

# April 2016 Marriott Rewards Email Program Review

Ted Kim & Mitch Bliss  
June 2nd, 2016

# Table of contents

## ❖ April '16 Summary Program Review

- Key Storylines
- Program Summary & Trends
- Campaign Highlights
- Key Takeaways

## ❖ April '16 Email Campaign Reviews

- eNews
- Hotel Specials
- Solos
- Lifecycle
- Concierge
- Project Orange



# April 2016 Summary Program Review

# April 2016 Key Storylines

- ❖ **The program generated the highest April bookings and room nights to date, driven by SPG & Member Rates announcements**
- ❖ **Core eNews continued to surpass 2015 eNews bookings & clicks with more personalization features, new benefit highlights & increased content; PO Benefits did not appear to create a similar click engagement**
- ❖ **Core Hotel Specials generated the same bookings as 2015 Hotel Specials while PO Offers achieved its highest monthly booking total to date**
- ❖ **Destinations continued to evolve travel inspiration content and MoM click engagement grew across all segment versions**
- ❖ **Recent Lifecycle campaign updates increased personalized redemption efforts as well as stimulated early engagement & loyalty**
- ❖ **Test & Roll subject lines were run across Destinations, eNews, and Benefits, and image testing in Member Rates Solo**



# Executive Summary: Apr 2016 YoY overview

		eNews +	HS +					
	Program	Benefits	Offers	Solos	Lifecycle	MRCC	METT	Dest.
Audience	Audience*	17.1 M +1.7%						
	Total Delivered	87.2 M 87.0%	11.8 M 10.1%	10.2 M -2.5%	31.5 M 1418.8%	4.2 M 108.6%	12.2 M 30.7%	6.4 M 12.4%
	Unsub Rate	0.32% 0.1 pts	0.29% 0.2 pts	0.13% 0.0 pts	0.36% 0.2 pts	0.69% 0.2 pts	0.39% 0.2 pts	0.12% 0.0 pts
	Delivery Rate	98% -0.9%	98% -0.7%	97% -2.4%	99% -1.0%	96% -0.8%	99% 0.0%	96% -2.9%
Engagement	Open Rate	24.2% 2.0 pts	23.5% -0.1 pts	18.7% -0.2 pts	26.9% -4.0 pts	33.4% -2.0 pts	21.6% -0.3 pts	24.9% 4.7 pts
	Opens	21.1 M 103.5%	2.8 M 9.6%	1.9 M -3.3%	8.5 M 1222.2%	1.4 M 97.0%	2.6 M 32.3%	1.6 M 38.4%
	Click Rate	1.8% -0.2 pts	3.0% 0.4 pts	1.8% 0.0 pts	1.6% 1.6 pts	6.3% -2.5 pts	0.7% -0.1 pts	0.8% -0.2 pts
	Unique Clicks	1.6 M 72.1%	354.9 K 28.6%	181.6 K -3.6%	518.4 K 678.7%	268.9 K 49.3%	82.1 K 7.3%	54.0 K -9.7%
	Click to Open Rate	7.5% -1.4 pts	12.8% 1.9 pts	9.5% 0.0 pts	6.1% -4.3 pts	19.0% -6.1 pts	3.1% -0.7 pts	3.4% -1.8 pts
Financial	Bookings	169.3 K 83.8%	34.3 K 19.3%	17.9 K 33.1%	69.3 K 441.4%	21.3 K 24.9%	8.5 K 43.9%	6.6 K 17.5%
	Revenue	\$64.2 M 82.5%	\$13.0 M 17.0%	\$6.7 M 33.0%	\$26.2 M 436.5%	\$8.5 M 18.7%	\$3.0 M 38.8%	\$2.4 M 19.7%
	Conversion Rate	10.7% 0.7 pts	9.7% -0.8 pts	9.8% 2.7 pts	13.4% -5.9 pts	7.9% -1.5 pts	10.3% 2.6 pts	12.3% 2.8 pts
	Bookings per Delivered(K)	1.9 -1.7%	2.9 8.4%	1.7 36.4%	2.2 -64.4%	5.0 -40.1%	0.7 10.1%	1.0 4.5%

\* 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

## Program Summary

Compared to Apr '15, deliveries increased 87.0% and bookings increased 83.3%, resulting in a decrease of 1.7% of booking per delivered (K)

SPG Update & Member Rates were sent to the audience in a traditionally low-volume month

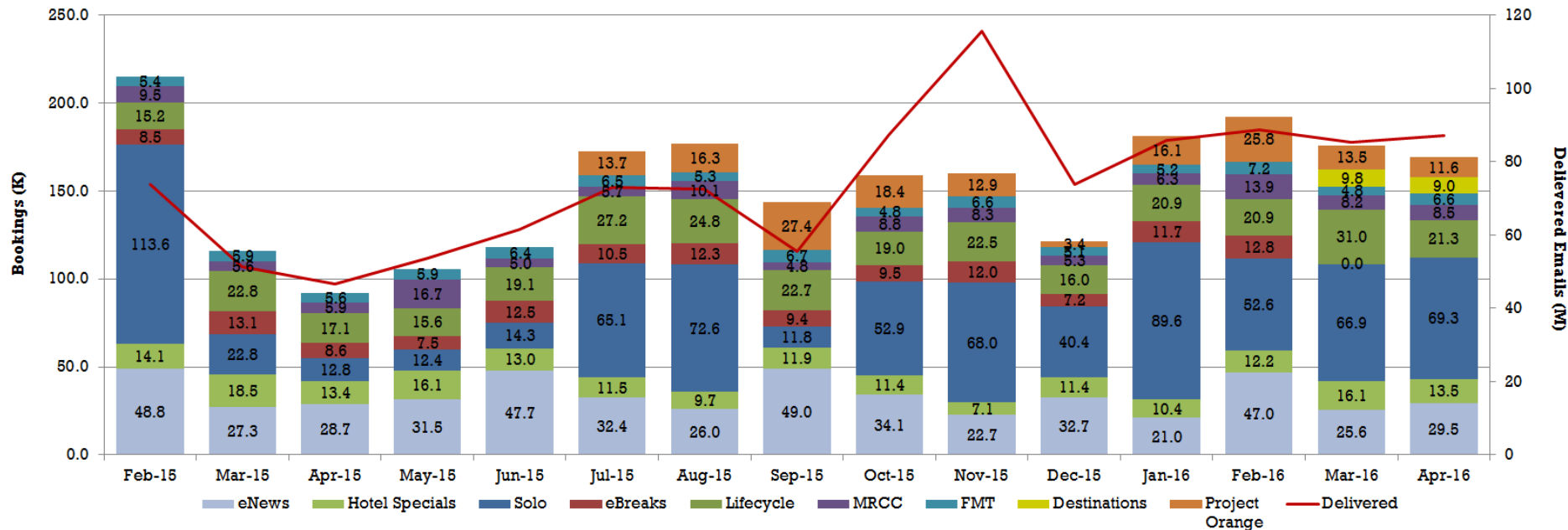
- These Solos generated above program average Open & Conversion rates which lifted program KPIs despite YoY campaign-type decreases

eNews & Hotel Specials email KPIs generally grew YoY

Lifecycle continued YoY increased delivery and lower email KPIs due to Anniversary & Onboarding

MRCC featured 80 K offer lifting email KPIs

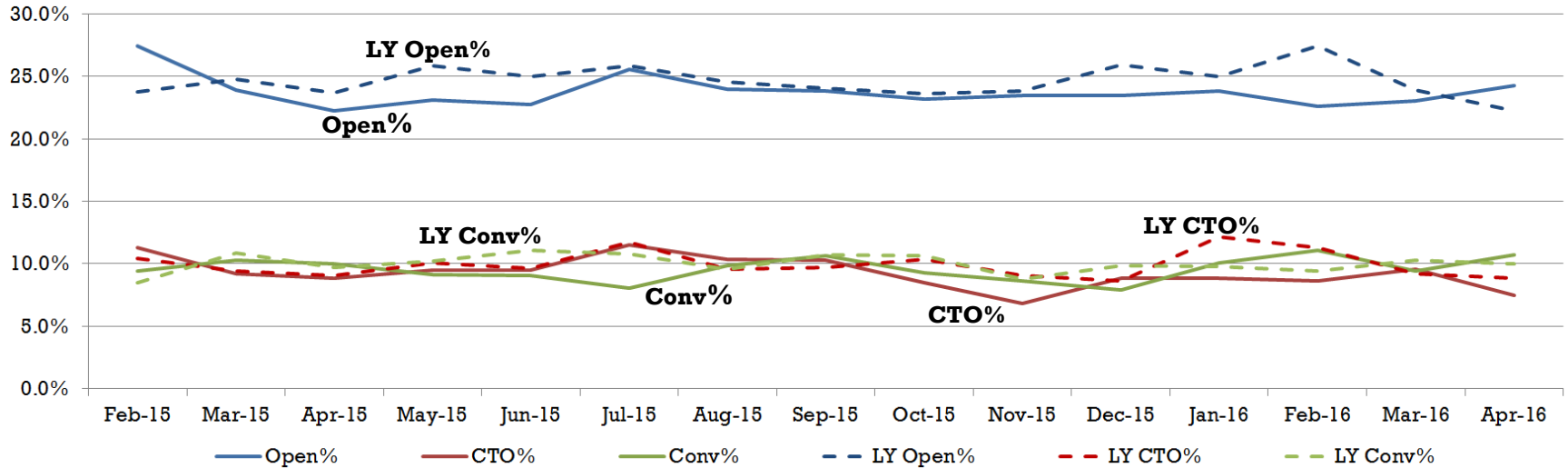
# Executive Summary: MoM campaign trends



## Observations:

- April '16 experienced an 84% lift in YoY bookings as all campaigns saw an increase in booking volume which correlated with higher overall delivery
- SPG Update & Member Rates Solos, large audience of Destinations Core & Anniversary/ Onboarding lifecycle touchpoints drove program volume
- Core eNews & Hotel Specials drove more YoY bookings than their 2015 full-audience versions
- PO campaigns generated their lowest overall booking volume thus far

# Program MoM & YoY KPI trends: Apr 2016



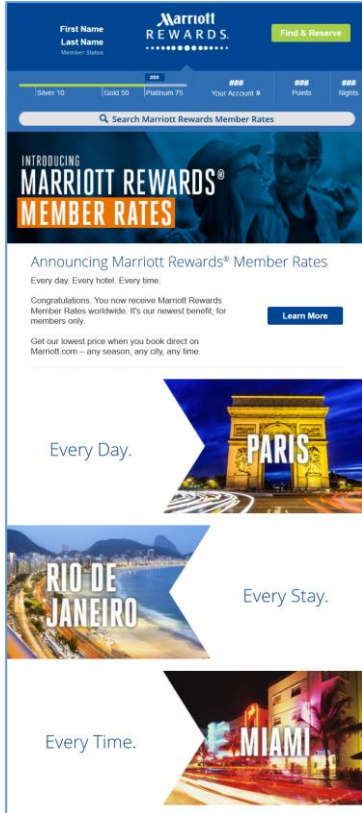
## Observations:

April '16 Open and Conversion rates were the highest in 2016 due to the lift created by SPG Announcement and Member Rate Solos

# Member Rates Solo

## Member Rates

New. Yours. Now. Marriott Rewards Member Rates



First Name Last Name Member Status Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account # Points Nights

Search Marriott Rewards Member Rates

INTRODUCING MARRIOTT REWARDS® MEMBER RATES

Announcing Marriott Rewards® Member Rates  
Every day. Every hotel. Every time.

Congratulations. You now receive Marriott Rewards Member Rates worldwide. It's our newest benefit, for members only.

Get our lowest price when you book direct on Marriott.com - any season, any city, any time.

Learn More

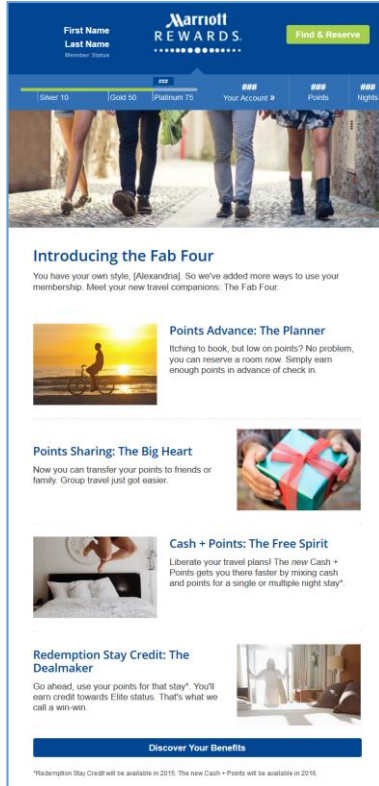
Every Day. PARIS

Every Stay. RIO DE JANEIRO

Every Time. MIAMI

## Fab Four

Big Changes are Coming...



First Name Last Name Member Status Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account # Points Nights

Introducing the Fab Four

You have your own style. (Alexandria). So we've added more ways to use your membership. Meet your new travel companions: The Fab Four.

**Points Advance: The Planner**  
 itching to book, but low on points? No problem, you can reserve a room now. Simply earn enough points in advance of check in.

**Points Sharing: The Big Heart**  
 Now you can transfer your points to friends or family. Group travel just got easier.

**Cash + Points: The Free Spirit**  
 Liberate your travel plans! The new Cash + Points gets you there faster by mixing cash and points for a single or multiple night stay\*.

**Redemption Stay Credit: The Dealmaker**  
 Go ahead, use your points for that stay! You'll earn credit towards Elite status. That's what we call a win-win.

Discover Your Benefits

\*Redemption Stay Credit will be available in 2015. The new Cash + Points will be available in 2016.

Program Benefit Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Divd
Member Rates	14.4 M	19.8 K	\$7.65 M	23.1%	6.0%	9.9%	1.4
Fab Four	11.3 M	25.1 K	\$8.97 M	29.9%	6.7%	11.0%	2.2

## Observations

Member Rates Solo went to a larger audience and generated slightly lower KPI's than the Fab Four (Oct-15) announcement

For the PO audience there was an image test in the hero; results pending

## TSAT

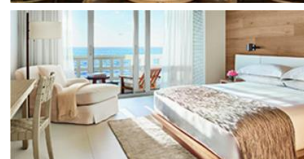
Pool



Common Space



Room



## WHPH



# SPG Merger Solo

Announcement Solos	Delivered	Clicks	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd
SPG Merger	28.7 M	154.7 K	13.5 K	\$4.96 M	28.6%	1.9%	8.8%	0.5
Nov '15	17.0 M	79.3 K	5.0 K	\$1.71 M	29.6%	1.6%	6.2%	0.3
Apr '16	11.7 M	75.4 K	8.6 K	\$3.25 M	27.1%	2.4%	11.4%	0.7
Security	12.8 M	1.0 M	79.9 K	\$28.71 M	36.8%	21.8%	7.8%	6.2
Points Expiration	4.8 M	536.3 K	18.3 K	\$3.78 M	32.4%	34.7%	3.4%	3.8
Brand Total	21.4 M	321.3 K	20.9 K	\$8.16 M	23.8%	6.3%	6.5%	1.0

## Observations

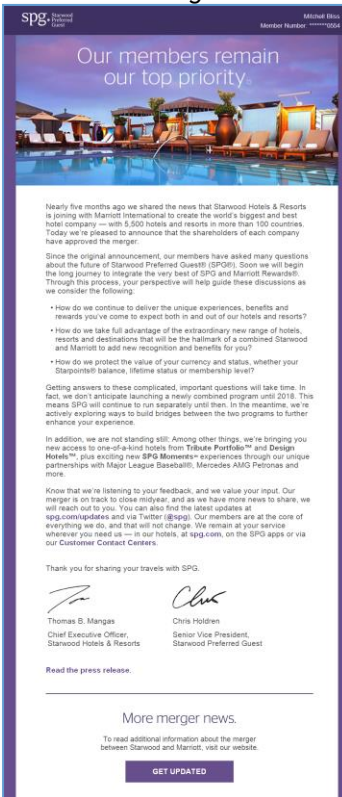
Merger Solo was sent same day as SPG version

- SPG Version Open rate: 39.2%\*

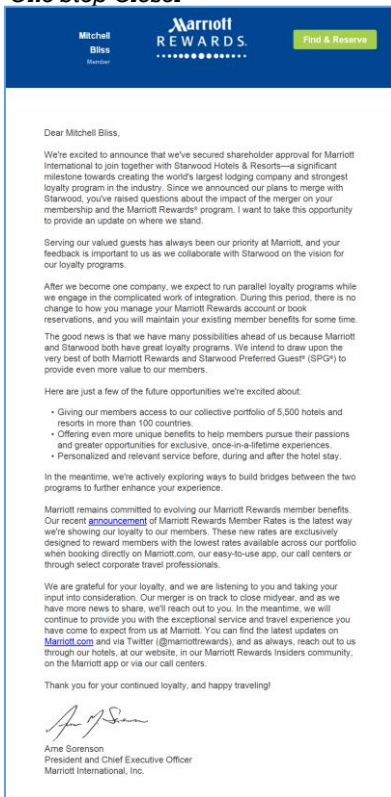
Open rate may have been higher by leveraging other program announcement subject lines that indicate program updates & change:

- *New Security Measures for your Account*
- *Your Points are Expiring Soon*

Here's the Latest on the Starwood and Marriott Merger



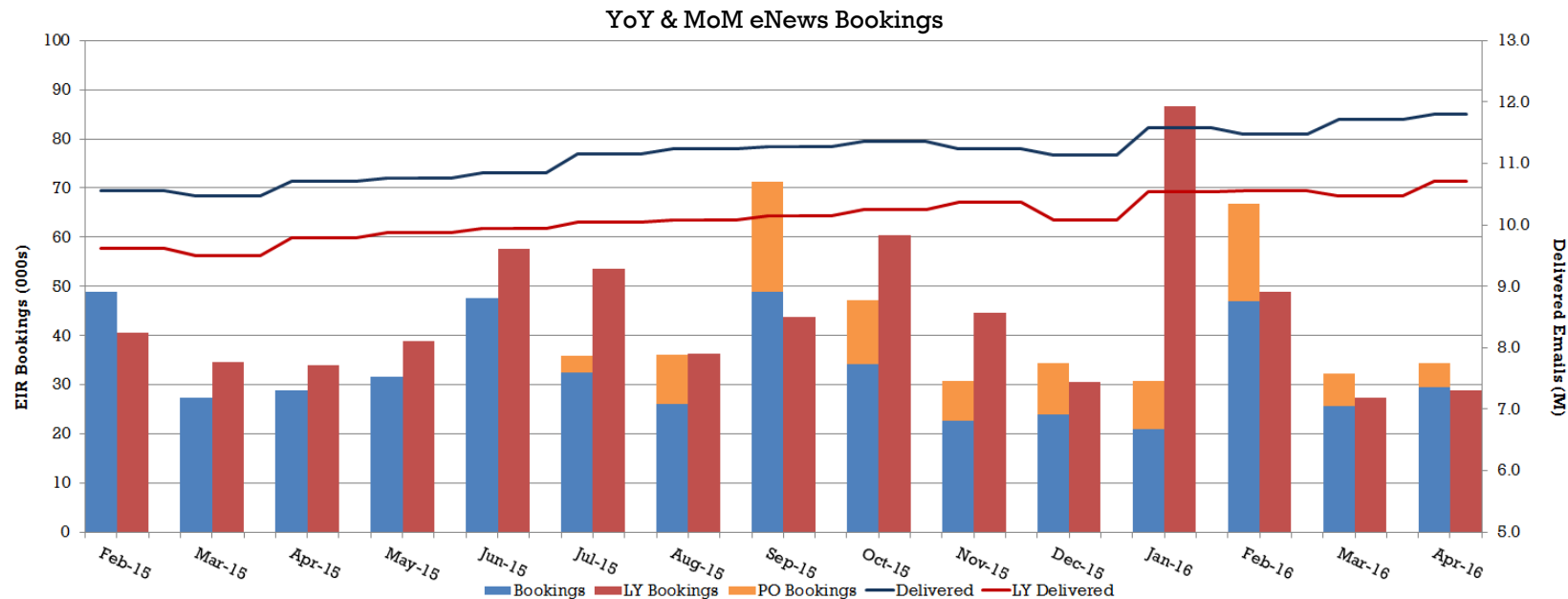
One Step Closer



\*From Yesmail Market Intelligence tool. Based on panel sample size of 1,000 recipients

Core eNews continued to  
+ generate more engagement than  
2015 eNews

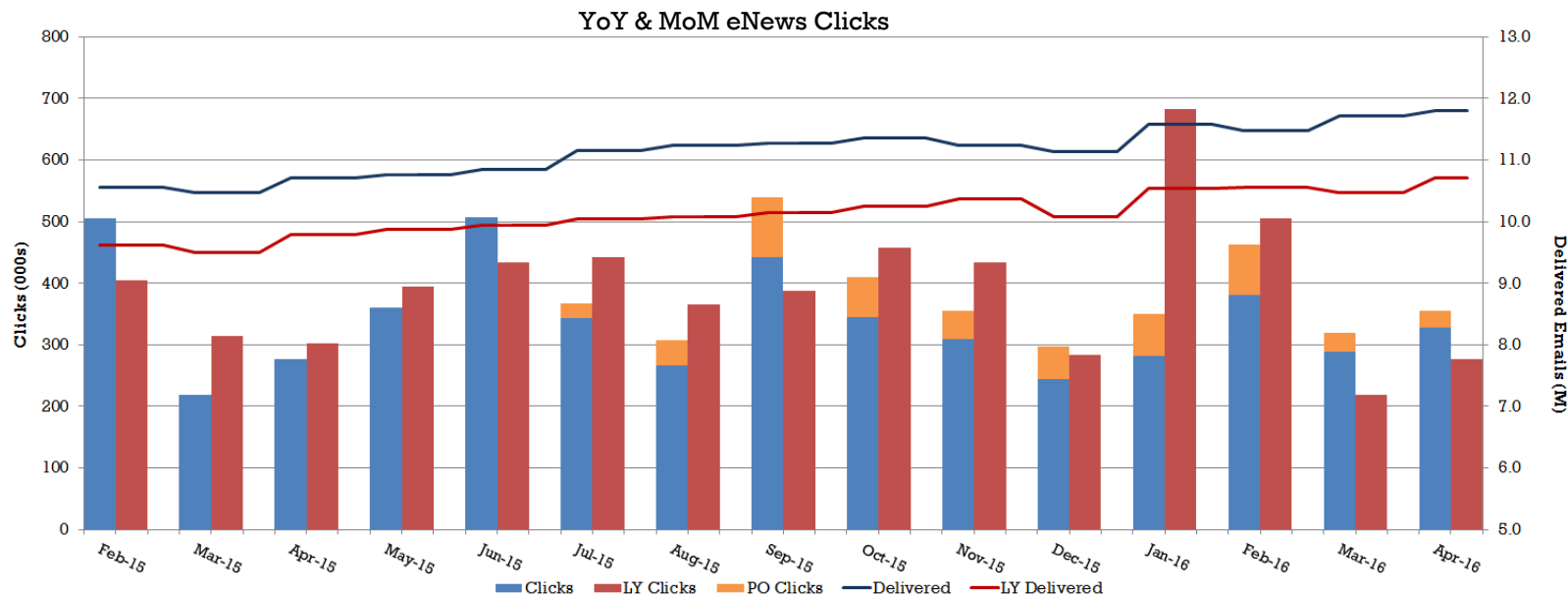
# Apr '16 Core eNews generated 3% more bookings YoY than Apr '15 eNews



## Observations:

- eNews Core generated more bookings than 2015 eNews did to the entire audience
- While there was a 10% YoY increase in audience size; the 19% increase in bookings was primarily due to featuring MegaBonus

# Apr '16 Core eNews generated 19% more clicks YoY than Apr '15 eNews



## Observations

- MegaBonus in April Core eNews helped generate more clicks than 2015 eNews did to the entire audience
- For the 2<sup>nd</sup> month in a row Benefits generated a below average number of clicks and bookings



# WHPH & TSAT click engagement was higher with Core versions than Benefits

Apr eNews/ Benefits	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd	Unsub%
TSAT eNews	66.0 K	18.2 K	290	\$105.9 K	27.6%	17.5%	9.1%	4.4	0.15%
TSAT Benefits	645.3 K	162.6 K	1.2 K	\$454.9 K	25.2%	7.7%	10.0%	1.9	0.19%
%△					-9%	-56%	10%	-56%	
WHPH eNews	54.0 K	20.2 K	845	\$347.5 K	37.3%	17.4%	24.1%	15.6	0.13%
WHPH Benefits	507.6 K	152.9 K	3.5 K	\$1.39 M	30.1%	9.2%	24.8%	6.9	0.15%
%△					-19%	-47%	3%	-56%	

Subject lines for Core were different from the PO versions and appeared to resonate more with WHPH & TSAT

Similar to March, Core versions generated a higher Click to open rate than dedicated Benefits

1. eNews presented audience with more overall content
2. PO segments did not react to MegaBonus as expected as a Top Offer feature

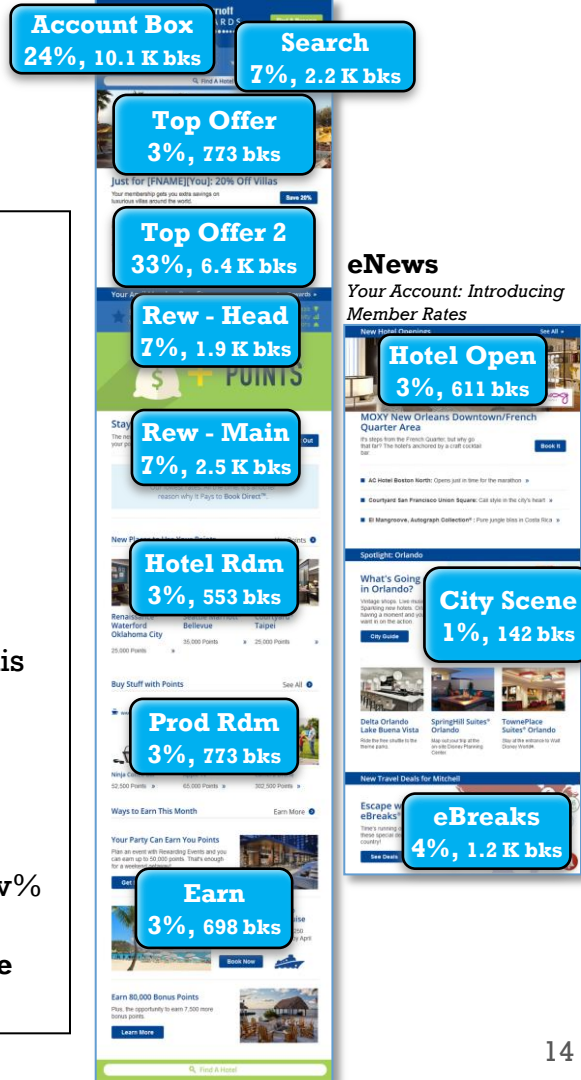
# 1) April eNews featured multiple high click generating sections

## Observations

- 1) March eNews generated 289 K clicks vs April's 328 K clicks
- 2) March generated more clicks to Top Offer, 172 K vs April's 135 K
- 3) April eNews body content generated above average incremental clicks

## Notable April content:

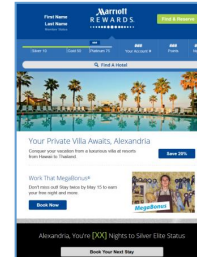
- 1) The **Account Module** generated the most clicks (26 K) out of any Rewards content
  - Above average % click share over Rewards Header+Milestone combinations pre-March
  - "Your Account Activity" link generated over 2x the clicks of the three featured
- 2) **Rewards Main** section generated among the highest number of clicks (22 K) for this section with only 2 features: **Cash+Points & Member Rates**
  - Cash+Points generated 3x the clicks as Member Rates
- 3) **Hotel Openings** generated the most clicks for that section in over a year
- 4) **eBreaks Module** generated 4% of eNews clicks as the lowest content feature; Conv% was similar as the entire mailing average
  - **eBreaks Module continued to generate click and booking engagement in the multiple campaigns it has been featured**



# Benefits contained less overall and type of content than eNews

- There is a general correlation between the amount of content and the click engagement it creates
  - Apr '16 eNews generated more clicks than April '15 (48 links)
- eNews click generating content elements absent in Benefits
  - Account module
  - eBreaks module
  - Product & Hotel Redemptions (added real-estate)
- eNews click-generating content that were positioned lower in Benefits
  - Cash + Points
  - Member Rates
  - # of hotels featured for TSAT: 11 hotels featured in eNews vs 4 in Benefits; **TSAT may engage with more brand/property content**
- Benefits featured prominently # nights counter that did not generate significant clicks (~1%)
- **The amount of content, type of content and how it is featured all could be factors in varying click engagement and are testable elements**

## WHPH Benefits



23 Links

## TSAT Benefits



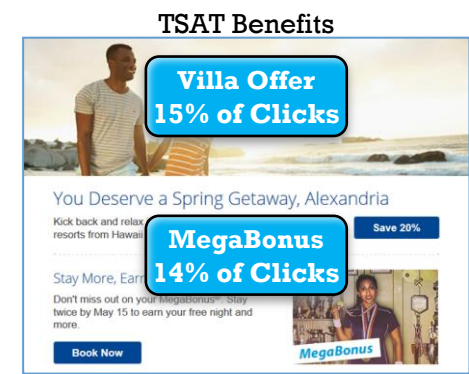
22 Links

## eNews



57 Links

## 2) WHPH & TSAT did not engage with eNews MegaBonus as much as the Core audience



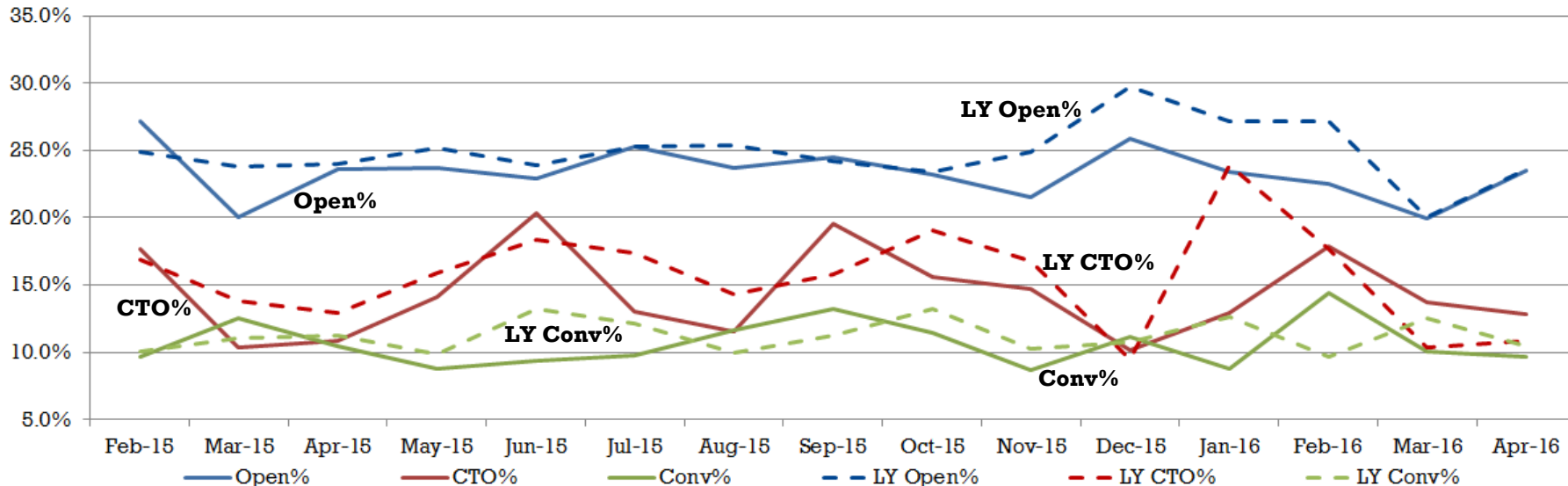
eNews MegaBonus click engagement was higher for Core audience than for PO segments; reasons may include:

- 1) **PO earlier engagement** with MegaBonus
  - WHPH Click to open rate during the MegaBonus launch in eNews was 2-3x higher than other months
- 2) **Higher frequency of MegaBonus touchpoints to PO**
  - In Feb/Mar **PO Display Media** served 11.2 M WHPH MegaBonus banner impressions, 40 K clicks; 6.2 M TSAT imps, 20 K clicks
  - Expanded touchpoints in mailings like **Landing page & Offers mailings**
- 3) **Nature of evolving MegaBonus offer**
  - After an initial bonus, next tier rewards may have been 20-30 nights away

**Ongoing multi-channel support may require a different approach to PO segments, for example:**

- Frequency control across channels, evolving message for Display, increased relevancy through email, decreasing emphasis

# Subject line testing may have resulted in flat YoY Open rate instead of consistent shortfall



## Observations

Open rate has been consistently lower YoY except for the past two months; Test & Roll was launched in April eNews and may have positively impacted overall subject line

### eNews

**Your Account: Introducing Member Rates (Winner)**

Your Account: April Updates [for FNAME]

Your Account: Try the New Cash + Points

April 2015: Your Account – Test drive a GoPro

### TSAT

**Your Account: Make Your Getaway**

Jim's Account: Make Your Getaway

### WHPH

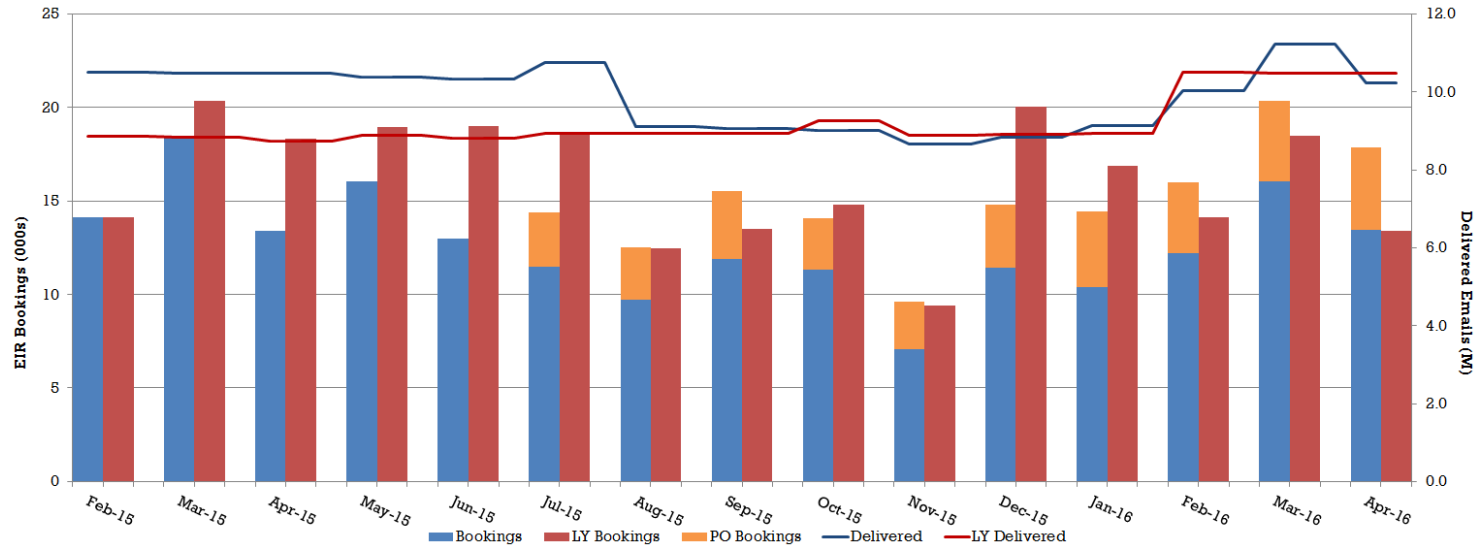
**Jim's Account: Save 20% at Resorts**

Your Account: Save 20% at Resorts

(may not have reached significance)

- 
- + April Hotel Specials/Benefits  
generated among the past year:
- 2<sup>nd</sup> most bookings
  - 2<sup>nd</sup> highest booking per delivered

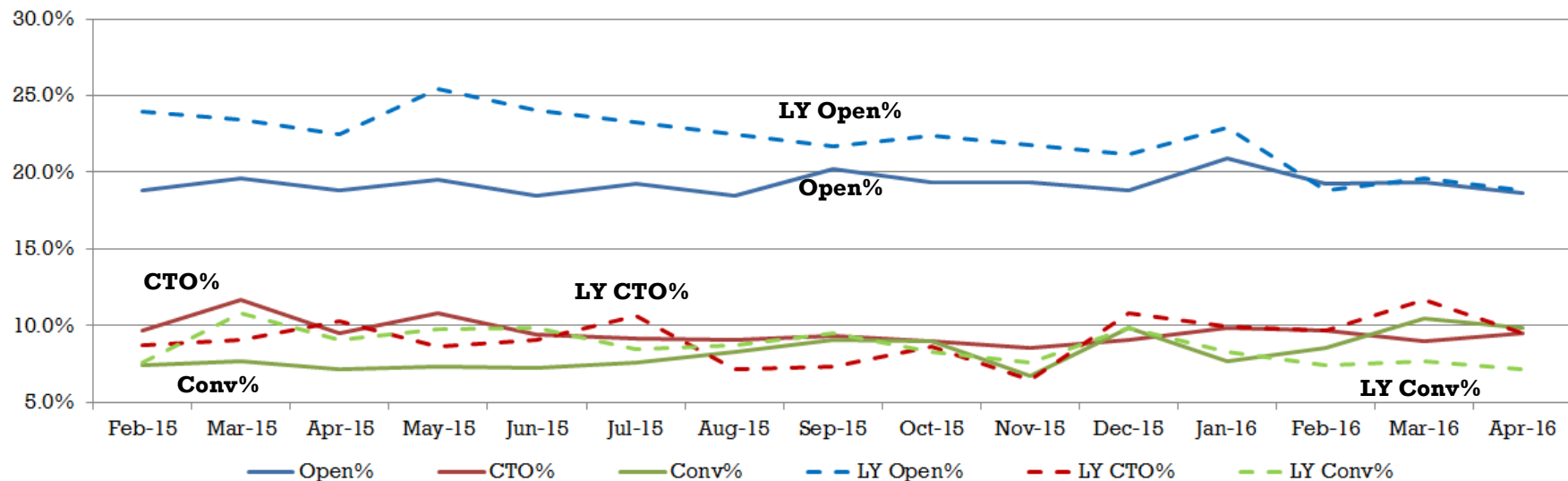
# 2016 Hotel Specials YoY bookings increased 33% & booking/delivered increased 36%



## Observations

- 2016 Core Hotel Specials generate more than 2015 Hotel Specials to all
- Offers generated the most bookings since the campaign launched

# Conversion rate was the main driver of YoY gains



## Observations

- Conv% maintained ~ 9% well above 2015 average; this Conv% was achieved through an above-average Conv% from the Account Box & Header starting March
  - April Account Box & Header Conv% 12.1%
  - 2015 Average: 8.8%
- Member Rate Solo launched 4/15 while April Hotel Specials launched 4/19
  - Changing audience composition
  - Mailed near middle of the month @ 4/19 vs last week of month



# PO Offers bookings continued to grow with high Click to open and Conversion rates

## Observations

### Overall

- Generated the highest number of bookings to date

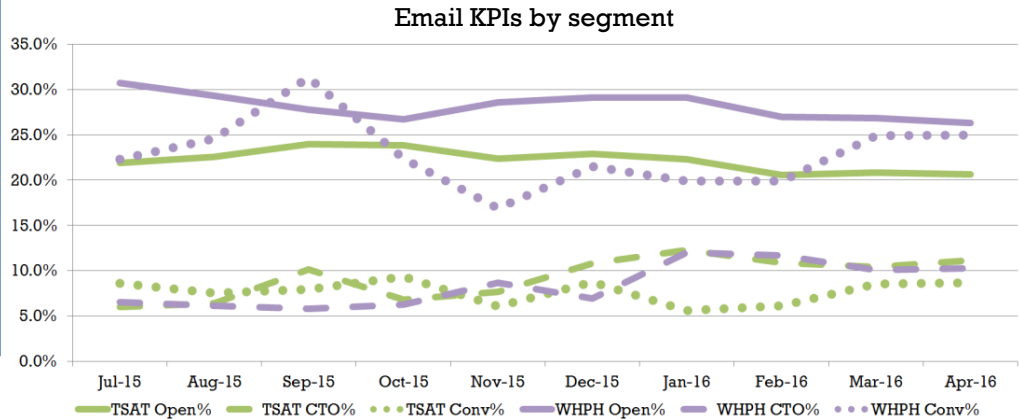
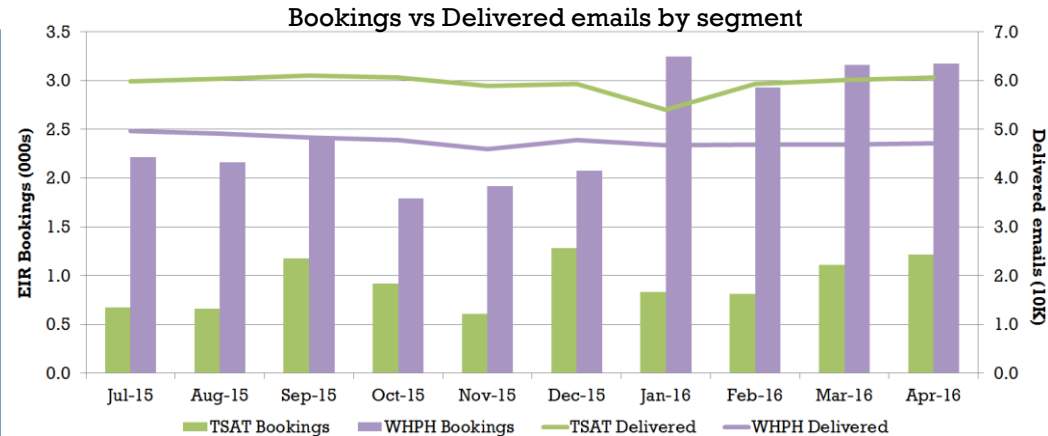
### TSAT

- CTO% and Conv% reached near highs, offsetting what appears to be a downward trend in Open rates (2<sup>nd</sup> lowest)

### WHPH

- Maintained consistently high CTO% and Conv%, offsetting lower than average Open rates

**Test & Roll subject lines were launched in May**



# April Hotel Specials & offers link analysis

## Observations

Generally across all segments:

- The **Sweepstakes** in Getaways attracted high click engagement (6-7x avg to other links) and converted without a booking CTA
- The **Experiences** section displayed offers in **popular destinations** & generated slightly higher than average clicks for that section

TSATs & Core audience exhibited similar engagement behavior

- Click engagement with Field Offers is ~ 40%
- Account Box drives majority of bookings, ~ 40%
- eBreaks continued to create click engagement; **will be included in WHPH version**

For WHPH:

- 50% of clicks & bookings came from propensity offers
- Booking distribution followed the same pattern as click distribution (“book where you click”)

**As WHPH activity may make propensity field offers more targeted & relevant, increasing number of propensity offers displayed may increase the likelihood of a click and booking**



April Destinations Click to Open  
+ engagement increased MoM:

- 1) Core +7%
- 2) TSAT +37%
- 3) WHPH +26%

# Destinations content continued to evolve MoM

		Program	Dest.	Core	PO
Audience	Total Delivered	87.2 M	10.9 M	9.8 M	1.2 M
		2.4%	0.8%	0.8%	0.6%
	Unsub Rate	0.32%	0.32%	0.33%	0.18%
		0.0 pts	0.0 pts	0.0 pts	0.0 pts
Delivery Rate		98%	99%	99%	100%
		0.0%	0.0%	0.0%	0.0%
Engagement	Open Rate	24.2%	21.5%	21.0%	25.7%
		1.2 pts	-0.9 pts	-1.0 pts	0.3 pts
	Opens	21.1 M	2.3 M	2.0 M	295.7 K
		7.7%	-3.1%	-3.8%	1.8%
	Click Rate	1.8%	1.1%	1.1%	1.5%
		-0.4 pts	0.1 pts	0.0 pts	0.4 pts
Unique Clicks		1.6 M	120.8 K	103.1 K	17.7 K
		-15.5%	6.5%	2.9%	34.3%
	Click to Open Rate	7.5%	5.2%	5.0%	6.0%
		2.1 pts	0.5 pts	0.3 pts	1.4 pts
Financial	Bookings	169.3 K	11.5 K	9.0 K	2.5 K
		-3.8%	-3.3%	-8.8%	23.3%
	Revenue	\$64.2 M	\$4.3 M	\$3.4 M	\$1.0 M
		0.0%	5.1%	-0.4%	30.0%
	Conversion Rate	10.7%	9.5%	8.7%	14.2%
		1.3 pts	-1.0 pts	-1.1 pts	-1.3 pts
Bookings per Delivered(K)		1.9	1.1	0.9	2.2
		-6.0%	-4.1%	-9.5%	22.5%

## Observations

Note: Dashboard % changes & percent pt changes are **Month over Month**, not Year over Year

April Destinations featured destination & properties based on travel budget (US: Tax refund) with supporting travel tips and seasonal planning



# Overall PO click engagement improved MoM

Destinations template continued to evolve and showed MoM improvements against both segments

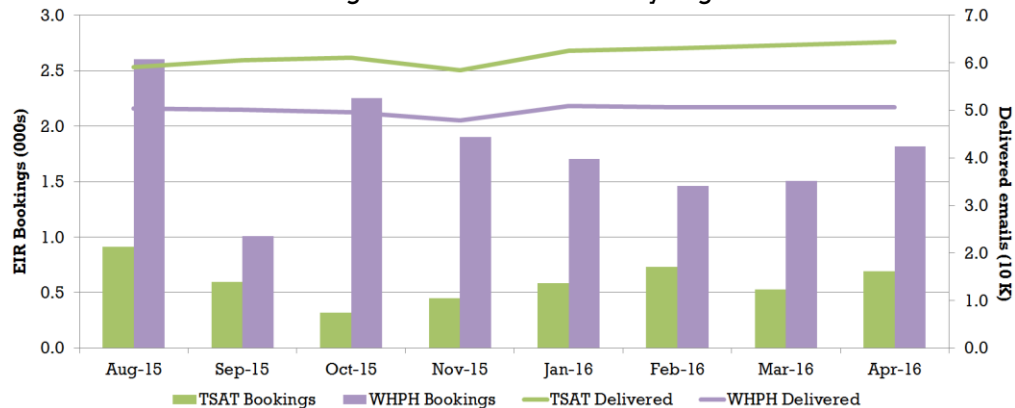
- 22.5% increase in Bookings/Delivered
- 31.9% increase in CTO%
- 8.2% decrease in Conv%

Body content attracted significantly more click engagement than other templates

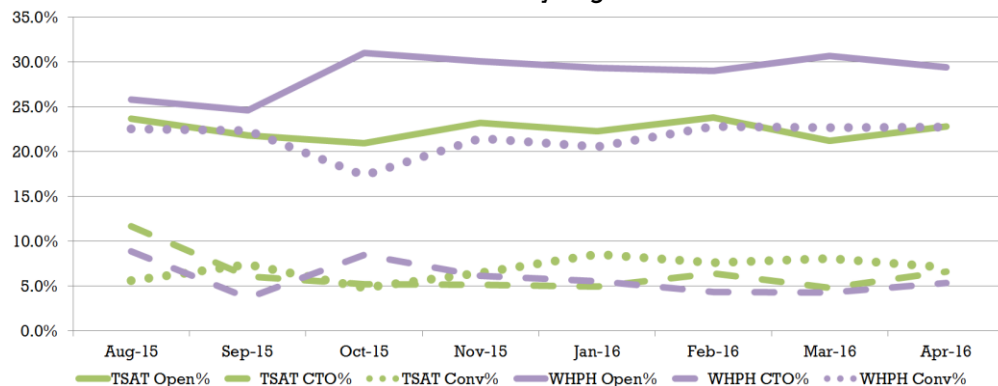
- TSAT 68% of clicks vs 50% 2016 average
- WHPH 64% of clicks vs 40% 2016 average

Overall, CTAs were more prominently highlighted (“blue buttons”)

Bookings vs Delivered emails by segment



Email KPIs by segment



# WHPH & TSAT engagement varied with Core Destinations vs their PO specific versions

Apr Destinations	Delivered	Opens	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd	Unsub%
TSAT Core	65.8 K	15.6 K	98	\$30.1 K	23.7%	6.7%	9.4%	1.5	0.16%
TSAT PO	643.7 K	146.7 K	690	\$275.3 K	22.8%	6.6%	7.1%	1.1	0.20%
%△					-4%	-2%	-24%	-28%	
WHPH Core	54.0 K	16.2 K	276	\$106.4 K	30.0%	7.4%	23.2%	5.1	0.13%
WHPH PO	507.0 K	149.0 K	1.8 K	\$689.9 K	29.4%	5.4%	22.7%	3.6	0.15%
%△					-2%	-27%	-2%	-30%	

## Note:

- April was the 2<sup>nd</sup> month PO segments received Core Destinations(as part of Global Control) & may have influenced performance
- Booking per delivered was not the primary KPIs for this travel inspiration campaign

While overall booking per delivered was higher for both segments with Core Destinations than their own versions, it was for different reasons:

- TSAT Conv% was higher with those receiving Core than the TSAT dedicated
- WHPH CTO% was higher with those receiving Core than the WHPH dedicated

# Slight content differences may have impacted click & conversion engagement

## Observations

Main differences in content among the versions were the **destinations & properties** featured & **PreCheck copy**

WHPH lower click engagement than PO vs Core versions may be due to international destinations featured

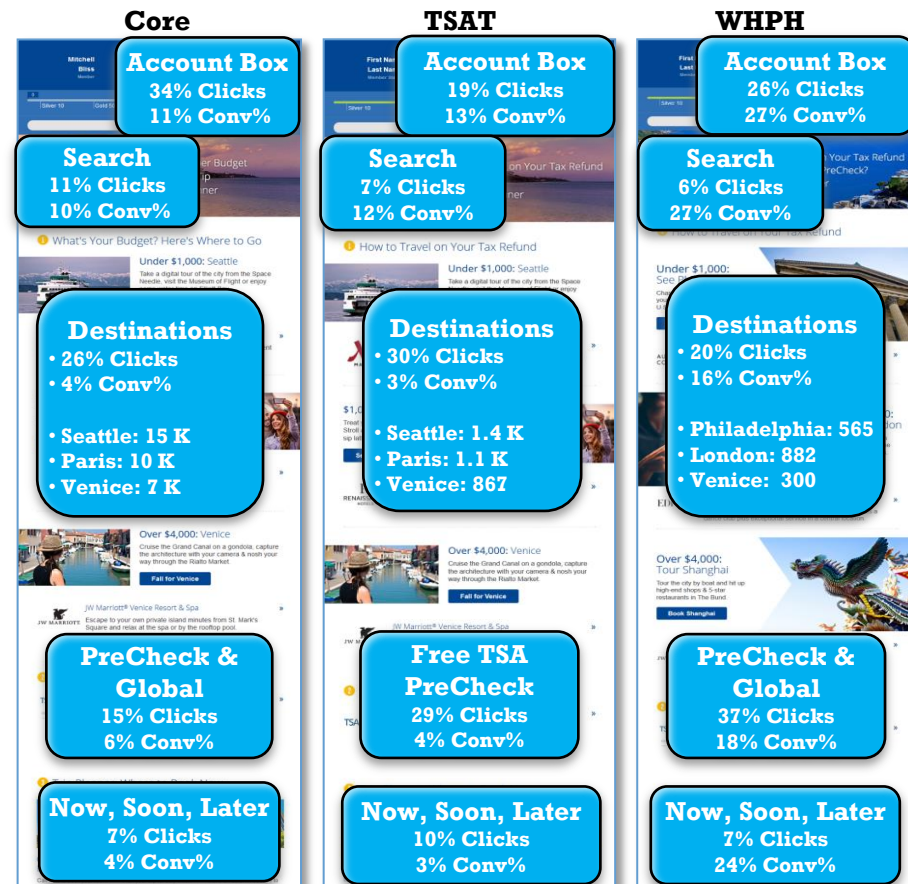
- 4/6 destinations were international in WHPH version, 3/6 in Core were with all in Europe
- Note: TSAT continued to prefer US destinations; TSAT did not appear to click on images more than links

TSA PreCheck content received the most clicks of any content for WHPH & TSAT versions

- TSAT: *Ways to get PreCheck for free*
- WHPH (& Core): *PreCheck and Global entry*

**Travel content resonated with both segments & TSAT version may have been particularly enticing**

- TSAT: TSA module may have cannibalized clicks away from Account Box & Search, high converting placements; **off-site linking may negatively impact TSAT Conv%**



# Test & roll subject line testing launched across Destinations to each segment

Subject line testing generated a variety of results

## **Core**

- **Alexandria's Weekend Full of Wanderlust**
- April Travel Tips for Alexandria
- 6 Must-See Cities to Visit Soon

## **TSAT**

- **6 Must-See Cities to Visit Soon**
- April Destinations: 3 Trips to Take on Your Tax Refund
- April Travel Tips for Alexandria

## **WHPH**

- **April Destinations: 6 Tax Refund-Friendly Travel Spots**
- Alexandria's April Travel Tips
- Tax Refund? Work It Around the World

## **Descriptors of winning subject line**

First name first, weekend, discovery

Variety of options, time-based, strong recommendations

Email Brand, energy moment tie-in, variety of options

**While leveraging Tax season was a PO & US audience specific tactic, utilizing similar subject lines for each segment may have help generate insight into segment preferences**



## + Lifecycle campaign updates

- Incent redemption expansion
- 2<sup>nd</sup> month of Onboarding

# Incent Redemption update

## Incent Redemption

A refresh launched Feb '16:

- 10K point trigger (vs 75K) expanded audience
- Targeted content against point balance tiers- Redemption slider

Batch delivery schedule:

- Jan '15
- July '15
- Feb '16

Incent Redeem	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Jan '15	750.5 K	8.2 K	\$3.28 M	47.6%	16.9%	13.5%	10.9
Feb '15	21.5 K	331	\$381.2 K	50.2%	23.0%	13.4%	15.4
Mar '15	22.1 K	348	\$170.4 K	52.0%	23.6%	12.8%	15.8
Apr '15	27.5 K	460	\$191.1 K	51.7%	23.6%	13.7%	16.7
May '15	30.3 K	401	\$166.6 K	49.3%	22.5%	12.0%	13.3
Jun '15	22.5 K	319	\$110.3 K	49.3%	23.1%	12.5%	14.2
Jul '15	409.0 K	3.2 K	\$1.32 M	43.8%	15.6%	11.4%	7.8
Aug '15	51.1 K	550	\$201.0 K	48.4%	17.1%	13.0%	10.8
Sep '15	54.1 K	586	\$267.2 K	44.3%	18.9%	12.9%	10.8
Oct '15	77.5 K	828	\$303.8 K	47.7%	17.7%	12.7%	10.7
Nov '15	59.3 K	532	\$205.0 K	46.8%	17.0%	11.3%	9.0
Dec '15	42.7 K	412	\$142.6 K	44.1%	18.2%	12.0%	9.7
Jan '16	75.8 K	1.0 K	\$422.1 K	53.8%	18.3%	13.3%	13.1
Feb '16	560.9 K	3.6 K	\$1.39 M	41.4%	14.2%	10.9%	6.4
Mar '16	88.7 K	825	\$345.1 K	44.7%	15.7%	13.2%	9.3
Apr '16	124.6 K	1.2 K	\$422.1 K	46.4%	15.9%	12.7%	9.4

## Observations

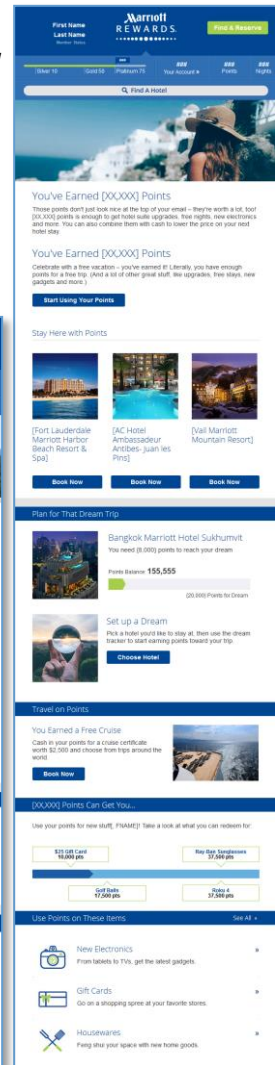
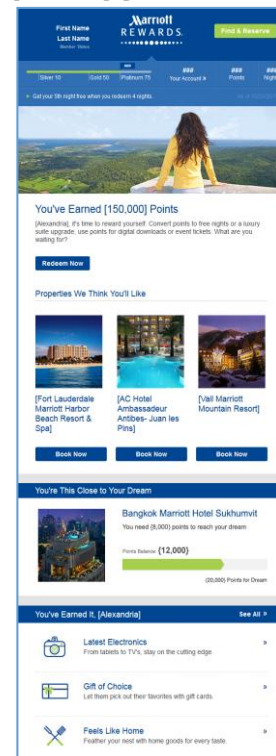
- April volume increased by 50% MoM and 450% YoY while maintaining recent email performance KPIs
- Monthly booking volume has surpassed Renewer/Achiever

**Continue monitoring and conduct link analysis to understand interaction of different point threshold segments**

Feb'16 - current  
Here's What [XX,XXX]  
Points Gets You, Jim

2015-Jan'16

Jim, indulge with your  
[XX,XXX] points



# Onboarding update

## Early performance benchmarks

- Open rate after the first message tapers to ~ 16%, below program average
  - Click to Open rate starts at program avg, steadily falls with each message
  - Conversion rate trended upward with each message
- Welcome (Points) email series kpis follow similar trends with each progressive message

## Continue to monitor and connect to longer term engagement KPI's for 6 month review

- Drive new member loyalty at a faster rate
- Increase # of new members booking their 2<sup>nd</sup> stay

## Future considerations

- Connecting the series together with themed subject lines
- Decrease period between mailings
- Content optimization

Onboarding	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
<b>Mar '16</b>	<b>270.0 K</b>	<b>349</b>	<b>\$122.2 K</b>	<b>18.2%</b>	<b>9.8%</b>	<b>7.2%</b>	<b>1.3</b>
Account Tips	127.5 K	197	\$66.6 K	20.1%	10.7%	7.2%	1.5
Earning Points	89.1 K	123	\$42.2 K	16.9%	9.9%	8.2%	1.4
Travel Inspiration	48.4 K	28	\$13.4 K	16.1%	7.2%	5.0%	0.6
Community	4.9 K	1	\$89	16.1%	4.5%	2.8%	0.2
<b>Apr '16</b>	<b>445.1 K</b>	<b>441</b>	<b>\$168.8 K</b>	<b>16.9%</b>	<b>8.4%</b>	<b>6.9%</b>	<b>1.0</b>
Account Tips	106.0 K	156	\$50.5 K	19.4%	10.9%	6.9%	1.5
Earning Points	108.2 K	115	\$51.5 K	16.8%	9.9%	6.4%	1.1
Travel Inspiration	113.8 K	97	\$39.4 K	16.2%	7.5%	7.0%	0.9
Community	117.1 K	73	\$27.4 K	15.4%	5.1%	8.0%	0.6
<b>Total</b>	<b>715.1 K</b>	<b>790</b>	<b>\$291.0 K</b>	<b>17.4%</b>	<b>9.0%</b>	<b>7.1%</b>	<b>1.1</b>

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



+ Spring '16 MegaBonus generated as  
of March 174 K bookings & \$56.6 M

# Bookings continued to be on pace with previous campaigns

MegaBonus First 4 Months	Delivered	EIR Bookings	EIR Revenue	Bkngs/ Dlvd
Spring '15	49.8 M	174.5 K	\$48.91 M	3.5
Fall '15	59.7 M	152.6 K	\$50.78 M	2.6
Spring '16	74.5 M	173.8 K	\$56.56 M	2.3

## Observations

Bookings are on a similar pace as they were for the last 2 campaigns

While it appears that overall delivery for Spring MegaBonus appeared necessary to generate the same booking as LY, there was a higher number of MegaBonus touchpoints within mailings as opposed to features

Last Chance Reminder

First Name  
Last Name  
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account Points nights

Find A Hotel

**MegaBonus**

53% Open%, 7% CTO%  
There's Still Time to Earn Your Free Night!  
4.6 Booking/Delivered (K)

WIN WIN WIN

Earn a free night after two stays. Unlock a bonus points offer after your second stay. Every stay counts at 4,000+ hotels worldwide.

Enjoy your free night, plus shopping, dining, exploring and much more with your earnings.

Register Now

\*A "stay" is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity. Remember to book direct to earn your points. [Learn More.](#)



### Last Chance for a Free Night

Don't miss your spring MegaBonus[. FNAME]. Registration ends soon – sign up to get a free night + more.

1 Click to Register

# MegaBonus Last Chance Solo

## Spring '15

Why are you passing up on Bonus points?

## Fall '15

2 Days Left for Double Points

## Spring '16

There's Still Time to Earn Your Free Night

MB Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Divd
<b>Last Chance</b>	<b>3.1 M</b>	<b>12.7 K</b>	<b>\$4.5 M</b>	<b>63.8%</b>	<b>8.5%</b>	<b>7.6%</b>	<b>4.1</b>
Mar '15	908.5 K	4.1 K	\$1.40 M	76.8%	11.0%	5.3%	4.5
Nov '15	681.6 K	1.8 K	\$591.0 K	70.2%	6.8%	5.5%	2.6
Apr '16	1.5 M	6.9 K	\$2.49 M	53.0%	7.4%	11.9%	4.6
<b>Reg Reminder</b>	<b>5.1 M</b>	<b>17.4 K</b>	<b>\$6.2 M</b>	<b>51.3%</b>	<b>8.4%</b>	<b>8.0%</b>	<b>3.4</b>
Feb '15	1.7 M	6.5 K	\$2.46 M	57.5%	9.7%	7.0%	3.9
Sep '15	1.9 M	4.3 K	\$1.58 M	40.0%	7.4%	7.8%	2.3
Mar '16	1.5 M	6.5 K	\$2.21 M	58.2%	7.8%	9.5%	4.3

## Observations

Apr '16 Last Chance was sent to a significantly larger audience than previous versions

- While Open and Click to open rates were lower, Conv% was 2x higher, resulting in an overall higher Booking/Delivered email
- While Open and Click to Open rate of the Last Chance were lower than the previous month's reminder, **the higher Conversion rate & Booking/delivered email continued to validate value of the reminder**



# Key Takeaways

# Apr '16 Key Takeaways

- ❖ Highly engaged content from other campaigns that may help increase click engagement in Benefits
  - Account module
  - Prominent feature of new Benefits
  - eBreaks
  - US destinations (TSAT)
  - Brand content such as property redemptions & hotel openings (esp TSATs)
  - Sweepstakes can provide click/booking boost when more prominently featured
- ❖ TSAT & WHPH may have experienced some MegaBonus fatigue in Benefits; consider the multi-channel experience in evolving messaging & strength of support over time
- ❖ High click-to-book intent and increased relevancy of propensity field offers suggested WHPH clicks and bookings may increase from displaying more targeted Field Offers in Offers
- ❖ Current Destination versions appeared to better generate click engagement; “sticky” travel content resonated with both segments
  - Consider avoiding off-site linking for TSATs
- ❖ Subject line best practice trends: New benefits call-out, lists, recommendations, First name value unclear





# Competitive Insights

# Spring break & Mother's Day themes

## Spring Promotion

- Stay 2 nights & save up to 35%

Hi, Mitchell      Acct. ending: 4091      Points: 0\*      **Red Member**

**STAY 2 NIGHTS AND SAVE UP TO 35%**  
AT SELECT CARLSON REZIDOR BRANDS

Whether it's time to visit family or travel cross-country for a spring wedding, enjoy savings of up to 35% when you stay at least two nights at participating Radisson®, Park Inn® by Radisson or Country Inn and Suites By Carlson™ hotels.

\*Terms and conditions apply.

[Choose Your Hotel](#)

**Hilton**  
WORK & REWARD

HELLO  
**Fred**  
MEMBER # : 117826202  
YOUR POINTS : 0

celebrate spring!  
plan a family getaway with  
breakfast for 4 & premium Wi-Fi

[BOOK NOW](#)

Real Families. Real Advice.

## Spring Break Offers

- Breakfast for 4 and Wi-Fi

[PLAN NOW](#)

*MemVoyage*

Make Every Day Easier  
HELPFUL IDEAS & COUPONS  
FROM YOUR FAVORITE BRANDS

[READ NOW](#)

*PeaEveryday*

**STOP CLICKING AROUND  
START SAVING**

Introducing the lowest price  
anywhere online, for members only

[JOIN NOW](#)

**OUR SPRING  
FLASH SALE  
IS GONE**

CHECK OUT OTHER DEALS AT [HILTON.COM](#)

HURRY! SALE ENDS TONIGHT AT MIDNIGHT

**00:00:00:00**  
DAYS HOURS MINUTES SECONDS

**Hilton**  
SAN DIEGO BAYFRONT

**72 HOURS ONLY**

**72 HOURS ONLY - SAVE MORE  
WHEN YOU BOOK BY APRIL  
15TH 9AM PST**

Exclusively for our valued past guests, we are extending the Hilton Flash Sale rates for 72 HOURS ONLY! Come back to Hilton San Diego Bayfront with our lowest rates of the year starting at \$159/night through June 2016!

[BOOK NOW >](#)      Act now and book by Friday, April 15th at 9am PST!

April 2016

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May 2016

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2016

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## Hilton Flash Sale

- Dynamic time-sensitive message
- 72 hour extension

With summer-like temperatures, miles of beaches, and a variety of attractions such as the downtown Gaslamp Quarter, San Diego Zoo, Balboa Park, and Coronado Island...there's always more to see and do in San Diego!

## Mother's Day Offer

- Purchase FTD flowers, earn 3K pts

**HILTON HHONORS**      EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell      MEMBER # : 277594357      YOUR POINTS : 3,116      [LOGIN](#)

**CELEBRATE MOM & EARN POINTS**

Purchase flowers from FTD & earn up to 3,000 Points.

[SHOP NOW](#)

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

[BOOK NOW](#)

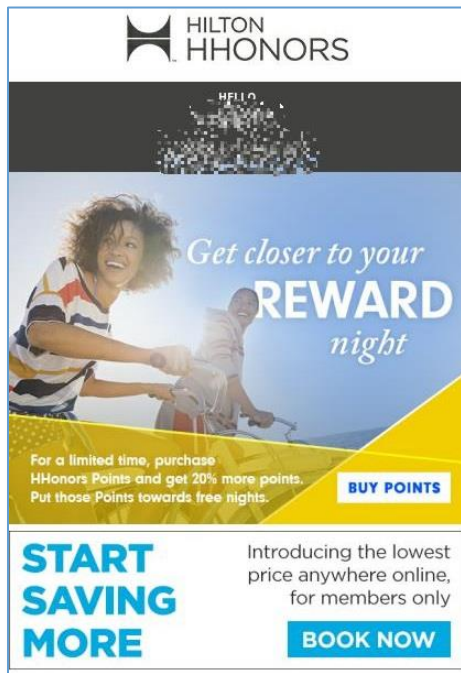
## Memorial day

- Stay during memorial day, up to 20% off

# Point purchase incentives

## Hilton point purchase offers

- 20% & 100% bonuses for point purchases



**HILTON HHONORS**

HELLO

Get closer to your **REWARD** night

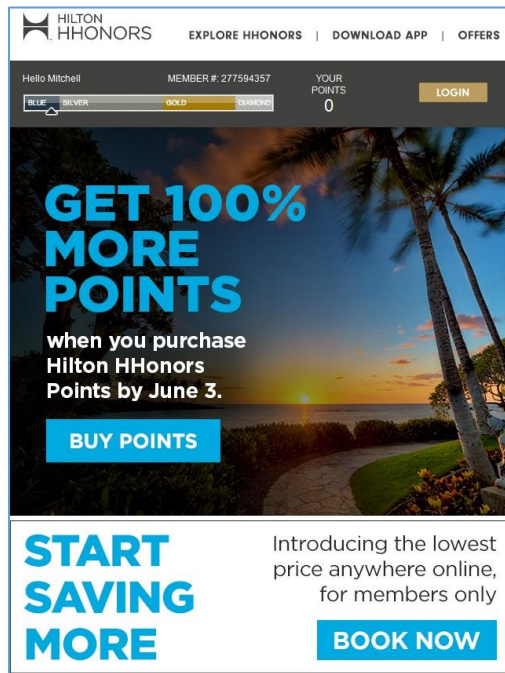
For a limited time, purchase HHonors Points and get 20% more points. Put those Points towards free nights.

**BUY POINTS**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**



**HILTON HHONORS** EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell MEMBER #: 277594357 YOUR POINTS 0 **LOGIN**

**GET 100% MORE POINTS**

when you purchase Hilton HHonors Points by June 3.

**BUY POINTS**

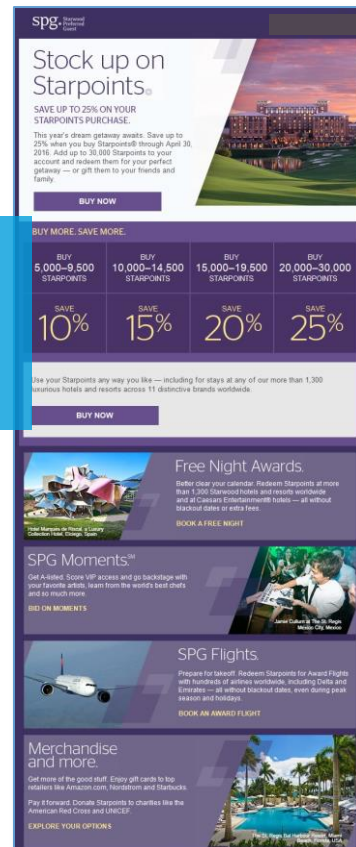
**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

## Starpoints Purchase Offer

- Tiered savings based on amount of points
- Spend points on free nights, SPG moments, flights, or merchandise



**spg** Starpoints

**Stock up on Starpoints®**

SAVE UP TO 25% ON YOUR STARPOINTS PURCHASE.

This year's dream getaway awaits. Save up to 25% when you buy Starpoints® through April 30, 2016. Add up to 30,000 Starpoints to your account and redeem them for your perfect getaway — or gift them to your friends and family.

**BUY NOW**

BUY MORE. SAVE MORE.			
BUY 5,000–9,500 STARPOINTS	BUY 10,000–14,500 STARPOINTS	BUY 15,000–19,500 STARPOINTS	BUY 20,000–30,000 STARPOINTS
SAVE 10%	SAVE 15%	SAVE 20%	SAVE 25%

Use your Starpoints any way you like — including for stays at any of our more than 1,300 luxurious hotels and resorts across 11 distinctive brands worldwide.

**BUY NOW**

**Free Night Awards.**

Rebels clear your calendar. Redeem Starpoints at more than 5,200 all-inclusive resorts and resorts worldwide, and at Caesars Entertainment® hotels — all without blackout dates or extra fees.

**BOOK A FREE NIGHT**

**SPG Moments™**

Get A-listed. Score VIP access and go backstage with your favorite artist. Learn from the world's best chefs and so much more.

**BID ON MOMENTS**

**SPG Flights.**

Prepare for takeoff. Redeem Starpoints for Award Flights with hundreds of airline worldwide, including Delta and Emirates — all without blackout dates, even during peak season and holidays.

**BOOK AN AWARD FLIGHT**

**Merchandise and more.**

Get more of the good stuff. Empty gift cards to top retailers like Amazon.com, Nordstrom and Starbucks.

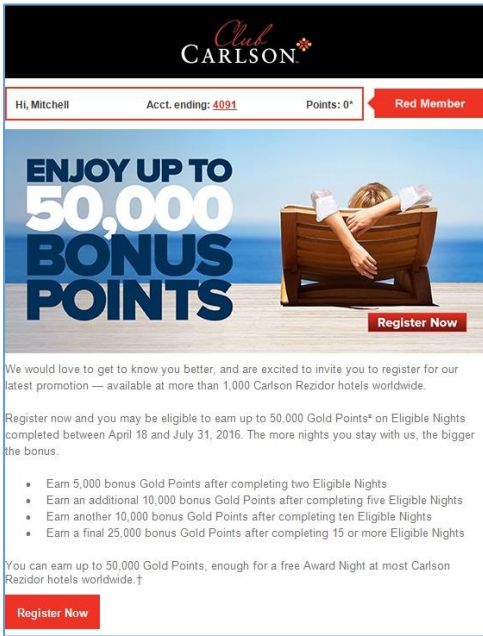
Play it forward. Donate Starpoints to charities like the American Red Cross and UNICEF.

**EXPLORE YOUR OPTIONS**

# Increased promotional activity

## Carlson

- 50 K point promotion Breaks down actions required for reward tiers
- “Register Now” CTA



**Club CARLSON**

Hi, Mitchell      Acct. ending: 4091      Points: 0\*      **Red Member**

**ENJOY UP TO 50,000 BONUS POINTS**

**Register Now**

We would love to get to know you better, and are excited to invite you to register for our latest promotion — available at more than 1,000 Carlson Rezidor hotels worldwide.

Register now and you may be eligible to earn up to 50,000 Gold Points\* on Eligible Nights completed between April 18 and July 31, 2016. The more nights you stay with us, the bigger the bonus.

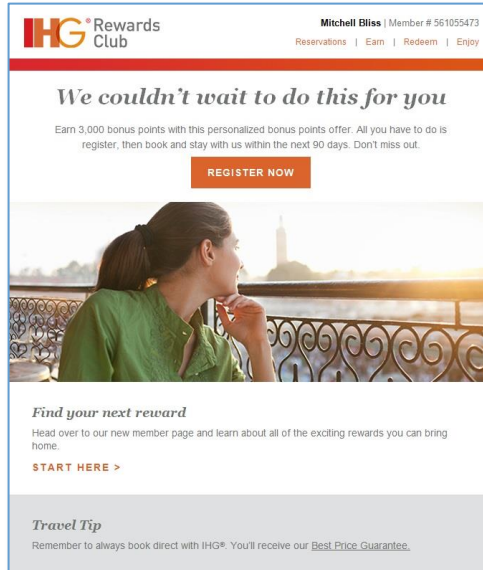
- Earn 5,000 bonus Gold Points after completing two Eligible Nights
- Earn an additional 10,000 bonus Gold Points after completing five Eligible Nights
- Earn another 10,000 bonus Gold Points after completing ten Eligible Nights
- Earn a final 25,000 bonus Gold Points after completing 15 or more Eligible Nights

You can earn up to 50,000 Gold Points, enough for a free Award Night at most Carlson Rezidor hotels worldwide. †

**Register Now**

## IHG

- Book stay in 90 days, earn 3K bonus points
- Presented as a ‘personalized bonus offer’



**IHG Rewards Club**      Mitchell Bliss | Member # 561055473  
Reservations | Earn | Redeem | Enjoy

**We couldn't wait to do this for you**

Earn 3,000 bonus points with this personalized bonus points offer. All you have to do is register, then book and stay with us within the next 90 days. Don't miss out.

**REGISTER NOW**

**Find your next reward**

Head over to our new member page and learn about all of the exciting rewards you can bring home.

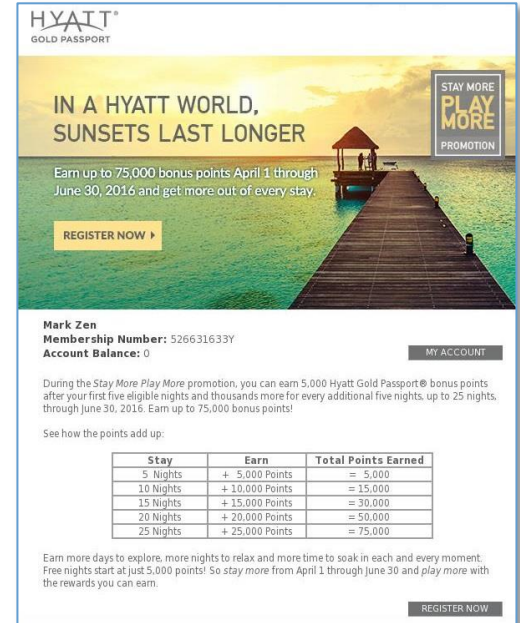
**START HERE >**

**Travel Tip**

Remember to always book direct with IHG®. You'll receive our Best Price Guarantee.

## Hyatt

- Earn up to 75K points
- Reward tiers broken out in table



**HYATT GOLD PASSPORT**

**IN A HYATT WORLD, SUNSETS LAST LONGER**

Earn up to 75,000 bonus points April 1 through June 30, 2016 and get more out of every stay.

**REGISTER NOW >**

**Mark Zen**  
Membership Number: 526631633Y  
Account Balance: 0      **MY ACCOUNT**

During the Stay More Play More promotion, you can earn 5,000 Hyatt Gold Passport® bonus points after your first five eligible nights and thousands more for every additional five nights, up to 25 nights, through June 30, 2016. Earn up to 75,000 bonus points!

See how the points add up:

Stay	Earn	Total Points Earned
5 Nights	+ 5,000 Points	= 5,000
10 Nights	+ 10,000 Points	= 15,000
15 Nights	+ 15,000 Points	= 30,000
20 Nights	+ 20,000 Points	= 50,000
25 Nights	+ 25,000 Points	= 75,000


Earn more days to explore, more nights to relax and more time to soak in each and every moment. Free nights start at just 5,000 points! So stay more from April 1 through June 30 and play more with the rewards you can earn.

**REGISTER NOW**



# Hilton promotes 'HHonors Dining'

Program allows members to link their Hilton account to a credit card and can earn points when dining in their 11K restaurant/bar network



EXPLORE HHONORS | DOWNLOAD APP | OFFERS


Hello Mitchell

MEMBER #: 277594357

YOUR POINTS  
0

LOGIN

BLUE | SILVER | GOLD | DIAMOND



# WINE, DINE & EARN

Join HHonors Dining & earn  
up to 2,000 Points + up to  
8 Points for every \$1 spent

JOIN NOW

# START SAVING MORE


Introducing the lowest  
price anywhere online,  
for members only

BOOK NOW

### Earn Hilton HHonors™ Bonus Points every time you dine out!


1

**JOIN**  
Sign up for free and register your credit and/or debit cards.




2

**DINE**  
Visit or carry out from over 11,000 participating restaurants, bars, or clubs **and** pay with your registered card.



3

**EARN**  
Earn up to 8 HHonors Bonus Points for every dollar you spend dining – including tax and tip!



Elite Member	Online Member	Member
<b>8</b>	<b>5</b>	<b>2</b>
HHonors Bonus Points per dollar spent	HHonors Bonus Points per dollar spent	HHonors Bonus Points per dollar spent

41



# Apr 2016 MR Campaign Reviews

# Apr '16 eNews performance summary

		eNews +			
		Program	Benefits	eNews	Benefits
Audience	Total Delivered	87.2 M	11.8 M	10.6 M	1.2 M
		87.0%	10.1%		
	Unsub Rate	0.32%	0.29%	0.30%	0.17%
		0.1 pts	0.2 pts		
	Delivery Rate	98%	98%	98%	100%
		-0.9%	-0.7%		
Engagement	Open Rate	24.2%	23.5%	23.1%	27.4%
		2.0 pts	-0.1 pts		
	Opens	21.1 M	2.8 M	2.5 M	315.5 K
		103.5%	9.6%		
	Click Rate	1.8%	3.0%	3.1%	2.3%
		-0.2 pts	0.4 pts		
	Unique Clicks	1.6 M	354.9 K	328.3 K	26.6 K
		72.1%	28.6%		
	Click to Open Rate	7.5%	12.8%	13.3%	8.4%
		-1.4 pts	1.9 pts		
Financial	Bookings	169.3 K	34.3 K	29.5 K	4.8 K
		83.8%	19.3%		
	Revenue	\$64.2 M	\$13.0 M	\$11.2 M	\$1.9 M
		82.5%	17.0%		
	Conversion Rate	10.7%	9.7%	9.0%	17.9%
		0.7 pts	-0.8 pts		
	Bookings per Delivered(K)	1.9	2.9	2.8	4.1
		-1.7%	8.4%		

## Observations

Apr eNews+Benefits deliveries increased 10.1% YoY and bookings increased by 19.3% YoY, resulting in an 8.4% increase in booking per delivered email (K)

- eNews Core generated more bookings & clicks than 2015 eNews did to the entire audience

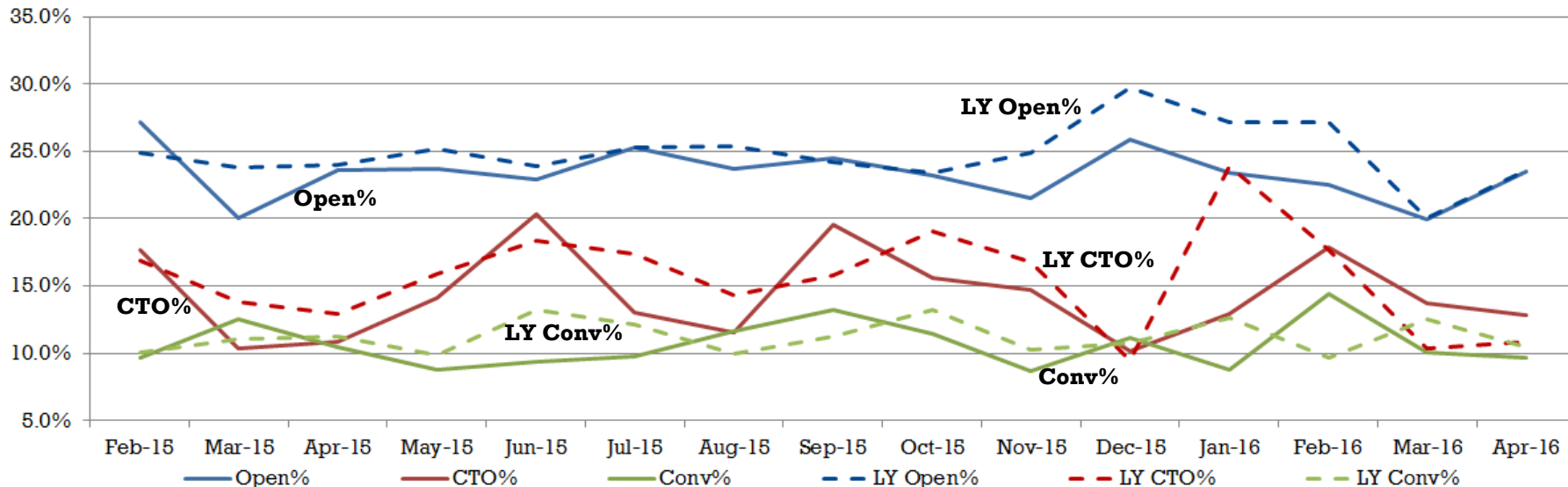
MegaBonus was featured in the 2nd Top Offer position and generated incremental clicks and bookings

A subject line test was conducted in eNews

- **Your Account: Introducing Member Rates (Winner)**
- Your Account: April Updates [for FNAME]
- Your Account: Try the New Cash + Points

eBreaks module was featured & attracted an above average amount of clicks given it's below the fold position

# Apr '16 eNews & Benefits email KPI trends



## Observations

Open rate has been consistently lower YoY except for the past two months; Test & Roll was launched in April and may have positively impacted overall subject line

- **Your Account: Introducing Member Rates (Winner)**
- Your Account: April Updates [for FNAME]
- Your Account: Try the New Cash + Points
- April 2015: Your Account – Test drive a GoPro

CTO% was 17% higher YoY due primarily to the feature of MegaBonus, which was not supported in April '15



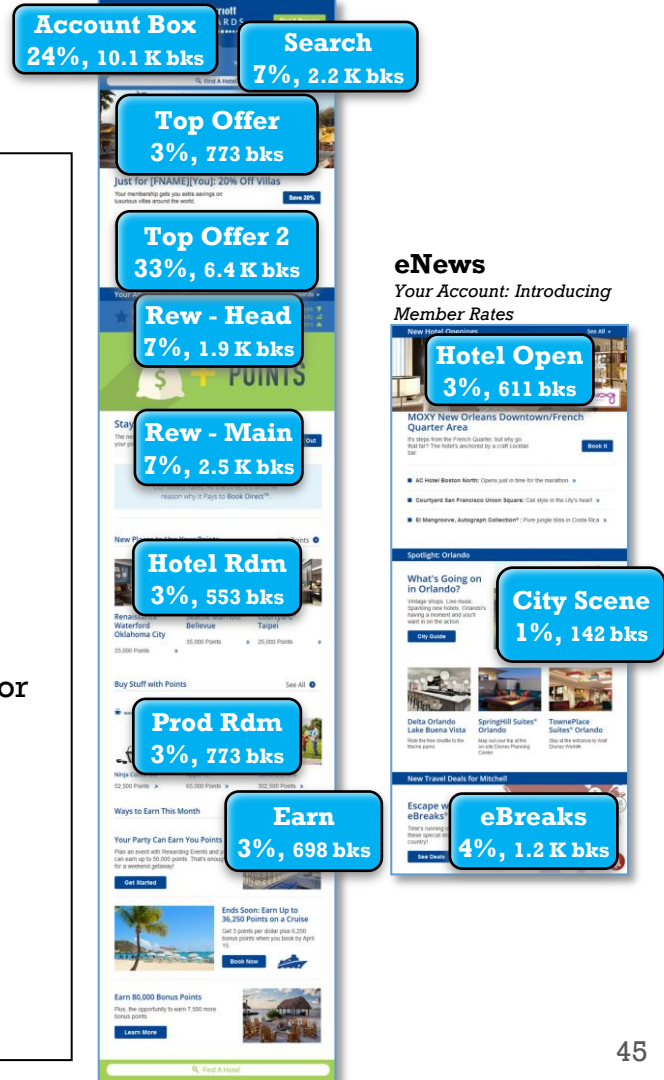
# Apr '16 eNews sections

## Observations

- 1) March eNews generated 289 K clicks while April generated 328 K clicks
- 2) Both months featured MegaBonus in the secondary Top Offer:
  - March: 172 K clicks
  - April: 135 K clicks
- 3) April eNews body content generated above average incremental clicks

## Notable April content:

- 1) The Account module generated the most clicks out of any Rewards (26 K)
  - % click share increased over Rewards Header+Milestone pre-March
  - “Your Account Activity” link generated over 2x the clicks of the three featured
- 2) Rewards Main section generated among the highest number of clicks (22 K) for this section with only 2 features: Cash+Points & Member Rates
  - **Cash+Points generated 3x the clicks as Member Rates**
- 3) Hotel Openings generated the most clicks for that section in over a year
- 4) eBreaks module generated 4% of eNews clicks as the lowest content feature; Conv% was similar as the entire mailing average
  - **eBreaks module appeared to generate click and booking engagement**



# Apr '16 eNews link analysis

## Observations

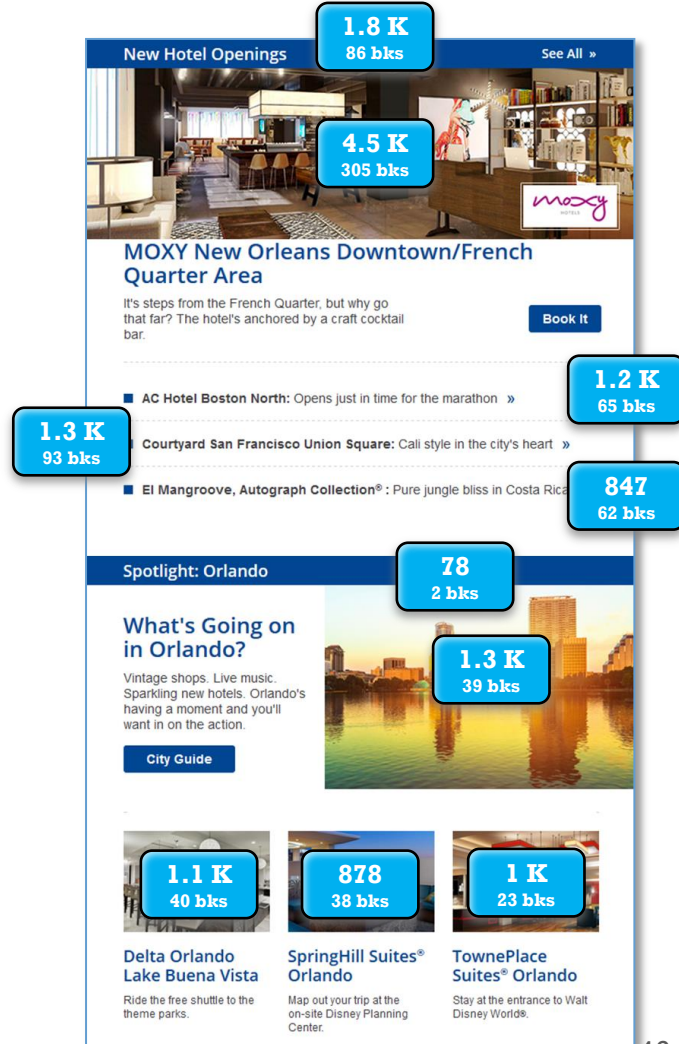
**Hotel Openings** sections changed it's layout and generated above average bookings for this section (3<sup>rd</sup> highest booking volume and Conv% rate)

The new layout featured one hotel with text link support for others

NOLA Moxy:	4.5 K
Hotel Openings Header:	1.8 K
San Fran Courtyard:	1.3 K
What's Going on Orlando:	1.3 K
AC Boston:	1.2 K

**Spotlight** replaced **City Scene** in April and averaged a similar click% share and Conv%

**The new feature did not appear to change member interaction**



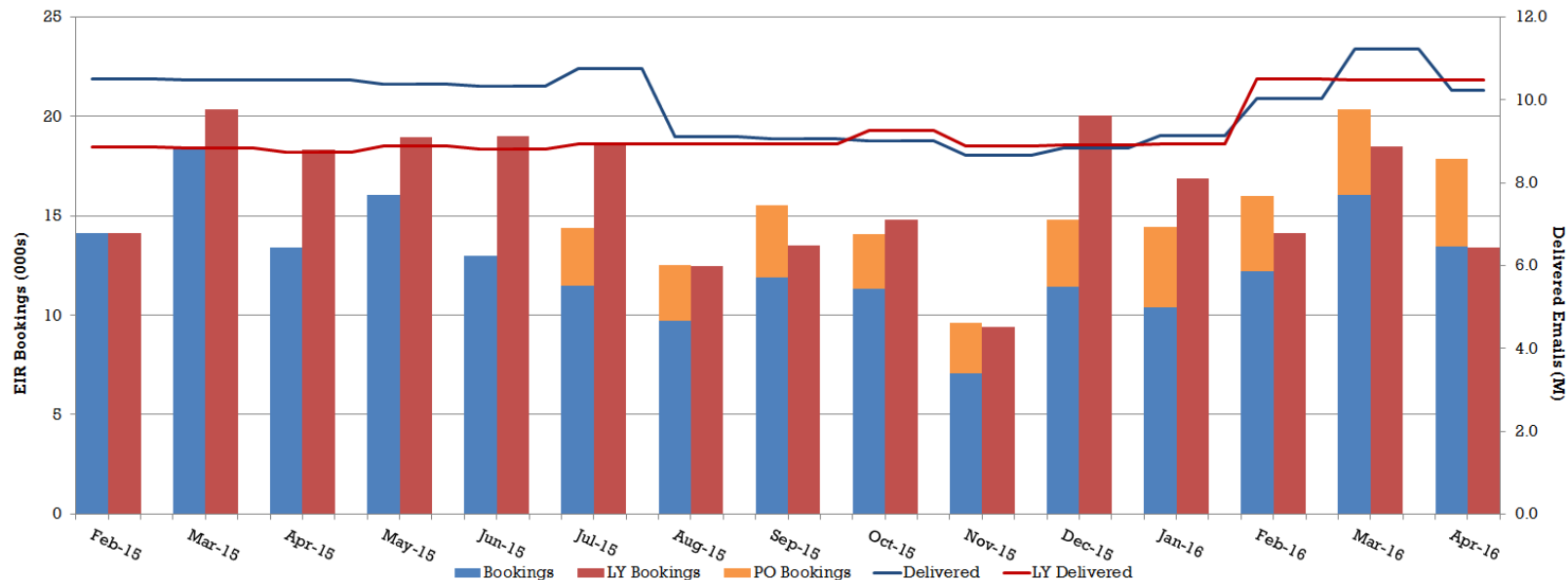
# Apr '16 Hotel Specials performance summary

		Program	HS + Offers	Hotel Specials	Offers
Audience	Total Delivered	87.2 M 87.0%	10.2 M -2.5%	9.2 M	1.1 M
	Unsub Rate	0.32% 0.1%	0.13% 0.0%	0.13%	0.08%
	Delivery Rate	98% -0.9%	97% -2.4%	97%	96%
Engagement	Open Rate	24.2% 2.0 pts	18.7% -0.2 pts	18.1%	23.1%
	Opens	21.1 M 103.5%	1.9 M -3.3%	1.7 M	249.1 K
	Click Rate	1.8% -0.2 pts	1.8% 0.0 pts	1.7%	2.5%
	Unique Clicks	1.6 M 72.1%	181.6 K -3.6%	154.9 K	26.7 K
	Click to Open Rate	7.5% -1.4 pts	9.5% 0.0 pts	9.3%	10.7%
Financial	Bookings	169.3 K 83.8%	17.9 K 33.1%	13.5 K	4.4 K
	Revenue	\$64.2 M 82.5%	\$6.7 M 33.0%	\$5.0 M	\$1.7 M
	Conversion Rate	10.7% 0.7 pts	9.8% 2.7 pts	8.7%	16.4%
	Bookings per Delivered(K)	1.9 -1.7%	1.7 36.4%	1.5	4.1

## Observations

- YoY deliveries decreased by 2.5% while bookings increased by 33.1%, leading to an overall increase in Bookings per delivered (K) by 36.4%
  - For Hotel Specials, this was due primarily to overall increase in Conv% throughout content, particularly the Header and Account Box
  - Offers generated the highest booking and booking per delivered Email driven by a high Conv%
- A Sweepstakes was featured in Getaways which appeared to cannibalize clicks from Field Offers
- eBreaks module continued to generate click engagement

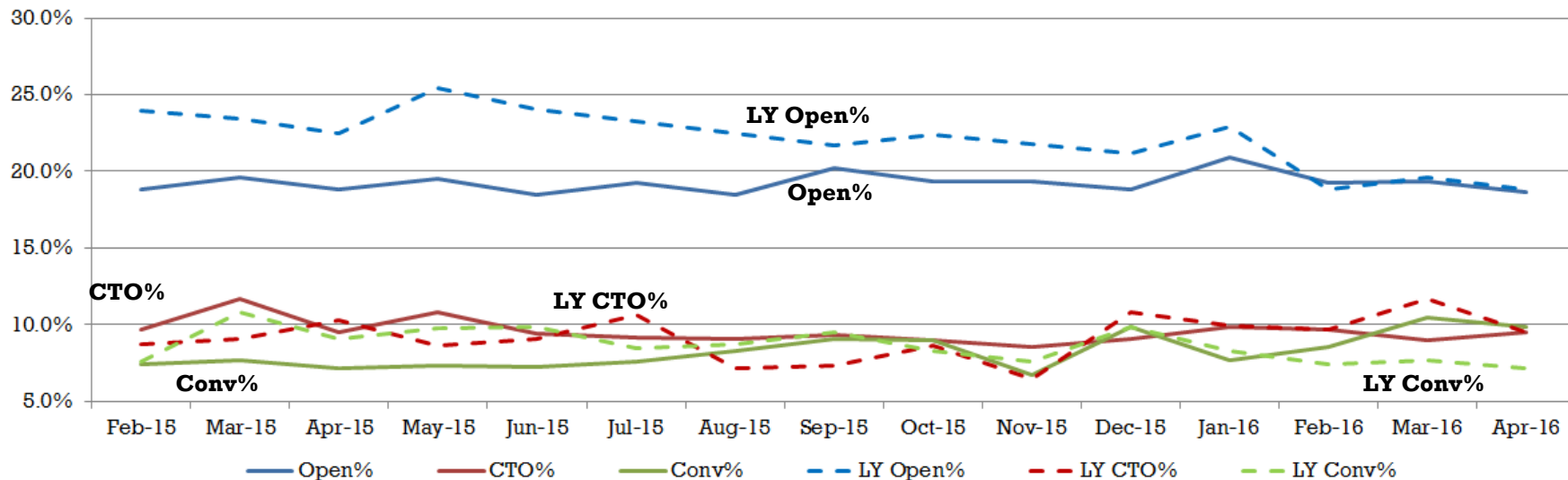
# Apr '16 Hotel Specials performance summary



## Observations

- For the 3rd month YoY bookings increased >10% YoY with Core surpassing all of 2015
- Offers generated the highest booking and booking per delivered email driven by a high Conv%

# Apr '16 Hotel Specials performance summary



## Observations

- Conv% maintained ~9% well above 2015 average; this conversion was achieved through higher than average Conv% from the Account Box & Header
  - April Account Box & Header Conv% 12.1%
  - 2015 Average: 8.8%
- April Hotel Specials may have been unique
  - Changing audience composition
  - Mailed near middle of the month @ 4/19 vs last week of month

# Apr '16 Hotel Specials link analysis

## Observations

Field Offers generated only 35% of Hotel Special's clicks, well below average (~50%)

These clicks appear to have been cannibalized by the Sweepstakes offer and eBreaks

- Getaways generated the highest clicks for its section with the Sweepstakes generating 75% of the clicks
- eBreaks generated 5% of clicks, similar to March, and converted at the average of March/April

Additionally, Experiences generated slightly higher than average click share at 4%

- The theme was trending cities and highlighted San Diego, New Orleans, Arizona & Las Vegas

## Hotel Specials

Mitchell's May Travel Deals

The screenshot shows the Mitchell's May Travel Deals page. It features a header with the Mitchell Bliss logo and a search bar. Below the header, there are several promotional banners and a list of deals. Three callouts are overlaid on the page:

- Account Box**: 24%, 5.9 K bks
- Field Offers**: 35%, 3.5 K bks
- Search**: 9%, 1.6 K bks

The screenshot shows the Hotel Specials page. It features a header with the text "Get Away in May" and "See All". Below the header, there are several promotional banners and a list of deals. Three callouts are overlaid on the page:

- Getaways**: 15%, 1.3 K bks
- Experiences**: 4%, 384 bks
- eBreaks**: 5%, 668 bks

# Apr '16 Hotel Specials link analysis

## Observations

Apr '16 Getaways section saw 2<sup>nd</sup> highest number of clicks and highest bookings since section's creation in Feb '15

- 5-night stay + \$1,000 Visa Card Sweepstakes generated 79% of bookings and 75% of clicks for this section

The Experiences section also achieved its 2<sup>nd</sup> highest conversion rate (5.0% vs 3.4% 2015 average)

- 'Tour San Diego with \$100 Visa Card' had highest Conv% (5.8%) and second most clicks in Experiences
- 'Stay in Las Vegas from \$119' had 2nd highest Conv% (5.0%) and most clicks

Get Away in M **1.5 K** **53 bkg** See All

**HAWAII** **22 K** **1 K bkg** **HILTON HEAD**

Win an Escape to Hawaii or Hilton Head

Enter to win a 5-night stay and a \$1,000 Visa® gift card. Which island will you choose, Mitchell?

**2.9 K** **88 bkg** **3 K** **128 bkg**

Get This for Mom  
She'll feel special with gifts from Michael Kors, Vera Bradley, Kate Spade & more.

Catch Some Caribbean Rays  
Get your toes in the sand in sunny places like San Juan and save big with rates from \$149.

Shop With Points From \$149

Trending City Breaks **446** **12 bkg** See All

Tour San Diego With a \$100 Visa® Gift Card

Our gift to you! Treat yourself to a night out or treat the kids to a day at the zoo.

Get \$100

**1.5 K** **73 bkg** **548** **18 bkg** **3 K** **115 bkg**

Save 20% in New Orleans  
Stay 2+ nights in the Big Easy. Spend your savings on music, food & more!  
From \$103

\$50 Resort Credit in Arizona  
Indulge in a spa treatment after playing unlimited golf at JW Marriott® resorts.  
Earn 5,000 points

Stay in Las Vegas from \$119  
Be a winner! Earn 2,500 points per night when you stay at participating hotels.  
Plan Your Trip

**10 K** **668 bkg**

Save 20% This Weekend

Escape for the weekend with eBreaks® and save 20% off your stay. Where will this weekend take you?



# Apr '16 Solo performance summary

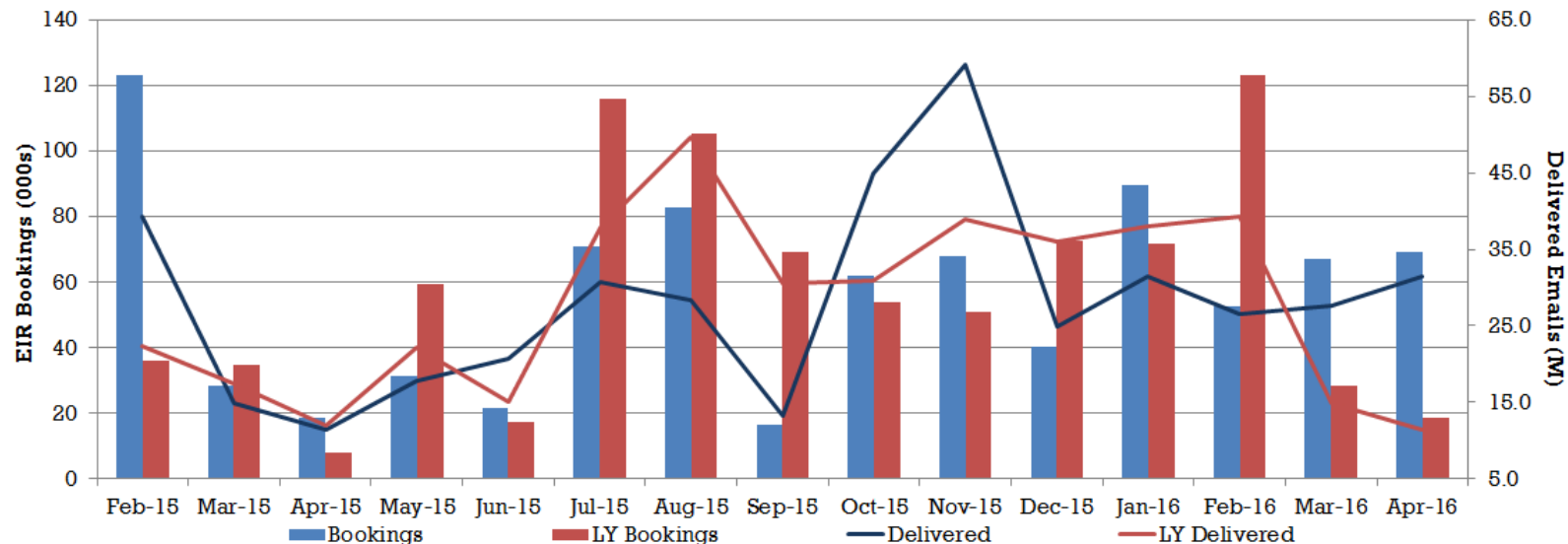
		Program	Solos
Audience	Total Delivered	87.2 M 87.0%	31.5 M 1418.8%
	Unsub Rate	0.32% 0.1 pts	0.36% 0.2 pts
	Delivery Rate	98% -0.9%	99% -1.0%
Engagement	Open Rate	24.2% 2.0 pts	26.9% -4.0 pts
	Opens	21.1 M 103.5%	8.5 M 1222.2%
	Click Rate	1.8% -0.2 pts	1.6% 1.6 pts
	Unique Clicks	1.6 M 72.1%	518.4 K 678.7%
	Click to Open Rate	7.5% -1.4 pts	6.1% -4.3 pts
Financial	Bookings	169.3 K 83.8%	69.3 K 441.4%
	Revenue	\$64.2 M 82.5%	\$26.2 M 436.5%
	Conversion Rate	10.7% 0.7 pts	13.4% -5.9 pts
	Bookings per Delivered(K)	1.9 -1.7%	2.2 -64.4%

## Observations

- Solo deliveries increased YoY by 1418.8% and bookings increased by 441.4%, resulting in a net decrease in Booking per delivered(K) of 64.4%
- Member Rates and SPG Merger Solo accounted for 83% of April Solo email volume
  - Member Rates generated a 23.1% Open% which pulled down category average
  - Both emails generated below average CTO% & Conv% compared to other Solos with a lack of strong booking CTAs
- RewardsPlus launched an generated the highest Conv% out of April '16 Solos at 29%



# Apr '16 Solo MoM performance summary

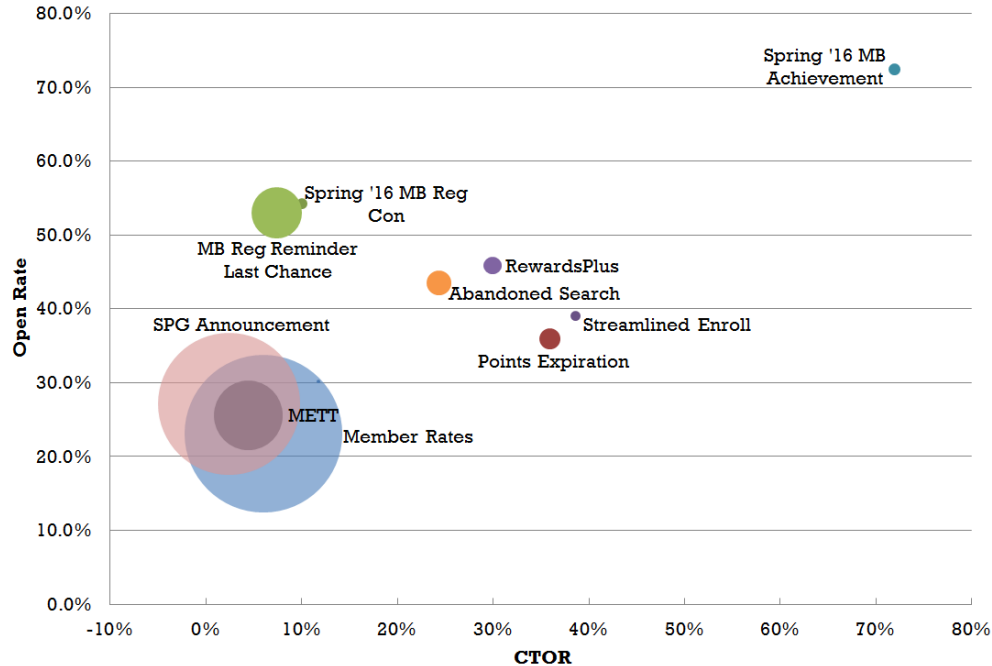


## Apr Key Solo mailings

	<u>Delivered / EIR Bookings</u>
<b>Apr '16:</b> Member Rates	14 M / 19.8 K
SPG Merger	12 M / 8.6 K
METT's	2.8 M / 3.2 K
MB Reg Reminder	1.5 M / 6.9 K
Abandoned Search	341 K / 8.5 K

	<u>Delivered / EIR Bookings</u>
<b>Apr '15:</b> Hertz	1.0 M / 2.1 K
METT's	777 K / 2.8 K
MB Check-in	152 K / 3.4 K
Abandoned Search	143 K / 4.4 K

# Apr '16 Solo visualization – Email engagement



## Observations

The new MegaBonus Achievement continued to generate well above average engagement, with over 70% Open and Click to Open rate

Registration last chance reminder generated high engagement at 53% Open%, but less than the March reminder

SPG and Member rate announcements generated similar Open and Click rates as similar program-wide updates and announcements

# MegaBonus Last Chance Solo

## Spring '15

Why are you passing up on Bonus points?

## Fall '15

2 Days Left for Double Points

## Spring '16

There's Still Time to Earn Your Free Night

MB Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Divd
<b>Last Chance</b>	<b>3.1 M</b>	<b>12.7 K</b>	<b>\$4.5 M</b>	<b>63.8%</b>	<b>8.5%</b>	<b>7.6%</b>	<b>4.1</b>
Mar '15	908.5 K	4.1 K	\$1.40 M	76.8%	11.0%	5.3%	4.5
Nov '15	681.6 K	1.8 K	\$591.0 K	70.2%	6.8%	5.5%	2.6
Apr '16	1.5 M	6.9 K	\$2.49 M	53.0%	7.4%	11.9%	4.6
<b>Reg Reminder</b>	<b>5.1 M</b>	<b>17.4 K</b>	<b>\$6.2 M</b>	<b>51.3%</b>	<b>8.4%</b>	<b>8.0%</b>	<b>3.4</b>
Feb '15	1.7 M	6.5 K	\$2.46 M	57.5%	9.7%	7.0%	3.9
Sep '15	1.9 M	4.3 K	\$1.58 M	40.0%	7.4%	7.8%	2.3
Mar '16	1.5 M	6.5 K	\$2.21 M	58.2%	7.8%	9.5%	4.3

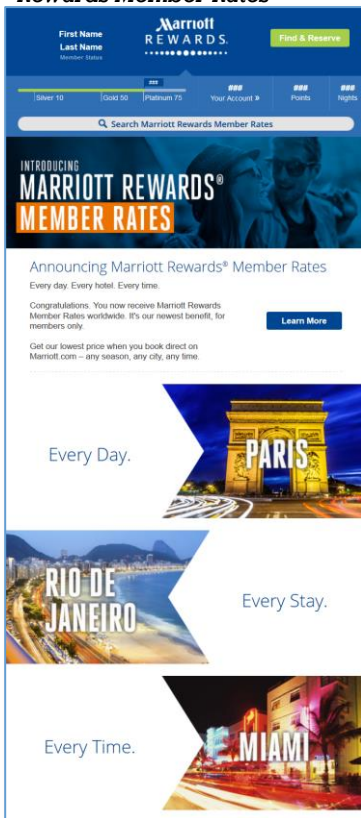
## Observations

- Apr '16 Last Chance was sent to a significantly larger audience than previous versions
  - While Open and Click to open rates were lower, Conv% was 2x higher, resulting in an overall higher Booking/Delivered email
- Additionally, the audience was likely similar to the Mar '16 Registration reminder
  - While Open and Click to Open rate of the Last Chance were lower, the higher Conversion rate & Booking/delivered email continued to validate value of the reminder

# Member Rates Solo

## Member Rates

New. Yours. Now. Marriott Rewards Member Rates



First Name Last Name Member Status Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account # Points Nights

Search Marriott Rewards Member Rates

INTRODUCING MARriott REWARDS® MEMBER RATES

Announcing Marriott Rewards® Member Rates  
Every day. Every hotel. Every time.

Congratulations. You now receive Marriott Rewards Member Rates worldwide. It's our newest benefit, for members only.

Get our lowest price when you book direct on Marriott.com - any season, any city, any time.

Learn More

Every Day. PARIS

Every Stay. RIO DE JANEIRO

Every Time. MIAMI

## Fab Four

Big Changes are Coming...



First Name Last Name Member Status Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account # Points Nights

Introducing the Fab Four

You have your own style. (Alexandria) So we've added more ways to use your membership. Meet your new travel companions: The Fab Four.

Points Advance: The Planner  
 itching to book, but low on points? No problem, you can reserve a room now. Simply earn enough points in advance of check in.

Points Sharing: The Big Heart  
 Now you can transfer your points to friends or family. Group travel just got easier.

Cash + Points: The Free Spirit  
 Liberate your travel plans! The new Cash + Points gets you there faster by mixing cash and points for a single or multiple night stay\*.

Redemption Stay Credit: The Dealmaker  
 Go ahead, use your points for that stay! You'll earn credit towards Elite status. That's what we call a win-win.

Discover Your Benefits

\*Redemption Stay Credit will be available in 2015. The new Cash + Points will be available in 2016.

Program Benefit Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Dlvd
Member Rates	14.4 M	19.8 K	\$7.65 M	23.1%	6.0%	9.9%	1.4
Fab Four	11.3 M	25.1 K	\$8.97 M	29.9%	6.7%	11.0%	2.2

## Observations

Member Rates solo went to a larger audience and generated slightly lower KPIs than the Fab Four (Oct-15) new benefits announcement

For the PO audience there was an image test in the hero; results pending

## TSAT

## WHPH

Pool



Common Space



Room



# SPG Merger Solo

Announcement Solos	Delivered	Clicks	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd
SPG Merger	28.7 M	154.7 K	13.5 K	\$4.96 M	28.6%	1.9%	8.8%	0.5
Nov '15	17.0 M	79.3 K	5.0 K	\$1.71 M	29.6%	1.6%	6.2%	0.3
Apr '16	11.7 M	75.4 K	8.6 K	\$3.25 M	27.1%	2.4%	11.4%	0.7
Security	12.8 M	1.0 M	79.9 K	\$28.71 M	36.8%	21.8%	7.8%	6.2
Points Expiration	4.8 M	536.3 K	18.3 K	\$3.78 M	32.4%	34.7%	3.4%	3.8
Brand Total	21.4 M	321.3 K	20.9 K	\$8.16 M	23.8%	6.3%	6.5%	1.0

## Observations

Merger solo was sent same day as SPG version

- SPG Version Open Rate: 39.2%\*

Open rate may have been higher by leveraging other program announcement subject lines:

- *New Security Measures for your Account*
- *Your Points are Expiring Soon*

Here's the Latest on the Starwood and Marriott Merger

Our members remain our top priority.

Nearly five months ago we shared the news that Starwood Hotels & Resorts is joining with Marriott International to create the world's biggest and best hotel company — with 5,500 hotels and resorts in more than 100 countries. Today we're pleased to announce that the shareholders of each company have approved the merger.

Since the original announcement, our members have asked many questions about the future of Starwood Preferred Guest® (SPG®). Soon we will begin the long journey to integrate the very best of SPG and Marriott Rewards®. Through this process, your perspective will help guide these discussions as we consider the following:

- How do we continue to deliver the unique experiences, benefits and rewards you've come to expect both in and out of our hotels and resorts?
- How do we take full advantage of the extraordinary new range of hotels, resorts and destinations that will be the hallmark of a combined Starwood and Marriott to add new recognition and benefits for you?
- How do we protect the value of your currency and status, whether your Starpoints® balance, lifetime status or membership level?

Getting answers to these complicated, important questions will take time. In fact, we don't anticipate launching a newly combined program until 2018. This means SPG will continue to run separately until then. In the meantime, we're actively exploring ways to build bridges between the two programs to further enhance your experience.

In addition, we are not standing still. Among other things, we're bringing you new access to one-of-a-kind hotels from Tribute Portfolio™ and Design Hotels™, plus exciting new SPG Rewards™ experiences through our unique partnerships with Major League Baseball, Mercedes AMG Petronas and more.

Now that we're listening to your feedback, and we value your input, our merger is on track to close midyear, and as we have more news to share, we will reach out to you. You can also find the latest updates at [top.conversations](#) and via Twitter (@SPG). Our members are at the core of everything we do, and that will not change. We remain at your service whenever you need us — in our hotels, at [spg.com](#), on the SPG app or via our Customer Contact Centers.

Thank you for sharing your travels with SPG.

Thomas B. Mangas  
Chief Executive Officer,  
Starwood Hotels & Resorts

Chris Holden  
Senior Vice President,  
Starwood Preferred Guest

Read the press release.

More merger news.

To read additional information about the merger between Starwood and Marriott, visit our website.

GET UPDATED

One Step Closer

Dear Mitchell Bliss,

We're excited to announce that we've secured shareholder approval for Marriott International to join together with Starwood Hotels & Resorts—a significant milestone towards creating the world's largest lodging company and strongest loyalty program in the industry. Since we announced our plans to merge with Starwood, you've raised questions about the impact of the merger on your membership and the Marriott Rewards® program. I want to take this opportunity to provide an update on where we stand.

Serving our valued guests has always been our priority at Marriott, and your feedback is important to us as we collaborate with Starwood on the vision for our loyalty programs.

After we become one company, we expect to run parallel loyalty programs while we engage in the complicated work of integration. During this period, there is no change to how you manage your Marriott Rewards account or book reservations, and you will maintain your existing member benefits for some time.

The good news is that we have many possibilities ahead of us because Marriott and Starwood both have great loyalty programs. We intend to draw upon the very best of both Marriott Rewards and Starwood Preferred Guest® (SPG®) to provide even more value to our members.

Here are just a few of the future opportunities we're excited about:

- Giving our members access to our collective portfolio of 5,500 hotels and resorts in more than 100 countries.
- Offering even more unique benefits to help members pursue their passions and greater opportunities for exclusive, once-in-a-lifetime experiences.
- Personalized and relevant service before, during and after the hotel stay.

In the meantime, we're actively exploring ways to build bridges between the two programs to further enhance your experience.

Marriott remains committed to evolving our Marriott Rewards member benefits. Our recent announcement of Marriott Rewards Member Rates is the latest way we're showing our loyalty to our members. These new rates are exclusively designed to reward members with the lowest rates available across our portfolio when booking directly on Marriott.com, our easy-to-use app, our call centers or through select corporate travel professionals.

We are grateful for your loyalty, and we are listening to you and taking your input into consideration. Our merger is on track to close midyear, and as we have more news to share, we'll reach out to you. In the meantime, we will continue to provide you with the exceptional service and travel experience you have come to expect from us at Marriott. You can find the latest updates on [Marriott.com](#) and via Twitter (@marriottrewards), and as always, reach out to us through our hotels, at our website, in our Marriott Rewards insiders community, on the Marriott app or via our call centers.

Thank you for your continued loyalty, and happy traveling!

Arne Sorenson  
President and Chief Executive Officer  
Marriott International, Inc.

\*From Yesmail Market Intelligence tool. Based on panel sample size of 1,000 recipients



# RewardsPlus Solo

RewardsPlus	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Dlvd
Jul '13	287.7 K	15.2 K	\$5.91 M	52.7%	33.8%	29.7%	52.9
Nov '14	39.8 K	2.3 K	\$893.2 K	54.0%	54.0%	19.6%	57.2
Apr '16	185.0 K	7.4 K	\$3.08 M	45.9%	29.9%	29.0%	39.8

## Observations

- The 2016 version generated the lowest click engagement
- Audience composition among mailings may have driven engagement

*Nov '14: Because we want to say thanks: double points + miles*

*Apr '16: Double Status Looks Good on You, [FName]*

# Apr '16 Lifecycle performance summary

Program Lifecycle			
Audience	Total	87.2 M	4.2 M
	Delivered	87.0%	108.6%
	Unsub Rate	0.32% 0.1 pts	0.69% 0.2 pts
Engagement	Delivery Rate	98% -0.9%	96% -0.8%
	Open Rate	24.2% 2.0 pts	33.4% -2.0 pts
	Opens	21.1 M 103.5%	1.4 M 97.0%
	Click Rate	1.8% -0.2 pts	6.3% -2.5 pts
	Unique Clicks	1.6 M 72.1%	268.9 K 49.3%
	Click to Open Rate	7.5% -1.4 pts	19.0% -6.1 pts
Financial	Bookings	169.3 K 83.8%	21.3 K 24.9%
	Revenue	\$64.2 M 82.5%	\$8.5 M 18.7%
	Conversion Rate	10.7% 0.7 pts	7.9% -1.5 pts
	Bookings per Delivered(K)	1.9 -1.7%	5.0 -40.1%

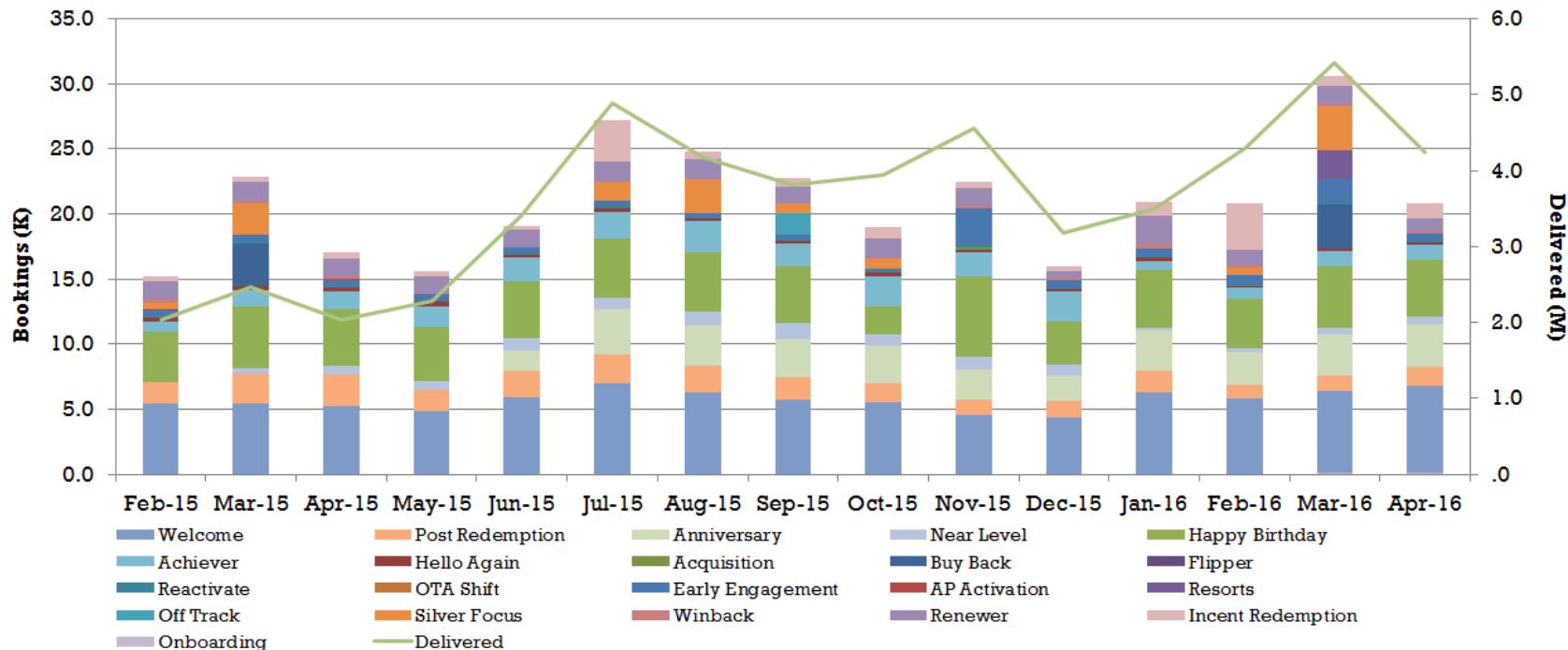
## Observations

Delivery increased YoY by 108.6% and bookings increased by 24.9%, resulting in a decrease in bookings per delivered email of 40.1%

Onboarding and Anniversary accounted for 61.2% of deliveries and 26% of campaign bookings; their performance was below average against other Lifecycle campaigns and contributed to YoY declines in CTO% and booking/delivered Email

	CTO%	Bkng/Del
Anniversary:	12.9%	3.7
Onboarding:	8.4%	1.0
Lifecycle:	19.0%	5.0

# Apr '16 Lifecycle MoM performance summary

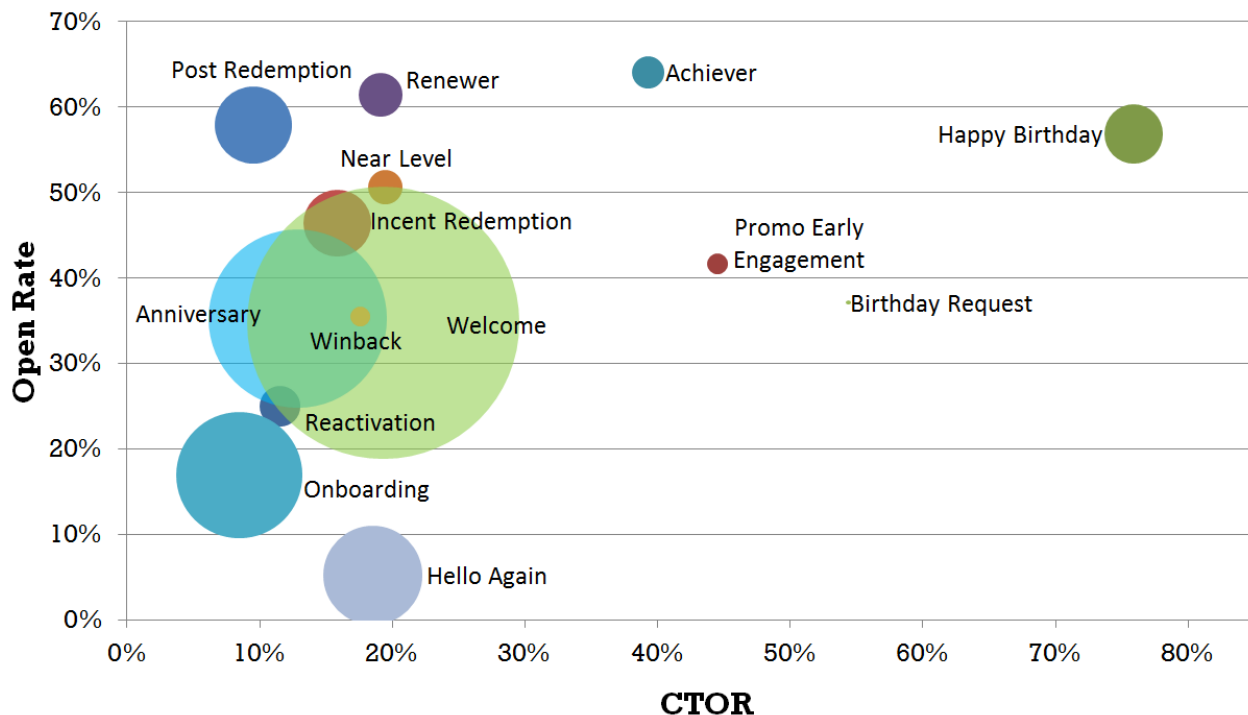


## Observations

Onboarding added 25% more email volume to the Lifecycle category



# Apr '16 Lifecycle visualization – Engagement



## Observations

Onboarding campaign is more lifecycle based than behaviorally based and similar to Reactivation campaigns

# Incent Redemption

## Incent Redemption

A refresh launched Feb '16:

- 10K point trigger (vs 75K) expanded audience
- Targeted content against point balance tiers- Redemption slider

Batch delivery schedule:

- Jan '15
- July '15
- Feb '16

Incent Redeem	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Jan '15	750.5 K	8.2 K	\$3.28 M	47.6%	16.9%	13.5%	10.9
Feb '15	21.5 K	331	\$381.2 K	50.2%	23.0%	13.4%	15.4
Mar '15	22.1 K	348	\$170.4 K	52.0%	23.6%	12.8%	15.8
Apr '15	27.5 K	460	\$191.1 K	51.7%	23.6%	13.7%	16.7
May '15	30.3 K	401	\$166.6 K	49.3%	22.5%	12.0%	13.3
Jun '15	22.5 K	319	\$110.3 K	49.3%	23.1%	12.5%	14.2
Jul '15	409.0 K	3.2 K	\$1.32 M	43.8%	15.6%	11.4%	7.8
Aug '15	51.1 K	550	\$201.0 K	48.4%	17.1%	13.0%	10.8
Sep '15	54.1 K	586	\$267.2 K	44.3%	18.9%	12.9%	10.8
Oct '15	77.5 K	828	\$303.8 K	47.7%	17.7%	12.7%	10.7
Nov '15	59.3 K	532	\$205.0 K	46.8%	17.0%	11.3%	9.0
Dec '15	42.7 K	412	\$142.6 K	44.1%	18.2%	12.0%	9.7
Jan '16	75.8 K	1.0 K	\$422.1 K	53.8%	18.3%	13.3%	13.1
Feb '16	560.9 K	3.6 K	\$1.39 M	41.4%	14.2%	10.9%	6.4
Mar '16	88.7 K	825	\$345.1 K	44.7%	15.7%	13.2%	9.3
Apr '16	124.6 K	1.2 K	\$422.1 K	46.4%	15.9%	12.7%	9.4

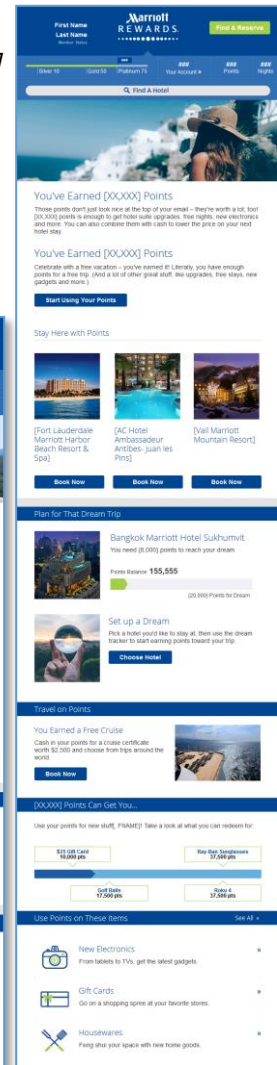
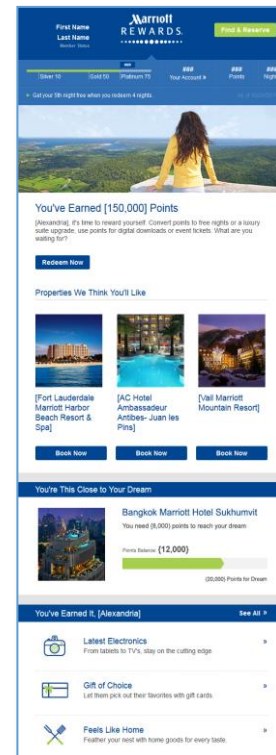
## Observations

- April performed similarly to March despite a 50% increase in delivery, the highest for a non-batch month
  - Overall Booking per delivered is slightly lower than late 2015 due to slightly lower Click to Open rates
  - April shows an trend (started last month) of improved performance across all KPI's
- Continue monitoring and conduct link & point balance segment analysis**

Feb'16 - current  
Here's What [XX,XXX]  
Points Gets You, Jim

2015-Jan'16

Jim, indulge with your  
[XX,XXX] points



# Onboarding

## Early performance benchmarks

- Open rate after the first message tapers to ~ 16%, below program average
  - Click to Open rate starts at program avg, steadily falls with each message
  - Conversion rate trended upward with each message
- Welcome (Points) email series kpis follow similar trends with each progressive message

## Continue to monitor and connect to longer term engagement KPI's

- Drive new member loyalty at a faster rate
- Increase # of new members booking their 2<sup>nd</sup> stay

## Future considerations

- Connecting the series together: themed subject lines, less than 10 days between mailings

Onboarding	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
<b>Mar '16</b>	<b>270.0 K</b>	<b>349</b>	<b>\$122.2 K</b>	<b>18.2%</b>	<b>9.8%</b>	<b>7.2%</b>	<b>1.3</b>
Account Tips	127.5 K	197	\$66.6 K	20.1%	10.7%	7.2%	1.5
Earning Points	89.1 K	123	\$42.2 K	16.9%	9.9%	8.2%	1.4
Travel Inspiration	48.4 K	28	\$13.4 K	16.1%	7.2%	5.0%	0.6
Community	4.9 K	1	\$89	16.1%	4.5%	2.8%	0.2
<b>Apr '16</b>	<b>445.1 K</b>	<b>441</b>	<b>\$168.8 K</b>	<b>16.9%</b>	<b>8.4%</b>	<b>6.9%</b>	<b>1.0</b>
Account Tips	106.0 K	156	\$50.5 K	19.4%	10.9%	6.9%	1.5
Earning Points	108.2 K	115	\$51.5 K	16.8%	9.9%	6.4%	1.1
Travel Inspiration	113.8 K	97	\$39.4 K	16.2%	7.5%	7.0%	0.9
Community	117.1 K	73	\$27.4 K	15.4%	5.1%	8.0%	0.6
<b>Total</b>	<b>715.1 K</b>	<b>790</b>	<b>\$291.0 K</b>	<b>17.4%</b>	<b>9.0%</b>	<b>7.1%</b>	<b>1.1</b>

How to Use Your Rewards Account



How to Earn Points: No Travel Required



Let's Plan Your Next Trip

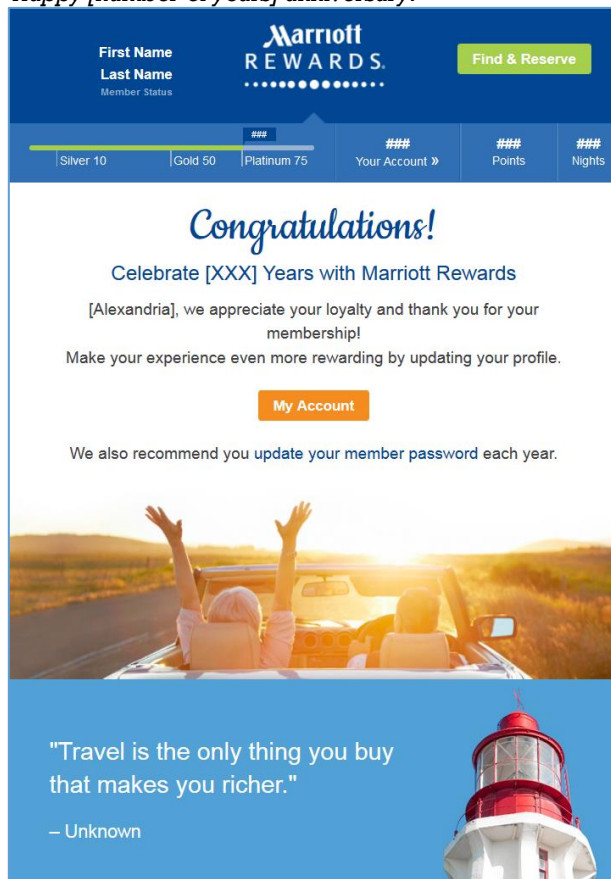


You Have 50 Million New Friends



# Lifecycle: Membership Anniversary

Happy [number of years] anniversary!



The image shows a Marriott Rewards anniversary email template. At the top, it says 'First Name Last Name Member Status' and 'Marriott REWARDS'. Below that is a progress bar showing 'Silver 10', 'Gold 50', and 'Platinum 75'. The main body of the email says 'Congratulations! Celebrate [XXX] Years with Marriott Rewards' and 'Celebrate [XXX] Years with Marriott Rewards'. It then says 'Celebrate [XXX] Years with Marriott Rewards' and 'Celebrate [XXX] Years with Marriott Rewards'. Below that is a 'My Account' button. At the bottom, it says 'Travel is the only thing you buy that makes you richer.' and 'Unknown'.

Anniversary Lifecycle	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Jun '15	404.4 K	1.5 K	\$563.3 K	35.6%	15.4%	6.7%	3.7
Jul '15	909.2 K	3.5 K	\$1.22 M	35.5%	14.6%	7.4%	3.9
Aug '15	867.3 K	3.1 K	\$1.20 M	35.8%	14.0%	7.2%	3.6
Sep '15	816.6 K	2.9 K	\$1.08 M	34.4%	14.4%	7.3%	3.6
Oct '15	817.8 K	2.9 K	\$991.1 K	34.9%	14.1%	7.1%	3.5
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	\$1.19 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	\$1.08 M	34.8%	12.4%	7.8%	3.4
Apr '16	890.0 K	3.3 K	\$1.14 M	35.2%	12.9%	8.2%	3.7

## Observations

Since June '15, Apr '16...

- 3<sup>rd</sup> largest number of delivered
- 2<sup>nd</sup> largest number of bookings
- Consistent Open% (higher than Apr '16 Program and Lifecycle)
- CTO% engagement has been steadily trending downward
- Highest Conv% since launch
- 3<sup>rd</sup> highest booking/delivered

# Apr '16 Destinations performance summary

		Program	Dest.	Core	PO
Audience	Total Delivered	87.2 M 2.4%	10.9 M 0.8%	9.8 M 0.8%	1.2 M 0.6%
	Unsub Rate	0.32% 0.0 pts	0.32% 0.0 pts	0.33% 0.0 pts	0.18% 0.0 pts
	Delivery Rate	98% 0.0%	99% 0.0%	99% 0.0%	100% 0.0%
Engagement	Open Rate	24.2% 1.2 pts	21.5% -0.9 pts	21.0% -1.0 pts	25.7% 0.3 pts
	Opens	21.1 M 7.7%	2.3 M -3.1%	2.0 M -3.8%	295.7 K 1.8%
	Click Rate	1.8% -0.4 pts	1.1% 0.1 pts	1.1% 0.0 pts	1.5% 0.4 pts
	Unique Clicks	1.6 M -15.5%	120.8 K 6.5%	103.1 K 2.9%	17.7 K 34.3%
	Click to Open Rate	7.5% 2.1 pts	5.2% 0.5 pts	5.0% 0.3 pts	6.0% 1.4 pts
Financial	Bookings	169.3 K -3.8%	11.5 K -3.3%	9.0 K -8.8%	2.5 K 23.3%
	Revenue	\$64.2 M 0.0%	\$4.3 M 5.1%	\$3.4 M -0.4%	\$1.0 M 30.0%
	Conversion Rate	10.7% 1.3 pts	9.5% -1.0 pts	8.7% -1.1 pts	14.2% -1.3 pts
	Bookings per Delivered(K)	1.9 -6.0%	1.1 -4.1%	0.9 -9.5%	2.2 22.5%

## Observations

Note: Dashboard % changes & % pt changes are **Month over Month**, not Year over Year

April Destinations featured destinations/properties based on travel budget (US: Tax refund) with supporting travel tips and seasonal planning

# Apr '16 Core Destinations

**Destinations**  
[FName's] Weekend Full of  
Wanderlust

## Observations

The Account box generated 34% of clicks, above averages by eNews & Hotel Specials and equal to 2015 Concierge averages

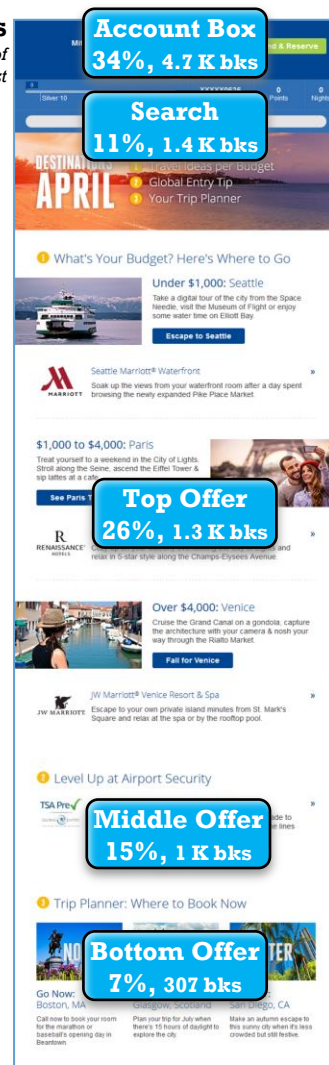
The Top Offer section featured 3 experiences (based on budget) with property recommendations; the top clicked links were:

- Seattle: 10.0 clicks
- Venice: 4.4 K clicks
- JW (Paris): 1.8 K clicks

The Middle Offer was a TSA Pre-check tip and generated the most clicks of any single link (18.5 K) and highest conversion rate of any single link (except search & Header/Account Box)

Bottom Offers section generated 7% of email's clicks distributed evenly across the three cities

- San Diego: 3.1 K
- Scotland: 2.7 K
- Boston: 2.2 K





# Apr '16 Project Orange performance summary

	Program	Project Orange
Audience	Total Delivered	87.2 M 87.0%
	Unsub Rate	0.32% 0.1 pts
	Delivery Rate	98% -0.9%
Engagement	Open Rate	24.2% 2.0 pts
	Opens	21.1 M 103.5%
	Click Rate	1.8% -0.2 pts
	Unique Clicks	1.6 M 72.1%
	Click to Open Rate	7.5% -1.4 pts
Financial	Bookings	169.3 K 83.8%
	Revenue	\$64.2 M 82.5%
	Conversion Rate	10.7% 0.7 pts
	Bookings per Delivered(K)	1.9 -1.7%

Apr Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
<b>WHPH</b>	<b>1.5 M</b>	<b>8.5 K</b>	<b>\$3.3 M</b>	<b>28.7%</b>	<b>8.2%</b>	<b>24.4%</b>	<b>5.7</b>	<b>0.12%</b>
Benefits	507.6 K	3.5 K	\$1.4 M	30.1%	9.2%	24.8%	6.9	0.1%
Destinations	507.0 K	1.8 K	\$702.4 K	29.4%	5.4%	22.7%	3.6	0.2%
Offers	471.4 K	3.2 K	\$1.2 M	26.3%	10.2%	25.0%	6.7	0.0%
<b>TSAT</b>	<b>1.9 M</b>	<b>3.2 K</b>	<b>\$1.2 M</b>	<b>22.9%</b>	<b>8.3%</b>	<b>8.7%</b>	<b>1.7</b>	<b>0.16%</b>
Benefits	645.3 K	1.2 K	\$463.6 K	25.2%	7.7%	10.0%	1.9	0.2%
Destinations	643.7 K	691	\$278.8 K	22.8%	6.6%	7.1%	1.1	0.2%
Offers	607.1 K	1.2 K	\$448.1 K	20.6%	11.2%	8.7%	2.0	0.1%
<b>Total</b>	<b>3.4 M</b>	<b>11.6 K</b>	<b>\$4.5 M</b>	<b>25.4%</b>	<b>8.3%</b>	<b>16.4%</b>	<b>3.4</b>	<b>0.14%</b>

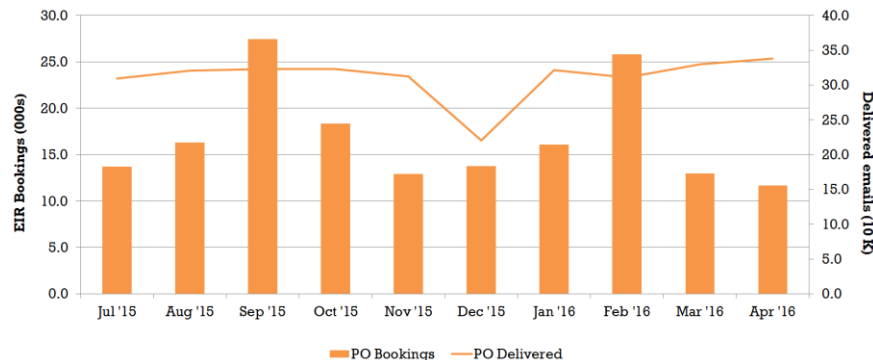
## Observations

Compared to the base email program, PO-dedicated campaigns: Generated +5.2% Open rate, -10.8% CTO% +53.1% higher Conv%

# Apr '16 Email overview & MoM trends

Apr Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
<b>WHPH</b>	<b>1.5 M</b>	<b>8.5 K</b>	<b>\$3.3 M</b>	<b>28.7%</b>	<b>8.2%</b>	<b>24.4%</b>	<b>5.7</b>	<b>0.12%</b>
Benefits	507.6 K	3.5 K	\$1.4 M	30.1%	9.2%	24.8%	6.9	0.1%
Destinations	507.0 K	1.8 K	\$702.4 K	29.4%	5.4%	22.7%	3.6	0.2%
Offers	471.4 K	3.2 K	\$1.2 M	26.3%	10.2%	25.0%	6.7	0.0%
<b>TSAT</b>	<b>1.9 M</b>	<b>3.2 K</b>	<b>\$1.2 M</b>	<b>22.9%</b>	<b>8.3%</b>	<b>8.7%</b>	<b>1.7</b>	<b>0.16%</b>
Benefits	645.3 K	1.2 K	\$463.6 K	25.2%	7.7%	10.0%	1.9	0.2%
Destinations	643.7 K	691	\$278.8 K	22.8%	6.6%	7.1%	1.1	0.2%
Offers	607.1 K	1.2 K	\$448.1 K	20.6%	11.2%	8.7%	2.0	0.1%
<b>Total</b>	<b>3.4 M</b>	<b>11.6 K</b>	<b>\$4.5 M</b>	<b>25.4%</b>	<b>8.3%</b>	<b>16.4%</b>	<b>3.4</b>	<b>0.14%</b>

Bookings by Month



## Observations

Overall bookings fell to it's lowest point since the campaign launched primarily due to decreased Benefits performance

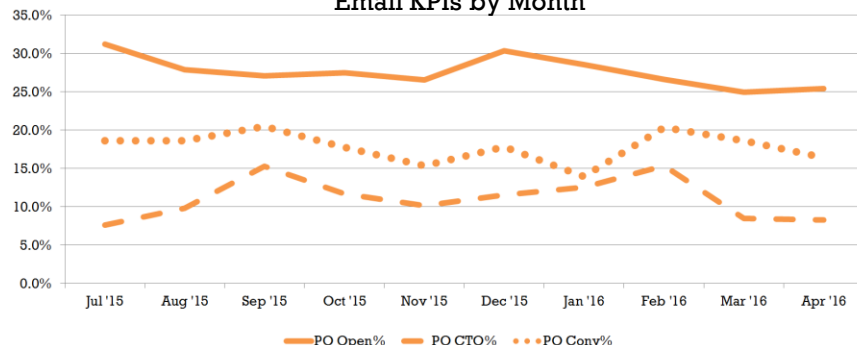
- Benefit CTO% fell to near-lows

Offers generated near-highs for CTO% & Booking per Delivered

Destinations new template generated increases in CTO% MoM

Compared to the base email program, PO-dedicated campaigns:  
Generated +5.2% Open rate, -10.8% CTO% +53.1% higher Conv%

Email KPIs by Month





# Benefits overview and MoM trends

## Observations

### Overall

- 2<sup>nd</sup> lowest number of clicks & bookings since launch
- MegaBonus was featured in secondary Top Offer but did not generate strong click engagement

**MegaBonus display creative may have cannibalized activity against Email**

Nonmember versions launched in April

### TSAT

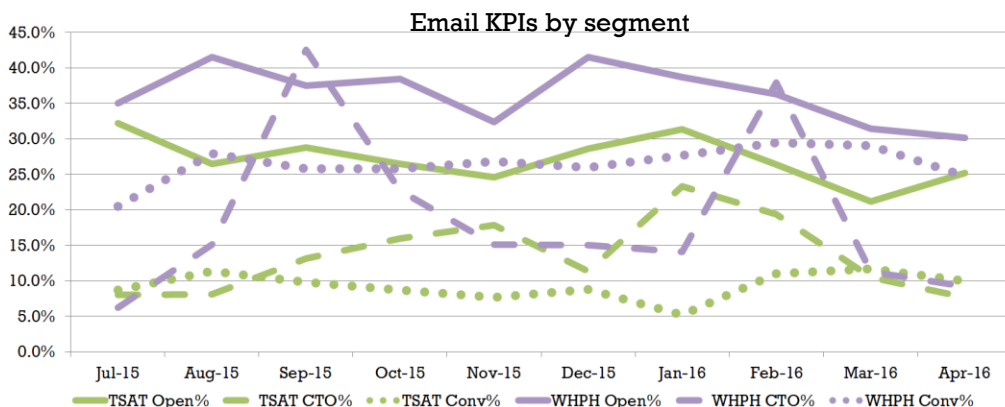
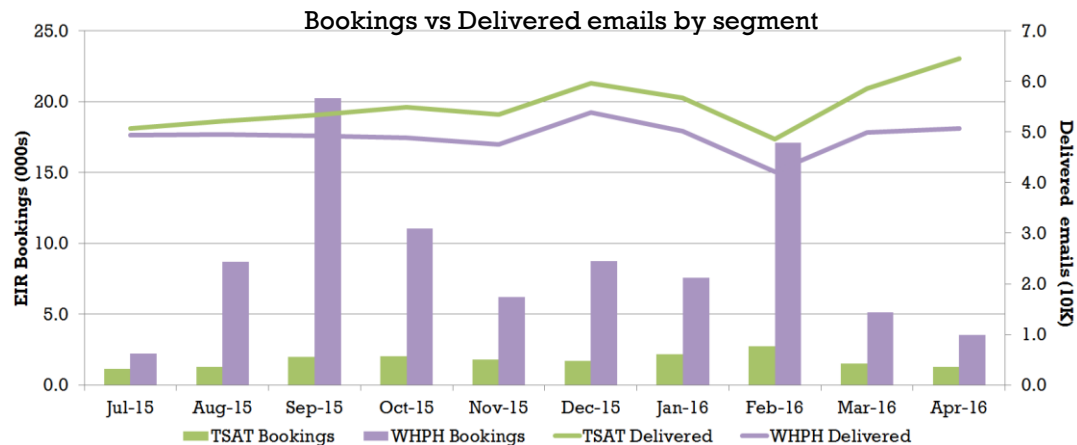
- Highest number of delivered since launch
- Lowest CTO% since launch

### WHPH

- Low or near-lows across all email KPI's
- May be “normalization” post-MegaBonus launch months

**WHPH appeared to take advantage of MegaBonus early**

Tested first name vs. your account in subject line for both segments with WHPH preferring first name and TSAT without first name



# Apr WHPH Benefits

Apr Benefits	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	507.6 K	3.5 K	\$1.4 M	30.1%	9.2%	24.8%	6.9	0.1%

## Observations

Overall click volume was a near-low which indicated a lack of compelling content Email overall

Private Villa 20% Offer attracted the highest clicks

WHPH engagement with MegaBonus (feat in Top Offer 2) fell from March

- % of total clicks 33% → 12%
- Conv% 24% → 12%

“Number of nights needed” module only generated 1% of clicks

Rewards section featured less overall content than previous months & click trends tended to decline the further down the Email

- MRCC generated similar clicks to Cruises only was a PO specific offer

Award winning properties generated a slightly higher click share at 5% than other Brand highlight sections

The screenshot shows an email campaign layout with several promotional tiles. Overlaid on these tiles are blue callout boxes with white text, each representing a specific offer and its click volume:

- Account Box:** 22%, 941 bks
- Search:** 8%, 253 bks
- Villa offer:** 31%, 1.2 K bks
- MegaBonus:** 11%, 213 bks
- # of nights:** 1%, 19 bks
- Rewards:** 18%, 642 bks

The background tiles include offers like "\$100 Cruise Credit + Dining Upgrade", "Earn 80,000 Bonus Points", and "Long weekend travel now".

## Benefits

Your Account: Save 20% at Resorts

The screenshot shows an email campaign layout for hotel and resort benefits. Overlaid on these tiles are blue callout boxes with white text, each representing a specific offer and its click volume:

- Award winning properties:** 5%, 119 bks
- Hotel Openings:** 2%, 71 bks

The background tiles include promotional content for "The Ritz-Carlton Dove Mountain, Tucson, AZ" and "Union Square".

# Apr TSAT Benefits

Apr Benefits	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	645.3 K	1.2 K	\$463.6 K	25.2%	7.7%	10.0%	1.9	0.2%

## Observations

Monthly total click volume was on the lower end, similar to Mar'16 & Aug'15

TSAT did not engage with the Private Villa offers as much as WHPH; the offer generated the same click engagement as MegaBonus

The Rewards section drew the 2<sup>nd</sup> highest % of clicks

- MRCC offer generating the highest clicks in this section
- Paris Offer generated more click engagement than the featured \$100 Credit

“Number of nights needed” module only generated 1% of clicks

Award winning properties generated a slightly higher click share at 5% than other Brand highlight sections

The screenshot displays the Marriott Rewards homepage with several key promotional banners:

- Account Box:** 33%, 627 bks
- Search:** 12%, 209 bks
- Villa Offer:** 15%, 108 bks
- MegaBonus:** 14%, 117 bks
- # of nights:** 2%, 35 bks
- Rewards:** 14%, 106 bks

Other visible offers include "You Deserve a Spring Getaway, Alexandria", "Stay More", "Now That's Rewarding!", "Celebrity Cruises", "\$100 Credit + Dining Upgrade", "April in Paris for Less", "Earn 80,000 Bonus Points", and "Introducing Marriott Rewards Member Rates".

## Benefits

Your Account: Make Your Getaway

The 'Benefits' section highlights the following:

- We're Seeing Stars:** Forbes Travel Guide announced its Global Star Ratings, a list of 4 & 5 star hotels, restaurants and spas. Here are three of our award-winning hotels.
- Award winning properties:** 4%, 15 bks. Features The Ritz-Carlton Dove Mountain, Tucson, AZ and The Ritz-Carlton Georgetown, Washington, D.C.
- Hotel Openings:** 3%, 20 bks. Features JW® San Francisco Union Square and Mix & Mingle #AtTheMoxys New Orleans.

# Offers overview and MoM trends

## Observations

### Overall

- Generated the highest number of bookings yet
- April Offers launched 3<sup>rd</sup> week of month vs typical 4<sup>th</sup> week

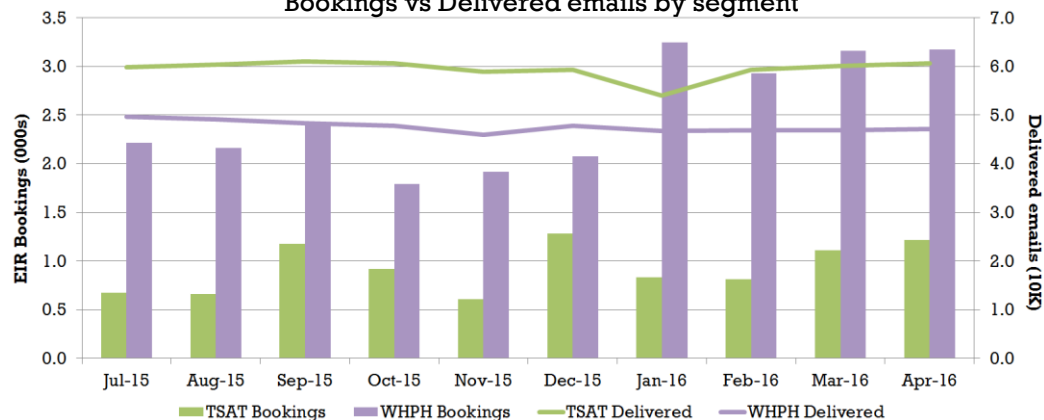
### TSAT

- CTO% and Conv% reached near highs, offsetting what appears to be a downward trend in Open rates (2<sup>nd</sup> lowest)

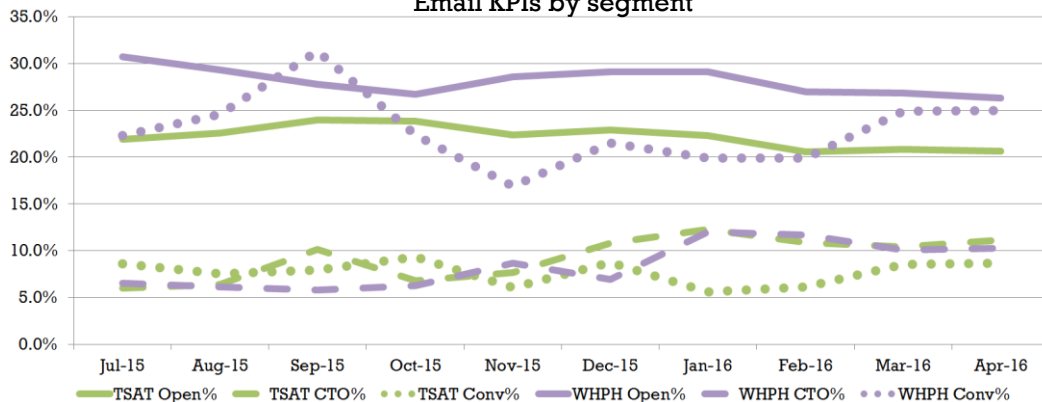
### WHPH

- Maintained consistently high Click to open rates and Conversion rates, offsetting lower than average Open rates

Bookings vs Delivered emails by segment



Email KPIs by segment



# Apr WHPH Offers

Apr Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	471.4 K	3.2 K	\$1.2 M	26.3%	10.2%	25.0%	6.7	0.0%

## Observations

Monthly Click volume was above 2015 avg but slightly lower than 2016 avg

Field Offers continued to draw majority of click engagement at 51%

- Slightly below average since propensity model launched but generated the highest Conv%

The Major offer section generated higher than average click share primarily due to the Island sweepstakes, which generated nearly 7x more clicks than any other offer

- Las Vegas generated the 2<sup>nd</sup> most, higher than San Diego Gift card offer

## Offers

### Alexandria's May Travel Deals

The screenshot shows the 'Alexandria's May Travel Deals' page. At the top, there's a navigation bar with 'First Last' and 'Find a Hotel'. Below this, a large banner image shows a tropical beach. The main content area features several offer sections:

- Account Box:** 21%, 796 bks
- Field Offers:** 51%, 1.5 K bks
- Search:** 6%, 223 bks
- Taste of Gold:** 0%, 0 bks

At the bottom, there's a section for 'Last Chance for Gold Elite Status' with a 'Give Me Status' button.

The screenshot shows the 'Put Your Trip on the Books' page. It features a large banner at the top with the text 'Major Offer 14%, 412 bks'. Below this, there's a section titled 'Choose Your Island Adventure' with a 'Book by May 31' button. Further down, there's a section titled 'Conquer Your Next City' with a 'Book Now' button. At the bottom, there are three smaller offer cards:

- Minor Offer:** 5%, 152 bks
- Save 20% in New Orleans**
- Golf & Earn 5,000 Points**
- Earn 2,500 Points in Vegas**

# Apr TSAT Offers

Apr Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	607.1 K	1.2 K	\$448.1 K	20.6%	11.2%	8.7%	2.0	0.1%

## Observations

Field Offers continued to draw majority of click engagement, generating 42% of Clicks, slightly lower than the 2016 average

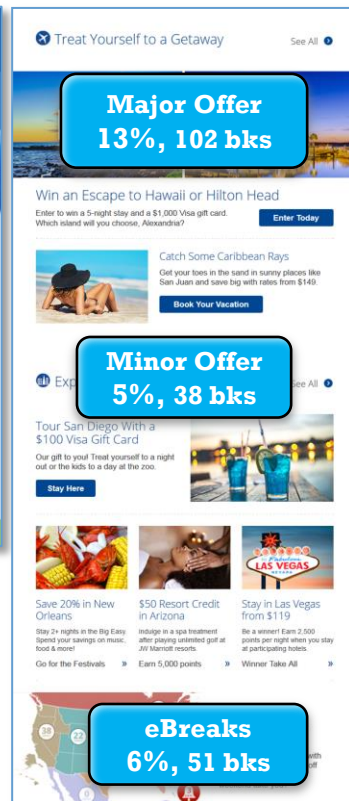
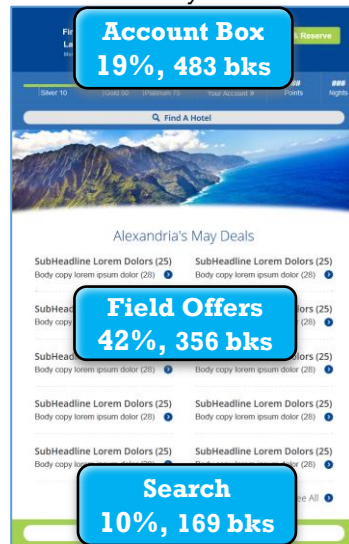
The Major offer section generated higher than average click share primarily due to the Island sweepstakes, which generated 6x more clicks than any other offer

- Las Vegas generated the 2<sup>nd</sup> most, higher than San Diego Gift card offer

eBreaks click share fell MoM (8% to 6%) but still appeared to generate incremental clicks

## Offers

### Alexandria's May Travel Deals





# Destinations overview and MoM trends

## Observations

### Overall

- Template continued to evolve and showed MoM improvements against both segments
  - 22.5%% increase in Bookings/Delivered
  - 31.9% increase in CTO%
  - 8.2% decrease in Conv%

Subject line testing leveraging Tax Refund, Travel Tips, and must see cities

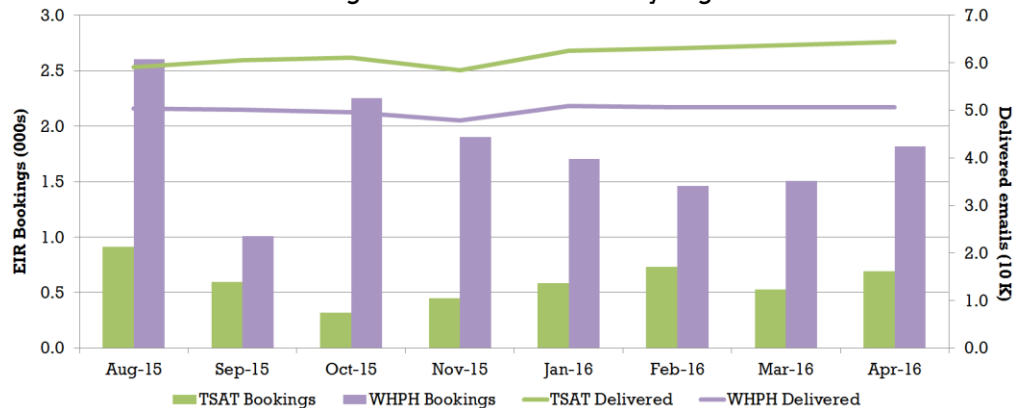
### TSAT

- Generated the highest CTO% in 2016
- **6 Must-See cities to Visit Soon**
- *April Destinations: 3 Trips to Take on Your Tax Refund*
- *Your April Travel Tips, Jim*

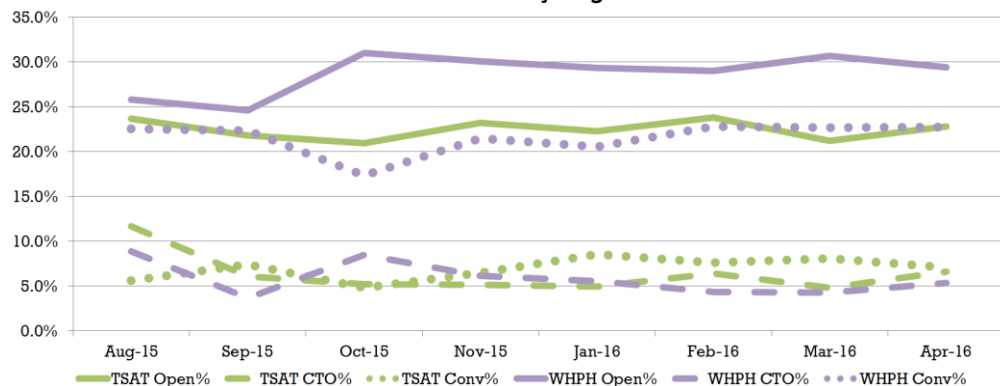
### WHPH

- Generated the highest booking per delivered in 2016 with high Click to Open and Conversion rates
- **April Destinations: 6 Tax Refund-Friendly Travel Spots**
- *[Alexandria's] April Travel Tips*
- *Tax Refund? Work It Around the World*

Bookings vs Delivered emails by segment



Email KPIs by segment





# Apr WHPH & TSAT Destinations

Apr Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	507.0 K	1.8 K	\$702.4 K	29.4%	5.4%	22.7%	3.6	0.2%
TSAT	643.7 K	691	\$278.8 K	22.8%	6.6%	7.1%	1.1	0.2%
<b>Total</b>	<b>1.2 M</b>	<b>2.5 K</b>	<b>\$1.0 M</b>	<b>25.7%</b>	<b>6.0%</b>	<b>14.2%</b>	<b>2.2</b>	<b>0.18%</b>

Destinations template evolved to feature travel opportunities based on price with property recommendations as well as travel tips & planning content

Body content attracted significantly more click engagement than other templates

- TSAT 68% of clicks vs 50% 2016 average
- WHPH 64% of clicks vs 40% 2016 average

TSA Travel Tip generated the most clicks of any offer by far

WHPH		TSAT	
TSA Precheck	3.3 K	TSA Precheck	3.3 K
London	882	Seattle	1,416
Philadelphia	565	Paris	1,145
Now: NOLA	351	Venice	867

TSAT engaged with Bottom Offers as a whole better than WHPH

- TSAT near equal click distribution: 1) San Diego 2) Glasgow 3) Boston
- WHPH NO as clear winner: 1) New Orleans 2) African Safari 3) Pamplona

## TSAT

April Destinations: 3 Trips to Take on Your Tax Refund

## WHPH

April Destinations: 6 Tax Refund-Friendly Travel Spots

+ Thank You!



# Appendix

# Hilton – single stay user journey

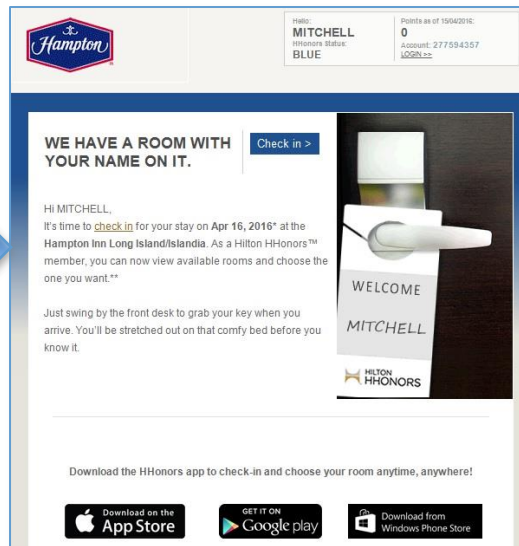
## Abandoned Search (4/14)

- Uses room availability for urgency



## Booking Confirmation (4/14)

- Useful tools: explore, amenities, directions
- Account/stay information
- Mobile app signup
- Partner offer
- Credit card offer



## Online Check-in (4/15)

- Customized creative with first name
- Allows user to check in and select from open rooms

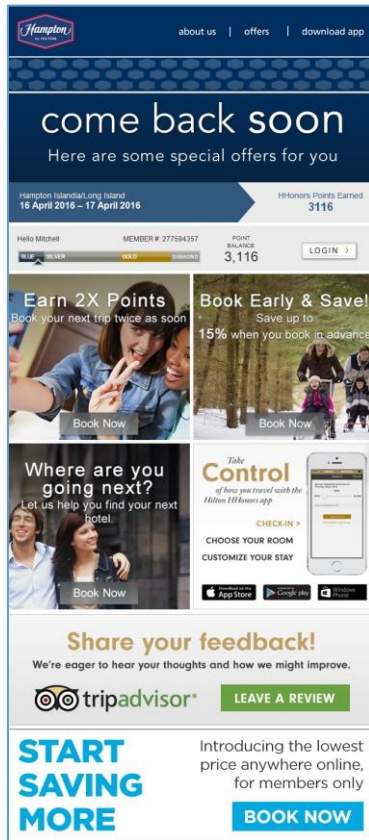
## Post-Stay Thank You (4/17)

- Unbranded & from property manager



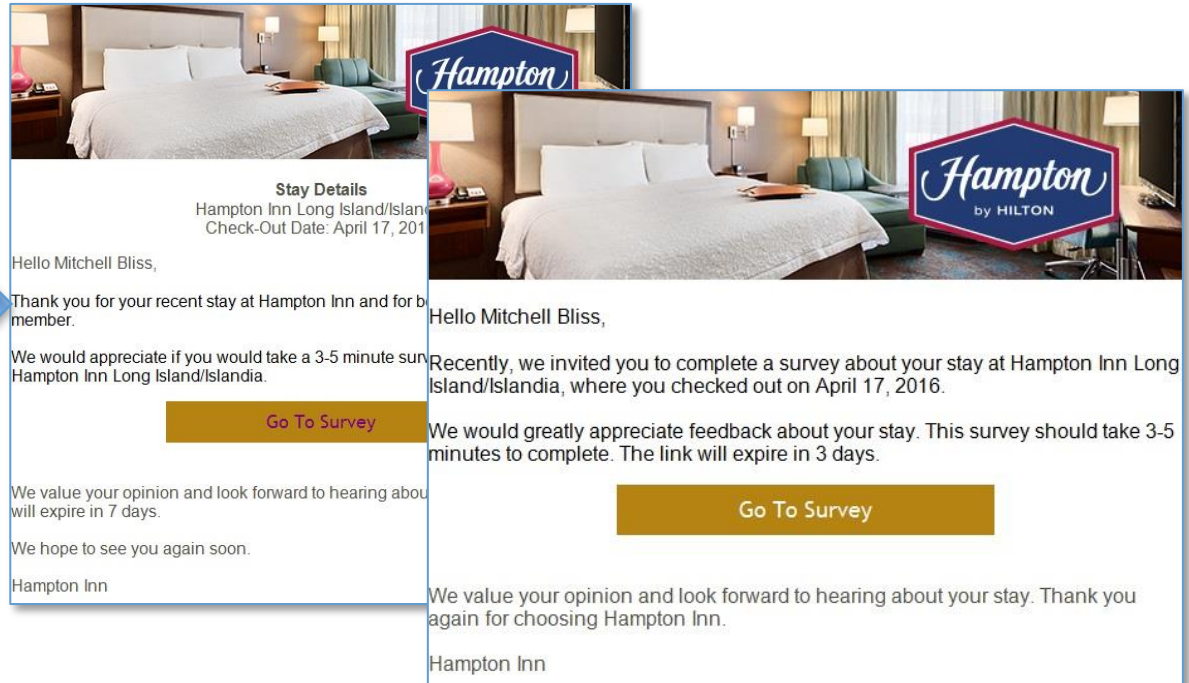
# Hilton – single stay user journey (cont...)

## Post-Stay Offers (4/20)



## Post-Stay Survey & Survey Reminder

- 4/20: Please tell us what you think
- 4/24: Survey Reminder – Please tell us what you think





# Hilton goes heavy on partner offers

“Just for you”, partner-centric Email may be a regularly featured communication

- LifeLock (Wyndham also partners)
- Score Big
- FTD
- NRG
- Direct TV

HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS: 0 | LOGIN

**JUST FOR YOU**  
check out our partner offers

Get 30 days free and 10% off  
**LifeLock**  
LEARN MORE

Earn at least 5,000 Points on live event tickets  
**score Big**  
LEARN MORE

Let NRG Home power your next escape  
**nrgr**  
LEARN MORE

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

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS: 3,116 | LOGIN

**JUST FOR YOU**  
check out our partner offers

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

Earn 3,000 Points on Flowers for Mom  
**LEARN MORE**

1,250 HHonors Points for your opinions  
**LEARN MORE**

Switch to DIRECTV for a FREE weekend stay  
**LEARN MORE**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

**Partner Solo**  
• Switch to DIRECTV, get 2-night stay

HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Hello Mitchell | MEMBER #: 277594357 | YOUR POINTS: 0 | LOGIN

**EARN YOUR FREE STAY**  
Get a 2-night stay for switching to DIRECTV.  
**LEARN MORE**

**START SAVING MORE**

Introducing the lowest price anywhere online, for members only

**BOOK NOW**

# MegaBonus results to date

MegaBonus First 3 Months	Delivered	EIR Bookings	EIR Revenue	Bkngs/Dlvd
Announcement	7.8 M	35.6 K	\$13.54 M	4.5
Corrected Info	605.2 K	22.3 K	\$8.20 M	36.9
First Hurdle Progress Check In	43.2 K	1.2 K	\$452.0 K	28.6
No Stays Progress Check In	307.9 K	5.7 K	\$1.89 M	18.6
Preview	6.0 M	9.8 K	\$3.38 M	1.6
Registration Confirmation	590.8 K	7.5 K	\$2.66 M	12.6
Registration Reminder	1.7 M	6.5 K	\$2.46 M	3.9
eNews Jan '15	10.5 M	56.2 K	\$9.30 M	5.3
eNews Feb '15	10.6 M	18.1 K	\$2.80 M	1.7
eNews Mar '15	10.5 M	2.1 K	\$916.5 K	0.2
<b>Spring '15</b>	<b>48.6 M</b>	<b>165.2 K</b>	<b>\$45.6 M</b>	<b>3.4</b>
Announcement	8.7 M	50.0 K	\$18.09 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	\$5.57 M	2.3
Registration Confirmation	640.7 K	8.0 K	\$3.01 M	12.5
Registration Reminder	1.9 M	4.3 K	\$1.58 M	2.3
eNews Sep '15	10.2 M	27.2 K	\$4.50 M	2.7
PO-Benefits Sep '15	1.0 M	18.1 K	\$6.96 M	17.6
eNews Oct '15	10.3 M	12.9 K	\$4.86 M	1.2
PO-Benefits Oct '15	1.0 M	7.9 K	\$3.01 M	7.6
Hotel Specials Dec '15	7.8 M	95	\$34.4 K	0.0
<b>Fall '15</b>	<b>48.6 M</b>	<b>147.3 K</b>	<b>\$48.9 M</b>	<b>3.0</b>
Achievement	107.0 K	14.2 K	\$5.10 M	132.6
Announcement	7.8 M	45.9 K	\$16.21 M	5.9
Preview	7.9 M	25.6 K	\$9.85 M	3.3
Registration Confirmation	413.8 K	6.0 K	\$2.16 M	14.5
Registration Reminder	1.5 M	6.5 K	\$2.21 M	4.3
eNews Feb '16	10.6 M	29.3 K	\$4.38 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	\$6.37 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	\$1.47 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	\$71.9 K	0.2
<b>Spring '16</b>	<b>62.2 M</b>	<b>151.0 K</b>	<b>\$48.7 M</b>	<b>2.4</b>

MegaBonus First 4 Months	Delivered	EIR Bookings	EIR Revenue	Bkngs/Dlvd
Announcement	7.8 M	35.6 K	\$13.54 M	4.5
Corrected Info	605.2 K	22.3 K	\$8.20 M	36.9
First Hurdle Progress Check In	140.9 K	4.4 K	\$1.68 M	31.0
No Stays Progress Check In	411.0 K	6.9 K	\$2.23 M	16.8
Preview	6.0 M	9.8 K	\$3.38 M	1.6
Registration Confirmation	658.8 K	8.5 K	\$3.00 M	12.9
Registration Reminder	2.6 M	10.6 K	\$3.86 M	4.1
eNews Jan '15	10.5 M	56.2 K	\$9.30 M	5.3
eNews Feb '15	10.6 M	18.1 K	\$2.80 M	1.7
eNews Mar '15	10.5 M	2.1 K	\$916.5 K	0.2
<b>Spring '15</b>	<b>49.8 M</b>	<b>174.5 K</b>	<b>\$48.9 M</b>	<b>3.5</b>
Announcement	8.7 M	50.0 K	\$18.09 M	5.7
First Hurdle Progress Check In	181.0 K	4.3 K	\$1551.0 K	23.8
No Stays Progress Check In	171.5 K	1.6 K	\$651.9 K	9.1
Preview	6.7 M	15.2 K	\$5.57 M	2.3
Registration Confirmation	678.8 K	8.4 K	\$3.15 M	12.4
Registration Reminder	2.5 M	6.1 K	\$2.17 M	2.4
eNews Sep '15	10.2 M	27.2 K	\$4.50 M	2.7
PO-Benefits Sep '15	1.0 M	18.1 K	\$6.96 M	17.6
eNews Oct '15	10.3 M	12.9 K	\$4.86 M	1.2
PO-Benefits Oct '15	1.0 M	7.9 K	\$3.01 M	7.6
eNews Nov '15	10.2 M	822	\$321.1 K	0.1
Hotel Specials Dec '15	7.8 M	95	\$34.4 K	0.0
<b>Fall '15</b>	<b>59.7 M</b>	<b>152.6 K</b>	<b>\$50.8 M</b>	<b>2.6</b>
Achievement	191.3 K	26.0 K	\$9.24 M	136.1
Announcement	7.8 M	45.9 K	\$16.21 M	5.9
Preview	7.9 M	25.6 K	\$9.85 M	3.3
Registration Confirmation	487.3 K	6.9 K	\$2.43 M	14.1
Registration Reminder	3.0 M	13.4 K	\$4.69 M	4.5
eNews Feb '16	10.6 M	29.3 K	\$4.38 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	\$6.37 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	\$1.47 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	\$71.9 K	0.2
eNews Apr '16	10.7 M	3.1 K	\$991.3 K	0.3
<b>Spring '16</b>	<b>74.5 M</b>	<b>173.8 K</b>	<b>\$56.6 M</b>	<b>2.3</b>