesa

[Book Now >>](#)

• Cyber Monday 24 hour sale:

- 15% off 1 night
- 30% off 3+ nights

WYNDHAM REWARDS You've earned this.

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

ENJOY \$20 OFF HOLIDAY CARDS + FREE SHIPPING*

[Get started >](#)

Shutterfly

Sand or snow, relaxed or on-the-go, we hope your adventure was your own kind of wonderful. Share the special moments and with everyone a happy holiday with your favorite vacation memories. It's simple, create your personalized holiday cards now, from your phone, tablet or computer.

Redeem your offers by December 29, 2016.

\$20 off holiday cards:
WD42-0160-ZY22-9421CM

Free shipping:
WD43-1372-1K2Y-Y10P33

[Get started >](#)

\$20 off Shutterfly holiday card + Free Shipping



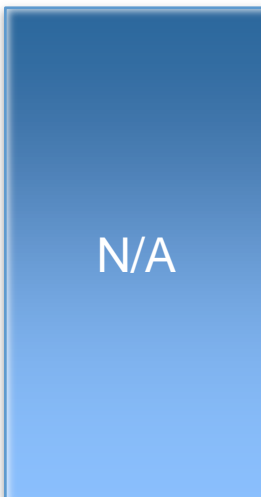
Appendix

November has become a significantly low booking month for Hotel Specials

Potential factors

- Seasonality
- Change in audience interaction
- Quality of Field Offers

2012
Bookings: 20.2 K
Vs. monthly avg: **-5%**



2013
Bookings: 18.9 K
Vs. monthly avg: **-12%**



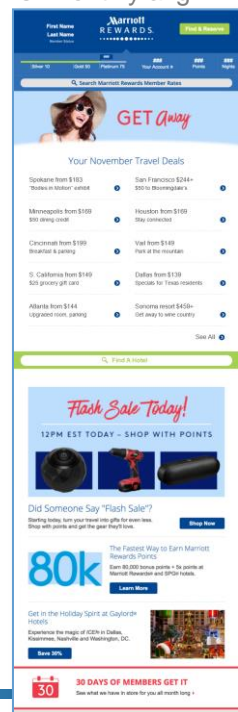
2014
Bookings: 9.4 K
Vs. monthly avg: **-43%**



2015
Bookings: 9.6 K
Vs. monthly avg: **-33%**



2016
Bookings: 10.5K
Vs. monthly avg: **-27%**



30 Days performance summary

Members Get It Campaign	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)	Clicks	Opens	Click%
Intro Solo	9.4 M	40.7 K	\$13.6 M	4.3	320.9 K	2.2 M	3.4%
Get Gifts Solo	9.9 M	9.5 K	\$3.2 M	1.0	109.6 K	1.9 M	1.1%
Cyber Sale Solo	9.7 M	21.5 K	\$6.9 M	2.2	156.7 K	2.0 M	1.6%
Get Moments Solo	9.4 M	14.2 K	\$4.9 M	1.5	114.7 K	1.9 M	1.2%
PO-Benefits Nov '16	1.2 M	476	\$190.3 K	0.4	2.9 K	320.7 K	0.2%
PO-Offers Nov '16	1.1 M	309	\$111.3 K	0.3	3.2 K	222.3 K	0.3%
PO-Destinations Nov '16	1.2 M	1.7 K	\$543.2 K	1.3	16.9 K	297.9 K	1.4%
eNews Nov '16	11.9 M	590	\$195.3 K	0.0	7.8 K	2.6 M	0.1%
Hotel Specials Nov '16	9.3 M	793	\$288.5 K	0.1	15.2 K	1.5 M	0.2%
Destinations Nov '16	10.8 M	3.8 K	\$1.3 M	0.4	86.3 K	2.2 M	0.8%
Total	73.9 M	93.5 K	\$31.4 M	1.3	834.3 K	15.3 M	1.1%

2015 November Campaign Solos	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)	Clicks	Opens	Click%
Mobile Request Solo	11.2 M	11.2 K	\$3.8 M	1.0	111.1 K	2.6 M	1.0%
Cyber Weekend Solo	12.1 M	21.1 K	\$6.9 M	1.7	153.0 K	2.5 M	1.3%
Holiday Redemption Solo	2.9 M	10.7 K	\$3.7 M	3.6	121.1 K	777.0 K	4.1%
ShopMarriott Holiday Solo	11.6 M	6.5 K	\$2.2 M	0.6	198.5 K	2.5 M	1.7%
MB Registration Reminder Solo	681.6 K	1.8 K	\$591.0 K	2.6	32.4 K	478.2 K	4.8%
MB Plus Up Promo Solo	1.3 M	1.8 K	\$526.6 K	1.3	28.0 K	280.2 K	2.1%
Hertz Solo	1.0 M	2.4 K	\$816.0 K	2.4	15.6 K	226.4 K	1.6%
PO-Benefits Nov '15	1.0 M	191	\$74.2 K	0.2	1.2 K	285.2 K	0.1%
PO-Offers Nov '15	1.0 M	135	\$45.6 K	0.1	1.1 K	263.4 K	0.1%
eNews Nov '15	10.2 M	188	\$81.2 K	0.0	6.6 K	2.1 M	0.1%
Hotel Specials Nov '15	7.6 M	7.1 K	\$319.8 K	0.9	161.7 K	1.4 M	2.1%
Total	60.7 M	63.0 K	\$19.0 M	1.0	830.2 K	13.5 M	1.4%

Bookings are low in November

M.com booking trends indicate bookings above monthly

Average m.com Homepage % Change in Bookings & Revenue

Month	Average of Percent Difference	Average of Percent Difference Revenue
Jan	26.80%	49.43%
Feb	-7.89%	-10.31%
Mar	15.28%	13.44%
Apr	-6.56%	-5.89%
May	-0.96%	-1.26%
Jun	3.51%	1.81%
Jul	5.36%	4.37%
Aug	-12.13%	-12.87%
Sep	-1.59%	2.63%
Oct	2.73%	-0.71%
Nov	-3.92%	-8.82%
Dec	-5.31%	-7.57%

Chart shows monthly bookings & revenue against the average month per year, 2013-2015



November 2016 MR Campaign Reviews

November '16 eNews performance summary

		eNews +			
		Program	Benefits	eNews	Benefits
Audience	Total	103.8 M	13.1 M	11.9 M	1.3 M
	Delivered	-10.4%	16.6%	15.9%	24.0%
	Unsub Rate	0.18% -0.1 pts	0.12% 0.0 pts	0.12% 0.0 pts	0.11% 0.0 pts
Engagement	Delivery Rate	99% 2.9 pts	99% 1.6 pts	99% 1.4 pts	100% 3.5 pts
	Open Rate	21.9% -1.6 pts	22.5% 1.1 pts	22.2% 1.4 pts	25.6% -2.6 pts
	Opens	22.7 M -16.5%	3.0 M 22.3%	2.6 M 23.7%	320.7 K 12.5%
	Click Rate	1.9% 0.3 pts	3.6% 0.5 pts	3.7% 0.6 pts	3.4% -1.2 pts
	Unique Clicks	2.0 M 6.8%	477.3 K 34.4%	434.3 K 40.8%	43.0 K -8.0%
Financial	Click to Open Rate	8.8% 1.9 pts	16.2% 1.4 pts	16.5% 2.0 pts	13.4% -3.0 pts
	Bookings	195.6 K 22.2%	34.4 K 12.2%	27.6 K 22.0%	6.8 K -15.5%
	Revenue	\$67.4 M 22.9%	\$12.4 M 12.0%	\$10.0 M 22.2%	\$2.4 M -16.7%
	Conversion Rate	9.9% 1.2 pts	7.2% -1.4 pts	6.4% -1.0 pts	15.8% -1.4 pts
	Bookings per Delivered(K)	1.9 36.3%	2.6 -3.8%	2.3 5.3%	5.4 -31.8%

Observations

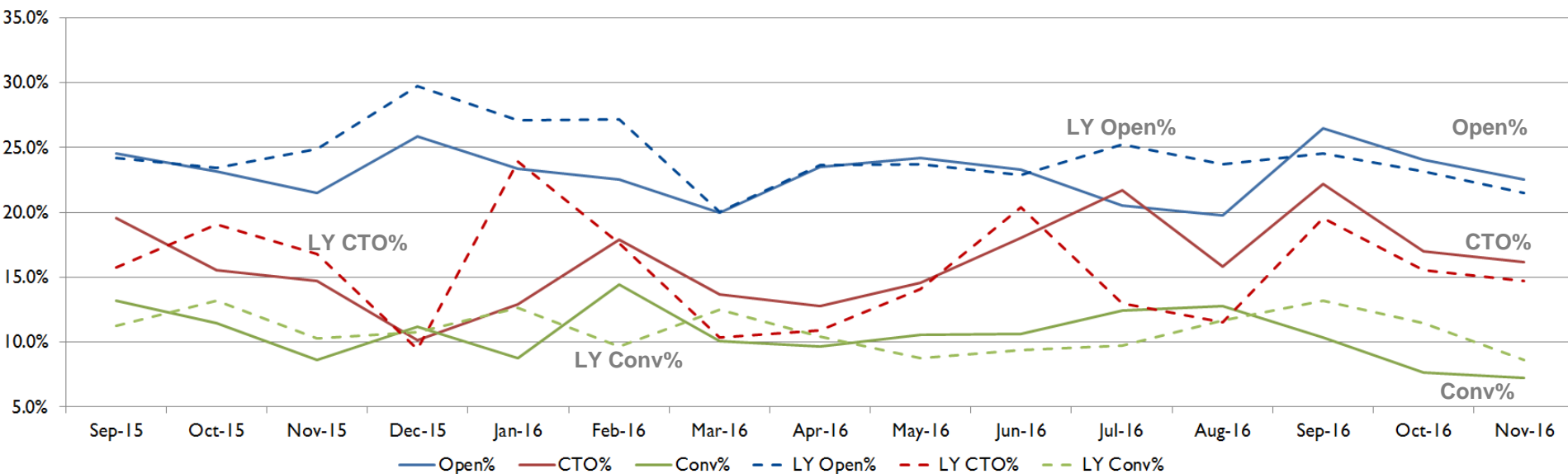
November eNews+Benefits deliveries increased 16.6% YoY and bookings increased by 12.2% YoY, resulting in a 3.8% decrease in booking/delivered

Lowest Conv% since 2012 due to a high amount of non-booking content

- Link Account messaging
- SuperBowl Sweepstakes
- 30 Days preview
- NFL Tickets

Link Account messaging may not be resonating with PO segments

Nov '16 eNews & Benefits Email KPI trends



Observations

- Open% was slightly below YTD average and featured Linkage messaging: *Your Account: You Want to Link to SPG*
- CTO% was above average for mailings with non-MegaBonus type content in the Top Offer with high clicks to Account linkage messaging
- Conv% was the lowest to-date, due to the prominent feature of non-booking CTA's (Account linkage, SuperBowl Sweepstakes, 30 Days Introduction, Holiday Shopping, Hertz, Moments)

November '16 eNews sections

Observations

eNews generated the 4th most clicks but the lowest Conv% since 2012

- There was above average number of placements in this email but also a high number of non-booking CTA content (Link Accounts, NFL Sweepstakes, 30 Days preview, Moments, MRCC, Best Rewards chart)

Link Accounts Top Offer generated over 50% of clicks, generating similar click engagement as MegaBonus months; however the Conv% of this section was the lowest since Jan '13

- 1.2% of these clicks were to “See Our Brands” suggesting low engagement with members that had already linked accounts

Rewards section generated the 3rd most clicks in the past year and above YTD avg Conv%

- MegaBonus generated the highest clicks of any content link and among the highest Conv% (9.1%)
- Superbowl sweepstakes generated the 2nd highest but also a low Conv% (5.1%)

Remaining clicks were evenly distributed among Earning, Redeeming, Members Get it, Moments, City Scene and eBreaks

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

- Account Box**: 17% clicks, 31% bookings
- Top Offer**: 54% clicks, 37% bookings
- Search**: 3% clicks, 6% bookings
- Rew - Header**: 7% clicks, 7% bookings
- Rewards Main**: 10% clicks, 13% bookings
- NFL**: 0% clicks, 0% bookings
- Moments**: 1% clicks, 0% bookings
- Hotel Open**: 1% clicks, 0% bookings
- Earn**: 2% clicks, 1% bookings
- Members Get It**: 2% clicks, 2% bookings
- Redeem**: 2% clicks, 2% bookings
- City Scene**: 1% clicks, 0% bookings
- eBreaks**: 1% clicks, 1% bookings

Additional sections visible include: Score NFL Tickets With Points, Celebrate Inauguration at the Newseum, Get Your Bonus Points, Redeem & Earn in Paris, For 30 Days, Members Get..., Holiday Getaways, 4 Top Places to Celebrate the Holidays, Earn Points and Avoid Airport Delays, and New York Marriott at the Brooklyn Bridge.

Nov '16 eNews link analysis

Observations

Generated above avg monthly clicks with more overall content; generally click distribution & bookings went to higher content then lower

There is value to repeating important program information and member benefits within an Email

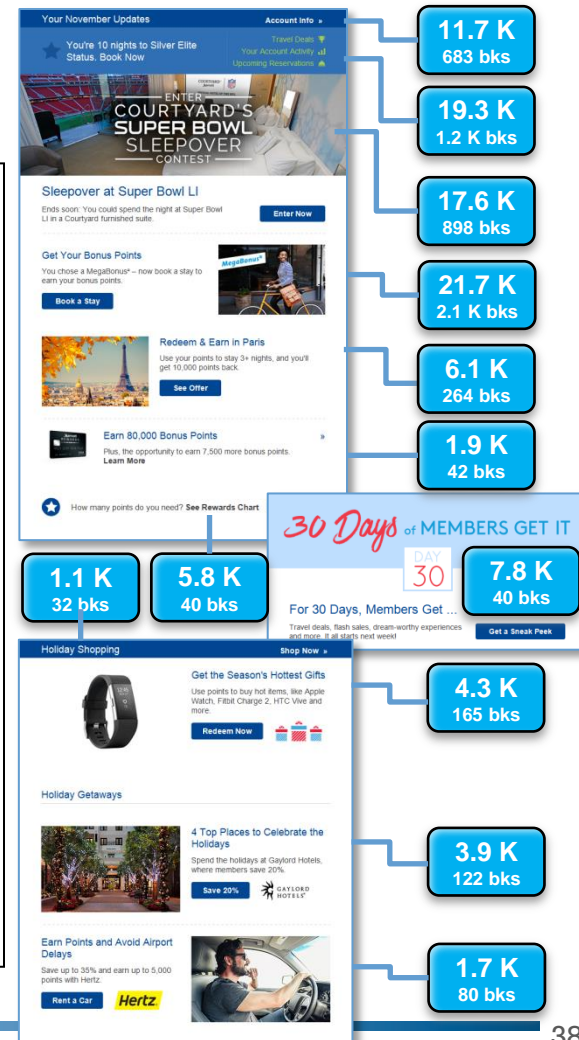
The account box generated the 2nd most clicks behind MegaBonus placement in this Email

- The default Milestone message generated high clicks supporting Top Offer content: “Transfer points between Marriott Rewards & SPG”
- For consideration, previous Top Offer layouts have used supporting bullet points for main features, could a set of bullet points have more clearly articulated benefits of linkage and increased activity?

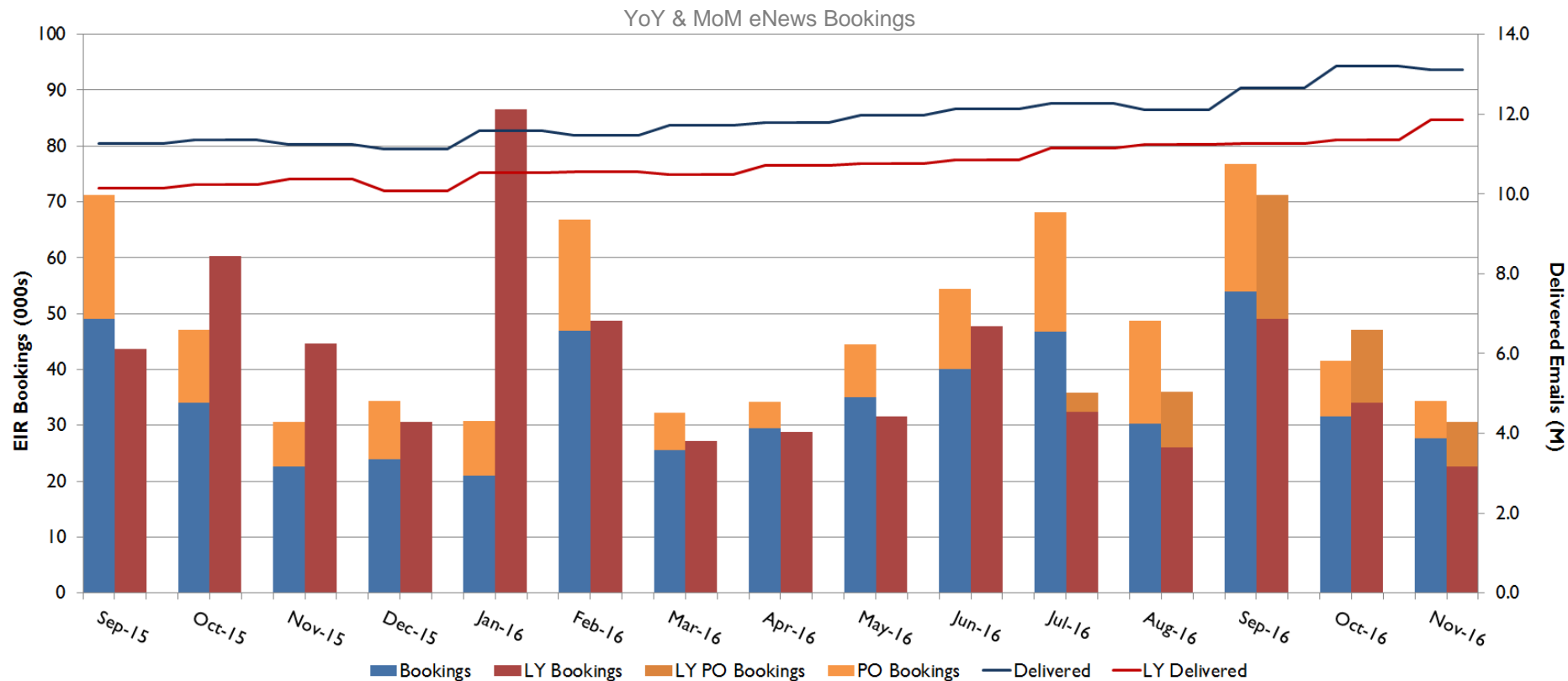
Distinct 30 Days module generated the most clicks of any individual content (aside from MegaBonus and sweepstakes) indicating interest in the campaign

Rewards Chart continued to over perform compared to clicks generated by surrounding content

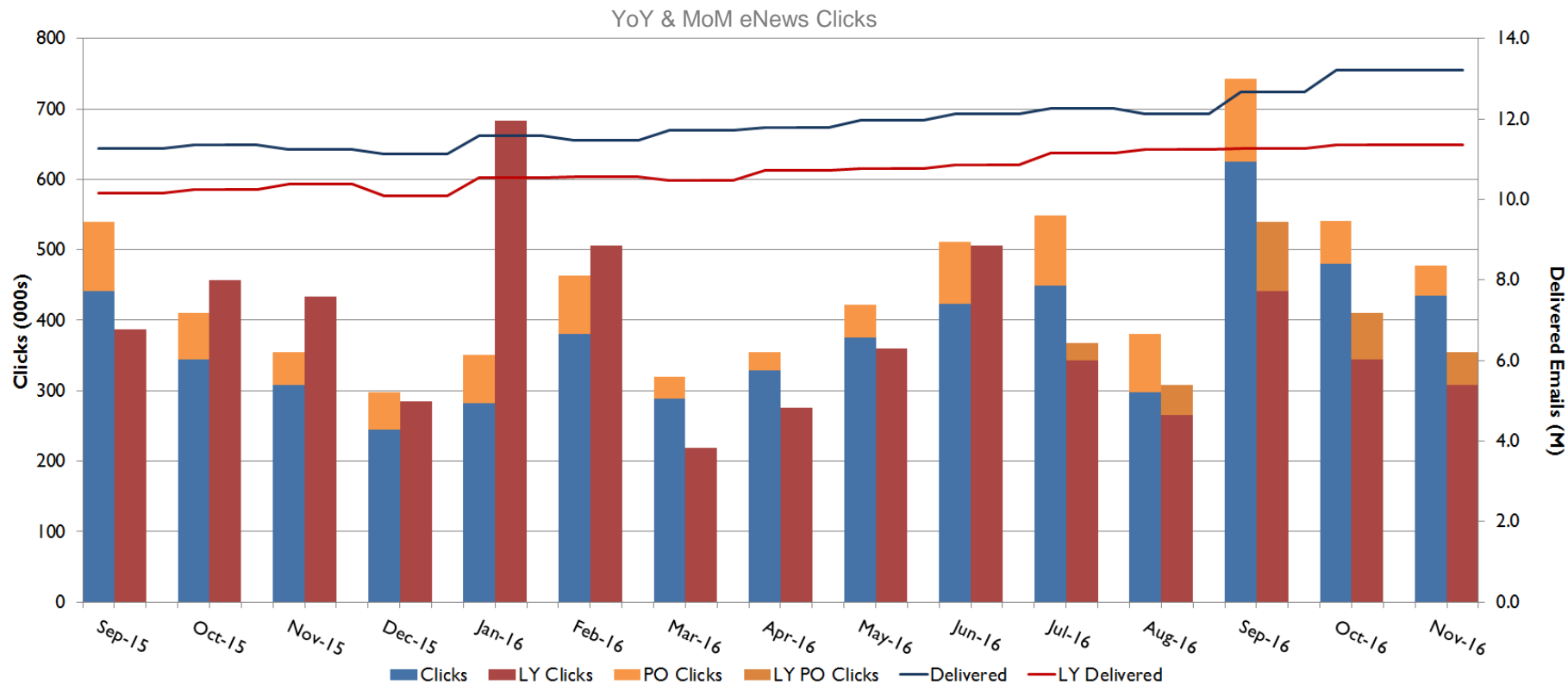
- Consider rotating other evergreen (but popular) member benefits to combat fatigue
- Consider expanding on Rewards Chart content in Welcome & Onboarding



Both Core and PO eNews generated 12.2% more bookings in 2016 than 2015



Both Core and PO eNews generated 34.4% more clicks YoY and a 15.2% higher Click%



Account Box
17% clks, 31% bks

Top Offer
54% clks, 37% bks

Search
3% clks, 6% bks

Rew - Header
7% clks, 7% bks

Rewards Main
10% clks, 13% bks

Discover all Super Bowl LI

Enter Now

Get Your Bonus Points

Book a Stay

Redeem & Earn in Paris

See Offer

Earn
2% clks, 1% bks

Members Get It
2% clks, 2% bks

For 30 Days, Members Get ...

Get a Bonus Pass

Redeem
2% clks, 2% bks

Holiday Getaways

4 Top Places to Celebrate the Holidays

Save 50%

Earn Points and Avoid Airport Delays

See Details

Next & Car

Hertz

Core

NFL
0% clks, 0% bks

Score NFL Tickets With Points

Get Tickets

Moments
1% clks, 0% bks

Celebrate Inauguration at the Newseum

Use Points

Food & Drink

Sports

Entertainment

Hotel Open
1% clks, 0% bks

Charlotte Marriott City Center

Book Now

Courtyard Sedona

Visit Arizona

City Scene
1% clks, 0% bks

Experience This New York City Borough

Explore Brooklyn

See: The Brooklyn Bridge

Eat: Junior's Cheesecake

Do: Shop Brooklyn Flea

New York Marriott at the Brooklyn Bridge

4 Top Places to Celebrate the Holidays

Save 50%

eBreaks
1% clks, 1% bks

See Details

Account Box
13% clks, 31% bks

Top Offer
54% clks, 34% bks

Search
4% clks, 5% bks

Rew - Header
7% clks, 10% bks

Rewards Main
11% clks, 12% bks

Discover all Super Bowl LI

Enter Now

Get Your Bonus Points

Book a Stay

Redeem & Earn in Paris

See Offer

Earn
2% clks, 1% bks

Members Get It
3% clks, 2% bks

For 30 Days, Members Get ...

Get a Bonus Pass

Redeem
3% clks, 4% bks

Holiday Getaways

4 Top Places to Celebrate the Holidays

Save 50%

Earn Points and Avoid Airport Delays

See Details

Next & Car

Hertz

TSAT-CTRL

NFL
0% clks, 0% bks

Score NFL Tickets With Points

Get Tickets

Moments
1% clks, 0% bks

Celebrate Inauguration at the Newseum

Use Points

Food & Drink

Sports

Entertainment

Hotel Open
1% clks, 0% bks

Charlotte Marriott City Center

Book Now

Courtyard Sedona

Visit Arizona

City Scene
1% clks, 0% bks

Experience This New York City Borough

Explore Brooklyn

See: The Brooklyn Bridge

Eat: Junior's Cheesecake

Do: Shop Brooklyn Flea

New York Marriott at the Brooklyn Bridge

4 Top Places to Celebrate the Holidays

Save 50%

eBreaks
1% clks, 1% bks

See Details

Account Box
9% clks, 10% bks

Top Offer
55% clks, 47% bks

Search
2% clks, 2% bks

Rew - Header
8% clks, 7% bks

Rewards Main
16% clks, 23% bks

Discover all Super Bowl LI

Enter Now

Get Your Bonus Points

Book a Stay

Redeem & Earn in Paris

See Offer

Earn
1% clks, 0% bks

Members Get It
4% clks, 5% bks

For 30 Days, Members Get ...

Get a Bonus Pass

Redeem
2% clks, 2% bks

Holiday Getaways

4 Top Places to Celebrate the Holidays

Save 50%

Earn Points and Avoid Airport Delays

See Details

Next & Car

Hertz

WHPH-CTRL

NFL
0% clks, 1% bks

Score NFL Tickets With Points

Get Tickets

Moments
1% clks, 0% bks

Celebrate Inauguration at the Newseum

Use Points

Food & Drink

Sports

Entertainment

Hotel Open
0% clks, 0% bks

Charlotte Marriott City Center

Book Now

Courtyard Sedona

Visit Arizona

City Scene
0% clks, 0% bks

Experience This New York City Borough

Explore Brooklyn

See: The Brooklyn Bridge

Eat: Junior's Cheesecake

Do: Shop Brooklyn Flea

New York Marriott at the Brooklyn Bridge

4 Top Places to Celebrate the Holidays

Save 50%

eBreaks
1% clks, 2% bks

See Details

Nov '16 Hotel Specials performance summary

		Program	HS + Offers	Hotel Specials	Offers
Audience	Total Delivered	103.8 M -10.4%	10.4 M 19.6%	9.3 M 22.0%	1.1 M 2.3%
	Unsub Rate	0.18% -0.1 pts	0.17% 0.1 pts	0.17% 0.1 pts	0.13% 0.0 pts
	Delivery Rate	99% 2.9 pts	99% 3.9 pts	99% 3.7 pts	100% 5.0 pts
Engagement	Open Rate	21.9% -1.6 pts	16.9% -2.4 pts	16.5% -2.1 pts	20.7% -4.4 pts
	Opens	22.7 M -16.5%	1.8 M 4.5%	1.5 M 8.3%	222.3 K -15.6%
	Click Rate	1.9% 0.3 pts	1.1% -0.5 pts	1.1% -0.5 pts	1.7% -0.3 pts
	Unique Clicks	2.0 M 6.8%	117.7 K -18.2%	99.4 K -18.8%	18.3 K -14.7%
	Click to Open Rate	8.8% 1.9 pts	6.7% -1.9 pts	6.5% -2.2 pts	8.2% 0.1 pts
Financial	Bookings	195.6 K 22.2%	10.5 K 9.1%	8.0 K 13.1%	2.5 K -2.3%
	Revenue	\$67.4 M 22.9%	\$3.6 M 8.7%	\$2.7 M 13.8%	\$886.1 K -4.6%
	Conversion Rate	9.9% 1.2 pts	8.9% 2.2 pts	8.1% 2.3 pts	13.5% 1.7 pts
	Bookings per Delivered(K)	1.9 36.3%	1.0 -8.8%	0.9 -7.3%	2.3 -4.5%

Observations

Hotel Specials generated low bookings for the 2nd month in a row

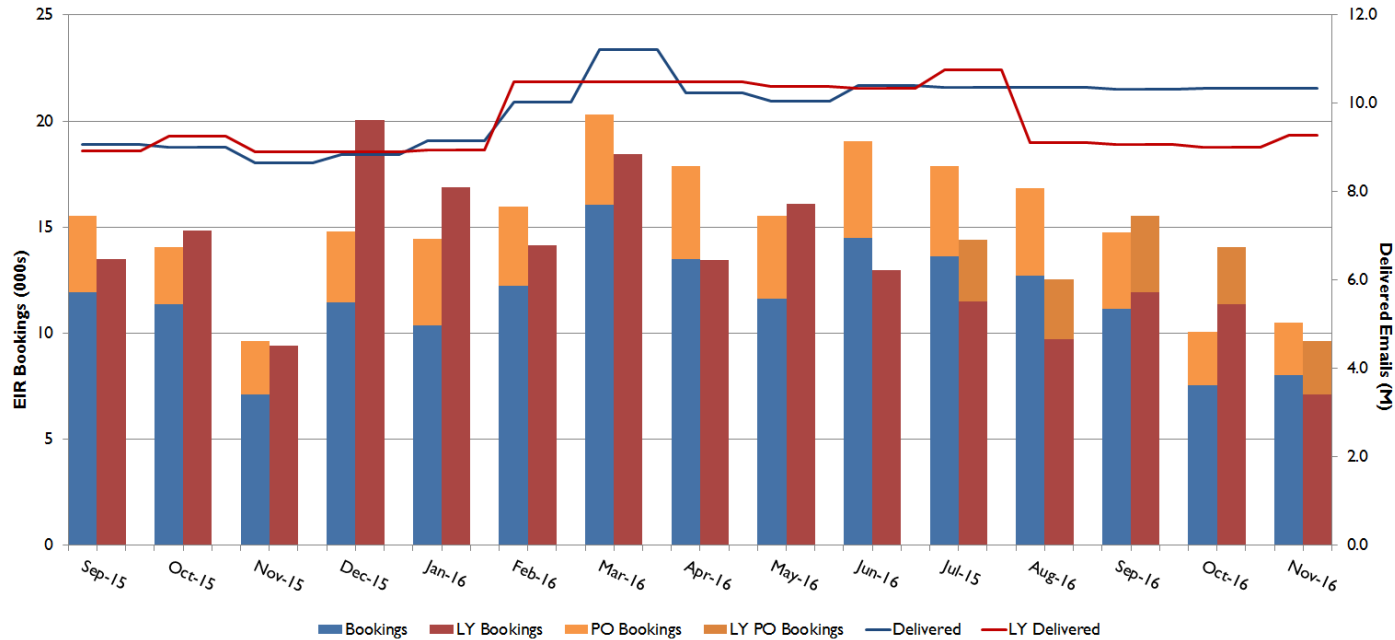
- Lowest Open% since 2012
- Lowest CTO% since Nov '14
- Lowest Conv% since Nov '15

A number of factors contributed to these low KPI's

- Seasonality
- Reduced booking content
- Below average engagement with sections

A new version of eBreaks was tested

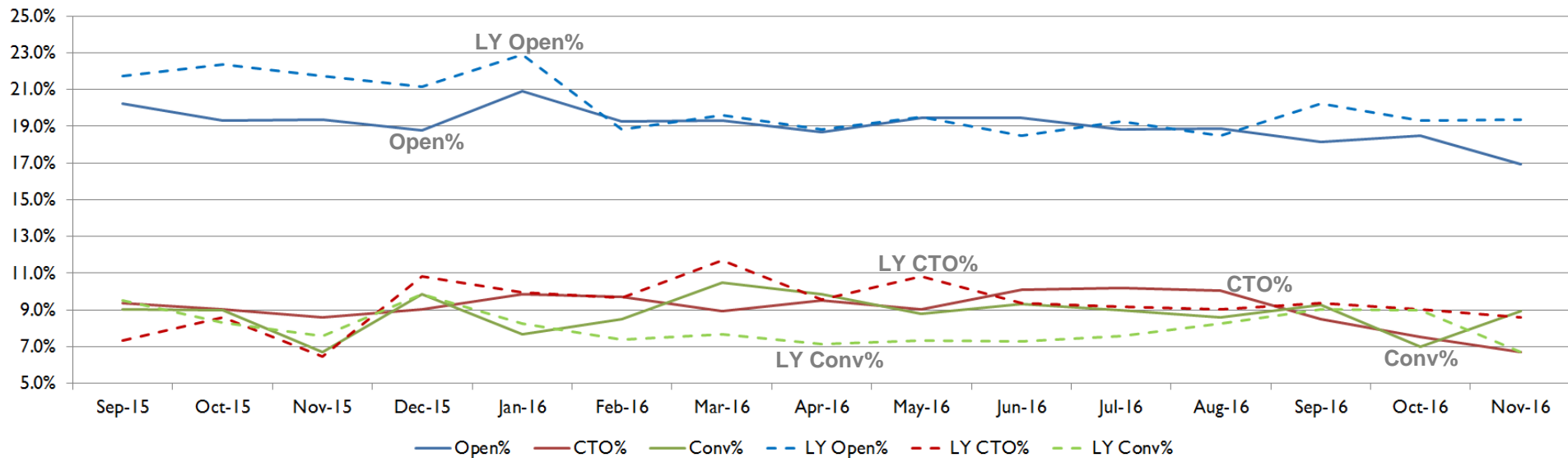
Both Core and PO Hotel Specials generated 9.1% more bookings in 2016 than 2015



Observations

- While YoY bookings increased, booking/delivered decreased 8.8%
- November has been a traditionally low booking month for Hotel Specials

Nov '16 Hotel Specials & Offers Email KPI trends



Observations

- Open% was the lowest since Jan '12
 - HS/Offers SL: Day 16 of 30: Flash Sale Today & Up to 30% Off Travel
- 2nd lowest CTO% since Jan'12
 - Click engagement with Field Offers & Experiences was significantly lower than usual

Nov '16 Hotel Specials Core link analysis

Observations

Hotel Specials generated the 2nd least amount of clicks YTD

Factors include:

Seasonality may be a factor as November has been a low month for Hotel Specials clicks

Reduced booking content

- 1st month without MegaBonus nor Summer in the past 4 months
- Standard Getaways content replaced by non-booking content (Flash Sale, 80 K MRCC) & generated less than avg CTO & Conv%

Experiences generated the 2nd lowest clicks YTD

eBreaks clicks improved MoM but was the 2nd lowest YTD

Account Box
23% clks, 39% bks

Search
12% clks, 14% bks

Field Offers
43% clks, 28% bks

Middle Offer
13% clks, 10% bks

80k
The Fastest Way to Earn Marriott Rewards Points
Earn 80,000 bonus points + 5x points at Marriott Rewards and SPG® hotels.
Learn More

Get in the Holiday Spirit at Gaylord Hotels
Experience the magic of ICE® in Dallas, Kissimmee, Nashville and Washington, DC.
Save 30%

30 DAYS OF MEMBERS GET IT
See what we have in store for you all month long +

Hotel Specials

Day 16 of 30: Flash Sale Today & Up to 30% Off Travel

Experiences
4% clks, 3% bks

Save Up to 20% in New York City
Indulge in the city that never sleeps. Book your Big Apple stay early and save up to 20%.
From \$143

See San Francisco from \$114
Treat yourself to a weekend in the Bay Area and get rewarded with extra points.
Get 5,000 Points

Earn Big in New Orleans
2,000 points per night in the Big Easy. Let the good times roll.
Get 10,000 Points

eBreaks
4% clks, 5% bks

November '16 Hotel Specials link analysis

Observations

Most clicked content:

Flash Sale	9.2 K
eBreaks	5.1 K
30 Days – Members get it	2.5 K
Gaylord Offer	2.0 K
MRCC	1.5 K
San Francisco- \$114	1.2 K
New Orleans	968

eBreaks generated the 2nd lowest clicks to-date;
engagement has been steadily declining since June

Flash Sale Today
12PM EST TODAY – SHOP WITH POINTS

Did Someone Say "Flash Sale"?
Starting today, turn your travel into gifts for even less. Shop with points and get the gear they'll love.

80k
The Fastest Way to Earn Rewards Points
Earn 80,000 bonus points + 50,000 Marriott Rewards® and SPG® points when you book a stay at a participating hotel.

Get in the Holiday Spirit at Gaylord® Hotels
Experience the magic of ICE® in Dallas, Kissimmee, Nashville and Washington, DC.

30 DAYS OF MEMBERS GET IT
See what we have in store for you all month long.

9.2 K
452 bkg

1.5 K
58 bkg

2.0 K
92 bkg

2.5 K
191 bkg

313
15 bkg

Get Away From It All

1.7 K
112 bkg

Save Up to 20% in New York City
Indulge in the city that never sleeps. Book your Big Apple stay early and save up to 20%.

1.2 K
76 bkg

See San Francisco from \$114
Treat yourself to a weekend in the Bay Area and get rewarded with extra points.

968
48 bkg

Earn Big in New Orleans
2,000 points per night in the Big Easy. Let the good times roll.

5.1 K
394 bkg

Save 20% With eBreaks

Make Your Weekend Escape
Save on stays this weekend. Where will you go?

Account Box

23% clks, 39% bks

Search

12% clks, 14% bks

Field Offers

43% clks, 28% bks

Experiences

4% clks, 3% bks

Middle Offer

13% clks, 10% bks

eBreaks

4% clks, 5% bks

80k

The Fastest Way to Earn Marriott Rewards Points

Learn More

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4% clks, 5% bks

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30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long >

Account Box

17% clks, 37% bks

Search

10% clks, 12% bks

Field Offers

50% clks, 30% bks

Experiences

5% clks, 5% bks

Middle Offer

12% clks, 10% bks

eBreaks

4% clks, 6% bks

80k

The Fastest Way to Earn Marriott Rewards Points

Learn More

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Middle Offer

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eBreaks

4% clks, 6% bks

80k

The Fastest Way to Earn Marriott Rewards Points

Learn More

Get in the Holiday Spirit at Gaylord® Hotels

Experience the magic of ICE® in Dallas, Kissimmee, Nashville and Washington, DC.

Save 30%

30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long >

Account Box

14% clks, 23% bks

Search

7% clks, 9% bks

Field Offers

52% clks, 42% bks

Experiences

5% clks, 5% bks

Middle Offer

17% clks, 13% bks

eBreaks

4% clks, 8% bks

80k

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Save 30%

30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long >

Nov '16 Destinations performance summary

	Program	Dest.	Dest. Core	PO Dest.
Audience	Total Delivered	103.8 M -10.4%	12.0 M -14.3%	10.8 M 1.4%
	Unsub Rate	0.18% -0.1 pts	0.13% -0.1 pts	0.13% -0.0 pts
	Delivery Rate	99% 2.9 pts	98% 2.6 pts	99% -0.8 pts
Engagement	Open Rate	21.9% -1.6 pts	20.8% 3.3 pts	20.4% -0.6 pts
	Opens	22.7 M -16.5%	2.5 M 1.8%	2.2 M -1.3%
	Click Rate	1.9% 0.3 pts	1.1% 0.2 pts	1.1% 0.3 pts
	Unique Clicks	2.0 M 6.8%	134.2 K 3.1%	114.5 K 47.8%
	Click to Open Rate	8.8% 1.9 pts	5.4% 0.1 pts	5.2% 1.7 pts
Financial	Bookings	195.6 K 22.2%	10.5 K -12.2%	8.0 K 19.1%
	Revenue	\$67.4 M 22.9%	\$3.7 M -2.0%	\$2.8 M 25.5%
	Conversion Rate	9.9% 1.2 pts	7.8% -1.4 pts	7.0% -1.7 pts
	Bookings per Delivered(K)	1.9 36.3%	0.9 2.4%	0.7 17.4%

Observations

Destinations (Core & PO) deliveries decreased 14.3% MoM but an increase in overall CTO drove clicks up by 3% MoM despite generating the 2nd lowest Open% since launch

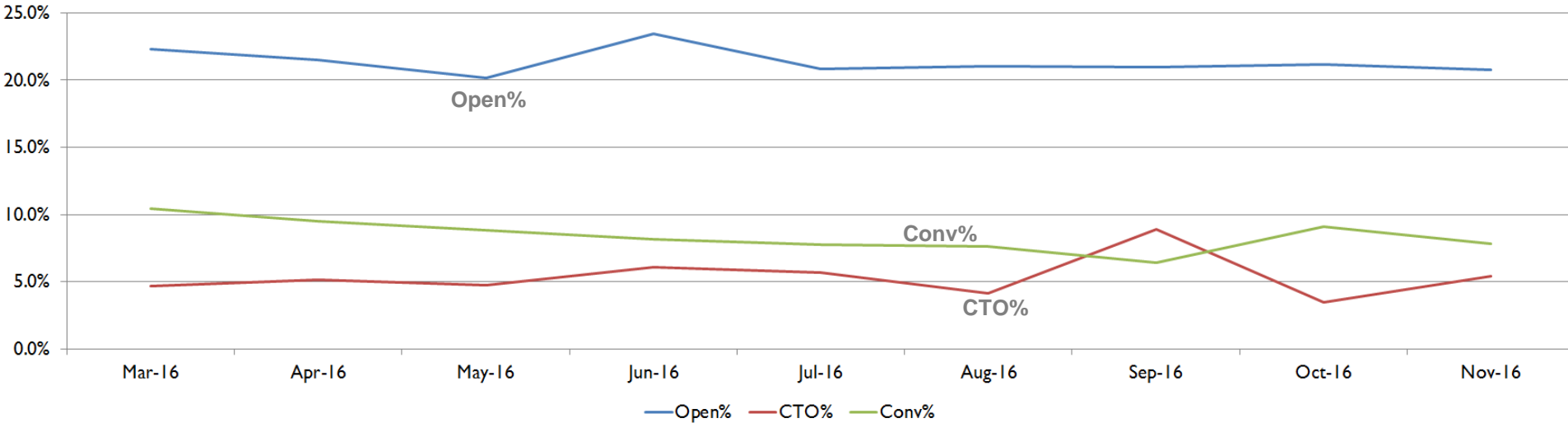
Destinations was holiday themed and supported “Members Get It” campaign prominently throughout the mailing

- “Members Get It” Headline & Day Marker
- Holiday Travel Tips
- 30 Days of Members Get It
- Gifts/Gear
- Cyber Sale
- MB Reminder
- Points donations for Veterans

An image vs icon A/B test was conducted in Core Destinations Trip Planner section

Note: Dashboard % changes & % point changes are **Month over Month**

Nov '16 Destinations(Core+PO) Email KPI trends



Observations

- 2nd lowest Open% since launch
- CTO% was on par with YTD average
- Conv% was 6.5% below YTD average

Nov '16 Core Destinations

Observations

November mailing generated 3rd most clicks since March

- 2nd lowest click engagement with Account Box indicated members found content engaging

Holiday travel feature resonated with audience

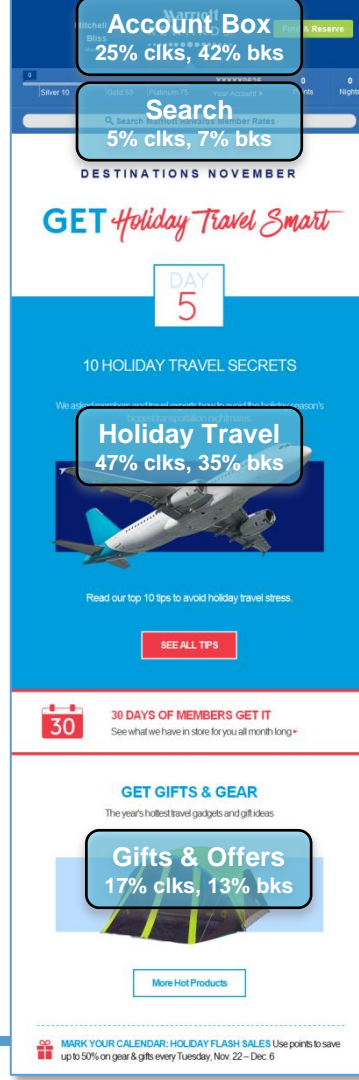
- Holiday Travel feature generated nearly 50% of Email clicks, the 2nd highest for this section
- While “10 Holiday secrets” generated the majority of clicks, the primary headline generated the 3rd most clicks of any content indicating the value of this space

Main content sections generated the most click engagement

- Get Gifts & Gear module & Get the Holiday Spirit main features generated the majority of clicks with Gaylord Offer
- MegaBonus was a distant third, along with other offer content (20% off Gaylord, Flash Sale, Cyber Sale)

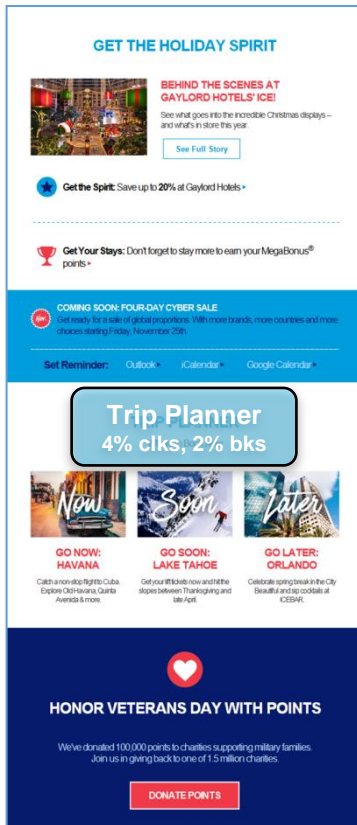
Suggests members may be recognizing the distinct content of this mailing

Havana generated over 2x the clicks as other Trip Planner destinations (Orlando & Tahoe)



Destinations

Day 5 of 30: Your Holiday Travel Guide



Account Box

25% clks, 42% bks

Search

5% clks, 7% bks

Top Offer

47% clks, 35% bks

5

10 HOLIDAY TRAVEL SECRETS

We asked members and travel experts how to avoid the holiday season's biggest transportation nightmares.



Read our top 10 tips to avoid holiday travel stress.

SEE ALL TIPS

30

30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long!

Middle Offer


17% clks, 13% bks



More Hot Products

MARK YOUR CALENDAR: HOLIDAY FLASH SALES Use points to save up to 50% on gear & gifts every Tuesday, Nov 22--Dec 6

GET THE HOLIDAY SPIRIT



BEHIND THE SCENES AT GAYLORD HOTELS' ICE!

See what goes into the incredible Christmas displays--and what's in store this year.

See Full Story

Get the Spirit: Save up to 20% at Gaylord Hotels!

Get Your Stays: Don't forget to stay more to earn your Magalonus® points!


COMING SOON: FOUR-DAY CYBER SALE

Get ready for major in-gate savings! With more brands, more countries and more choices starting Friday, November 26th.

Set Reminder: Outlook | Calendar | Google Calendar

Bottom Offer

4% clks, 2% bks



GO NOW: HAVANA
Catch an on-stop flight to Cuba. Explore Oldmans, Cuba. Avenida 9th Ave.

GO SOON: LAKE TAHOE
Get your #1 lake view and the experience between Thompson and 9th Ave.

GO LATER: ORLANDO
Celebrate spring break in the City. Book a trip to the City. Book a trip to the City.

Read our top 10 tips to avoid holiday travel stress.

SEE ALL TIPS

30

30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long!

HONOR VETERANS DAY WITH POINTS

We've donated 100,000 points to charities supporting military families. Join us in giving back to one of 1.5 million charities.

DONATE POINTS

More Hot Products

MARK YOUR CALENDAR: HOLIDAY FLASH SALES Use points to save up to 50% on gear & gifts every Tuesday, Nov 22--Dec 6

Account Box

18% clks, 32% bks

Search

5% clks, 6% bks


Top Offer

52% clks, 43% bks

5

10 HOLIDAY TRAVEL SECRETS

We asked members and travel experts how to avoid the holiday season's biggest transportation nightmares.



Read our top 10 tips to avoid holiday travel stress.

SEE ALL TIPS


30

30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long!

Middle Offer


20% clks, 14% bks



More Hot Products

MARK YOUR CALENDAR: HOLIDAY FLASH SALES Use points to save up to 50% on gear & gifts every Tuesday, Nov 22--Dec 6

GET THE HOLIDAY SPIRIT



BEHIND THE SCENES AT GAYLORD HOTELS' ICE!

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COMING SOON: FOUR-DAY CYBER SALE

Get ready for major in-gate savings! With more brands, more countries and more choices starting Friday, November 26th.

Set Reminder: Outlook | Calendar | Google Calendar

Bottom Offer

4% clks, 3% bks



GO NOW: HAVANA
Catch an on-stop flight to Cuba. Explore Oldmans, Cuba. Avenida 9th Ave.

GO SOON: LAKE TAHOE
Get your #1 lake view and the experience between Thompson and 9th Ave.

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We've donated 100,000 points to charities supporting military families. Join us in giving back to one of 1.5 million charities.

DONATE POINTS

More Hot Products

MARK YOUR CALENDAR: HOLIDAY FLASH SALES Use points to save up to 50% on gear & gifts every Tuesday, Nov 22--Dec 6

Account Box

13% clks, 18% bks

Search

2% clks, 3% bks


Top Offer

60% clks, 62% bks

5

10 HOLIDAY TRAVEL SECRETS

We asked members and travel experts how to avoid the holiday season's biggest transportation nightmares.



Read our top 10 tips to avoid holiday travel stress.

SEE ALL TIPS


30

30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long!

Middle Offer


20% clks, 16% bks



More Hot Products

MARK YOUR CALENDAR: HOLIDAY FLASH SALES Use points to save up to 50% on gear & gifts every Tuesday, Nov 22--Dec 6

GET THE HOLIDAY SPIRIT



BEHIND THE SCENES AT GAYLORD HOTELS' ICE!

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Get ready for major in-gate savings! With more brands, more countries and more choices starting Friday, November 26th.

Set Reminder: Outlook | Calendar | Google Calendar

Bottom Offer

4% clks, 1% bks



GO NOW: HAVANA
Catch an on-stop flight to Cuba. Explore Oldmans, Cuba. Avenida 9th Ave.

GO SOON: LAKE TAHOE
Get your #1 lake view and the experience between Thompson and 9th Ave.

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We've donated 100,000 points to charities supporting military families. Join us in giving back to one of 1.5 million charities.

DONATE POINTS

More Hot Products

MARK YOUR CALENDAR: HOLIDAY FLASH SALES Use points to save up to 50% on gear & gifts every Tuesday, Nov 22--Dec 6

November '16 Solo performance summary

	Program	Solos
Audience	Total Delivered	142.3 M 23.0%
	Unsub Rate	44.1 M -25.4%
	Delivery Rate	0.24% -0.17% pts
Engagement		97% 1.2 pts
	Open Rate	98% 2.8 pts
	Opens	24.9% 1.4 pts
	Click Rate	22.2% -2.9 pts
	Unique Clicks	35.4 M 30.3%
Financial	Click to Open Rate	3.1% 1.5 pts
	Bookings	4.4 M 134.8%
	Revenue	1.1 M 37.8%
	Conversion Rate	12.3% 5.5 pts
	Bookings per Delivered(K)	11.0% 5.7 pts
		194.0 K 21.2%
		101.6 K 49.3%
		\$66.9 M 21.9%
		\$34.4 M 49.0%
		4.4% -4.2 pts
		9.4% 0.7 pts
		1.4 -1.4%
		2.3 100.2%

Observations

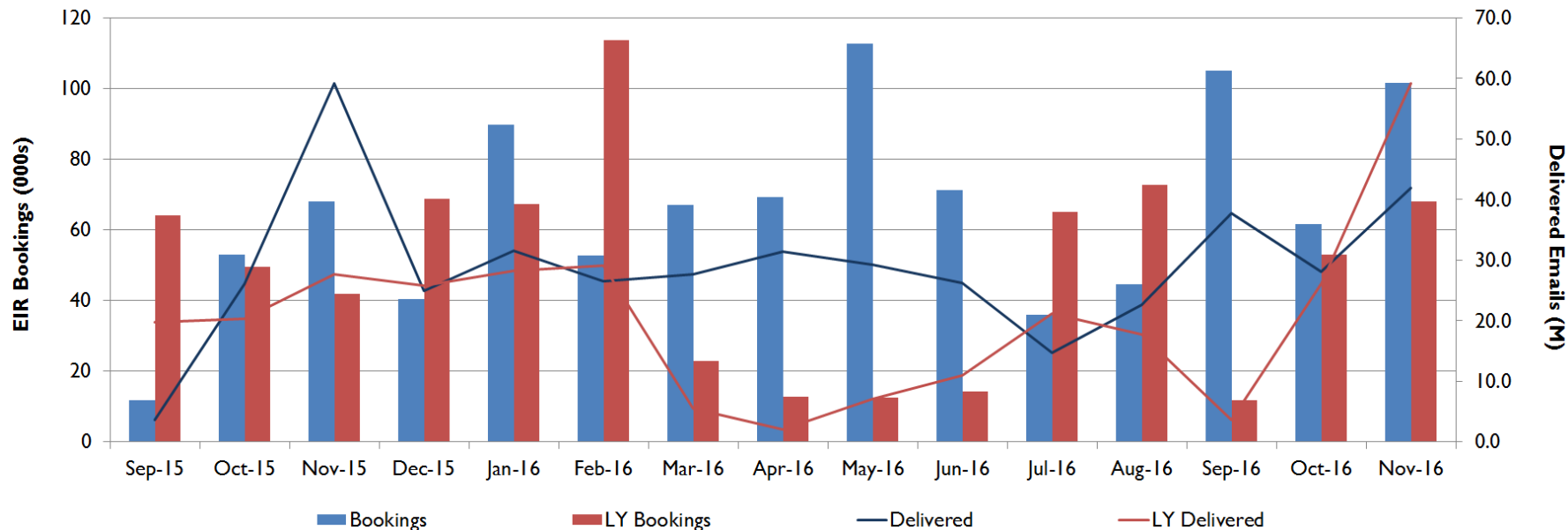
Solo deliveries fell 25.4% YoY and bookings increased by 49.3%, resulting in a net increase in booking per delivered of 100.2%

- A holiday-themed 'Members Get It' campaign comprised of 4 solos accounted for 91.7% November delivered volume
- While all four Solos generated above average Conv%, only Solo #1: Intro generated above average Open% and CTO%

30 Days Solos:

1. Intro
2. Gifts
3. Cyber Sale
4. Get Moments

Nov '16 Solo MoM performance summary



November Key Solo mailings

Nov '16:	30 Days – Intro	9.4 M / 40.1 K
	30 Days – Gifts	9.7 M / 21.5 K
	30 Days – Cyber Sale	9.4 M / 14.2 K
	30 Days – Get Moments	9.9 M / 9.5 K

Delivered / EIR Bookings

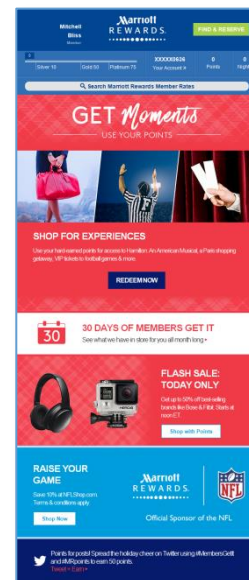
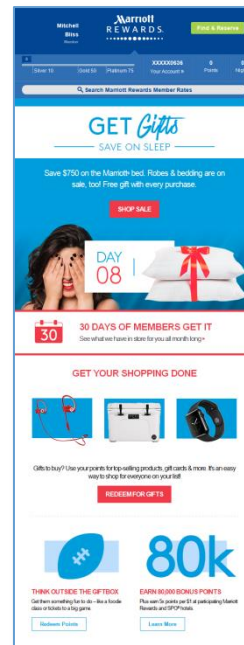
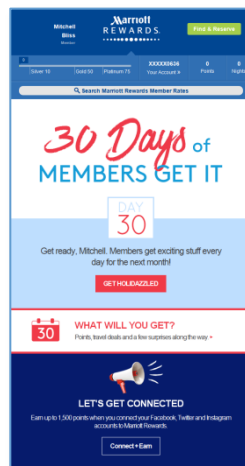
Nov '15:	Cyber Weekend	12.1 M / 21.1 K
	Mobile Request	11.2 M / 11.2 K
	Holiday Redemption	2.9 M / 10.7 K
	ShopMarriott Holiday	11.6 M / 6.5 K
	SPG Merger	17.0 M / 5.0 K

Delivered / EIR Bookings

30 Days Campaign

Members Get It Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Intro	9.4 M	40.7 K	\$13.6 M	23.2%	14.7%	12.7%	4.3
Get Gifts	9.9 M	9.5 K	\$3.2 M	19.6%	5.6%	8.7%	1.0
Cyber Sale	9.7 M	21.5 K	\$6.9 M	20.4%	7.9%	13.8%	2.2
Get Moments	9.4 M	14.2 K	\$4.9 M	20.6%	5.9%	12.4%	1.5
Total	38.5 M	85.9 K	\$28.7 M	20.9%	8.7%	12.3%	2.2

Members Get It Campaign	Delivered	EIR Bookings	EIR Revenue	Bk/Del (K)
Intro Solo	9.4 M	40.7 K	\$13.6 M	4.3
Get Gifts Solo	9.9 M	9.5 K	\$3.2 M	1.0
Redeem Solo	9.7 M	21.5 K	\$6.9 M	2.2
Get Moments Solo	9.4 M	14.2 K	\$4.9 M	1.5
PO-Benefits Nov '16	1.2 M	476	\$190.3 K	0.4
PO-Offers Nov '16	1.1 M	309	\$111.3 K	0.3
PO-Destinations Nov '16	1.2 M	1.7 K	\$543.2 K	1.3
eNews Nov '16	11.9 M	590	\$195.3 K	0.0
Hotel Specials Nov '16	9.3 M	793	\$288.5 K	0.1
Destinations Nov '16	10.8 M	3.8 K	\$1.3 M	0.4
Total	73.9 M	93.5 K	\$31.4 M	1.3



Observations

- High reach and well above average Conv%
- First Email was the star, the rest had below average click engagement
- Successfully tied separate initiatives (that could have been 9 campaigns as of Nov) into 4

1. Introduction (11/7)

Intro Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Members Get It	9.4 M	40.7 K	\$13.6 M	23.2%	14.7%	12.7%	4.3
Fall '15 MB Announcement	8.7 M	50.0 K	\$18.1 M	26.1%	20.9%	10.5%	5.7
Spring '16 MB Announcement	7.8 M	45.9 K	\$16.2 M	24.8%	18.3%	13.0%	5.9

Observations

Members responded well to the introduction

- Member Get it Introduction generated slightly lower Email KPI's than previous MegaBonus Announcements
- YTD Solo booking/delivered average is 2.6

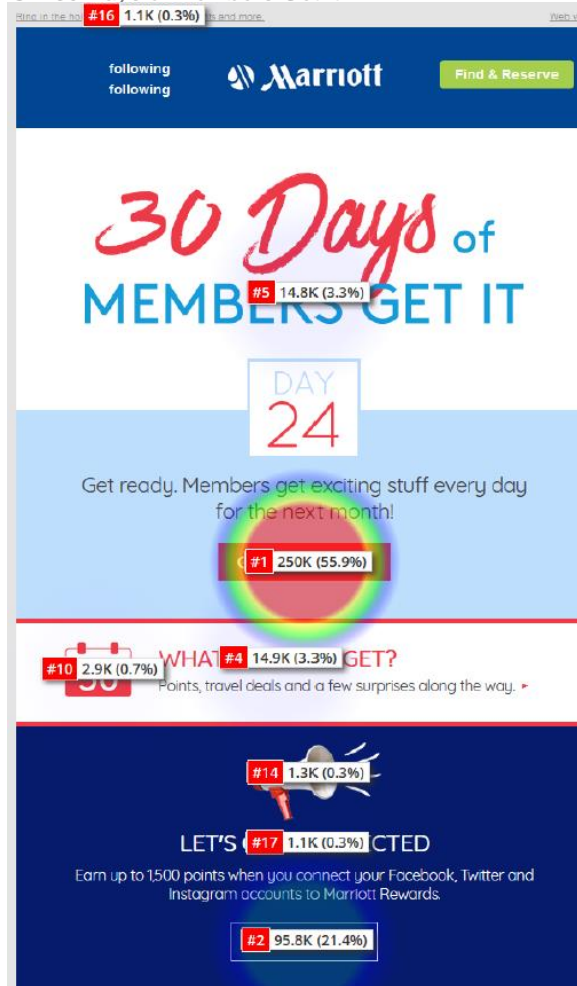
Majority of clicks went to main CTA (56%) & 1,500 point social channel offer (21%)

- Email conveyed a sense of intrigue to what members might get
- An invitation to connect with Social channels implied the promise of even more in addition to the points

Content was cohesive & complementary

Dynamic calendar day kept message relevant, high repeatability

SL: 30 Days of Members Get It



2. Get Gifts (11/14)

Holiday Redemption Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Members Get It	9.9 M	9.5 K	\$3.2 M	19.6%	5.6%	8.7%	1.0
Holiday Redemption (Nov '15)	2.5 M	8.7 K	\$2.8 M	25.6%	14.5%	9.4%	3.5
ShopMarriott Holiday (Nov '15)	10.6 M	6.0 K	\$2.0 M	21.1%	8.0%	3.3%	0.6
ShopMarriott Holiday (Nov '14)	13.6 M	11.9 K	\$4.2 M	22.1%	11.6%	3.4%	0.9

Observations

Of all 30 Days Solos, this one generated the lowest Open%, CTO%, & Conv%

- The subject line may have been optimized with de-emphasizing bedding...
- This Solo performed similarly to ShopMarriott Nov Solos it bears resemblance to
- The Holiday Redemption was launched to a more targeted audience and contained XXXXX while redemption categories were highlighted in Get Gifts

SL: Day 8 of 30: Save \$750 on Beds + Gifts

GET Gifts
SAVE ON SLEEP

Save \$750 on the Marriott® bed, Robes & bedding are on sale, too! Free gift with every purchase.

#1 43.7K (33.8%)

DAY 08 **#9** 4.1K (3.2%)

#17 1.1K (0.8%) **#20** 7.1K (5.5%) **#5** GET IT
See what we have in store for you all month long.

GET YOU **#20** 717 (0.6%) **IG DONE**

#15 **#5** 6.4K (5%) **#1**

Gifts to buy? Use your points for top-selling products, gift cards & more. It's an easy way to shop for everyone on your list.

#12 12.6K (9.8%)

#27 352 (0.3%) **80k**

THIRK **#44** 184 (0.1%) **TBOX** **EARN** **#35** 269 (0.2%) **POINTS**
Get them something fun to do - like a foodie class or tickets to a big game. Plus earn 5x points per \$1 on participating Marriott Rewards and SPG® hotels.

#15 1.1K (0.9%) **#8** 5.6K (4.3%)

3. Cyber Sale (11/25)

Cyber Sale Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Members Get It	9.7 M	21.5 K	\$6.9 M	20.4%	7.9%	13.8%	2.2
Holiday Flash Sale	1.5 M	1.5 K	\$534.3 K	28.7%	2.2%	15.9%	1.0
Cyber Weekend ('15)	12.1 M	21.1 K	\$6.9 M	20.3%	6.2%	13.8%	1.7
Cyber Monday ('14)	7.9 M	24.8 K	\$8.5 M	21.5%	9.9%	14.6%	3.1
Cyber Monday ('13)	396.3 K	5.7 K	\$1.7 M	30.3%	20.6%	23.0%	14.4

Observations

As a primary booking driver, the mailing accomplished its objective: generating the highest CTO% & highest Conv%

Combat holiday inbox and subject line clutter

- Open% may have been impacted by inbox clutter
- Including rate in subject line may have helped create more relevancy to the offer

SL: Day 19 of 30: HUGE Cyber Weekend Sale

following following **Marriott** FIND & RESERVE

GET A Way CYBER SALE

A Sale of Global Proportions
Get member rates from \$79 per night. Good for stays from December 9, 2016 through January 16, 2017.

#1 128.7K (62.6%)

BLACK FRIDAY **#16 906 (0.4%)** CYBER MONDAY **#7 3.5K (1.7%)**

FRIDAY **25** SATURDAY **26** SUNDAY **27** MONDAY **28**

#33 201 (0.1%) Brands **#8 3.3K (1.6%)** More Choices.

#13 1.1K (0.6%) 30 DAYS **#3 10.7K (5.2%)** IS GET IT

GET MORE FROM YOUR TRAVEL

AT YOU #34 200 (0.1%) TIME
Check in, check out and make requests on the Marriott® Mobile App.
#18 748 (0.4%)

CRUISE FOR THE WAY #15 1.1K (0.5%)
Set sail on select cruises and earn 6 points per \$1. Ends December 8th.
#10 1.7K (0.8%)

4. Get Moments (11/29)

Moments/NFL Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Members Get It	9.4 M	14.2 K	\$4.9 M	20.6%	5.9%	12.4%	1.5
NFL Solo	9.9 M	2.9 K	\$1.0 M	19.0%	2.6%	6.0%	0.3
Moments Experiences Bidding #1	5.8 M	6.5 K	\$2.3 M	22.2%	5.6%	9.2%	1.1
Moments Experiences Bidding #2	5.8 M	5.6 K	\$1.9 M	22.3%	5.1%	8.7%	1.0

Observations

Flash Sale helped Get Moments Solo

- Generated significantly higher Open% & Conv% than previous Moments Solos
- Open% was 2nd highest out of the 4 Solos (Day 24 of 30: Flash Sale Today)
- Received 28% of Email clicks, most of any CTA

SL: Day 24 of 30: Flash Sale Today!

following following FIND & RESERVE

GET Moments #6 5.2K (3.1%)
USE YOUR POINTS

SHOP HENCE #24 727 (0.4%)
Use your hard-earned points for access to Hamilton: An American Musical, a Paris shopping getaway, VIP tickets to football games & more.

30 DAYS IT'S GET IT #7 4.4K (2.7%)
See what we have in store for you all month long.

FLASH SALE TODAY ONLY #8 4.2K (2.5%)
Get up to 50% off best-selling brands like Bose & Fitbit. Starts London ET.

RAISE YOUR GAME #34 260 (0.2%)
Save 10% at NFLShop.com. Terms & conditions apply.

Official Sponsor of the NFL

Points for post! Spread the holiday cheer on Twitter using #40 #140 #bersGetIt and #MFL #18 1.2K (0.7%) points. Tweet + Earn

Nov '16 Lifecycle performance summary

		Program	Lifecycle
Audience	Total Delivered	103.8 M -10.4%	4.9 M 7.4%
	Unsub Rate	0.18% -0.1 pts	0.28% -0.2 pts
	Delivery Rate	99% 2.9 pts	97% 4.2 pts
Engagement	Open Rate	21.9% -1.6 pts	33.1% 2.2 pts
	Opens	22.7 M -16.5%	1.6 M 15.2%
	Click Rate	1.9% 0.3 pts	5.3% -1.0 pts
	Unique Clicks	2.0 M 6.8%	259.1 K -10.1%
	Click to Open Rate	8.8% 1.9 pts	16.0% -4.5 pts
Financial	Bookings	195.6 K 22.2%	20.1 K -10.6%
	Revenue	\$67.4 M 22.9%	\$7.5 M -5.9%
	Conversion Rate	9.9% 1.2 pts	7.8% -0.0 pts
	Bookings per Delivered(K)	1.9 36.3%	4.1 -16.8%

Observations

Delivery increased YoY by 7.4% and booking decreased by 10.6%, resulting in a 16.8% decrease in bookings per delivered

Primarily due to a 22% decrease in CTO%, which has been a consistent 2016 trend due to

- Mar'16 launch of Onboarding
- Sep'16 launch of Link Account triggered messaging
- Potential fatigue of repeatedly seen messages, Anniversary & Post Redemption

Lifecycle: Onboarding

Onboarding generates ~13% of Lifecycle volume;
Open%, CTO% are typically below Lifecycle campaign average KPI's

CTO% is 30.1% below YTD average and is the lowest since launch

- Open% after the first message averages ~ 16%, below program average
- Welcome (Points) Email series KPI's follow similar trends with each progressive message

Items in development

- Themed subject lines
- 1 week between mailings and deployed on Mondays

Mar-Nov Onboarding	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Account Tips	1.6 M	2.1 K	\$700.5 K	19.6%	10.2%	6.8%	1.3
Earning Points	1.5 M	1.4 K	\$485.6 K	16.6%	9.3%	6.1%	0.9
Travel Inspiration	1.4 M	1.1 K	\$392.4 K	16.2%	7.1%	6.8%	0.8
Community	1.3 M	771	\$276.6 K	15.0%	4.7%	8.2%	0.6
Total	5.8 M	5.4 K	\$1.9 M	16.9%	8.1%	6.7%	0.9

How to Use Your Rewards Account



How to Earn Points: No Travel Required



Let's Plan Your Next Trip



You Have 50 Million New Friends



Lifecycle: Membership Anniversary

Happy [number of years] anniversary!

First Name
Last Name
Member Status

Marriott
REWARDS.
.....

Find & Reserve

Silver 10 | Gold 50 | Platinum 75

Your Account »

Points

Nights

Congratulations!

Celebrate [XXX] Years with Marriott Rewards

[Alexandria], we appreciate your loyalty and thank you for your membership!

Make your experience even more rewarding by updating your profile.

[My Account](#)

We also recommend you [update your member password](#) each year.

"Travel is the only thing you buy that makes you richer."

– Unknown

Anniversary Lifecycle	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Nov '15	750.3 K	2.4 K	\$826.0 K	34.8%	14.1%	6.5%	3.2
Dec '15	618.8 K	1.9 K	\$706.7 K	32.3%	13.0%	7.5%	3.1
Jan '16	820.9 K	3.1 K	\$1.2 M	36.1%	13.0%	8.1%	3.8
Feb '16	812.1 K	2.5 K	\$924.0 K	32.0%	13.0%	7.5%	3.1
Mar '16	922.0 K	3.1 K	\$1.1 M	34.8%	12.4%	7.8%	3.4
Apr '16	890.0 K	3.3 K	\$1.1 M	35.2%	12.9%	8.2%	3.7
May '16	970.5 K	2.9 K	\$1.0 M	33.1%	12.2%	7.3%	2.9
Jun '16	892.5 K	2.8 K	\$1.0 M	33.4%	12.0%	7.7%	3.1
Jul '16	986.0 K	3.2 K	\$1.1 M	33.3%	12.2%	7.9%	3.2
Aug '16	969.7 K	3.0 K	\$1.0 M	33.0%	12.2%	7.7%	3.1
Sep '16	846.3 K	2.4 K	\$881.2 K	33.1%	11.9%	7.2%	2.9
Oct '16	1.1 M	2.4 K	\$791.5 K	30.6%	11.4%	6.4%	2.2
Nov '16	786.6 K	2.3 K	\$788.4 K	34.0%	11.6%	7.4%	2.9
Average	870.5 K	2.7 K	\$1.0 M	33.5%	12.5%	7.5%	3.1

Observations

- MoM, CTO% increased, however, Anniversary performance has shown slow but steady decreases in CTO%

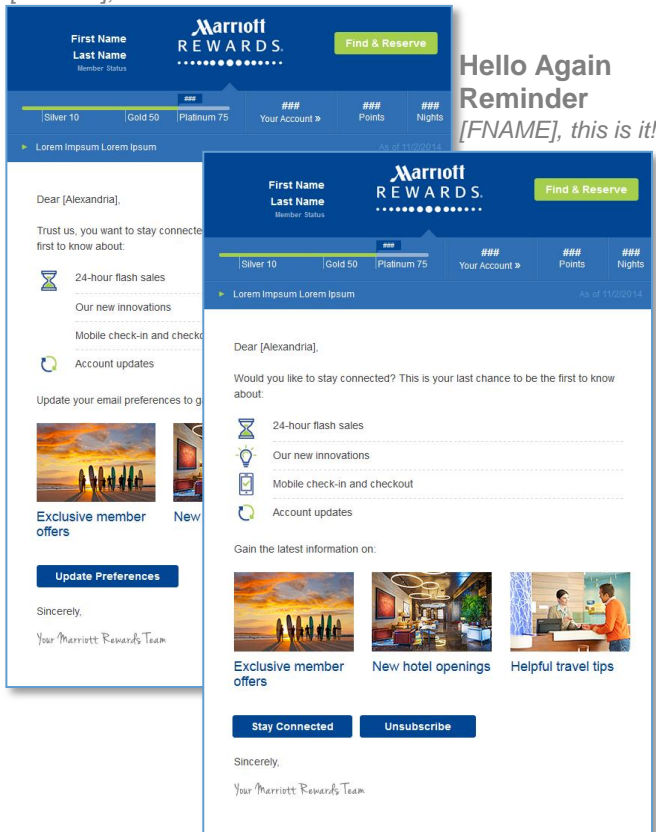
Opportunities to increase value and engagement with Anniversary

- An anniversary reward
- Lifetime information
- Increasing focus on member password refresh

Lifecycle: Hello Again

Hello Again

[FNAME], it's true!



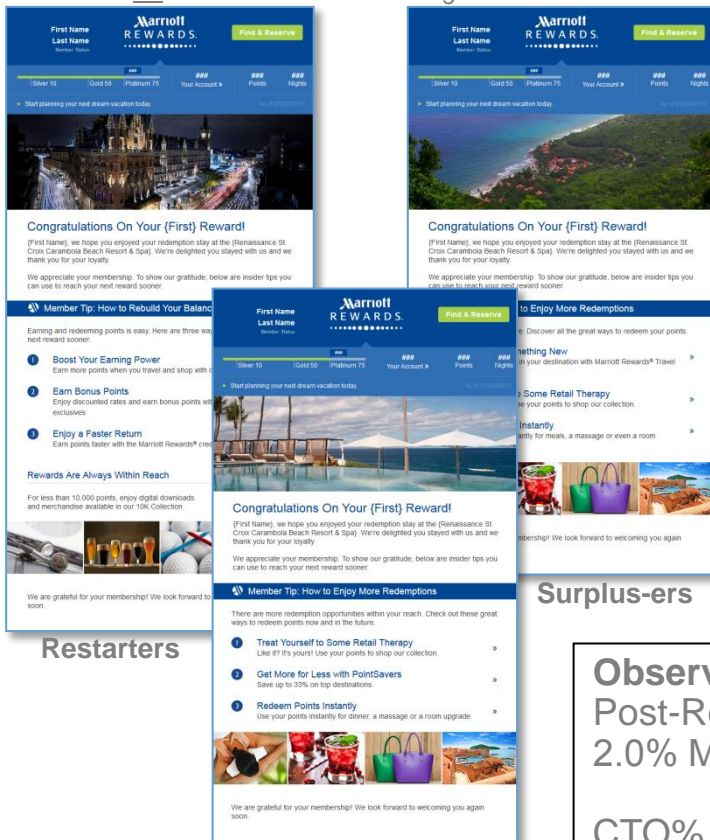
Hello Again Lifecycle (Jan-Nov)	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
2012	8.0 M	6.9 K	\$2.5 M	8.5%	34.8%	2.9%	0.9
2013	6.0 M	5.6 K	\$2.0 M	8.9%	33.2%	3.1%	0.9
2014	7.4 M	4.2 K	\$1.6 M	10.6%	23.2%	2.3%	0.6
2015	4.3 M	2.8 K	\$1.1 M	9.0%	21.4%	3.4%	0.7
2016	3.1 M	1.9 K	\$731.4 K	5.7%	17.3%	6.3%	0.6

Observations

- Since 2012, Hello Again CTO% has decreased steadily, averaging 15.4% decrease YoY
- A refresh of content may help increase click engagement

Lifecycle: Post-Redemption

SL: Thank You for Redeeming Your Points



Restarters

Leftovers

Surplus-ers

Post-Redemption Lifecycle	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Nov '15	149.0 K	1.1 K	\$293.9 K	55.2%	9.6%	13.8%	7.3
Dec '15	163.1 K	1.3 K	\$359.8 K	54.5%	9.6%	14.9%	7.8
Jan '16	171.8 K	1.6 K	\$540.3 K	58.8%	10.1%	15.9%	9.5
Feb '16	133.0 K	1.0 K	\$327.5 K	53.8%	9.9%	14.7%	7.8
Mar '16	134.3 K	1.2 K	\$364.6 K	57.8%	9.7%	16.0%	9.0
Apr '16	165.9 K	1.4 K	\$435.3 K	57.9%	9.5%	15.5%	8.5
May '16	186.0 K	1.5 K	\$454.2 K	58.8%	9.6%	14.4%	8.2
Jun '16	217.7 K	1.6 K	\$535.4 K	58.3%	8.9%	14.2%	7.4
Jul '16	249.8 K	2.2 K	\$664.7 K	58.6%	9.2%	16.1%	8.7
Aug '16	273.4 K	2.2 K	\$737.2 K	58.5%	9.0%	15.3%	8.1
Sep '16	205.2 K	1.4 K	\$452.6 K	59.0%	8.9%	13.3%	6.9
Oct '16	214.3 K	1.4 K	\$450.1 K	58.8%	8.6%	12.6%	6.3
Nov '16	178.7 K	1.3 K	\$391.1 K	56.9%	8.1%	15.3%	7.0
Average	187.9 K	1.5 K	\$462.0 K	57.5%	9.3%	14.8%	7.9

Observations

Post-Redemption CTO% has been decreasing steadily at an average of 2.0% MoM since launch (Oct '14)

CTO% appeared to peak in January and declines throughout the year

Nov '16 Project Orange performance summary

		Project Program	Project Orange
Audience	Total Delivered	103.8 M -10.4%	3.6 M 14.5%
	Unsub Rate	0.18% -0.1 pts	0.11% 0.0 pts
	Delivery Rate	99% 2.9 pts	99% 4.1 pts
Engagement	Open Rate	21.9% -1.6 pts	23.5% -3.0 pts
	Opens	22.7 M -16.5%	840.9 K 1.6%
	Click Rate	1.9% 0.3 pts	2.3% -0.4 pts
	Unique Clicks	2.0 M 6.8%	81.0 K -3.5%
	Click to Open Rate	8.8% 1.9 pts	9.6% -0.5 pts
Financial	Bookings	195.6 K 22.2%	11.8 K -8.9%
	Revenue	\$67.4 M 22.9%	\$4.1 M -11.5%
	Conversion Rate	9.9% 1.2 pts	14.5% -0.8 pts
	Bookings per Delivered(K)	1.9 36.3%	3.3 -20.4%

Nov Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	8.8 K	\$3.1 M	27.8%	10.3%	21.6%	6.2	0.06%
Benefits	501.2 K	5.1 K	\$1.9 M	30.6%	13.6%	24.6%	10.3	0.05%
Destinations	505.1 K	1.9 K	\$618.8 K	27.8%	7.5%	17.9%	3.7	0.06%
Offers	425.6 K	1.8 K	\$646.1 K	24.4%	9.2%	19.1%	4.3	0.07%
TSAT	2.1 M	2.9 K	\$1.0 M	20.7%	9.3%	7.3%	1.4	0.14%
Benefits	680.4 K	1.6 K	\$539.8 K	22.3%	14.3%	7.5%	2.4	0.11%
Destinations	742.4 K	630	\$223.4 K	21.2%	5.9%	6.8%	0.8	0.14%
Offers	648.7 K	653	\$240.0 K	18.2%	7.4%	7.4%	1.0	0.17%
Total	3.5 M	11.8 K	\$4.1 M	23.6%	9.8%	14.6%	3.4	0.11%

Observations

- Lowest Open% since launch
- Lowest YTD booking/delivered

Compared to the base email program, PO-dedicated campaigns generated:
+17.9% Open%, -5.6% CTO%, +114.3% higher Conv%

November '16 Email overview & MoM trends

Nov Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	8.8 K	\$3.1 M	27.8%	10.3%	21.6%	6.2	0.06%
Benefits	501.2 K	5.1 K	\$1.9 M	30.6%	13.6%	24.6%	10.3	0.05%
Destinations	505.1 K	1.9 K	\$618.8 K	27.8%	7.5%	17.9%	3.7	0.06%
Offers	425.6 K	1.8 K	\$646.1 K	24.4%	9.2%	19.1%	4.3	0.07%
TSAT	2.1 M	2.9 K	\$1.0 M	20.7%	9.3%	7.3%	1.4	0.14%
Benefits	680.4 K	1.6 K	\$539.8 K	22.3%	14.3%	7.5%	2.4	0.11%
Destinations	742.4 K	630	\$223.4 K	21.2%	5.9%	6.8%	0.8	0.14%
Offers	648.7 K	653	\$240.0 K	18.2%	7.4%	7.4%	1.0	0.17%
Total	3.5 M	11.8 K	\$4.1 M	23.6%	9.8%	14.6%	3.4	0.11%

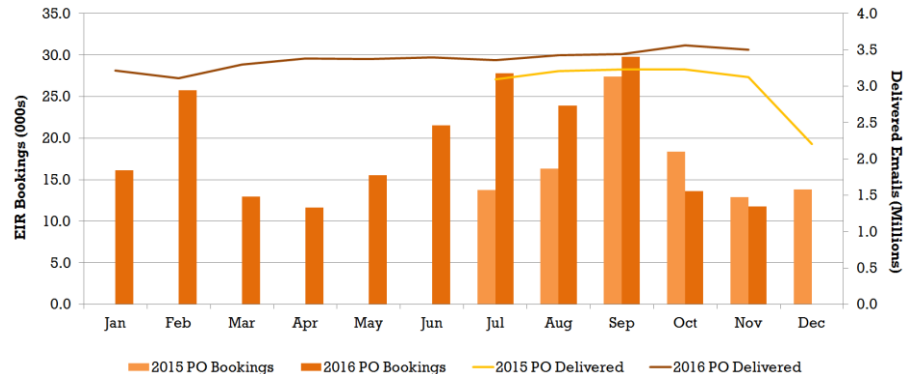
Observations

Benefits CTO% and Conv% were 34% & 18% below YTD avg respectively

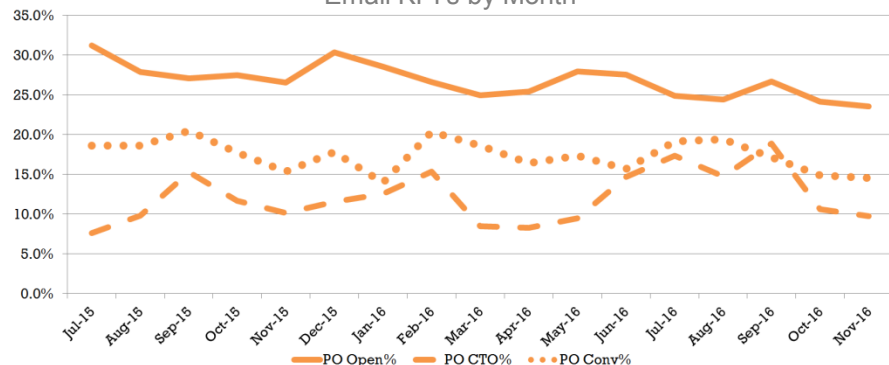
Offers Open% was lowest since launch and CTO% was 23% below YTD average, contributing to the lowest booking/delivered since launch

Destinations CTO% was 13.3% above YTD average

Bookings by Month



Email KPI's by Month



Benefits overview and MoM trends

Observations

Overall

- Nov'16 Email KPI's fell against YTD avg as well as YoY
- Open% fell 9% YoY
- CTO% was 33.8% below YTD avg; 18% YoY
- Conv% was 18.4% below YTD avg 8% YoY

A high amount of content were non-booking offers

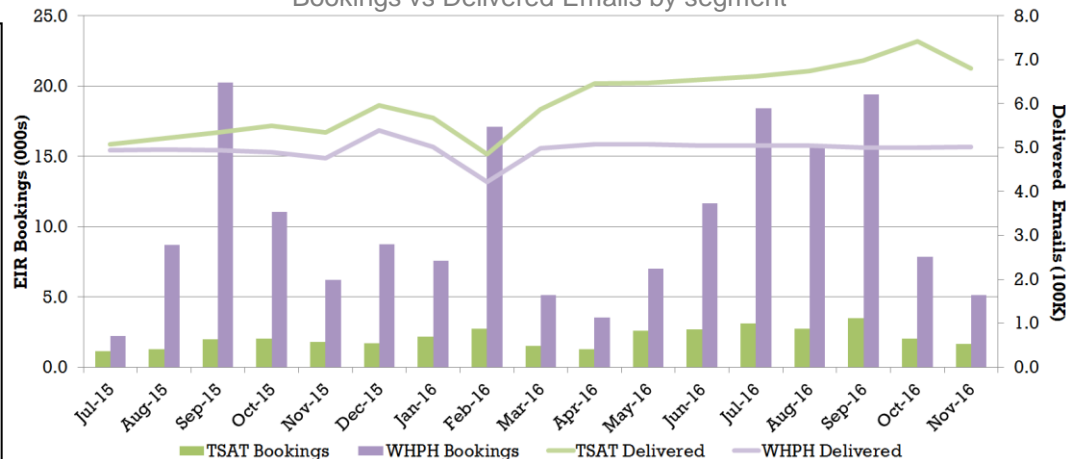
TSAT

- CTO% was 16.0% below YTD avg; 20% YoY
- Conv% was 12.8% below YTD avg; 2% YoY

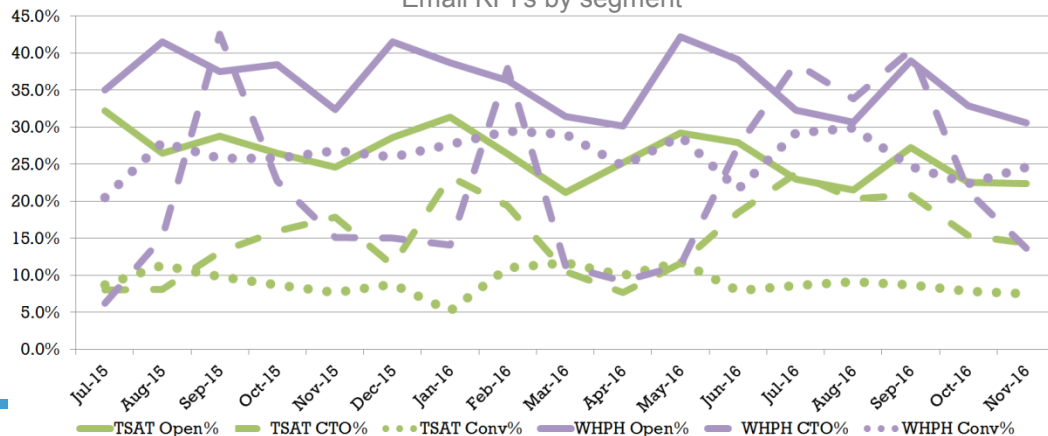
WHPH

- 2nd lowest Open% YTD
- CTO% was 41.9% below YTD avg; 10% YoY

Bookings vs Delivered Emails by segment



Email KPI's by segment



PO segment open & click engagement was higher with Control than Benefits

Nov eNews/ Benefits	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT eNews	74.7 K	18.9 K	200	\$63.7 K	25.3%	18.1%	5.8%	2.7	0.11%
TSAT Benefits	680.4 K	152.1 K	1.6 K	\$539.8 K	22.3%	14.3%	7.5%	2.4	0.11%
%△					-12%	-21%	29%	-10%	
WHPH eNews	54.0 K	18.9 K	799	\$268.2 K	35.0%	23.2%	18.2%	14.8	0.04%
WHPH Benefits	501.2 K	153.2 K	5.1 K	\$1.88 M	30.6%	13.6%	24.6%	10.3	0.05%
%△					-13%	-41%	35%	-31%	

Both PO segments had higher Open% with the Control copy vs Test (Benefit) copy

- eNews: *Your Account: Ready to Transfer Points?* *You Want to Link to SPG*
- TSAT Benefits: *Your Benefits: Earn Points in More Places* *Get Status Match + Transfer Points*
- WHPH Benefits: *Your Benefits: Where Will You Go Next, Jim?* *Your Benefits: Reminder - Link Your Accounts*

There was significant differences in content between Core & PO versions, including layout of content as well as type of content included

November WHPH Benefits

Observations

Click volume was half of YTD average, 10% less YoY

Search & Account generated click volume lows, while overall click engagement was low, those that did click went to the content

Link Account as Top Offer did not resonate with WHPH, particularly if they had linked accounts

- Link Account message in Top Offer generated 79% fewer clicks than YTD average
- 20% of WHPH have linked account & their click engagement & did not engage with their dedicated Link Account message in Top Offer (5% of Top Offer clicks)

Member Get it message did not resonate

- 78% fewer clicks than YTD average
- This message may not resonate due to message fatigue (email, display)

Rewards section generated 43% higher click volume than YTD average and highest section Conv%

- SuperBowl sweepstakes & MegaBonus generated the majority of clicks

30 Days module resonated with WHPH as it generated 8% of clicks & bookings

Ritz Carlton in the Brand Spotlight generated the highest click engagement for this section

Account Box
14% clks, 16% bks

Search
2% clks, 2% bks

Top Offer
27% clks, 22% bks

Top Offer 2
2% clks, 1% bks

Rewards - Head
5% clks, 7% bks

Rewards - Main
29% clks, 33% bks

Earn
1% clks, 0% bks

Members Get It
8% clks, 8% bks

Redeem
2% clks, 2% bks

NFL
1% clks, 1% bks

WHPH Benefits
Your Benefits: Earn Points in More Places

Moments
1% clks, 1% bks

Brand Spotlight
4% clks, 3% bks

Hotel Openings
2% clks, 1% bks

eBreaks
2% clks, 2% bks

Score NFL Tickets
1% clks, 1% bks

November TSAT Benefits

Observations

3rd lowest YTD click volume and Conv%

Link Account message received 14% lower click volume than YTD average
~ 95% of TSATs have not linked accounts

Member Rates message did not resonate as it generated 83% less clicks than YTD placement average

Rewards section generated 22.5% less clicks than YTD average

- Sleepover at Super Bowl LI did not appear to resonate as much with TSATs as WHPH
- MoM, MegaBonus offer in Rewards generated 71.2% fewer clicks

TSAT's CTO% with 30 Days was about half compared to WHPH

Ritz Carlton in the Brand Spotlight generated the highest clicks for this section

eBreaks generated 2nd lowest % of clicks and lowest Conv% since first being featured

TSAT Benefits

Your Benefits: Where Will
You Go Next [FNAME]?

Account Box
17% clks, 37% bks

Search
4% clks, 7% bks

Top Offer
49% clks, 29% bks

Top Offer 2
3% clks, 4% bks

Rewards - Head
4% clks, 6% bks

Rewards - Main
7% clks, 6% bks

Earn
1% clks, 0% bks

Members Get It
4% clks, 4% bks

Redeem
4% clks, 4% bks

NFL
0% clks, 0% bks

1% clks, 1% bks

Brand Spotlight
3% clks, 1% bks

City Scene
1% clks, 0% bks

Hotel Openings
1% clks, 0% bks

eBreaks
2% clks, 1% bks

November Non-Member TSAT&WHPH Benefits

Non-Member Benefits
[FNAME] Now is the Best Time to Join

Nov Non-Member Benefits	Delivered	Enrollments	Clicks	EIR Revenue	Open%	CTO%	Conv%	Enroll/Del (K)	Unsub%
WHPH & TSAT	71.2 K	N/A	298	\$0	21.7%	1.9%	N/A	N/A	0.47%

Observations

The November Non-Member version of Benefits featured alliance acquisition messaging & Ritz Brand Spotlight, generating 298 clicks

- October featured:
 - The least amount of content to-date but generated 284 clicks
 - Member rate & Cruise sweepstakes
- September generated 308 clicks featuring MegaBonus, Atlantis offer & Autograph spotlight

% of clicks to alliance acquisition Top Offer had the a higher % of clicks in November than MegaBonus (Sept) & Lowest Rate (Oct)

% of clicks the Ritz Brand Spotlight generated was 124% higher than September's Autograph Collection Brand Spotlight, although Sept featured more content overall

Account Box
13% clks, 0 bks

Top Offer
38% clks, 0 bks

Top Offer 2
11% clks, 0 bks

Search
3% clks, 0 bks

Brand Spotlight
29% clks, 0 bks

Luxury With A Distinctly Local Touch
The Ritz-Carlton crafts unforgettable travel experiences, offering luxurious hotels and resorts in exceptional destinations.

Find Your Next Getaway, Perfectly Suited To Your Passions

Ski Resorts
Conquer challenging slopes with ski-in/ski-out resorts in majestic settings.
Find Ski Resorts

Beach Resorts
Experience an idyllic retreat at exclusive beaches throughout the world.
Find Beach Resorts

Marriott Rewards members can earn and spend points at more than 90 Ritz-Carlton hotels and resorts worldwide.

Offers overview and MoM trends

Observations

Overall

Nov was a seasonal low in engagement:

- Open% was lowest since launch
- CTO% was 23.1% below YTD average

Compared to Nov '15:

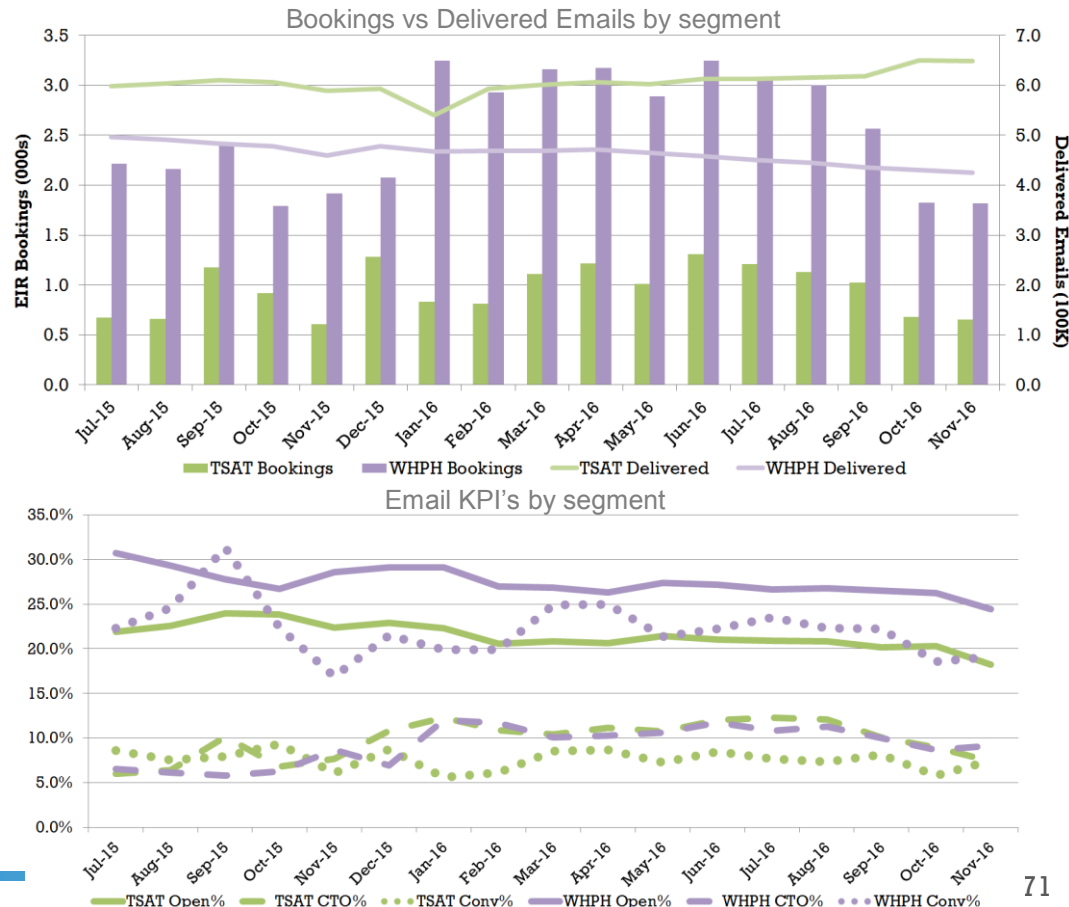
- Open% fell 18%
- CTO% & Conv% increased, 1% & 15% respectively

TSAT

- Lowest Open% since launch
- CTO% fell 3% YoY, Conv% increased 23%

WHPH

- Lowest Open% since launch
- CTO% increased 6% YoY, Conv% increased 13%



TSAT & WHPH Conv% were higher with Hotel Specials than Offers

Nov HS/ Offers	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT HS	71.2 K	13.3 K	86	\$27.3 K	18.7%	7.6%	8.5%	1.2	0.16%
TSAT Offers	648.7 K	118.3 K	653	\$240.0 K	18.2%	7.4%	7.4%	1.0	0.17%
%△					-2%	-3%	-12%	-17%	
WHPH HS	45.9 K	11.4 K	215	\$82.7 K	24.7%	9.4%	20.1%	4.7	0.07%
WHPH Offers	425.6 K	104.0 K	1.8 K	\$646.1 K	24.4%	9.2%	19.1%	4.3	0.07%
%△					-1%	-3%	-5%	-9%	

The delta between Core and PO interaction with their mailings were within standard deviation

The only difference between Core & PO versions were images used above Field Offers

November WHPH Offers

Nov Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
WHPH	425.6 K	1.8 K	\$646.1 K	24.4%	9.2%	19.1%	4.3	0.07%

Observations

WHPH Offers generated the 2nd lowest YTD click volume & Conv%

Factors include:

Seasonality may be a factor as Nov has been a low month for Hotel Specials clicks

Reduced booking content

- 1ST Month without MegaBonus nor Summer in the past 4 months
- Standard Getaways content replaced by non-booking content (Flash Sale, 80K MRCC) & generated less than average CTO & Conv%

Experiences generated 24.9% fewer clicks than YTD average but 6.4% higher % of clicks

% of clicks to eBreaks improved MoM, however, generated the 2nd lowest click volume and lowest Conv% since first being featured

WHPH Offers

Day 16 of 30: Flash Sale Today & Up to 30% Off Travel

Account Box
14% clks, 20% bks

Search
8% clks, 8% bks

Field Offers
50% clks, 47% bks

Minneapolis from \$169 \$50 dining credit	Houston from \$169 Stay connected
Cincinnati from \$199 Breakfast & parking	Vail from \$149 Park at the mountain
S. California from \$149 \$25 grocery gift card	Dallas from \$139 Specials for Texas residents
Atlanta from \$144 Upgraded room, parking	Sonoma resort \$459+ Get away to wine country

See All

Find A Hotel

Middle Offer
18% clks, 14% bks

12PM EST TODAY - SHOP WITH POINTS



Flash Sale! Get Your Holiday Shopping Done
Shop brands like Apple, Keurig and Play-Ben with points, starting at noon ET.

Get Gifts

80k
The Fastest Way to Earn Marriott Rewards Points This Season
Earn 80,000 bonus points + 5x points at Marriott Rewards and SPG® hotels.

Learn More

Celebrate the Holidays at Gaylord® Hotels
Experience a winter wonderland made of ICE® in Dallas, Kissimmee, Nashville & Washington, DC.

Get 30% Off



30 DAYS OF MEMBERS GET IT

See what we have in store for you all month long >

Experiences
5% clks, 5% bks



Conquer NYC This Holiday Season

Indulge in the city that never sleeps. Book your Big Apple stay early and save up to 20%.

From \$143



Book Your Bay Area Getaway
Boost your points balance in San Francisco and beyond in northern California.

Get 5,000 Points



Earn Big in New Orleans
Earn 2,000 points per night in the Big Easy. Let the good times roll.

Get 10,000 Points



eBreaks
5% clks, 5% bks

Save on stays this weekend. Where will you go?

November TSAT Offers

Nov Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT	648.7 K	653	\$240.0 K	18.2%	7.4%	7.4%	1.0	0.17%

Observations

TSAT Offers generated the 2nd lowest click volume since launch

Factors include:

Seasonality may be a factor as Nov has been a low month for Hotel Specials clicks

Reduced booking content

- 1ST Month without MegaBonus nor Summer in the past 4 months
- Standard Getaways content replaced by non-booking content (Flash Sale, 80K MRCC) & generated less than average CTO% & Conv%

Experiences generated 31.3% fewer clicks than YTD average

% of clicks to eBreaks improved MoM, however, generated the 2nd lowest click volume since first being featured

Account Box
19% clks, 37% bks

Search
11% clks, 17% bks

Field Offers
49% clks, 31% bks

Minneapolis from \$169
\$50 dining credit

Houston from \$169
Stay connected

Cincinnati from \$199
Breakfast & parking

Vail from \$149
Park at the mountain

S. California from \$149
\$25 grocery gift card

Dallas from \$139
Specials for Texas residents

Atlanta from \$144
Upgraded room, parking

Sonoma resort \$459+
Get away to wine country

Middle Offer
12% clks, 7% bks

12PM EST TODAY - SHOP WITH POINTS

Did Someone Say "Flash Sale"?

Starting today, turn your travel into gifts for even less. Shop with points and get the gear they'll love.

80K

The Fastest Way to Earn Marriott Rewards Points This Season

Earn 80,000 bonus points + 5x points at Marriott Rewards and SPG® hotels.

Get in the Holiday Spirit at Gaylord® Hotels

Experience the magic of ICE® in Dallas, Kissimmee, Nashville and Washington, DC.

30 DAYS OF MEMBERS GET IT
See what we have in store for you all month long

TSAT Offers
Day 16 of 30: Flash Sale Today & Up to 30% Off Travel

Experiences
5% clks, 3% bks

Save Up to 20% in New York City

Indulge in the city that never sleeps. Book your Big Apple stay early and save up to 20%.

From \$143

See San Francisco from \$114

Treat yourself to a weekend in the Bay Area and get rewarded with extra points.

Get 5,000 Points

Earn Big in New Orleans

2,000 points per night in the Big Easy. Let the good times roll.

Get 10,000 Points

eBreaks
4% clks, 4% bks

Save 20%

Save on stays this weekend. Where will you go?

Destinations overview and MoM trends

Observations

Overall

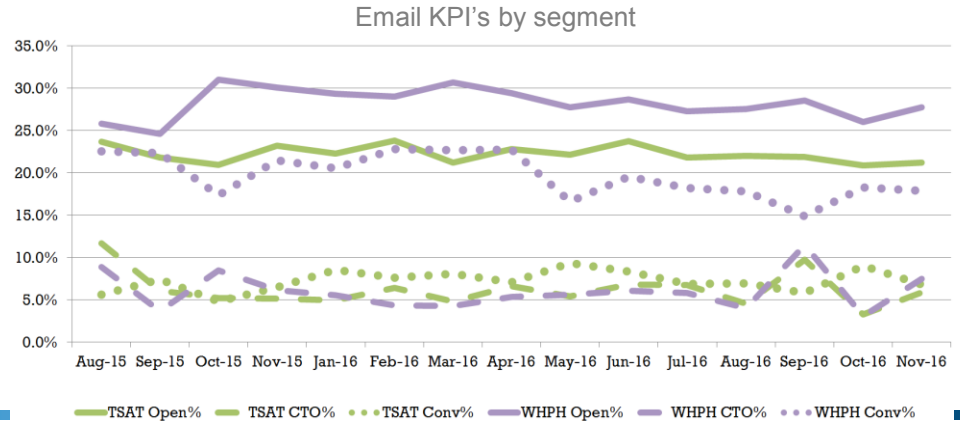
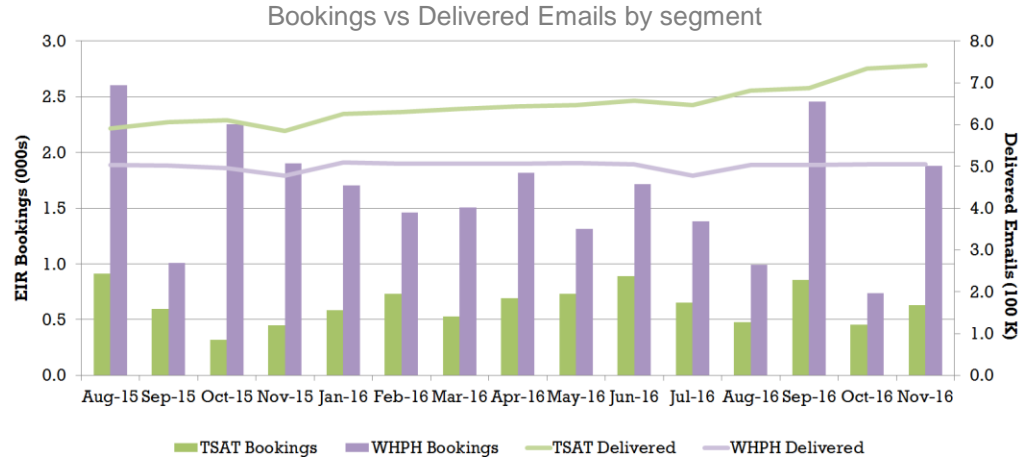
- Open% was the 2nd lowest YTD
- CTO% was 13.3% above YTD average

TSAT

- 2nd lowest Open rate YTD
- CTO% was 1.6% below YTD average

WHPH

- Slightly below Open rate YTD average
- CTO% was 2nd highest YTD



Core & PO engagement had similar engagement

Nov Destinations	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)	Unsub%
TSAT Control	74.5 K	16.6 K	63	\$17.4 K	22.2%	6.0%	6.3%	0.8	0.12%
TSAT Test	742.4 K	157.7 K	630	\$223.4 K	21.2%	5.9%	6.8%	0.8	0.14%
%△					-4%	-3%	8%	0%	
WHPH Control	53.8 K	15.6 K	220	\$88.7 K	29.0%	7.2%	19.5%	4.1	0.06%
WHPH Test	505.1 K	140.2 K	1.9 K	\$618.8 K	27.8%	7.5%	17.9%	3.7	0.06%
%△					-4%	3%	-8%	-9%	

Both segments had higher open and click-to-open to Control vs PO versions

- These differences were beyond the Sept difference where the exact same content was shown

The only difference between Test & Control versions were the Travel Planner sections in content and layout

Nov WHPH Destinations

November Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	505.1 K	1.9 K	\$618.8 K	27.8%	7.5%	17.9%	3.7	0.06%

Observations

November generated the 2nd most clicks YTD

- 2nd lowest click engagement with Account Box since launch, indicating WHPH found content engaging
- Holiday Travel feature generated nearly 60% of clicks, 80% above the YTD average
- Middle Offer click volume was 20% above YTD average
 - “Get Gifts and Gear” and “Get the Holiday Spirit” headlines/Images/CTA’s generated 61.0% of section clicks
 - MegaBonus click volume was a distant third, along with other offer content (20% off Gaylord, Flash Sale, Cyber Sale)
- Trip Planner also generated the most clicks since Middle Offers was introduced in April
 - Kauai and NYC generated high than avg clicks for Trip Planner section

The screenshot shows the WHPH website interface. At the top, there's a navigation bar with links like 'Home', 'Hotels', 'Flights', 'Cars', 'Vacations', 'Deals', 'Gifts', 'About Us', and 'Contact Us'. Below the navigation bar, there are several promotional banners:

- Account Box**: 13% clicks, 21% bookings
- Search**: 2% clicks, 3% bookings
- GET Holiday Travel Smart**: A banner for holiday travel tips.
- DAY 5**: A banner indicating the 5th day of a series.
- 10 HOLIDAY TRAVEL SECRETS**: A banner with the text 'We asked members and travel experts how to avoid the holiday season's biggest transportation nightmares.'
- Holiday Travel**: 59% clicks, 54% bookings. A banner featuring an airplane.
- SEE ALL TIPS**: A button to view all travel tips.
- 30 DAYS OF MEMBERS GET IT**: A banner with a calendar icon and the text 'See what we have in store for you all month long.'
- GET GIFTS & GEAR**: The year's hottest travel gadgets and gift ideas.
- Gifts & Offers**: 20% clicks, 18% bookings. A banner featuring a gift box.
- More Hot Products**: A button to view more products.
- MARK YOUR CALENDAR: HOLIDAY FLASH SALES**: Use points to save up to 50% on gear & gifts every Tuesday, Nov. 22 - Dec. 6.

WHPH Destinations

Day 5 of 30: Your Holiday Travel Guide

The screenshot shows the WHPH Destinations page. It features several sections:

- GET THE HOLIDAY SPIRIT**: A section with a headline 'BEHIND THE SCENES AT GAYLORD HOTELS' ICE!' and a sub-headline 'See what goes into the incredible Christmas displays - and what's in store this year.' There's a 'See Full Story' button.
- Get the Spirit**: Save up to 20% at Gaylord Hotels.
- Get Your Stays**: Don't forget to stay more to earn your MegaBonus points.
- MegaBonus Tip**: There's still time to earn - especially if you choose the easy 2-stay option.
- COMING SOON: FOUR DAY CYBER SALE**: Get ready for a sale of global proportions, with more brands, more countries and more choices starting Friday, November 20th.
- Set Reminders, Outlook, Calendar, Google Calendar**: A row of buttons to set reminders.
- TRIP PLANNER**: 6% clicks, 5% bookings. A section with three travel guides:
 - KAUAI, HAWAII**: Escape the bustle and chill out by the pool at the Kauai Marriott Resort.
 - VIENNA, AUSTRIA**: Experience an authentic Christmas market on the roof of the Ritz-Carlton.
 - NEW YORK, NY**: Enjoy the season at the Renaissance Platinum, the first "Living Hotel".
- HONOR VETERANS DAY WITH POINTS**: We've donated 100,000 points to charities supporting military families. Join us in giving back to one of 15 million charities.
- DONATE POINTS**: A button to donate points.

Nov TSAT Destinations

November Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	742.4 K	630	\$223.4 K	21.2%	5.9%	6.8%	0.8	0.14%

Observations

November generated slightly above average click volume

- 2nd lowest click engagement with Account Box sine launch, indicating TSAT found content engaging
- Holiday Travel feature generated 55.8% more clicks than Top Offer YTD average
- Middle Offer click volume was 23.8% below YTD average
 - ‘Save 20% at Gaylord’ click volume was a distant third, along with other offer content (MegaBonus, Flash Sale, Cyber Sale)
- Trip Planner generated 45.2% fewer clicks than YTD Bottom Offer average
 - Kauai and NYC generated similar click volume, Austria generated 40% of the clicks as NYC

Account Box
18% clks, 38% bks

Search
5% clks, 7% bks

GET Holiday Travel Smart
Holiday Travel
54% clks, 40% bks

10 HOLIDAY TRAVEL SECRETS
We asked members and travel experts how to avoid the holiday season's biggest transportation nightmares.

Middle Offer
17% clks, 11% bks

MARK YOUR CALENDAR: HOLIDAY FLASH SALES
Use points to save up to 50% on gear & gifts every Tuesday, Nov. 22 – Dec. 6

TSAT Destinations

Day 5 of 30: Your Holiday Travel Guide

GET THE HOLIDAY SPIRIT

BEHIND THE SCENES AT GAYLORD HOTELS' ICE!
See what goes into the incredible Christmas displays – and what's in store this year.
[See Full Story](#)

Get the Spirit: Save up to **20%** at Gaylord Hotels ▶

Get Your Stays: Don't forget to stay more to earn your MegaBonus® points ▶

MegaBonus® Tip: There's still time to earn – especially if you choose the easy 2-stay option ▶

COMING SOON: FOUR DAY CYBER SALE
Get ready for a sale of global proportions, with more brands, more countries and more choices starting Friday, November 20th.
[Set Reminders](#) ▶ [Outlook](#) ▶ [Calendar](#) ▶ [Google Calendar](#) ▶

TRIP PLANNER
6% clks, 3% bks

KAUAI, HAWAII
Escape the bustle and chill out by the pool at the Kauai Marriott Resort.

VIENNA, AUSTRIA
Experience an authentic Christmas market on the roof of the Ritz-Carlton.

NEW YORK, NY
Enjoy the season at the Renaissance® Platinum, the first "Living Hotel".

HONOR VETERANS DAY WITH POINTS
We've donated 100,000 points to charities supporting military families. Join us in giving back to one of 15 million charities.
[DONATE POINTS](#)

+ Thank You!

Fall '16 MegaBonus to-date

MegaBonus First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Fall '16	80.2 M	105.5 K	\$37.0 M	1.3
Spring '16	62.2 M	151.0 K	\$48.7 M	2.4
Fall '15	48.6 M	147.3 K	\$48.9 M	3.0

Observations

Bookings/delivered has fallen as MegaBonus has been featured in more touchpoints with large audiences and less dedicated touchpoints (e.g. modules in Hotel Specials)

- Core campaign % of Delivered:
 - Fall '16 = 89%
 - Spring '16 = 72%
 - Fall '15 = 63%

Fall '16 MegaBonus to-date

MegaBonus First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Fall '16	80.2 M	105.5 K	\$37.0 M	1.3
Spring '16	62.2 M	151.0 K	\$48.7 M	2.4
Fall '15	48.6 M	147.3 K	\$48.9 M	3.0

Observations

Bookings/delivered has fallen as MegaBonus has been featured in more touchpoints with large audiences and less focus (e.g. modules in Hotel Specials)

• Core campaign % of Delivered:

- Fall '16 89%
- Spring '16 72%
- Fall '15 63%

MegaBonus First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Announcement	8.7 M	50.0 K	\$18.1 M	5.7
First Hurdle Progress Check In	95.4 K	2.2 K	\$780.6 K	23.1
No Stays Progress Check In	130.8 K	1.4 K	\$488.0 K	10.5
Preview	6.7 M	15.2 K	\$5.6 M	2.3
Registration Confirmation	640.7 K	8.0 K	\$3.0 M	12.5
Registration Reminder	1.9 M	4.3 K	\$1.6 M	2.3
eNews Sep '15	10.2 M	27.2 K	\$4.5 M	2.7
PO-Benefits Sep '15	1.0 M	18.1 K	\$7.0 M	17.6
eNews Oct '15	10.3 M	12.9 K	\$4.9 M	1.2
PO-Benefits Oct '15	1.0 M	7.9 K	\$3.0 M	7.6
Hotel Specials Dec '15	7.8 M	95	\$34.4 K	0.0
Fall '15	48.6 M	147.3 K	\$48.9 M	3.0
Achievement	107.0 K	14.2 K	\$5.1 M	132.6
Announcement	7.8 M	45.9 K	\$16.2 M	5.9
Preview	7.9 M	25.6 K	\$9.8 M	3.3
Registration Confirmation	413.8 K	6.0 K	\$2.2 M	14.5
Registration Reminder	1.5 M	6.5 K	\$2.2 M	4.3
eNews Feb '16	10.6 M	29.3 K	\$4.4 M	2.8
Hotel Specials Feb '16	9.0 M	294	\$92.6 K	0.0
PO-Benefits Feb '16	907.2 K	16.8 K	\$6.4 M	18.5
PO-Offers Feb '16	1.1 M	79	\$27.7 K	0.1
eNews Mar '16	10.6 M	4.2 K	\$1.5 M	0.4
Hotel Specials Mar '16	10.1 M	440	\$164.1 K	0.0
PO-Benefits Mar '16	1.1 M	1.4 K	\$578.2 K	1.3
PO-Offers Mar '16	1.1 M	189	\$1.1 M	0.2
Spring '16	62.2 M	151.0 K	\$48.7 M	2.4
Achievement	102.9 K	14.0 K	\$4.3 M	136.5
Registration Confirmation	606.5 K	7.9 K	\$2.8 M	13.0
Registration Reminder	7.9 M	27.1 K	\$9.4 M	3.4
eNews Sep '16	11.5 M	30.8 K	\$10.9 M	2.7
Hotel Specials Sep '16	9.3 M	882	\$354.3 K	0.1
PO-Benefits Sep '16	1.2 M	17.8 K	\$6.7 M	14.9
PO-Offers Sep '16	1.1 M	509	\$162.0 K	0.5
eNews Oct '16	12.0 M	1.8 K	\$655.7 K	0.2
Hotel Specials Oct '16	9.3 M	659	\$206.9 K	0.1
PO-Benefits Oct '16	1.2 M	844	\$318.2 K	0.7
PO-Offers Oct '16	1.1 M	289	\$108.7 K	0.3
eNews Nov '16	11.9 M	2.1 K	\$822.3 K	0.2
PO-Benefits Nov '16	1.3 M	1.1 K	\$397.0 K	0.9
PO-Destinations Nov '16	1.2 M	37	\$13.4 K	0.0
Destinations Nov '16	10.6 M	127	\$38.5 K	0.0
Fall '16	80.2 M	106.0 K	\$37.2 M	1.3

Lifecycle: Hello Again

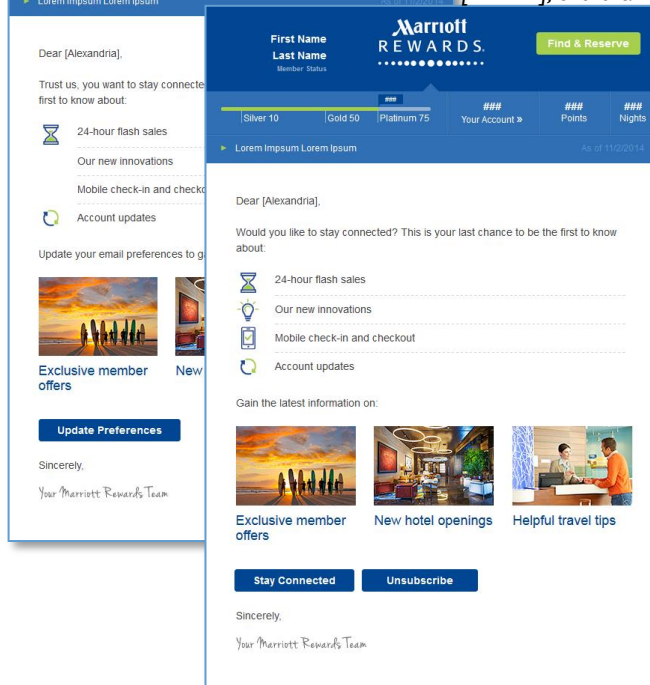
Hello Again

[FNAME], it's true!




Hello Again Reminder

[FNAME], this is it!



Hello Again Lifecycle	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Jan '16	176.2 K	169	\$73.3 K	8.7%	14.5%	7.6%	1.0
Feb '16	160.8 K	90	\$34.4 K	8.1%	12.8%	5.4%	0.6
Mar '16	105.3 K	126	\$56.2 K	7.6%	16.9%	9.3%	1.2
Apr '16	181.8 K	134	\$49.3 K	6.0%	16.0%	7.7%	0.7
May '16	150.9 K	112	\$51.8 K	7.0%	14.9%	7.1%	0.7
Jun '16	131.5 K	135	\$46.8 K	5.7%	17.8%	10.2%	1.0
Jul '16	156.3 K	152	\$51.8 K	8.3%	14.3%	8.3%	1.0
Aug '16	97.1 K	115	\$45.5 K	8.4%	17.6%	8.0%	1.2
Sep '16	176.5 K	117	\$43.3 K	6.4%	15.7%	6.6%	0.7
Oct '16	198.6 K	87	\$41.2 K	5.5%	13.6%	5.9%	0.4
Nov '16	185.9 K	69	\$19.7 K	5.1%	12.1%	6.0%	0.4
Initial Avg.	156.4 K	119	\$46.7 K	7.0%	15.1%	7.5%	0.8
Jan '16	97.7 K	46	\$17.5 K	5.2%	24.4%	3.7%	0.5
Feb '16	98.8 K	60	\$25.2 K	4.7%	25.0%	5.2%	0.6
Mar '16	211.7 K	85	\$28.3 K	5.0%	19.8%	4.0%	0.4
Apr '16	93.5 K	33	\$13.2 K	3.7%	26.3%	3.6%	0.4
Jun '16	245.1 K	157	\$50.4 K	4.1%	23.4%	6.7%	0.6
Jul '16	101.5 K	36	\$14.5 K	4.2%	22.3%	3.8%	0.4
Aug '16	93.1 K	56	\$17.1 K	3.7%	27.3%	5.9%	0.6
Sep '16	137.7 K	43	\$17.3 K	3.6%	23.3%	3.7%	0.3
Oct '16	118.6 K	27	\$7.8 K	3.6%	18.9%	3.3%	0.2
Nov '16	185.8 K	61	\$26.7 K	3.6%	17.2%	5.3%	0.3
Reminder Avg.	138.3 K	60	\$21.8 K	4.1%	22.8%	4.5%	0.4

Partner Solos



[ACCOUNT LOGIN](#)

SHOP & EARN POINTS


With exclusive specials in the Shop-to-Earn Mall.

[CONTINUE](#)


Earn 4 Points per \$1 spent at JCPenney.com


[SHOP NOW](#)


Earn 3 Points per \$1 spent on Apple® products


[SHOP NOW](#)

BOOK THE LOWEST PRICE ONLY AT HILTON.COM


[SAVE NOW](#)

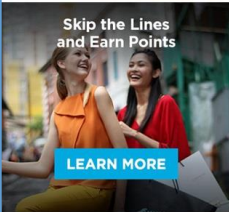
- Shop and earn Solo
- “Shop-to-Earn Mall” main offer
- Earn 4 points per \$1 at JCPenney
- Earn 3 points per \$1 at Apple
- Lowest price guarantee on bottom


[ACCOUNT LOGIN](#)


JUST FOR YOU

check out our partner offers


Skip the Lines and Earn Points


[LEARN MORE](#)


Use Points & get 20% off select gifts


[LEARN MORE](#)

Rent a car today! Get savings & Points.



[LEARN MORE](#)

Earn up to 2,000 Points just by dining out!



[LEARN MORE](#)

Earn 75,000 Bonus Points


Terms Apply


[LEARN MORE](#)


Win a Cruise, 4-Night Stay + Bonus Points


[LEARN MORE](#)

BOOK THE LOWEST PRICE ONLY AT HILTON.COM


[SAVE NOW](#)


- Sweepstakes bottom offer
- Lowest price guarantee on bottom




Member #153091230G
BLUE Member | 0 points


LIMITED TIME OFFER

EARN UP TO 45,000 BONUS POINTS, ENOUGH FOR UP TO 3 FREE NIGHTS¹. PLUS, GET NEW MEMBER LEVEL PERKS.


[Learn more](#)



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Budget

Getting there is all the fun

Wyndham Rewards members save up to 30% off base rates plus earn 850 Wyndham Rewards points per rental. Valid at participating Budget locations worldwide.

[Let's go >](#)

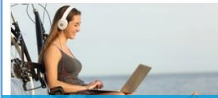



Shutterfly

Enjoy a Free Wall Calendar

Relive your vacation memories every day of the year with a free 8x11 wall calendar from Shutterfly, a \$24.99 value.² Use promo code: WD46-DE44-8E50-3XA3CA

[Get started >](#)

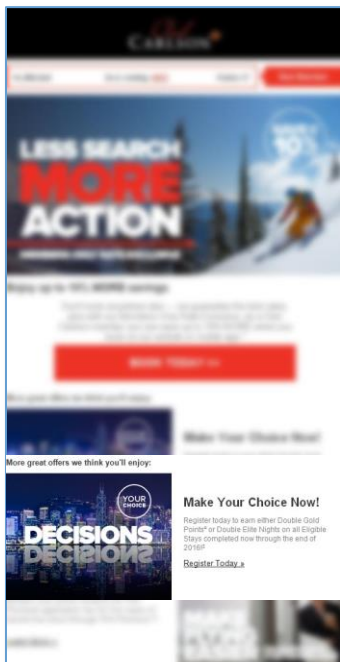



- MRCC Top Offer
- Shutterfly wall calendar (new years tie in)
- Opinion rewards panel: 500 points after 1st survey
- Donate points towards charity

Promotional Activity

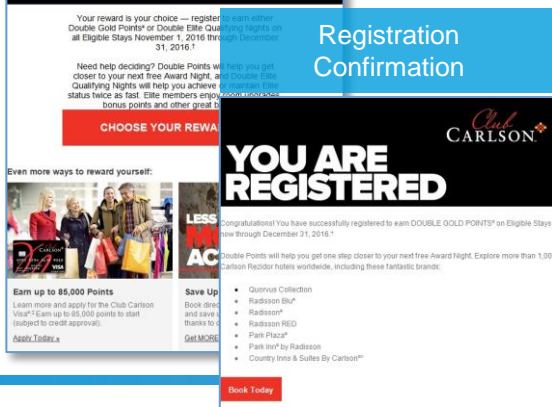
Carlson Decisions Promotion

Monthly Newsletter



Announcement Solo

- Decisions promo – double nights or points
- Explains benefits of points vs room nights

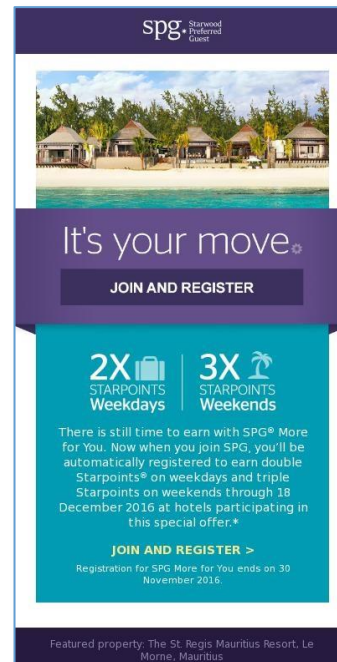


SPG 2X/3X Weekdays/Weekends Promotion

Last Chance



Acquisition



Additional Promotions

Wyndham Promotion

Registration Confirmation

WYNDHAM REWARDS
You've earned this!

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

THANKS for registering for this exclusive offer, Mitchell

[Book now](#)

Now, it's time to book your 2 nights and get 3,000 bonus points.*

Here's how easy it is:

- Complete 2 Offer Qualifying Nights now through December 31, 2016.
- Get 3,000 bonus points added or posted to your Wyndham Rewards account.
- 3,000 points plus some cash gets you a go fast® award night* at amazing locations worldwide.

[Book now](#)

Already Registered

WYNDHAM REWARDS
You've earned this!

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

0 OF 2 NIGHTS STAYED

Book your 2 nights and get 3,000 bonus points*

[Book now](#)

You already registered for this limited-time offer, now it's time to get booking at any of our participating hotels worldwide. Then, just complete your 2 Offer Qualifying Nights now through December 31, 2016, and get 3,000 Wyndham Rewards bonus points. 3,000 points plus some cash gets you a go fast® award night* at amazing locations worldwide.

[Book now](#)

Earn up to 30,000 bonus points with the NEW Wyndham Rewards® Visa® Card. That's enough for up to 2 free nights.* Plus, receive NEW magical perks.*

[Learn more](#)

No Stays Check in

WYNDHAM REWARDS
You've earned this!

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

0 OF 2 NIGHTS STAYED

Book your 2 nights and get 3,000 bonus points*

[Book now](#)

You already registered for this limited-time offer, now it's time to get booking at any of our participating hotels worldwide. Then, just complete your 2 Offer Qualifying Nights now through December 31, 2016, and get 3,000 Wyndham Rewards bonus points. 3,000 points plus some cash gets you a go fast® award night* at amazing locations worldwide.

[Book now](#)

Earn up to 30,000 bonus points with the NEW Wyndham Rewards® Visa® Card. That's enough for up to 2 free nights.* Plus, receive NEW magical perks.*

[Learn more](#)

Hyatt More Points More Play Promotion

MORE POINTS. MORE play.

Earn up to 75,000 bonus points now through November 30, 2016.

[BOOK NOW](#)

Share this on Facebook | Tweet it on Twitter | Forward to a friend

Welcome, Mitchell
Membership Number: 53138005P

Thank you for registering to earn up to 75,000 bonus points. Remember, you can earn 5,000 bonus points after your first five eligible nights and thousands more for every additional five nights, up to 25 nights, through November 30, 2016. Book your next stay today.

Hyatt Gold Passport Account Summary

Activity as of November 17, 2016

Account Balance	Qualifying YTD Stays	Stays to Next Tier	Lifetime Elite Points
0	0	0	0

THE LATEST FROM HYATT GOLD PASSPORT

Introducing World of Hyatt – your new loyalty program, replacing Hyatt Gold Passport® on March 1, 2017.

It's simple. World of Hyatt is a celebration of you and your journey. We want to make your experiences better and more meaningful, and balance the program to meet those needs. Discover more, including the new Program Terms and details for value and how your Hyatt Gold Passport membership will transition to World of Hyatt at HYATT.COM/WHO.

• More Points More Play promo in Top Offer, 'thanks for registering'

• World of Hyatt transition

• Best rate in bottom

IHG Rewards Club

Reservations | Car | Rooms | Cares | Reservations | 1-800-897-5553

Mitchell Bliss
Member # 011030473

Yearly Activity

Total Points: 0

Elite Qualifying Points: 0

Qualifying Nights: 0

[Manage Your Account](#)

Points Balance
0
as of 11/03/2016

Hassle-free, just for you

Now you can book a stay at the IHG® hotel you want, on the night you want, without the hassle of blackout dates, even for Award Nights. Where are you going next?

[BOOK NOW](#)

The Coast to Coast sale

Enjoy the beach and sunshine on its own best price. Book now and save up to 20% to great deals with the Coast to Coast Sale.

[Book now at ihg.com/coast](#)

Earn 60,000 points

Plus an Anniversary Free Night with the IHG Rewards Card Select Credit Card. Cardmembers also earn 5 points per \$1 spent on purchases at IHG hotels.

• "Coast to Coast Sale" main offer: up to 20% off in select cities

• Accelerate promo moved to middle section

Choose your Las Vegas experience

There are more ways to enjoy Las Vegas. From the elegant grandeur of the Flamingo® to the vibrant, lively energy of the Flamingo®. Book with IHG and stay your way.

[Find your perfect Las Vegas experience](#)

Well-coming wellness to Brooklyn

It's time to enjoy Brooklyn in new ways. On your next trip to NYC, indulge with our new wellness classes and mindful workout facility. Stay your way.

[Book now](#)

Great rates and easy booking

Use your location to find better. Book or modify existing reservations. And get our best price-guarantee with the IHG app. Download it now to make the most of your stay.

[This week at your destination](#)

Lowest Rates

Carlson

CARLSON

Hi, Mitchell Acc'd ending: 0001 Points: 0* Red Member

YOUR CHOICE

DECISIONS DECISIONS

DOUBLE POINTS OR **DOUBLE NIGHTS**

Your reward is your choice — register to earn either Double Gold Points or Double Elite Qualifying Nights on all Eligible Stays November 1, 2016 through December 31, 2016.

Need help deciding? Double Points will help you get closer to your next Free Award Night, and Double Elite Qualifying Nights will help you achieve or maintain Elite status twice as fast. Elite members enjoy room upgrades, bonus points and other great benefits.

CHOOSE YOUR REWARD >>

Even more ways to reward yourself:

LESS SEARCH MORE ACTION

MAKE FLYING EASIER

Get TSA Precheck

Redeem your points towards the TSA Precheck application fee for five years of hassle-free travel through TSA Precheck.™

Learn More >

Make Your Choice Now!

Register today to earn either Double Gold Points* or Double Elite Nights on all Eligible Stays completed now through the end of 2016!

Register Today >

Get TSA Precheck

Redeem your points towards the TSA Precheck application fee for five years of hassle-free travel through TSA Precheck.™

Learn More >

Make Your Choice Now!

Register today to earn either Double Gold Points* or Double Elite Nights on all Eligible Stays completed now through the end of 2016!

Register Today >

CARLSON

Hi, Mitchell Acc'd ending: 0001 Points: 0* Red Member

LESS SEARCH MORE ACTION

MEMBERS ONLY RATE EXCLUSIVE

Enjoy up to 10% MORE savings

Don't book anywhere else — we guarantee the best rates, plus with our Members Only Rate Exclusive, as a Club Carlson member you can save up to 10% MORE when you book on our website or mobile app.*

BOOK TODAY >>

More great offers we think you'll enjoy:

DECISIONS DECISIONS

Make Your Choice Now!

Register today to earn either Double Gold Points* or Double Elite Nights on all Eligible Stays completed now through the end of 2016!

Register Today >

Get TSA Precheck

Redeem your points towards the TSA Precheck application fee for five years of hassle-free travel through TSA Precheck.™

Learn More >

MAKE FLYING EASIER

Redeem your points towards the TSA Precheck application fee for five years of hassle-free travel through TSA Precheck.™

Learn More >

Travel offers

PACK YOUR BAGS
the world is waiting

Cart around Cariani Country Club with a round on us **LEARN MORE**

Bring your story to life with a travel vision board **LEARN MORE**

Cozy up in Flagstaff for a North Pole Experience **LEARN MORE**

It's tee time in Los Cabos **LEARN MORE**

VIEW MORE OFFERS

BOOK THE LOWEST PRICE ONLY AT HILTON.COM

SAVE NOW

Hilton Garden Inn **METT** **View Details**

GET AWAY 2X AS FAST

ENJOY DOUBLE HHONORS POINTS AT A GREAT PRICE

BOOK NOW

BOOK THE LOWEST PRICE ONLY AT HILTON.COM

SAVE NOW

Hilton HHONORS **Acquisition**

STOP CLICKING AROUND

Start saving and join Hilton HHonors for the lowest price* anywhere online

JOIN NOW

Hilton HHONORS **Dedicated Solo**

HERE'S YOUR INSIDE LOOK

YOU'RE GETTING THE LOWEST PRICE AT HILTON.COM*

STOP CLICKING AROUND

CONTINUE

Monthly Newsletter
Good Morning, Mitchell

Account: 377042307 Activity as of 30 OCT 2016

Point Balance
3,116

Tier Status
Blue

VIEW ACCOUNT

Check out your Account Alerts

Get Triple Points on your next stay **BOOK NOW >**

You're registered for the Double Up with Double Points promotion **BOOK NOW >**

Offers chosen just for you

Points, Breakfast, Premium Wi-Fi & Late Checkout **LEARN MORE**

Star in your own L.A. story from \$159 a night **LEARN MORE**

Book direct and earn up to 3X Velocity Points **LEARN MORE**

Limited Time 75,000 Bonus Points **LEARN MORE**

BOOK THE LOWEST PRICE ONLY AT HILTON.COM

SAVE NOW

Hilton 2

BOOK YOUR PERFECT STAY
with the Hilton HHonors App

HI AMY | POINTS: 0 | TIER: BLUE

HILTON HHONORS ACCOUNT LOGIN

PLENTY OF WAYS TO EARN POINTS.

Not only can you earn Points on hotel stays, but you can earn when you fly, shop, dine and more.

LEARN MORE

Conrad Maldives Rangali Island

HHONORS MEMBERS GET INSTANT BENEFITS WHEN BOOKING AT HILTON.COM

GUARANTEED DISCOUNT | FREE Wi-Fi | DIGITAL CHECK-IN | POINTS TOWARDS FREE NIGHTS

- Earn Solo; explaining you can earn points with flights, shopping, and dining
- Member Benefits on bottom

see what's new
from Hampton by Hilton

Start earning 2X HHonors Points during your next stay

Three nights, 3,000 Bonus Points in Dunn, NC

North Carolina beach stay earns 1,000 Bonus Points

Earn 2X Points and more on a Bournemouth weekend

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EXPLORE EXPERIENCES

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LEARN MORE

Hilton Pattaya, Thailand

- Redemption solo, breaks redemption categories into :
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The Westin Charlotte
861 South College Street
Charlotte, North Carolina 28202 United States
Phone: (704) 375-3600
Fax: (704) 375-2623

Fax: (704) 375-2623

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The Westin New Orleans Canal Place
300 Rue Bonfille
New Orleans, Louisiana 70130 United States
Phone: (504) 586-5000
Fax: (504) 586-5020

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Four Points by Sheraton Lagos

Plot 9/25 Block 2, Dada, Chanchany
Sector 7, 9th Floor 115111
Lagos, Lagos, Nigeria
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\$10 OFF per night + 200 bonus points
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Don't miss out on our Fall Savings Event.
Just book your weekday stays (Sunday-Thursday arrivals) between October 8-November 28, 2016 to save \$10 off each night when you stay at least 2 or more nights at a participating hotel. Complete your stays by January 31, 2017. Plus, earn 200 bonus points.

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Did you hear that, Mitchell?
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Wherever you venture, this offer makes Fall even more rewarding.

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when you stay 2 or more nights*

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