



AUGUST 2017 MARRIOTT REWARDS EMAIL PROGRAM REVIEW

October 5, 2017

yes

TODAY'S AGENDA

📍 Aug '17 Program Review

- Program Summary & Trends
- Key Storylines
- Testing Summary
- Actionable Insights
- Industry Insights

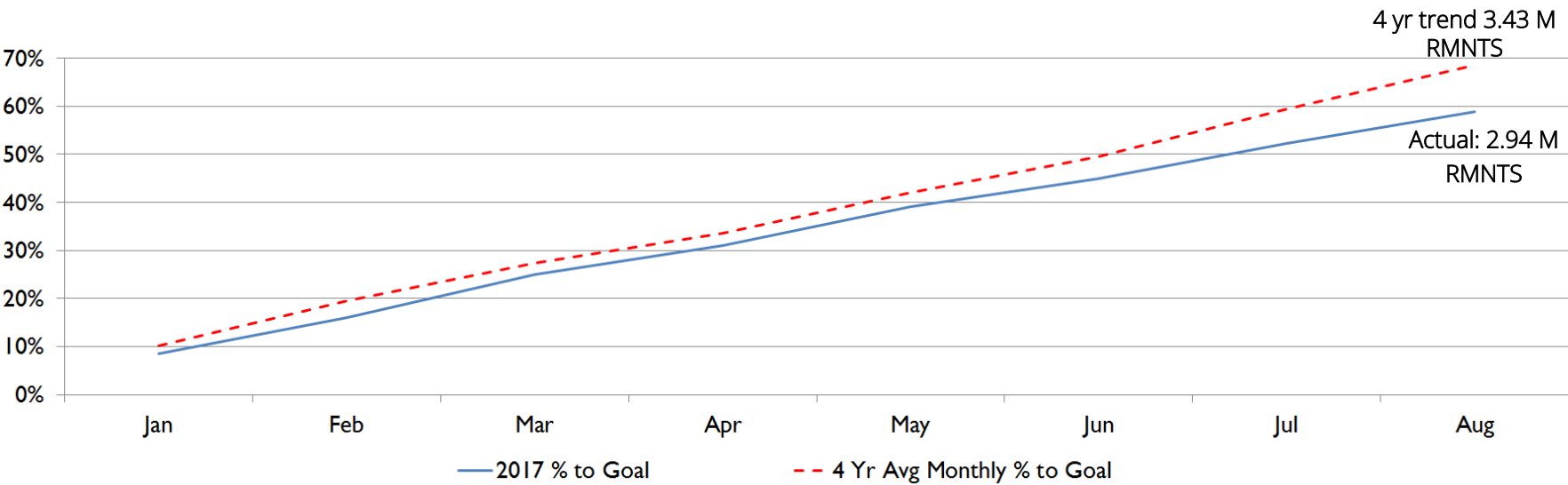
📍 Available Aug '17 Campaign Reviews

- eNews
- Hotel Specials
- Destinations
- Solos
- Lifecycle

AUGUST 2017 EMAIL PROGRAM SUMMARY

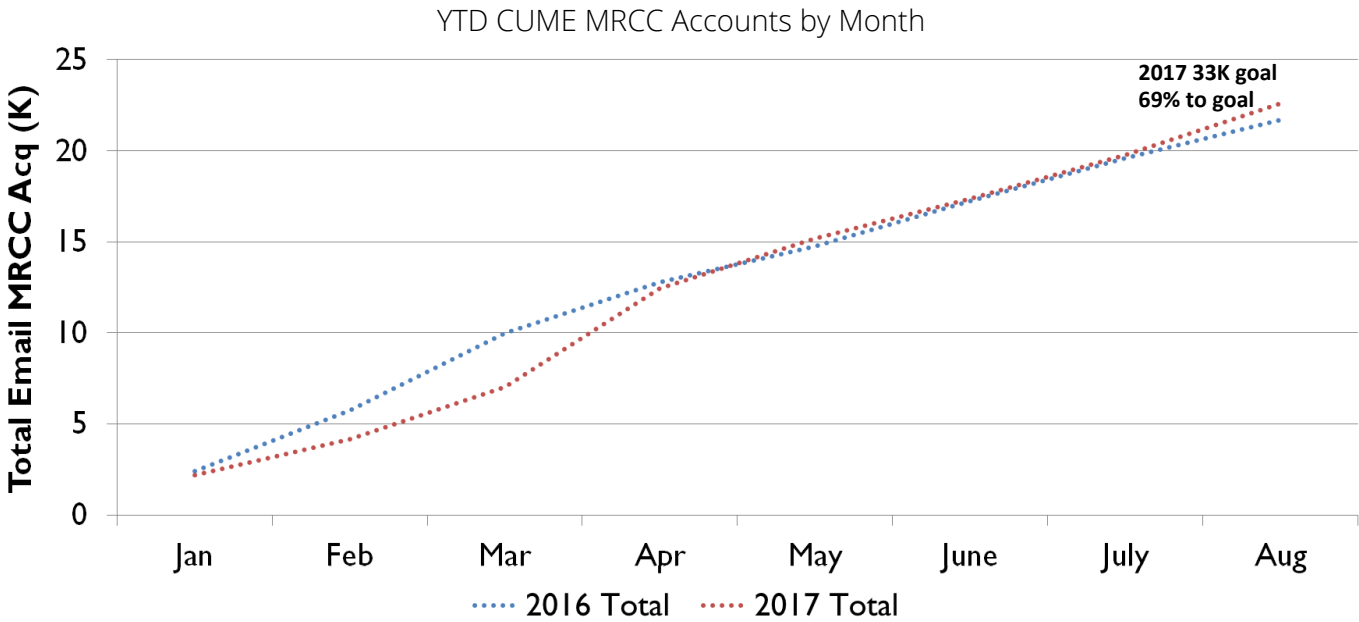
PROGRAM IS 14% BEHIND 5 M ROOM NIGHT GOAL

- As of August, program has generated 2.94 M RN, 59% of goal
- 4 Yr. trend indicates program should be at 69% of goal by August to achieve forecast



*Based on EIR data

MRCC ACQUISITIONS AHEAD OF FORECAST



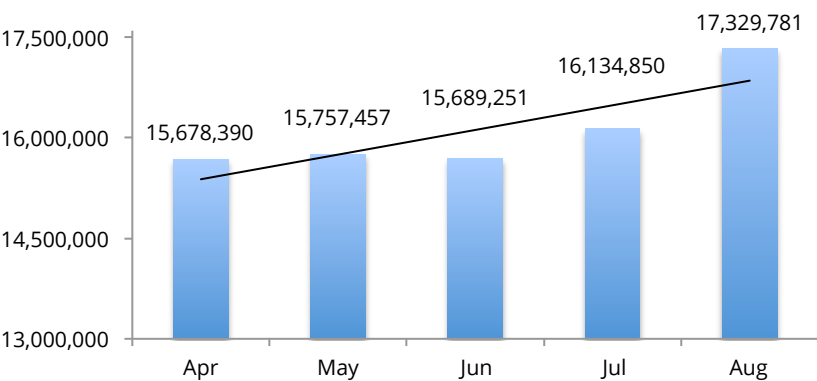
As of August, MRCC accounts are 69% of 33K goal

- 9% more acquisitions than the 12-month avg
- Refer-a-Friend generated the 2nd most acquisitions since Jan '16
- Hotel Specials drove the 2nd most acquisitions since Jan '16 due to more prominent placement

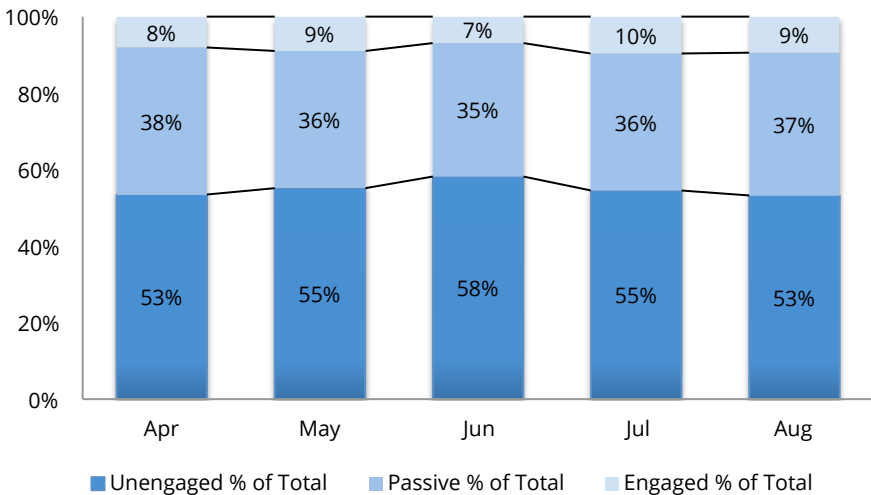
EMAIL ENGAGEMENT REPORT

- 7% more members received 1+ emails in Aug compared to July
- Positive shift in click engagement tied to increased emails delivered and campaign optimization with new template

of MR Members Received 1+ Emails



% of Email Interaction (MR Mbr)

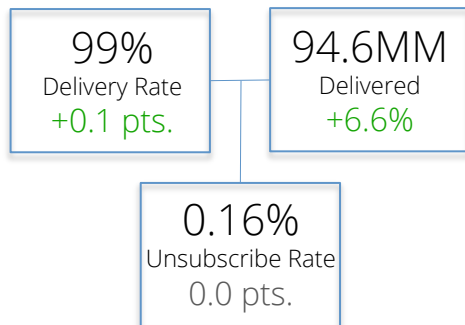


*Report Key:
- Received: # of emails received during time period
- Engaged: Received Opened and Clicked + Received not Opened but Clicked
- Passive: Received Opened but not Clicked
- Unengaged: Received not Opened and not Clicked

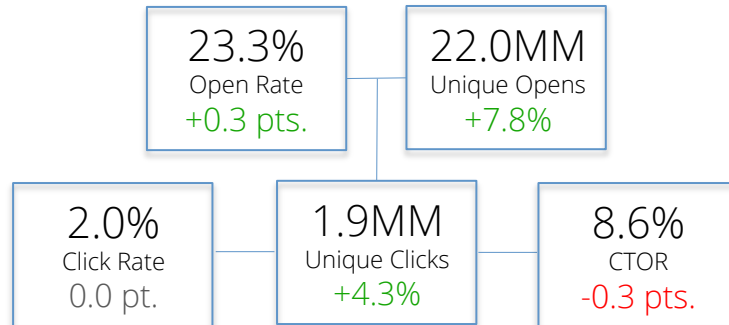
AUGUST 2017 EMAIL PROGRAM PERFORMANCE

- Increased delivery resulted in more opens and clicks without impacting unsub rates
- Decreased CTOR for Solo's and eNews drove overall program declines
- Scheduled Sep booking solo and Nov Holiday Campaign support reaching revenue goals

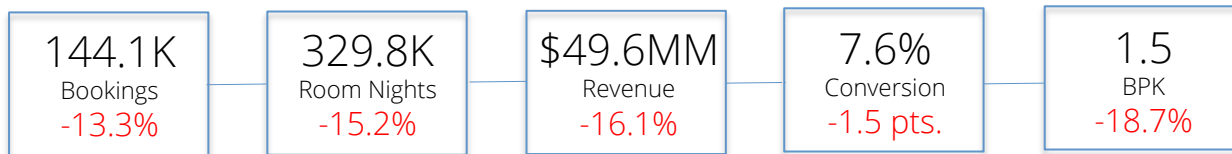
Audience



Engagement



Financial



		Hotel							
		Program	eNews	Specials	Dest.	Solos	Lifecycle	MRCC	METT
Audience	Audience*	21.2 M +3.7%							
	Total	94.6 M	15.2 M	10.3 M	13.1 M	27.5 M	6.4 M	16.0 M	6.0 M
	Delivered	6.6%	8.7%	-0.2%	7.4%	9.5%	16.2%	2.7%	0.8%
	Unsub Rate	0.16% -0.0 pts	0.10% -0.0 pts	0.14% -0.0 pts	0.14% 0.0 pts	0.16% 0.0 pts	0.31% 0.0 pts	0.21% -0.0 pts	0.11% -0.1 pts
	Delivery Rate	99% 0.1 pts	98% -0.7 pts	99% 0.1 pts	99% 0.0 pts	99% 0.5 pts	97% 0.0 pts	98% -0.6 pts	99% 2.8 pts
Engagement	Open Rate	23.3% 0.3 pts	25.3% 2.0 pts	17.1% -1.6 pts	21.9% -0.4 pts	24.8% 1.1 pts	29.0% -3.7 pts	22.3% -0.1 pts	22.0% 0.0 pts
	Opens	22.0 M 7.8%	3.8 M 18.0%	1.8 M -8.5%	2.9 M 5.5%	6.8 M 14.8%	1.9 M 3.2%	3.6 M 2.4%	1.3 M 0.8%
	Click Rate	2.0% -0.0 pts	2.9% -0.4 pts	1.3% -0.2 pts	1.3% 0.1 pts	2.0% -0.4 pts	6.8% 1.3 pts	0.7% 0.0 pts	0.9% 0.1 pts
	Unique Clicks	1.9 M 4.3%	444.6 K -3.2%	130.2 K -14.3%	176.8 K 17.5%	542.1 K -8.9%	438.8 K 43.6%	112.4 K 2.9%	52.1 K 9.6%
	Click to Open Rate	8.6% -0.3 pts	11.6% -2.5 pts	7.4% -0.5 pts	6.2% 0.6 pts	8.0% -2.1 pts	23.5% 6.6 pts	3.1% 0.0 pts	4.0% 0.3 pts
Financial	Bookings	144.1 K -13.3%	36.6 K -14.0%	9.7 K -25.4%	9.7 K -8.7%	45.8 K -23.1%	25.9 K 8.1%	10.7 K -8.0%	5.7 K 17.3%
	RoomNights	329.8 K -15.2%	84.6 K -15.1%	21.9 K -27.6%	21.2 K -14.3%	105.7 K -23.9%	61.8 K 4.3%	22.5 K -11.0%	12.2 K 10.9%
	Revenue	\$49.6 M -16.1%	\$12.7 M -16.6%	\$3.3 M -27.6%	\$3.1 M -17.8%	\$16.3 M -23.1%	\$9.2 M 2.4%	\$3.2 M -12.3%	\$1.8 M 4.9%
	Conversion Rate	7.6% -1.5 pts	8.2% -1.0 pts	7.5% -1.1 pts	5.5% -1.6 pts	8.5% -1.6 pts	5.9% -1.9 pts	9.5% -1.1 pts	10.9% 0.7 pts
	Bookings per Delivered(K)	1.5 -18.7%	2.4 -20.9%	0.9 -25.3%	0.7 -15.0%	1.7 -29.7%	4.0 -7.0%	0.7 -10.4%	0.9 16.4%

- 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

- Using EIR Financial Data
 - Month compared to 12-mo rolling avg.

Executive Dashboard

CTO% decreased MoM and was below 12-month avg

- eNews did not feature MegaBonus promo (moved to MVP)
- Hotel Specials did not include MegaBonus promo
- Drive Booking and NFL Moments generated below solo avg CTO%

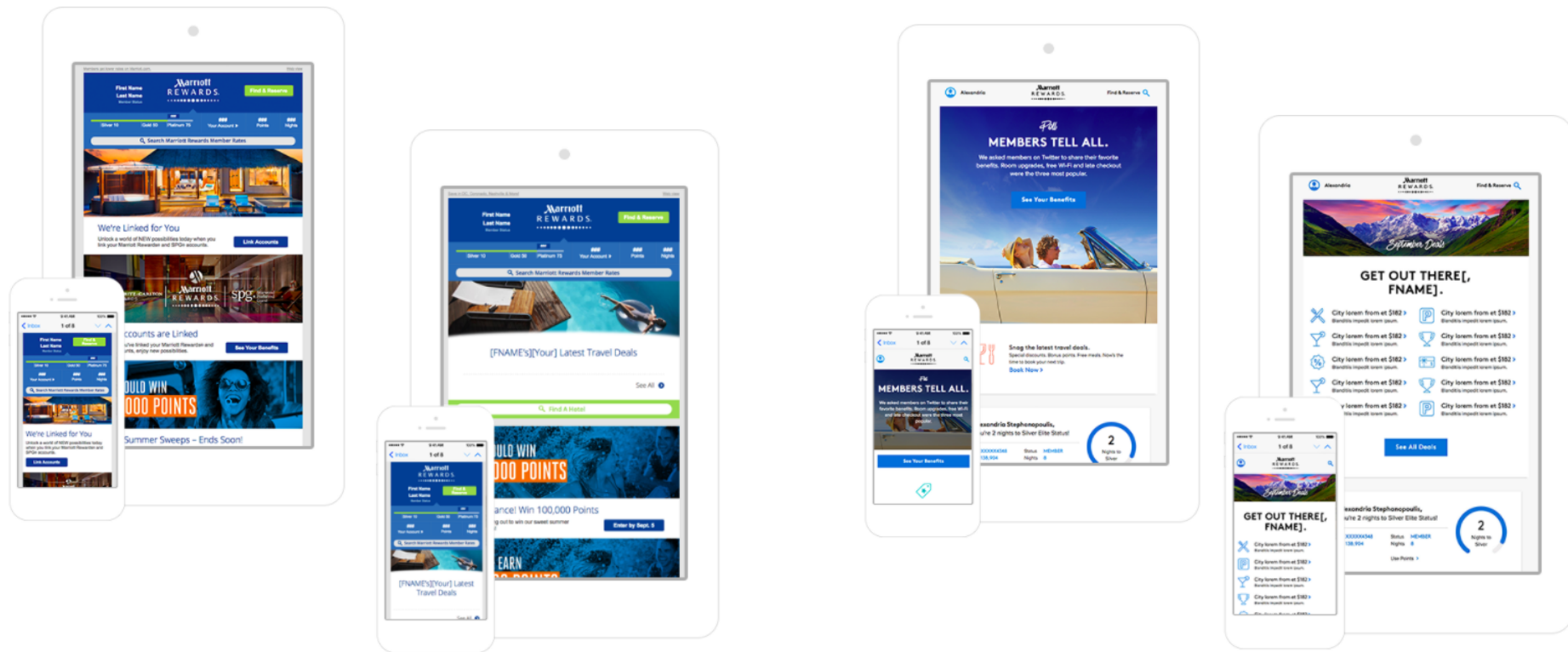
KEY STORYLINES

1. Continue to see positive lifts with new email template
2. Promotional content changes impact eNews and Hotel Specials performance
3. Campaign optimization drives increases & learnings for future efforts
4. Highlighted Solo's: Drive Bookings and NFL Moments

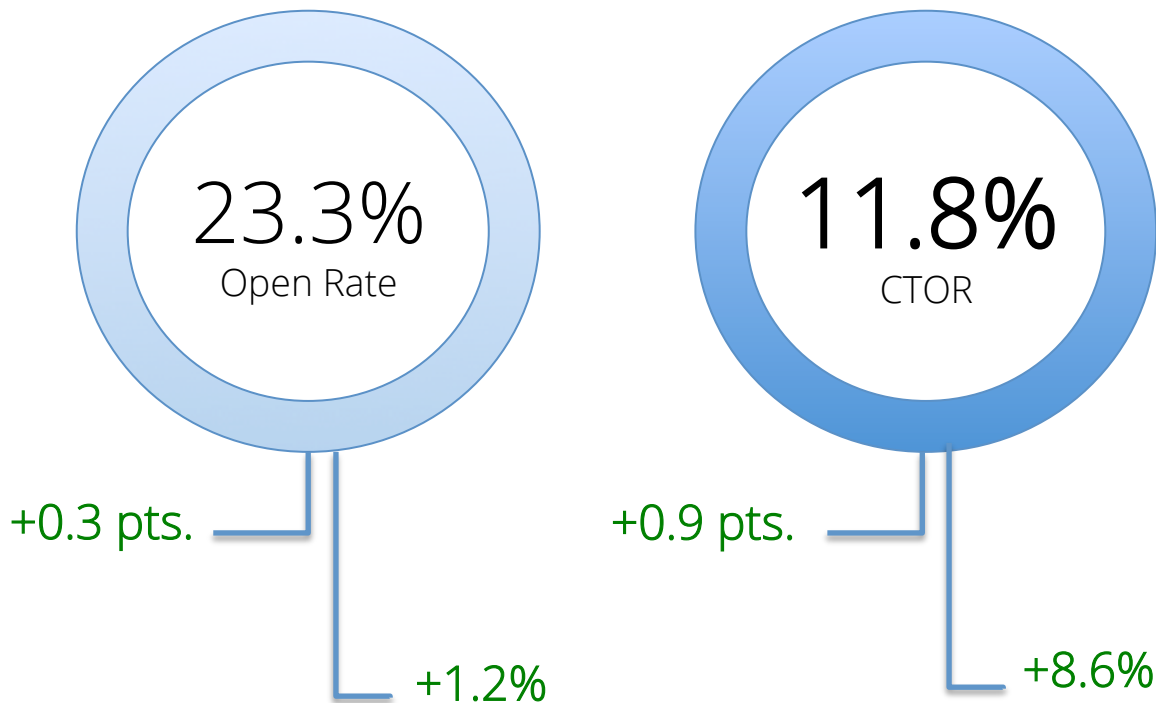
OLD VS. NEW TEMPLATE COMPARISON

12-Month Avg. (June '16 – May '17)

June 28 - Aug'17

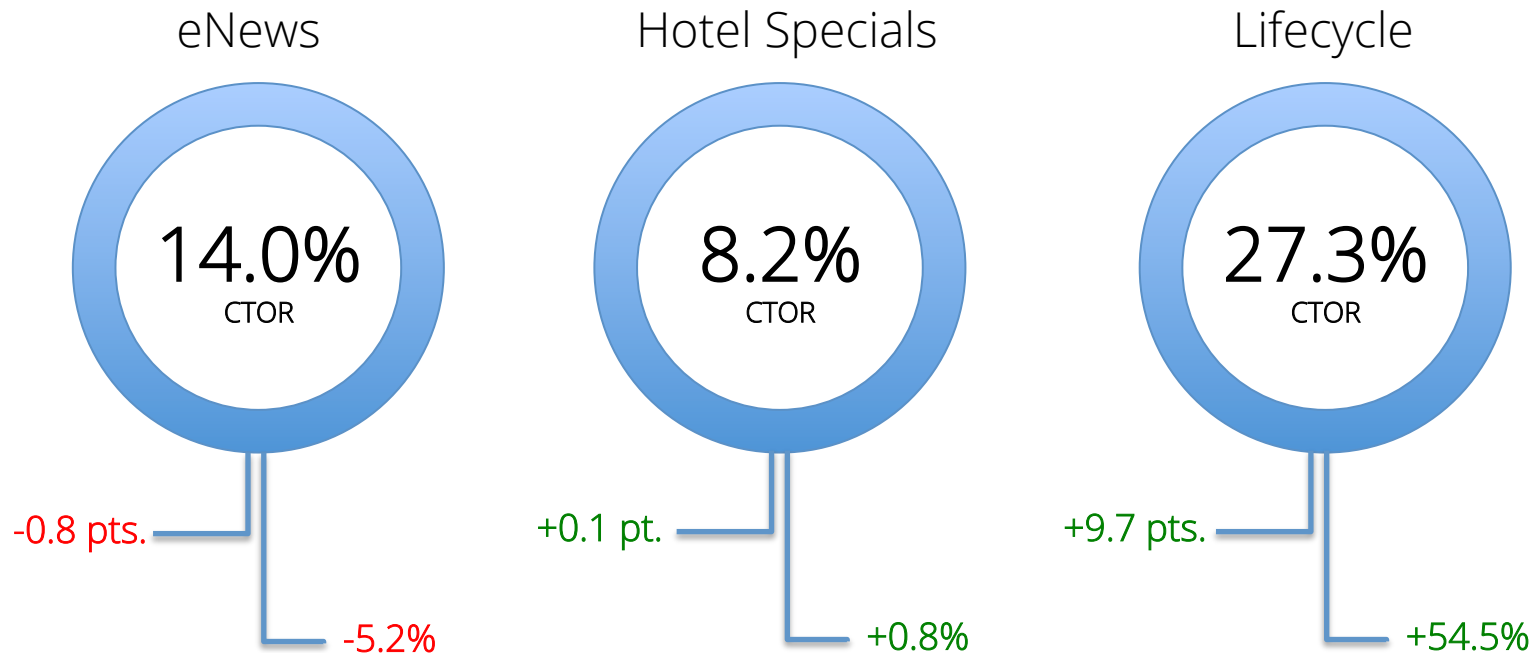


2ND MONTH OF INCREASED EMAIL ENGAGEMENT AFTER MOVING TO NEW TEMPLATE



*June 28-Aug'17 campaigns compared to 12-Month Avg. (June '16 – May '17)

HOTEL SPECIALS & LIFECYCLE SHOW INCREASED CTOR; ENEWS WAS IMPACTED BY CONTENT CHANGES



*June 28-Aug'17 campaigns compared to 12-Month Avg. (June '16 – May '17)



Poll

MEMBERS TELL ALL.

We asked members on Twitter to share their favorite benefits. Room upgrades, free Wi-Fi and late checkout were the three most popular.

See Your Benefits



AUGUST '17 ENEWS

Engagement

SL = Your Account: The Most Popular Benefits Are...

25.3%
Open Rate
+2.0 pts.2.9%
Click Rate
-0.4 pts.11.6%
CTO Rate
-2.5 pts.

Financial

84.6K
Room Nights
-15.1%\$12.7MM
Revenue
-16.6%8.2%
Conversion
-1.0 pts.2.4
BPK
-20.9 %

*Compared to 12-month average

HEADER
8% clks, 11% bks

MEMBERS TELL ALL.
We asked members on Twitter to share their favorite benefits. Room upgrades, free Wi-Fi and late checkout were the three most popular.

[See Your Benefits](#)

TOP OFFER
60% clks, 54% bks

Snag the latest travel deals.
Special all-inclusive, cruise points. Free meals. Now's the time to book your next trip.

[Book Now >](#)

MEMBER MODULE
16% clks, 17% bks

SEARCH BAR
3% clks, 6% bks

TRAVEL, TRANSFORMED.

The Ritz-Carlton Club® Level.
Upgrade your stay and get a free night.

[Reserve Now](#)

REWARDS
8% clks, 8% bks

Escape to the Ritz-Carlton.
Choose the Reconnect Package and enjoy resort credits, breakfast and more.

[Reserve Now](#)

Earn 80,000 bonus points.
Earn points toward your next vacation with the Marriott Rewards Premier Credit Card.

[Learn More](#)

PLAN YOUR NEXT TRIP TO THE MILE HIGH CITY

[See Denver](#)

The Brown Palace Hotel and Spa, Autograph Collection®

The Ritz-Carlton®, Denver

Renaissance® Downtown City Center Hotel

[Book Now](#)

[Book Now](#)

DEST. CONTENT
2% clks, 2% bks

Caribbean > New York > Los Angeles > Atlanta >

HOTEL OPENINGS
1% clks, 1% bks

BANGKOK MARRIOTT MARQUIS® QUEEN'S PARK
Get dazzling panoramic views with modern-Thai design in the city center.

[Explore Hotel](#)

[See all new hotels >](#)

SAVE 20% WITH eBREAKS®.

Find your next weekend adventure.
Discover last-minute deals across the map.

[Save 20%](#)

EBREAKS
1% clks, 1% bks

Impacts to CTOR & conversion rates:

- Lack of promo in Top Offer
- MVP not generating avg. Rewards section engagement
- Less engagement with Header, Search, and Member Module sections

Member Benefits + Deals content in Top Offer resulted in more clicks than 12-mo. avg., but the click rate was...

- 53% lower than July Member Deals
- 87% higher than June Chirpify

Consider higher emphasis on the deal/promo related content in Top Offer

Destinations content:

- CEI Module: 2nd highest click volume & highest conversion rate since launch in May '17
- Navigation Bar: MoM % of total clicks and Conv% increased 15.2% & 31.4% respectively

BAU GENERATED HIGHER KPI'S THAN OPTIMIZE GROUP

- First time MegaBonus included in MVP offers
 - Located in the first position for the BAU group and generated 41% of overall clicks
 - Fewer views for Optimize group (only 2% of overall clicks) due to no previous learnings
 - Only featured Registered offer; BAU & Random featured both Register & Book
- MVP learning should benefit MegaBonus in Nov eNews

Aug eNews MVP Offers	Delivered	EIR Bookings	EIR Revenue	Open%	Overall CTO%	MVP CTO%	Overall Conv%	MVP Conv%	Bk / Del (K)
Optimize	5.2 M	11.8 K	\$4.1 M	26.0%	10.8%	0.8%	8.2%	6.8%	2.3
Random	1.3 M	2.9 K	\$1.0 M	25.9%	10.7%	0.8%	8.1%	7.1%	2.2
BAU	6.4 M	15.3 K	\$5.3 M	25.9%	11.0%	1.2%	8.4%	8.8%	2.4
Total	12.9 M	30.0 K	\$10.4 M	26.0%	10.9%	1.0%	8.3%	8.0%	2.3

MVP OFFERS: TOP 25% (RANDOM GROUP-MAY-AUG '17)

May '17 - Aug '17: Random Group		
MVP Offers	Clicks	Month(s)
MRCC-US - earn 100K, last chance	2.9 K	May
Atlantis, receive up to \$500 in resort credits	1.1 K	May
MVC - save 20% at over 50 resorts	920	May
Hertz, up to 35% off + 5K	771	Jul & Aug
TSA Precheck, 25K points	707	Jul & Aug
Exclusive travel deals	489	May & Jun
Merchandise US	459	Jul & Aug
MRCC-US acquisition 80K	422	Aug
R-C Club Level	379	Jun
Europe for up to 20% less	371	May, Jul, & Aug
Explore Hawaii	336	Jun
Moments KAABOO Del Mar Sweepstakes	333	Jul
TSA Precheck - 25,000 points	326	Jun
Save 20% Across USA	318	Jun
Sweeps - NBA South Africa Game 2017	284	Jun
NYC for 15% less	276	May, Jun, Jul, & Aug
Save up to 20% across US	252	May, Jul, & Aug
Explore San Diego	239	Jun, Jul, & Aug
Refer a friend, 50K	180	May, Jul, & Aug
Ritz-Carlton Club Level	174	May, Aug
Get TSA Precheck - use 25,000 points to enroll	169	May
Hertz, up to 35% off	159	May
Travel Deals, see all	152	Jul & Aug
Cruise Barcelona	152	Aug
Member Rates	152	May & Jun
Explore Hawaii, from \$225	141	May

Most Clicked:

- MRCC
- % off
- TSA Pre-check
- Resort credit
- Hertz % off
- Sweepstakes
- Explore Domestic
- Generic travel deals
- RC Content
- Merchandise US
- Refer a friend
- Member Rates

Highest Revenue:

- MRCC
- % off
- TSA Pre-check
- Sweepstakes
- Resort credit
- Hertz % off
- Generic travel deals
- Explore Domestic
- RC Content
- Member Rates
- RewardsPlus

May '17 - Aug '17: Random Group		
MVP Offers	EIR Revenue	Month(s)
MRCC-US - earn 100K, last chance	\$54.8 K	May
TSA Precheck, 25K points	\$27.2 K	Jul & Aug
Hertz, up to 35% off + 5K	\$22.7 K	Jul & Aug
Atlantis, receive up to \$500 in resort credits	\$20.8 K	May
MVC - save 20% at over 50 resorts	\$13.5 K	May
Moments KAABOO Del Mar Sweepstakes	\$13.4 K	Jul
Save 20% Across USA	\$12.5 K	Jun
Save up to 20% across US	\$11.9 K	May, Jul, & Aug
MRCC-US acquisition 80K	\$11.1 K	Aug
Exclusive travel deals	\$9.5 K	May & Jun
TSA Precheck - 25,000 points	\$8.6 K	Jun
NYC for 15% less	\$7.2 K	May, Jun, Jul, & Aug
Explore Hawaii	\$6.7 K	Jun
R-C Club Level	\$6.3 K	Jun
Europe for up to 20% less	\$5.6 K	May, Jul, & Aug
Member Rates	\$5.4 K	May & Jun
Sweeps - NBA South Africa Game 2017	\$4.6 K	Jun
Cruise Barcelona	\$4.6 K	Aug
Explore San Diego	\$4.4 K	Jun, Jul, & Aug
Canada 150th Birthday sweeps	\$4.3 K	Jul
Europe for 20% Less	\$4.1 K	Jun
Escape to Ritz-Carlton, reconnect package	\$3.7 K	May
Florida for 20% off	\$3.6 K	May
\$100 Resort Credit	\$3.5 K	Aug
Travel Deals, see all	\$3.5 K	Jul & Aug
RewardsPlus Platinum	\$3.4 K	Aug



GET OUT THERE[, FNAME].



City lorem from et \$182 >
Blanditiis impedit lorem ipsum.



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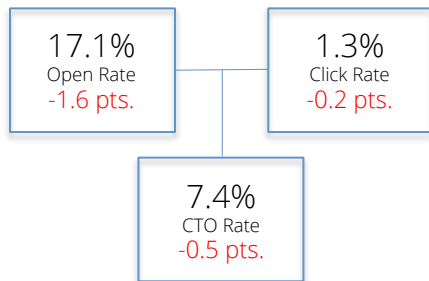
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See All Deals

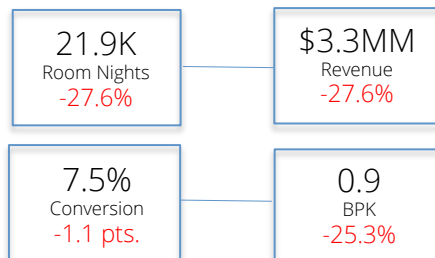
AUGUST '17 HOTEL SPECIALS

Engagement

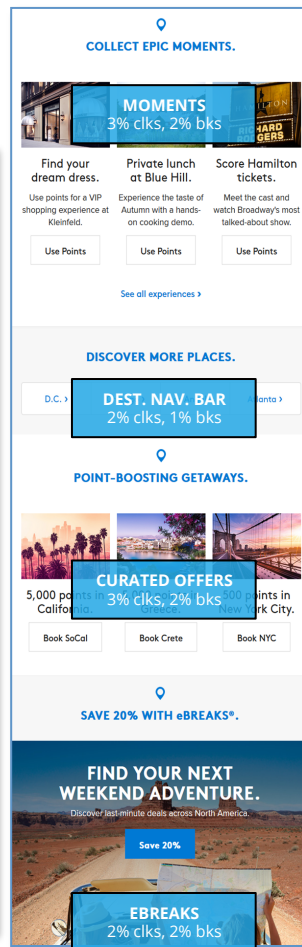
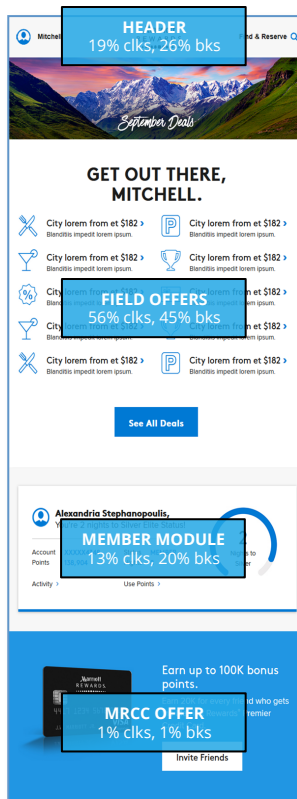
SL = FNAME]'s September Travel Deals



Financial



*Compared to 12-month average



Consider a SL test plan to address consistent declines in open rates

CTOR impacted by lack of promotional content

Impact of no promo or sweeps

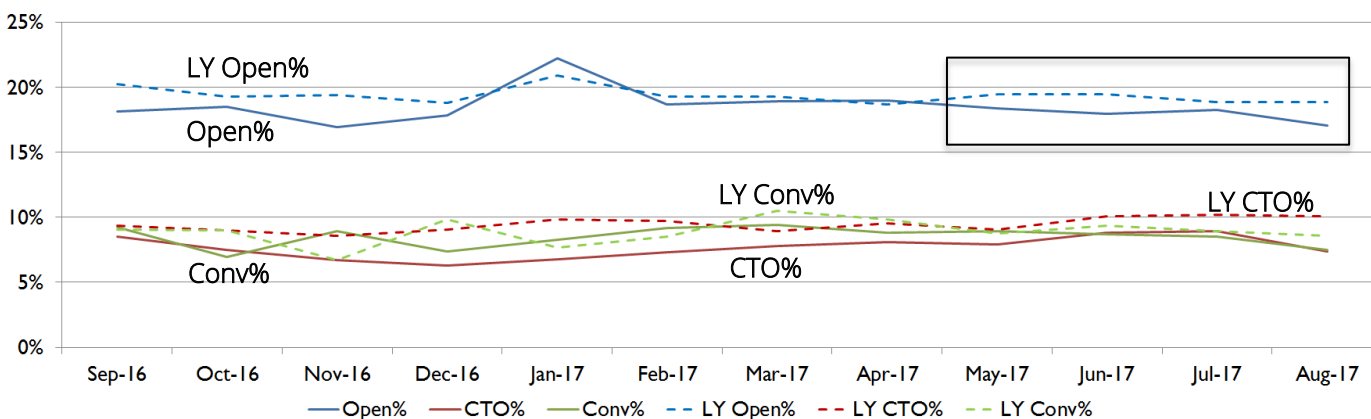
- 14% fewer clicks
- 16% fewer bookings
- 3.4% conversion decline

Consider...

- Securing six months or year-long promo commitment
- Merchandised Search Bar
- Focus on top Moments: sports & entertainment; vary content by point bal.
- Dynamic app download module

First time testing Friday deployment to lift CTOR; continue to monitor performance in Sep and Oct

AUG '17 HOTEL SPECIALS EMAIL KPI TRENDS



Aug Open% was the 2nd lowest since Jan '12

- SL: [FNAME]'s September Travel Deals
- Open% was above 12-month avg from Feb '17 – Apr '17 & below from May '17 – Aug '17

Consider...

- Branding: *Travel Deals*

AUG '17 HOTEL SPECIALS LINK ANALYSIS

Observations

Most clicked content:

- eBreaks (last module) 2.8 K
- Destinations Nav. Bar 2.8 K
- MRCC 2.2 K
- Greece (Curated Offers) 1.7 K
- Blue Hill (Moments) 1.7 K
- California (Curated Offers) 1.5 K

2.2 K
61 BKS up to 100K bonus

Earn 20K for every friend who gets the Marriott Rewards® Premier Credit Card.

Invite Friends

242
4 BKS

POINT-BOOSTING GETAWAYS.

5,000 points in California. 5,000 points in Greece. 500 points in New York City.

Book SoCal Book Crete Book NYC

COLLECT EPIC MOMENTS.

885 20 BKS **1.7 K** 59 BKS **1.8 K** 77 BKS

Find your dream dress. Private lunch at Blue Hill. Score Hamilton tickets.

Use points for a VIP shopping experience at Kleinfeld. Experience the taste of Autumn with a hands-on cooking demo. Meet the cast and watch Broadway's most talked-about show.

Use Points Use Points Use Points

827 23 BKS

See all experiences >

DISCOVER MORE PLACES.

2.8 K 101 BKS

D.C. > Chicago > Atlanta >

2.8 K 195 BKS

SAVE 20% WITH eBREAKS®.


FIND YOUR NEXT WEEKEND ADVENTURE.

Discover last-minute deals across North America.

Save 20%



Alexandria

Find & Reserve *Road trip*

DRIVE NEW YORK'S SCENIC ROUTE.

Escape the city and take a road trip to the Finger Lakes
where wine, water and cultural attractions await.

[Go There](#)

AUGUST '17 DESTINATIONS

Engagement

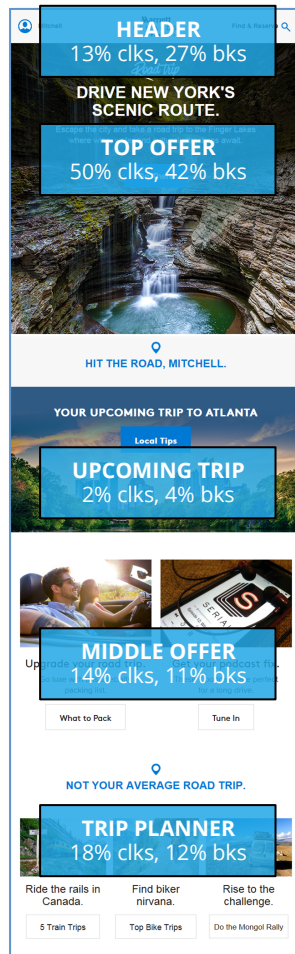
SL: [FNAME,] Don't miss this epic [East Coast] road trip

21.9%
Open Rate
-0.4 pts.1.3%
Click Rate
+0.1 pts.6.2%
CTOR Rate
+0.6 pts.

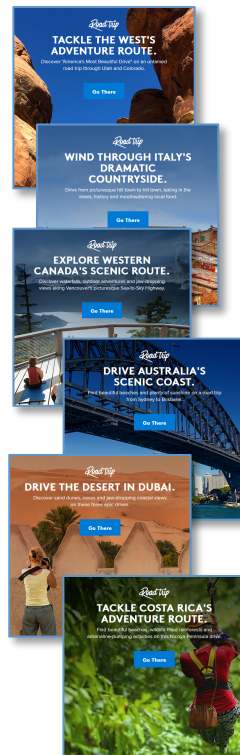
Financial

21.2K
Room Nights
-14.3%\$3.1MM
Revenue
-17.8%5.5%
Conversion
-1.6 pts.0.7
BPK
-15.0%

*Compared to 12-month average



Geo-Targeted Images



3rd month of the Road Trip theme and we continue to see positive engagement; recommended for Summer '18 content

3rd highest CTOR since email launch and up by 11% MoM

- All sections except Header/Account Box generated a higher % of clicks vs. 12-mo avg.

Upcoming Trip module generated the most clicks since Feb '16

'Ride the Rails' offer generated 73% of Trip Planner section clicks; more clicks than the entire section ever attracted; consider a planes, trains, and automobile road trip theme in 2018

NFL MOMENTS SOLO

Email Engagement

SL: [FNAME], Take a Look at These Members-Only Moments

23.3%

Open Rate

+6% vs. Moments avg.

5.4%

CTO Rate

-2% vs. Moments avg.

Moments Engagement

228,954

Site Visits

+83% vs. month goal

233

Redemptions

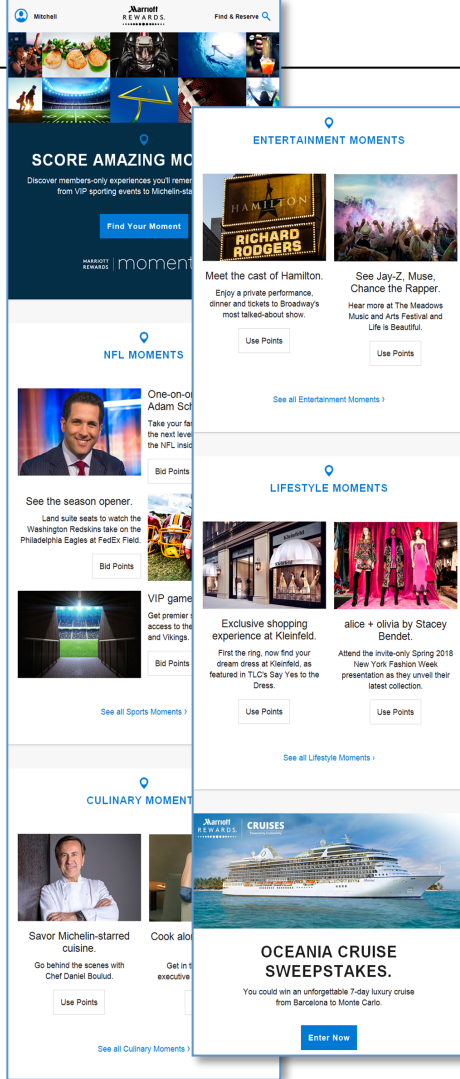
+133% vs. month goal

26.6M

Points Redeemed

2,765

Bids Placed



Record high open rate compared to other Moments Solo's

- Positive engagement with exclusive style SL

Slight decline in CTOR compared to Moments solo avg., but higher than other non-sweeps NFL solos

Monitor new engagement tactics tested in Oct solo

- Points needed
- Low vs. High version
- Calling out member pts.

DRIVE BOOKINGS SOLO GENERATED \$6.4MM AND 18.2K BOOKINGS

Engagement

SL: We've found your next vacation, [FNAME].

24.2%

Open Rate

+4% vs. Program avg.

9.3%

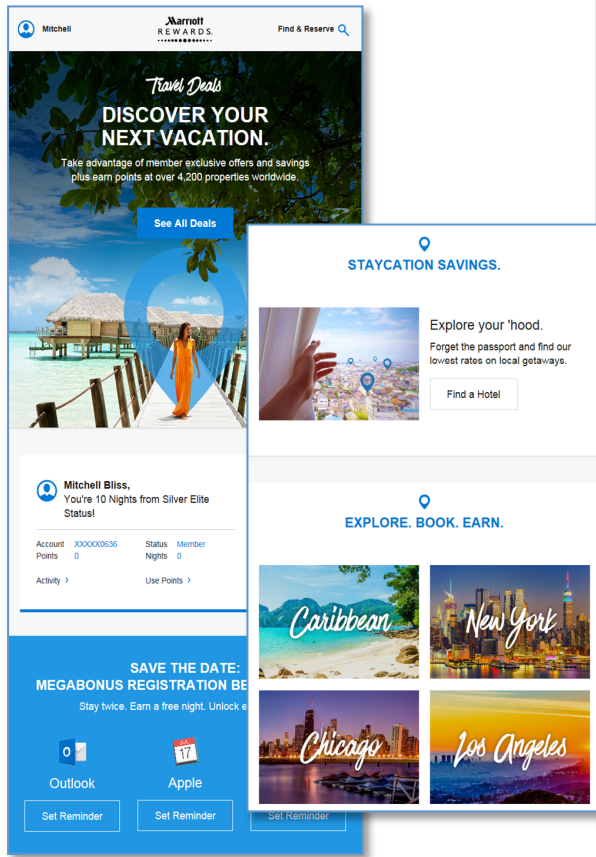
CTO Rate

+8% vs. Program avg.

8.4%

Conversion Rate

+11% vs. Program avg.



Solo drove incremental revenue with performance KPI's above Program averages

Consider lifting CTOR in future campaigns with...

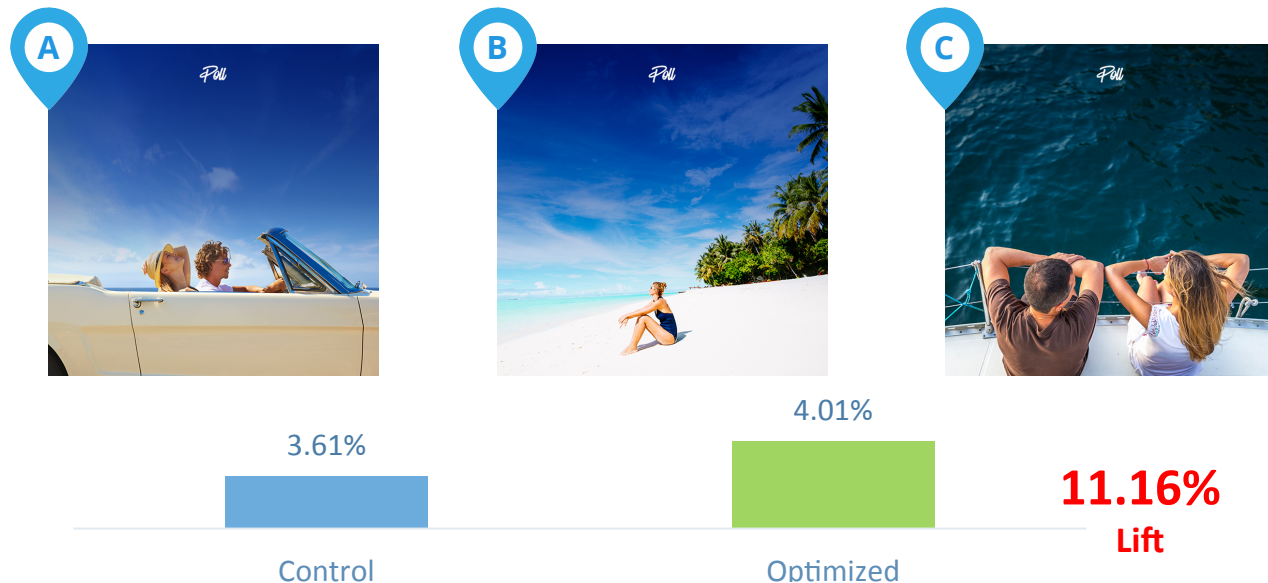
- Personalized destinations content (CEI module from eNews)
- An exclusive member offer

Bottom module leveraged Wylei creative optimization; results pending

AUGUST TESTING & OPTIMIZATION SUMMARY

- ✓ HOTEL SPECIALS FRIDAY DEPLOYMENT
- ENEWS TOP OFFER IMAGE OPTIMIZATION
- HOTEL SPECIALS EBREAKS TEST
- MRCC IMAGE OPTIMIZATION
- WELCOME SERIES SUBJECT LINE TEST

11.2% CTOR LIFT WITH HERO IMAGE OPTIMIZATION IN eNEWS



Optimized 3 summer images in Top Offer section

Effort drove more clicks than 12-month section average

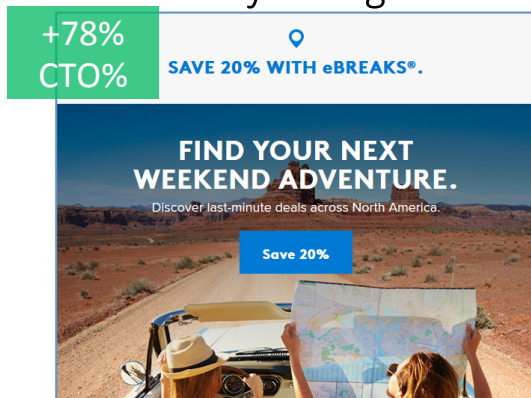
Image C was the clear winner; it performed well across all audiences

Continue to use optimization efforts to drive email engagement metrics

	Opens	Clicks	CTOR	Lift	Significance
Control	323,162	11,652	3.61%		
Optimized	2,909,289	116,607	4.01%	11.16%	99.5%

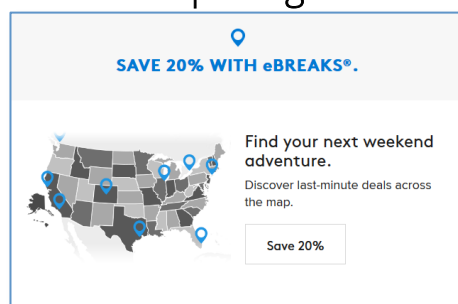
78% HIGHER SECTION CTO WITH EBREAKS LIFESTYLE MODULE IN HOTEL SPECIALS

Lifestyle Image



VS.

Map Image



2nd month running a 50/50 eBreaks module test: lifestyle vs. map

Hypothesis: Lifestyle image version is more on brand and will drive more engagement

In July & Aug, lifestyle version generated a higher CTO at the campaign & link level

- 1.2% higher campaign-level CTO*
- 78% higher CTO*

Recommendation:

- Consider replacing map creative in Hotel Specials with Lifestyle creative
- Continually evaluate eBreaks performance to identify/address creative fatigue

*Statistically significant

Aug '17 Hotel Specials eBreaks Test	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Map Image	5.2 M	4.8 K	\$1.6 M	17.1%	7.3%	7.4%	0.9
Lifestyle Image	5.2 M	4.9 K	\$1.7 M	17.1%	7.4%	7.5%	1.0

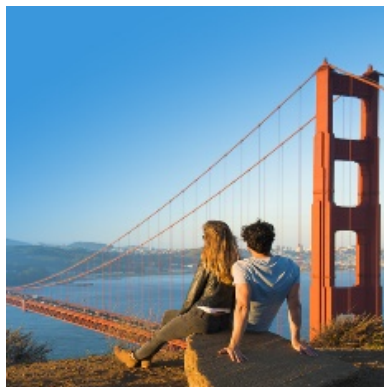
PROPERTY VS. LIFESTYLE IMAGE OPTIMIZATION IN MRCC ACQUISITION SOLO

Property



Opens	462,090
Clicks	1,107
CTOR	0.24%

Lifestyle



Opens	1,129,639
Clicks	2,364
CTOR	0.21%

Continue optimization efforts to improve overall CTOR performance; results pending

Determine if there are other images options to test in future campaigns

- Interior room vs. exterior
- People vs. no people
- Lifestyle travel vs. everyday living

WELCOME POINTS SERIES

Points: Welcome			
Reporting Dates	Subject Line	Open%	Unsub%
1/1/16-1/31/17	Welcome to Marriott Rewards	46.2%	0.42%
3/1/17-6/30/17	Welcome to Marriott Rewards [FNAME]!	43.6%	0.26%
6/28/17-8/2/17	It's Go Time [FNAME]!	43.1%	0.31%
8/3/17-9/8/17	Welcome to Marriott Rewards, [FNAME]!	29.6%	0.22%
Points: EES1			
Reporting Dates	Subject Line	Open%	Unsub%
1/1/16-1/31/17	Personalize Your Experience: Tip 1 of 3	34.8%	0.46%
3/1/17-6/30/17	Tip 1 of 3: Personalize Your Account	32.4%	0.30%
6/28/17-8/2/17	3 Reasons You Need our Mobile App	32.3%	0.37%
8/3/17-9/8/17	Introducing the Marriott Mobile App	21.6%	0.31%
Points: EES2			
Reporting Dates	Subject Line	Open%	Unsub%
1/1/16-1/31/17	Earn and Redeem Points: Tip 2 of 3	29.8%	0.48%
3/1/17-6/30/17	Tip 2 of 3: Get More From Your Points	27.4%	0.35%
6/28/17-8/2/17	[FNAME's][Your] Guide to Earning & Using Points	28.6%	0.37%
8/3/17-9/8/17	How to Earn & Use Points	21.4%	0.31%
Points: EES3			
Reporting Dates	Subject Line	Open%	Unsub%
1/1/16-1/31/17	Get Our best Available Rate: Tip 3 of 3	26.6%	0.52%
3/1/17-6/30/17	Tip 3 of 3: Get the Lowest Price	24.9%	0.35%
6/28/17-8/2/17	Log in for Lower Room Rates	29.3%	0.40%
8/3/17-9/8/17	Members Pay Less	21.1%	0.28%

Template 2.0 Subject line test concluded early September

Winners highlighted in green use the following styles:

- Initial: Welcome without personalization
- EES1: Listicle style
- EES2: How-to style
- EES3: Direct style

*All results were statistically significant

WELCOME MILES SERIES

Miles: Welcome			
Reporting Dates	Subject Line	Open%	Unsub%
3/1/17-6/30/17	Welcome to Marriott Rewards, [FNAME]	38.6%	0.16%
6/28/17-8/2/17	It's Go Time [FNAME]!	57.4%	0.33%
8/3/17-9/8/17	Welcome to Marriott Rewards, [FNAME]!	54.4%	0.27%

Miles: EES1			
Reporting Dates	Subject Line	Open%	Unsub%
3/1/17-6/30/17	Tip 1 of 3: Personalize Your Account	30.1%	0.32%
6/28/17-8/2/17	3 Reasons You Need our Mobile App	46.8%	0.58%
8/3/17-9/8/17	Introducing the Marriott Mobile App	42.7%	0.79%

Miles: EES2			
Reporting Dates	Subject Line	Open%	Unsub%
3/1/17-6/30/17	Tip 2 of 3: Get More from Your Points	25.4%	0.39%
6/28/17-8/2/17	Log in for Lower Room Rates	44.3%	0.61%
8/3/17-9/8/17	Members Pay Less	41.2%	0.76%

Template 2.0 Subject line test concluded early September

Winners highlighted in green use the following styles:

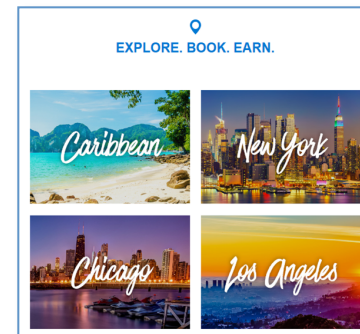
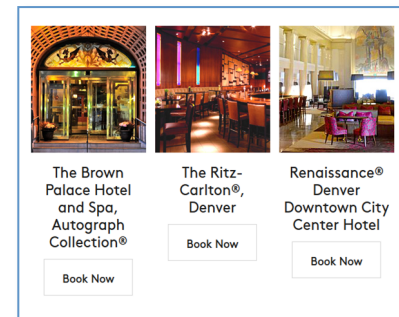
- Initial: Celebratory/Direct with personalization
- EES1: Listicle style
- EES2: Direct style

*All results were statistically significant

ACTIONABLE INSIGHTS

ENGAGEMENT AND BOOKING RECOMMENDATIONS

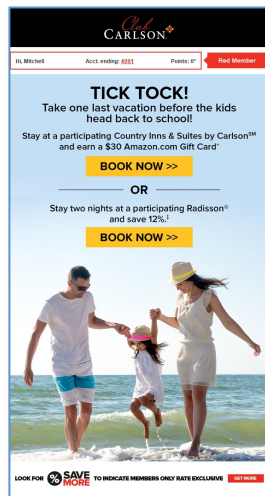
- Leverage eNews CEI personalization tactic in other booking focused campaigns; start with most engaged content: 3 hotel reco's
- Consider securing longer term commitments from Promotions team for Hotel Specials
- Try using destination images vs. Nav. Bar to increase engagement
 - Start with eNews since CEI uses same size module space
- Consider increasing offers in non-MVP areas while tool learns MegaBonus; expand MVP into other campaigns to increase learning opps.



INDUSTRY INSIGHTS

ENERGY MOMENTS

Labor Day



CLUB CARLSON

Hi, Michael | Acc'd ending: 0000 | Points: 0 | [Red Member](#)

TICK TOCK!
Take one last vacation before the kids head back to school!

Stay at a participating Country Inns & Suites by Carlson™ and earn a \$30 Amazon.com Gift Card

[BOOK NOW >>](#)

OR

Stay two nights at a participating Radisson® and save 12%.

[BOOK NOW >>](#)

LOOK FOR **SAVE MORE** TO INDICATE MEMBERS ONLY RATE EXCLUSIVE [VIEW OFFERS](#)



Hilton | [account login](#)

stay twice as *relaxed* with **double points**

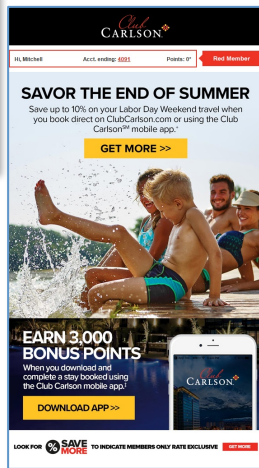
Enjoy being twice as carefree during every stay through December 31.

[register in 1-click](#)

[continue](#)

Hurry, and book by this Friday to get up to 20% off on Labor Day travel.

[SALE ENDS FRIDAY](#)



CLUB CARLSON

Hi, Michael | Acc'd ending: 0000 | Points: 0 | [Red Member](#)

SAVOR THE END OF SUMMER

Save up to 10% on your Labor Day Weekend travel when you book direct on ClubCarlson.com or using the Club Carlson™ mobile app.

[GET MORE >>](#)

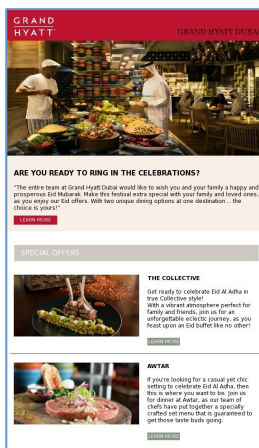
EARN 3,000 BONUS POINTS

When you download and complete a stay booked using the Club Carlson mobile app!

[DOWNLOAD APP >>](#)

LOOK FOR **SAVE MORE** TO INDICATE MEMBERS ONLY RATE EXCLUSIVE [VIEW OFFERS](#)

Eid al-Adha



GRAND HYATT | GRAND HYATT DUBAI

ARE YOU READY TO RING IN THE CELEBRATIONS?

"The entire team at Grand Hyatt Dubai would like to wish you and your family a happy and prosperous Eid Mubarak! Make this festival extra special with your family and loved ones, as you enjoy our Eid offers. With ten unique dining options at one destination - the choice is yours!"

[VIEW MENU](#)

SPECIAL OFFERS

THE COLLECTIVE

Get ready to celebrate Eid al-Adha in that Collective style! With a vibrant atmosphere perfect for family and friends, join us for an unforgettable eclectic journey, as you feast upon an Eid buffet like no other!

[VIEW MENU](#)

BAR

If you're looking for a casual yet chic setting to celebrate Eid al-Adha, then this is where you want to be. Join us for dinner at Bar, as our team of chefs have put together a specially crafted set menu that is guaranteed to get these festive meals going.

[VIEW MENU](#)



FOUR POINTS BY SHERATON | The Drake

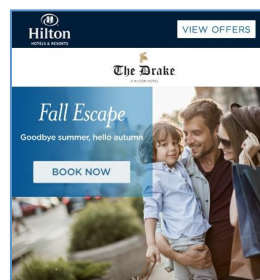
Eid MUBARAK

Best wishes for Eid Al Adha

Sheraton

Eid Mubarak
from Sheraton Dubai Creek Hotel & Towers

Summer & Fall



Hilton | [VIEW OFFERS](#)

The Drake

Fall Escape

Goodbye summer, hello autumn!

[BOOK NOW](#)



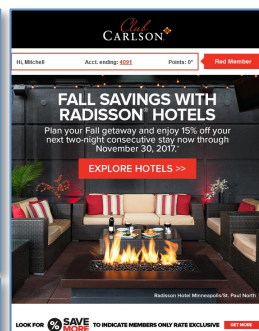
Hilton | [VIEW OFFERS](#)

Hilton Chicago

Fall Getaways

Turn a new leaf this fall with a weekend to Chicago

[LEARN MORE](#)



CLUB CARLSON

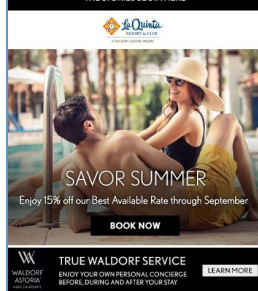
Hi, Michael | Acc'd ending: 0000 | Points: 0 | [Red Member](#)

FALL SAVINGS WITH RADISSON HOTELS

Plan your Fall getaway and enjoy 15% off your next two-night consecutive stay now through November 30, 2017.

[EXPLORE HOTELS >>](#)

LOOK FOR **SAVE MORE** TO INDICATE MEMBERS ONLY RATE EXCLUSIVE [VIEW OFFERS](#)



WALDORF ASTORIA | [VIEW OFFERS](#)

THE STORIES BEGIN HERE

Le Quinte

SAVOR SUMMER

Enjoy 15% off our Best Available Rate through September

[BOOK NOW](#)

TRUE WALDORF SERVICE

ENJOY YOUR OWN PERSONAL CONCIERGE BEFORE DUNING AND AT 18 HOURS DAY

[LEARN MORE](#)



Hilton | [VIEW OFFERS](#)

PALMERHOUSE
A RADISSON HOTEL

Fall Weekends

Escape to Chicago for a weekend getaway

[Learn More](#)

PROMOTIONS

Red CARLSON

Hi, Mitchell Acct. ending: 4891 Points: 0* **Red Member**

START EARNING YOUR FREE FRIDAY

Complete two stays by September 30, 2017 and earn a Free Friday night!

BOOK NOW >>

LOOK FOR **5% SAVE MORE** TO INDICATE MEMBERS ONLY RATE EXCLUSIVE **GET MORE**

Hilton HONORS account login

stay twice as *relaxed* with **double points**

Enjoy being twice as carefree during every stay through December 31.

register in 1-click

Hilton Cabana Miami Beach, Florida

Hurry, and book by this Friday to get up to 20% off on Labor Day travel.

continue **SALE ENDS FRIDAY**

Hilton HONORS account login

last chance to earn **double points** on every stay

continue

The Diplomat Beach Resort Hollywood, Curio Collection by Hilton

Last chance to earn double points on every stay through August 31.

No limits. No minimums. There's no stopping you.

Last Chance Reg

SPG Starwood Preferred Guest

ONE-CLICK REGISTRATION >

TRIPLE UP ON STARPOINTS:

3X*

TRIPLE STARPOINTS® on weekends.*

2X*

DOUBLE STARPOINTS on weekdays.

It's your last chance to earn triple and double Starpoints with SPG® Take Three. Just stay two or more nights at participating SPG hotels and resorts by 4 September 2017. Registration ends 30 August.

ONE-CLICK REGISTRATION

Featured property: Le Méridien Ra Beach Hotel & Spa, El Vendrell, Spain

Acquisition Last Chance Reg. Reminder

SPG Starwood Preferred Guest

SPG Take Three

JOIN AND REGISTER >

EARN TRIPLE AND DOUBLE STARPOINTS.

It's your last chance to earn triple and double Starpoints® with SPG® Take Three. Just stay two or more nights at participating SPG hotels and resorts by 4 September 2017. Join SPG and register by 30 August.

3X*

TRIPLE STARPOINTS on weekends.*

2X*

DOUBLE STARPOINTS on weekdays.

JOIN AND REGISTER

SPG Take Three registration ends 30 August 2017.

Featured property: Le Méridien Ra Beach Hotel & Spa, El Vendrell, Spain

Link Account Solo

SPG Starwood Preferred Guest

Jennifer Jones
Member Number: *****4233

Link your accounts now.

THE RITZ-CARLTON | **Marriott REWARDS** | **SPG** Starwood Preferred Guest

MAXIMIZE YOUR MEMBERSHIP: LINK, BOOK, STAY, EARN.

Link your SPG® and Rewards accounts today. Then transfer points between programs to open up an exciting new world of destinations and special VIP events.

Plus, because you're registered for SPG Take Three, when you stay two or more nights at participating SPG hotels and resorts, you'll earn **triple Starpoints®** on weekends* and **double Starpoints** on weekdays.

Link accounts — then book ASAP!

SPG Take Three will end on September 4, 2017.

LINK NOW

Featured property: W Hong Kong

MOMENTS

Acquisition

Hilton HONORS join now

great benefits

still await you, including access to exclusive music tickets and experiences

guaranteed discount* free standard wifi digital check-in points towards free nights

join for free

Hilton HONORS account login

points = free nights

use your points for free nights at hotels around the world.

explore

Courtesy Bora Bora Nui Resort

points = access

use your points for meet & greets, concert tickets & more.

experience

Hilton Honors Experience - One Republic at the Beverly Hilton

points = purchases

let your points take you on a shopping trip.

amazon

start shopping

get in the know.

want to know more ways you can earn points? check out our next email.

spg. Starwood Preferred Guest

Feed your passions.

EXPLORE A WORLD OF CULINARY DELIGHTS.

With SPG® Cravings, your inner foodie has so many reasons to celebrate. Explore food and wine festivals, exclusive culinary experiences and cooking demos with SPG Moments™.

Plus, SPG members like you can also save up to 30% on dining. Enjoy delicious meals (and benefits) at more than 1,500 restaurants and bars around the globe — and around the corner.

EXPLORE NOW

spg.moments

Touchdown.

NOW INTRODUCING NFL TICKETS AND EXCLUSIVE ACCESS ALL SEASON LONG WITH SPG MOMENTS™.

VIEW ALL

Get in the game >

Score game tickets and exclusive access to Broncos, Packers and Vikings games.

Go behind the scenes >

Enjoy unprecedented access. Go behind the scenes with tours of NFL Headquarters, NFL Films, and the NFL Network, plus game tickets.

MEMBER EXCLUSIVE OFFERS

New Member Offers, Tiered Bonus Approach

spg. Preferred Guest

Let's double up.

MEMBER EXCLUSIVE NEW OFFER

THE REWARDS KEEP ADDING UP WITH SPG.

We've created a special offer just for you. Register through November 30 for this exclusive opportunity to double up your rewards with SPG® by receiving double elite qualifying stays and nights.

REGISTER NOW

Featured property: The Westin Riverfront Resort & Spa at Beaver Creek Mountain, Avon, Colorado, USA.

spg. Preferred Guest

MEMBER EXCLUSIVE

Get a head start.

Kick off your SPG® membership right with up to 7,500 bonus Starpoints®. Simply register through September 30, 2017, and complete your stays between August 01, 2017, and October 31, 2017.

FIRST STAY EARNS
2,500
BONUS STARPOINTS

SECOND STAY EARNS
5,000
BONUS STARPOINTS

POTENTIAL BONUS
7,500
BONUS STARPOINTS

Register today and start earning at more than 1,300 luxurious hotels and resorts worldwide. It's go time!

REGISTER NOW

Featured property: W Barcelona, Spain

spg. Preferred Guest

MEMBER EXCLUSIVE NEW OFFER

Get a head start of 7,500 Starpoints.

ENJOY AN EXCLUSIVE OFFER, CHOSEN ESPECIALLY FOR YOU.

Don't miss out on an exclusive new-member offer selected just for you. Register through August 31, 2017, and complete two eligible stays between July 01, 2017, and September 30, 2017.

FIRST STAY EARNS
2,500
STARPOINTS

SECOND STAY EARNS
5,000
STARPOINTS

**MAXIMUM BONUS
7,500
STARPOINTS**

Now's the time. Register today and start earning at our more than 1,300 SPG hotels and resorts.

REGISTER NOW

Featured property: Hotel Paracas, a Luxury Collection Resort, Paracas, Peru

spg. Preferred Guest

Elite Status Focused

MEMBER EXCLUSIVE NEW OFFER

Get a head start on elite status.

ENJOY AN EXCLUSIVE OFFER, CHOSEN ESPECIALLY FOR YOU.

Kick off your SPG® membership right with up to 10 qualifying nights toward elite status. Simply register through October 31, 2017, and complete two eligible stays between September 01, 2017, and November 30, 2017.

FIRST STAY EARNS
FIVE QUALIFYING NIGHTS
TOWARD ELITE STATUS

SECOND STAY EARNS
FIVE QUALIFYING NIGHTS
TOWARD ELITE STATUS

**MAXIMUM BONUS
TEN QUALIFYING NIGHTS**
TOWARD ELITE STATUS

Register and book today to accelerate your earning toward Gold status.

REGISTER NOW

Featured property: Hotel Paracas, a Luxury Collection Resort, Paracas, Peru

spg. Preferred Guest

MEMBER EXCLUSIVE NEW OFFER

Get a head start of two free nights.

ENJOY AN EXCLUSIVE OFFER, CHOSEN ESPECIALLY FOR YOU.

Kick off your SPG® membership right with up to two free nights on us. Simply register through September 30, 2017, and complete two eligible stays between August 01, 2017, and October 31, 2017.

FIRST STAY EARNS
ONE FREE NIGHT AWARD

SECOND STAY EARNS
ONE FREE NIGHT AWARD

**MAXIMUM BONUS
TWO FREE NIGHT AWARDS**

Free Night Awards are valid for standard rooms at Category 1-5 hotels and resorts.

Register today and start earning at our more than 1,300 SPG hotels and resorts. It's go time!

REGISTER NOW

Featured property: Hotel Paracas, a Luxury Collection Resort, Paracas, Peru

IHG Rewards Club

Michael Bliss
Club Member # 84523662

More points. More offers. Just for you.

is listed.

Thanks again for joining IHG Rewards Club. There's still time to complete your offers, but you'll have to hurry... Just register and stay with us by October 07, 2017, and you can get up to 30,000 bonus points.

This is just the beginning of our journey together. You've joined the largest hotel rewards program in the world which means you can expect more places to explore, more benefits to enjoy—and more ways to earn points.

The possibilities are endless—and we're excited for the things to come.

REGISTER NOW

Points Earned	Completed Offers	Days Left
10,000 bonus points	1 of 5	39

Earn 30,000 total bonus points.
Earn at least 10,000 bonus points and complete 1 offer.

Point Value	Offer Description	Status
5,000	Stay More, Earn More Get closer to the rewards you want when you stay 4 nights and earn 5,000 bonus points.	
5,000	Book with IHG® Book 2 dates directly through IHG and earn 5,000 bonus points. For our selection, stay the full length of stay or through our Global Reservation Office. Book with us for the best price.	
5,000	Earn More, Faster Earn 5,000 bonus points when you book 1 Bonus Points Package (stay) and get to your next reward faster.	
5,000	Saturday Stay Bonus Stay 2 weekends, including a Saturday night and another night, and earn 5,000 bonus points.	
10,000	Your Achievement Bonus Complete 4 of 5 offers and earn an additional 10,000 bonus points.	

IHG Rewards Club

Michael Bliss
Club Member # 84523662

Thank You For Registering

This email has been sent to confirm that you have been successfully registered for the promotion outlined above.

Member Michael Bliss
Member Number: 84523662
Promotion (New Member Offer)

Track your progress and see how close you are to new rewards.

BOOK NOW

Best Price Guarantee
See our Best Price Guarantee. Find our lowest rates on your stay.

Earning Rewards!
Only best deals. The choice is yours when it comes to earning rewards.

Earn 30,000 points
This means an IHG Rewards Club night and 5 points per \$1 spent at over 5,000 hotels worldwide with the IHG Rewards Club Card.

Registration Confirmation

MOBILE APP

Labor Day Sale Solo

Club CARLSON

SAVOR THE END OF SUMMER

When you book a stay at a Club Carlson hotel, you'll receive 3,000 bonus points. That's 3,000 points you can use to book your next stay at a Club Carlson hotel.

GET MORE

EARN 3,000 BONUS POINTS

When you download and complete a stay booked using the Club Carlson mobile app.

DOWNLOAD APP >>

New! Check in with our app.

Mobile check-in and checkout is now available at select hotels. Once you've downloaded the SPG® app, tap it to access our new SPG Mobile Check-In and Check-Out feature. Just turn on the app notifications.

CONNECT TO WHAT YOU NEED, WHEN YOU NEED IT.

With the SPG app, you can:

- Browse and book our more than 1,300 hotels and resorts.
- Track your Starpoints® balance and access your member card.
- Unlock your door at select hotels and resorts.

GET THE APP

account login

customize

your stay and get the best price when you book with our app.

start exploring

Hilton Midtown Tampa, FL

your room. your view.

choose the room and view you want, powered by Google Maps.

learn more

Hilton Garden Inn, Orlando

your stay. your way.

want extra pillows? a favorite snack? order ahead in the app.

what's available

Hilton Richmond Downtown, USA

let yourself in with digital key

unlock your room at over 2,000 hotels and counting.

find a hotel

Marriott Atlanta Downtown, USA

get in the know.

In our next email, you'll learn about getting the lowest price and instant benefits.

LIFECYCLE

join now

great deal
on any stay of 2 nights or more, get 15% off.

book now

Hilton Waikoloa Village, Hawaii

Acquisition

join now

come back
and get 15% off on your next stay of 2 nights or more.

book now

Hilton Cabana Miami, USA

Welcome

WORLD OF HYATT

It's official - you're a World of Hyatt member!
We're so excited you've joined and can't wait for you to enjoy your benefits.

In order to make the most of your membership, visit worldofhyatt.com and set up your online account. It only takes a few minutes and will give you access to:

- Upcoming and past stays
- Nights and points earned
- Progress toward tier status
- Exclusive offers, just for members
- And more

Get started today. All you need is your membership number and the email address you provided when you joined.

LET'S GO

Expedited progress by booking directly & through mobile app

You could strike Gold.



KEEP BOOKING TO REACH SPG GOLD STATUS.

You're off to a great start with your SPG® membership. Continue to book directly on spg.com and our SPG app to receive our Member Exclusive Rates and Best Rate Guarantee.¹ Plus, when you achieve 10 stays or 25 nights, you'll receive SPG Gold status and exclusive benefits, such as:

3x

Earn 3 Starpoints® per US\$1 spent on eligible purchases



Stay longer with 4 p.m. late checkout.²

Benefits of Gold status



Step up your stay with an enhanced room at check-in.³



Choose your welcome gift with each stay.

VIEW ALL SPG GOLD BENEFITS



Featured property: W Goa, India

yes

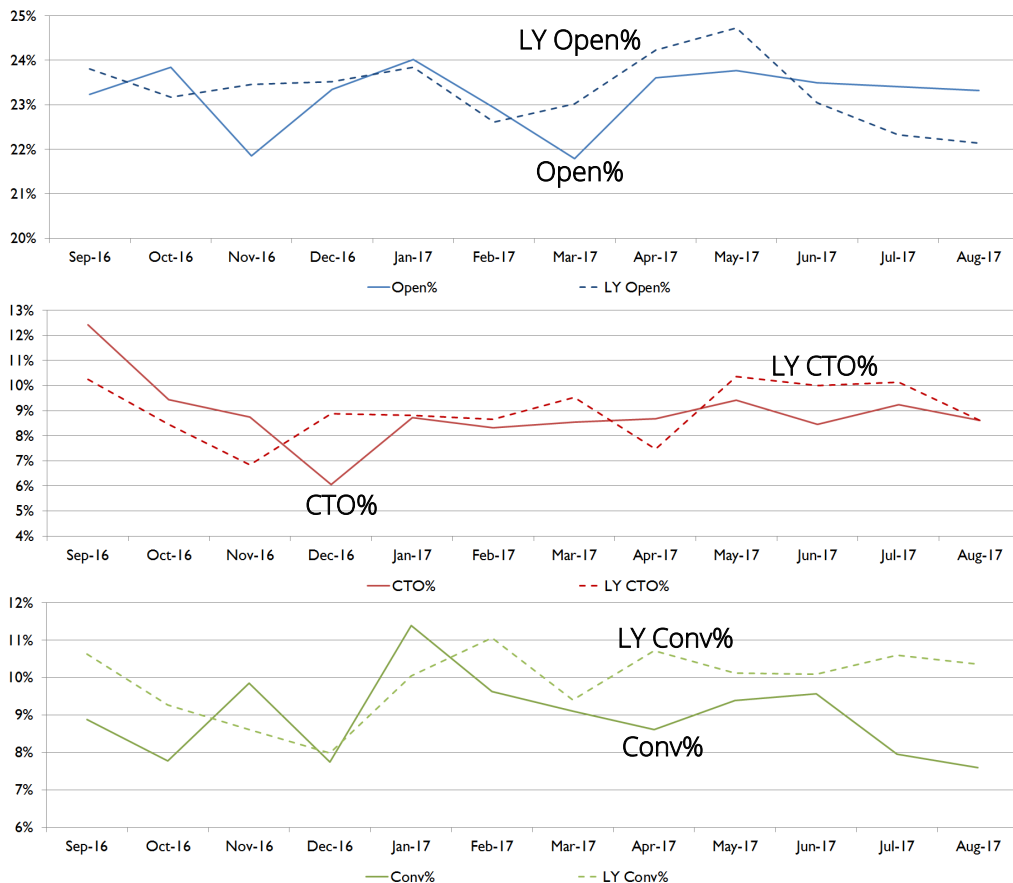


THANK YOU!



APPENDIX

LOWEST CONV% SINCE JAN '12



Open% was 1% above the 12-month avg but has consistently decreased MoM since May '17

- eNews Open% was the 3rd highest since Dec '15
- METT Solo Open% was 15% above solo 12-month avg

CTO% was slightly down YoY, decreased 7% MoM, and was 3% below the 12-month avg

- eNews Top Offer did not feature a promo & MVP content did not resonate
- Drive Bookings & NFL Moments CTO%'s were below Solo avg

Conv% was the lowest since Jan '12

- Conv% was below the 12-month avg for all campaigns except METT's

MRCC RESULTS AGAINST FORECAST (EMAIL)

Email details	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Standalone email accounts	1,738	1,377	2,429	2,278	1,616	1,669	1,779	1,978
eNews accounts	20	188	168	2,935	719	69	5	130
Hotel Specials accounts	3	3	27	61	22	4	19	46
Points expiration accounts	77	85	105	43	112	96	134	116
Confirmation email accounts	46	36	34	28	110	147	167	148
Other ridealong	3	1	4	3	8	14	3	7
Refer-a-Friend	319	257	128	27	159	207	289	412
Total	2,206	1,947	2,895	5,375	2,746	2,206	2,396	2,837

YTD Summary	
% year elapsed	66.7%
YTD accounts	22,608
2017 email accounts budget	33,000
% to budget	68.5%
Prior year YTD	21,681
% Y/Y	4.3%

		Program	eNews	Hotel Specials	Dest.	Reg. Con. Solos	Lifecycle
Engagement	Open Rate	23.3% 0.3 pts	25.6% 2.6 pts	17.7% -1.1 pts	21.4% -1.0 pts	45.8% -6.2 pts	32.3% -4.7 pts
	Click to Open Rate	11.8% 0.9 pts	14.0% -0.8 pts	8.2% 0.1 pts	5.9% 0.3 pts	11.7% -1.5 pts	27.3% 9.7 pts
Financial	Conversion Rate	7.4% -1.9 pts	7.7% -2.2 pts	8.1% -0.6 pts	5.5% -1.8 pts	21.5% -1.5 pts	4.6% -2.4 pts
	Bookings per Delivered(K)	2.0 -12.7%	2.8 -17.5%	1.2 -12.3%	0.7 -24.8%	11.5 -27.0%	4.1 -10.8%

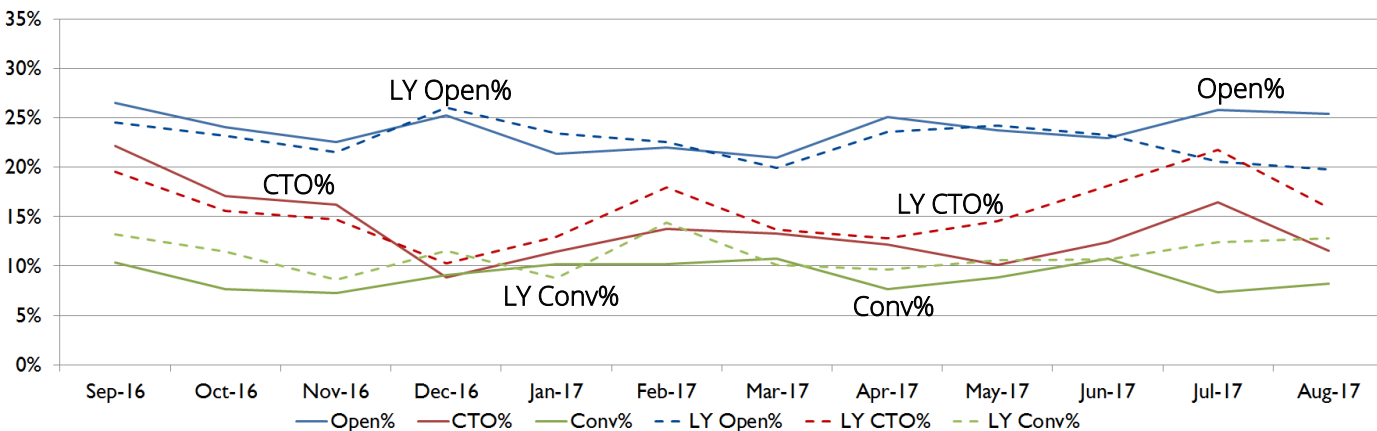
Note: Using EIR Financial Data

Campaign	Template 2.0 Switch Date	Template 2.0 Data
eNews	07/06/17	Jul '17 - Aug '17
Hotel Specials	07/25/17	Jul '17 - Aug '17
Destinations	07/14/17	Jul '17 - Aug '17
MB Registration Confirmation	06/28/17	7/1/17 - 8/31/17
Abandoned Search	06/28/17	6/28/17 - 8/31/17
Achiever	06/28/17	6/28/17 - 8/31/17
Renwer	06/28/17	6/28/17 - 8/31/17
Lifetime Achiever	06/28/17	6/28/17 - 8/31/17
Welcome Points Series	06/28/17	7/1/17 - 8/31/17
Welcome Miles Series	06/28/17	7/1/17 - 8/31/17
Welcome Existing	06/28/17	7/1/17 - 8/31/17
Welcome Double Opt-in	06/28/17	7/1/17 - 8/31/17
Welcome Flipper	06/28/17	7/1/17 - 8/31/17
Welcome Non-Member	06/28/17	7/1/17 - 8/31/17
Post Redemption	08/16/17	8/16/17-8/31/17
Near Level	08/16/17	8/16/17-8/31/17

*KPI's based off Δ between 12-month avg (Jun '16-May '17) vs various template 2.0 time tables

ADDITIONAL JULY 2017 CAMPAIGN REVIEWS

AUG '17 ENEWS EMAIL KPI TRENDS



Open% was the 3rd highest since Dec '15

- SL: Your Account: The Most Popular Benefits Are...

CTO% was down 30% MoM, 27% YoY, and was 18% below the 12-month avg

- Top Offer did not feature a promo
- MVP content did not generate avg Rewards section engagement

Conv% was 11% below the 12-month avg and 5% lower than the May-Jul '17 avg [MVP]

- Top Offer did not feature a promo
- Header/Account Box, Search, and Member Module collectively generated lower than the 12-month Conv% avg

AUGUST '17 ENEWS SECTIONS

August eNews generated 205K fewer clicks MoM and 57K fewer clicks than the 12-month avg

- Top Offers were optimized by Wylei and leveraged 3 summer images; click volume was 10K above the 12-month section avg but down 202K MoM
 - Click% was 86.8% higher than Jun '17 Chirpify [MB Default] Top Offer
- Collectively, the Header/Account Box, Search, and Member Module generated 6.0K fewer clicks than the 12-month section avg and 9.6K fewer clicks MoM
 - Member Module generated 6.2K fewer clicks MoM but accounted for a 35% higher % of clicks
 - Search click volume was the lowest since Oct '14 & was down 2.3K MoM
 - Header generated 1K fewer clicks MoM
- Rewards section generated a 47% lower % of clicks (-36K) than the 12-month avg; high exposure offers with lower than overall Aug MVP Click% include:
 - MRCC-US acquisition 80K – 18% of impressions / -36.4% Click% Δ from avg
 - Merchandise US – 12% of impressions / -62.4% Click% Δ from avg
 - Hertz up to 35% off + 5K – 6% of impressions / -18.5% Click% Δ from avg
 - Ritz-Carlton Reconnect – 4% of impressions / -24.8% Click% Δ from avg

Conv% was 6% below the 12-month avg

- Top Offer did not feature a promotion; Conv% was 15% below the 12-month section avg
- Collectively, the Header/Account Box, Search, and Member Module Conv% was 5% below the 12-month avg
- Hotel Openings Conv% was the lowest since Jun '15

HEADER
8% clks, 11% bks

MEMBERS TELL ALL.
We asked members on Twitter to share their favorite benefits. Room upgrades, free Wi-Fi and late checkout were the three most popular.

[See Your Benefits](#)

TOP OFFER
60% clks, 54% bks

Snag the latest travel deals. Special discounts. Bonus points. Free meals. Now it's the time to book your next trip.
[Book Now >](#)

MEMBER MODULE
16% clks, 17% bks

SEARCH BAR
3% clks, 6% bks

TRAVEL, TRANSFORMED.

The Ritz-Carlton Club® Level. Upgrade your stay and get a free night.
[Reserve Now](#)

REWARDS
8% clks, 8% bks

Escape to the Ritz-Carlton. Choose the Reconnect Package and enjoy resort credits, breakfast and more.
[Reserve Now](#)

Earn 80,000 bonus points. Earn points toward your next vacation with the Marriott Rewards Premier® Credit Card.
[Learn More](#)

PLAN YOUR NEXT TRIP TO THE MILE HIGH CITY
[See Denver](#)

The Brown Palace Hotel and Spa, Autograph Collection®
[Book Now](#)

The Ritz-Carlton®, Denver
[Book Now](#)

Renaissance® Denver Downtown City Center Hotel
[Book Now](#)

DEST. CONTENT
2% clks, 2% bks

[Caribbean >](#) [New York >](#) [Los Angeles >](#) [Atlanta >](#)

NOW OPEN.

HOTEL OPENINGS
1% clks, 1% bks

BANGKOK MARRIOTT MARQUIS® QUEEN'S PARK
Get dazzling panoramic views with modern-Thai design in the city center.
[Explore Hotel](#)
[See all new hotels >](#)

SAVE 20% WITH eBREAKS®.

Find your next weekend adventure. Discover last-minute deals across the map.
[Save 20%](#)

EBREAKS
1% clks, 1% bks

MARRIOTT REWARDS.

yes

AUGUST '17 ENEWS SECTIONS

MoM, Conv% increased 12%

- Overall Top Offer section Conv% increased MoM by 4%
 - Conv% was higher than July's 'MB Register' (+56%) and 'Member Deals' (+36%) offers
- Rewards Conv% was the highest since Jan '17; the most clicked offers with a higher than overall Aug MVP Conv% include:
 - Cruise Barcelona – 18% of clicks / +11% Conv% Δ from avg
 - Mega Book – 8% of clicks / +166% Conv% Δ from avg
 - Ritz-Carlton Club Level – 8% of clicks / +2% Conv% Δ from avg
 - TSA Precheck, 25K points – 6% of clicks / +25% Conv% Δ from avg
- Collectively, the Header, Search, and Member Module Conv% was up 21%
 - Search & Member Module Conv%'s increased 22% and Header Conv% increased 19%
- Dynamic destination content collectively generated 1.1K additional clicks MoM and a 34% higher Conv%
 - Destinations Propensity Module generated the 2nd highest click volume and highest Conv% since first being featured in May '17
 - Destination Navigation Bar was optimized by Wylei; MoM, % of total clicks and Conv % increased 15.2% & 31.4% respectively
- eBreaks Conv% increased 9% MoM and was the highest since Dec '16

HEADER
8% clks, 11% bks

MEMBERS TELL ALL.
We asked members on Twitter to share their favorite benefits. Room upgrades, free Wi-Fi and late checkout were the three most popular.

[See Your Benefits](#)

TOP OFFER
60% clks, 54% bks

Snag the latest travel deals.
Special discounts. Bonus points. Free meals. Now's the time to book your next trip.

[Book Now >](#)

Michael Bliss

MEMBER MODULE
16% clks, 17% bks

SEARCH BAR
3% clks, 6% bks

TRAVEL, TRANSFORMED.

The Ritz-Carlton Club® Level.
Upgrade your stay and get a treat right.

[Reserve Now](#)

REWARDS
8% clks, 8% bks

Escape to the Ritz-Carlton.
Choose the Reconnect Package and enjoy resort credits, breakfast and more.

[Reserve Now](#)

Earn 80,000 bonus points.
Earn points toward your next vacation with the Marriott Rewards Premier Credit Card.

[Learn More](#)

PLAN YOUR NEXT TRIP TO THE MILE HIGH CITY

[See Denver](#)

The Brown Palace Hotel and Spa, Autograph Collection®

The Ritz-Carlton®, Denver

Renaissance® Denver Downtown City Center Hotel

[Book Now](#)

DEST. CONTENT
2% clks, 2% bks

[Caribbean >](#) [New York >](#) [Los Angeles >](#) [Atlanta >](#)

NOW OPEN.

HOTEL OPENINGS
1% clks, 1% bks

BANGKOK MARRIOTT MARQUIS' QUEEN'S PARK
Get dazzling panoramic views with modern Thai design in the city center.

[Explore Hotel](#)

[See all new hotels >](#)

SAVE 20% WITH eBREAKS®.

Find your next weekend adventure.
Discover last-minute deals across the map.

[Save 20%](#)

EBREAKS
1% clks, 1% bks

MARRIOTT REWARDS.

yes

AUG '17 ENEWS DESTINATIONS PROPENSITY SECTION ANALYSIS

Since Jun '17, the % of total eNews audience receiving Destinations Propensity module has decreased MoM while Click% has increased


- CEI targeting appears to be increasingly efficient

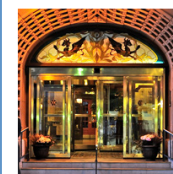
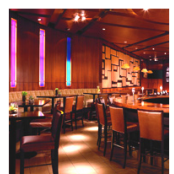
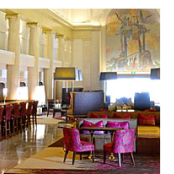
	Dest. Prop. Delivered	Dest. Prop. % of Audience	Dest. Prop. Click%
May	5,206,667	41.6%	0.14%
June	5,263,732	41.0%	0.08%
July	5,241,428	40.6%	0.09%
August	5,246,789	40.4%	0.12%

Aug '17 eNews Dest. Propensity	Delivered	Click%
D.C	1.4 M	0.07%
Chicago	740.9 K	0.12%
San Francisco	556.0 K	0.12%
Dallas	466.4 K	0.06%
Atlanta	448.4 K	0.08%
NYC	314.4 K	0.22%
Boston	267.9 K	0.18%
Orlando	242.2 K	0.20%
Denver	177.8 K	0.10%
London	162.9 K	0.27%
Phoenix	162.5 K	0.13%
New Orleans	96.2 K	0.09%
Miami	83.1 K	0.30%
Savannah	33.8 K	0.37%
Hawaii	21.5 K	0.40%
Caribbean	21.3 K	0.36%
Italy	4.3 K	0.64%

HERO/CTA
37% clks, 38% bks

PLAN YOUR NEXT TRIP TO THE MILE HIGH CITY
[See Denver](#)









The Brown Palace Hotel and Spa, Autograph Collection®
[Book Now](#)

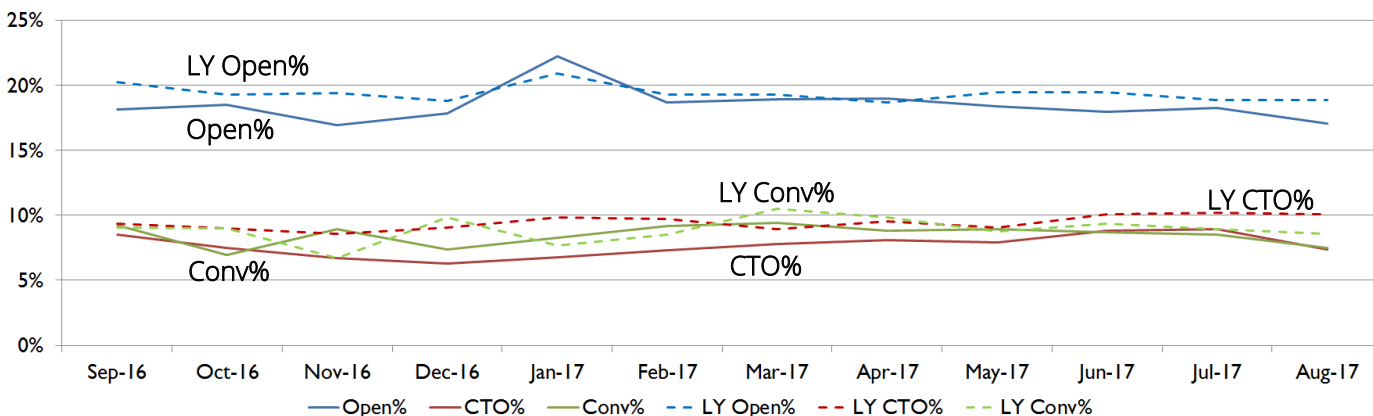
The Ritz-Carlton®, Denver
[Book Now](#)

Renaissance® Denver Downtown City Center Hotel
[Book Now](#)

PROPERTIES
63% clks, 62% bks

AUG '17 HOTEL SPECIALS EMAIL KPI TRENDS



Open% was the 2nd lowest since Jan '12

- The same personalized subject line has been leveraged since Feb '16
 - SL: [FNAME]'s September Travel Deals
- Open% was above 12-month avg from Feb '17 – Apr '17 & below from May '17 – Aug '17

August Hotel Specials did not feature a sweepstakes or a promotion and was sent on Friday instead of its regularly scheduled Tuesday*

- CTO% was down MoM (-17%), YoY (-27%), and 6% below the 12-month avg
- Conv% was the lowest in 2017 thus far

Recommendations:

- Continue to monitor September and October KPI's to determine the effects of day of week
 - Refresh or test subject line in November or in early 2018

*YLM Q2 '17 benchmarks showed Friday deployments typically generate a 38% higher CTO% than Tuesday

AUGUST '17 HOTEL SPECIALS LINK ANALYSIS

August generated fewer clicks than the 12-month avg (-20.6K) and MoM (-47.6K)

- Field Offers generated a 27% higher % of clicks (+9.6K) than the 12-month avg but 28.7K fewer clicks MoM
- MoM, Header & Member Module generated 8.2K & 1.0K fewer clicks respectively
 - Header/Account Box, Search, & Member Module collectively generated 16% fewer clicks than 12-month avg
- Moments section generated 1.7K fewer clicks MoM and the fewest clicks since first being featured in Jun '17
 - 'Dream Dress' offer generated ~50% of the clicks as the 'Blue Hill' & 'Hamilton' offers
 - 'Hamilton' and 'Blue Hill' offers accounted for 35% & 32% of section clicks respectively
 - Concert/event ticket offers have generated the most clicks since Moments section introduction [excluding sweeps]
- Curated Offers section featured potential point values earned for booking destinations; click volume decreased 9K MoM
 - Greece = 37% of section clicks
 - California = 33% of section clicks
 - NYC = 25% of section clicks
- eBreaks tested lifestyle & map imagery and generated the lowest click volume since first being featured in Mar '16

Some of the newer Hotel Specials features saw a MoM lift in click engagement...

- Destinations Navigation Bar was optimized by Wylei using the top 15 locations booked in Sep '16 and generated a 31% higher % of clicks
- MRCC offers were featured in a higher position than July and generated 1.3K additional clicks

Overall Conv% was down 10% MoM and was the lowest since Nov '15

- Field Offers generated the 2nd lowest Conv% since Jan '16
- Moments section Conv% was the lowest since first being featured in Jun '16 and decreased 40% MoM
 - All Aug Moments links Conv% was below the section avg
- MoM, Curated Offers section Conv% decreased 36%
 - NYC & Greece offer Conv%'s were below Jul '17 section Conv% [excluding MegaBonus]
 - California generated similar click engagement as Greece offer, but had over double the Conv%
 - Section headline text Conv% decreased 71% and generated 34% fewer clicks
 - Jul '17 headline text: TODAY'S TOP OFFERS.

HEADER
19% clks, 26% bks

September Deals

GET OUT THERE, MITCHELL.

City lorem from et \$182
Blonditis impedit lorem ipsum

FIELD OFFERS
56% clks, 45% bks

City lorem from et \$182
Blonditis impedit lorem ipsum

City lorem from et \$182
Blonditis impedit lorem ipsum

City lorem from et \$182
Blonditis impedit lorem ipsum

City lorem from et \$182
Blonditis impedit lorem ipsum

See All Deals

MEMBER MODULE
13% clks, 20% bks

Activity > Use Points >

MRCC OFFER
1% clks, 1% bks

Invite Friends

MOMENTS
3% clks, 2% bks

Find your dream dress.
Use points for a VIP shopping experience at Kleinfeld.
Use Points

Private lunch at Blue Hill.
Experience the taste of Autumn with a hands-on cooking demo.
Use Points

Score Hamilton tickets.
Meet the cast and watch Broadway's most talked-about show.
Use Points

[See all experiences >](#)

DEST. NAV. BAR
2% clks, 1% bks

POINT-BOOSTING GETAWAYS.

CURATED OFFERS
3% clks, 2% bks

5,000 points in California.
Book SoCal

5,000 points in Greece.
Book Crete

500 points in New York City.
Book NYC

SAVE 20% WITH eBREAKS®.

FIND YOUR NEXT WEEKEND ADVENTURE

EBREAKS
2% clks, 2% bks

AUG '17 HOTEL SPECIALS LINK ANALYSIS

Observations

Most clicked content:

- | | |
|-------------------------------|-------|
| • eBreaks | 2.8 K |
| • Destinations Nav. Bar | 2.8 K |
| • MRCC | 2.2 K |
| • Greece (Curated Offers) | 1.7 K |
| • Blue Hill (Moments) | 1.7 K |
| • California (Curated Offers) | 1.5 K |

MoM...

- Moments (-25%/-0.1%), Curated Offers (-66%/-36%), and eBreaks (-9%/-40%) click volume and Conv% decreased
- MRCC & Destinations Navigation Bar click volume increased 130% & 1% respectively

2.2 K
61 BKS up to 100K bonus

Earn 20K for every friend who gets the Marriott Rewards® Premier Credit Card.

Invite Friends

COLLECT EPIC MOMENTS.

885 20 BKS	1.7 K 59 BKS	1.8 K 77 BKS
----------------------	------------------------	------------------------

<p>Find your dream dress.</p> <p>Use points for a VIP shopping experience at Kleinfeld.</p> <p>Use Points</p>	<p>Private lunch at Blue Hill.</p> <p>Experience the taste of Autumn with a hands-on cooking demo.</p> <p>Use Points</p>	<p>Score Hamilton tickets.</p> <p>Meet the cast and watch Broadway's most talked-about show.</p> <p>Use Points</p>
<p>827 23 BKS</p>		
<p>See all experiences ></p>		

DISCOVER MORE PLACES.

2.8 K
101 BKS

D.C. > Chicago > London > Atlanta >

242
4 BKS

POINT-BOOSTING GETAWAYS.

1.5 K 105 BKS	1.7 K 54 BKS	1.3 K 54 BKS
-------------------------	------------------------	------------------------

5,000 points in California. [Book SoCal](#)

5,000 points in Greece. [Book Crete](#)

500 points in New York City. [Book NYC](#)

2.8 K
195 BKS

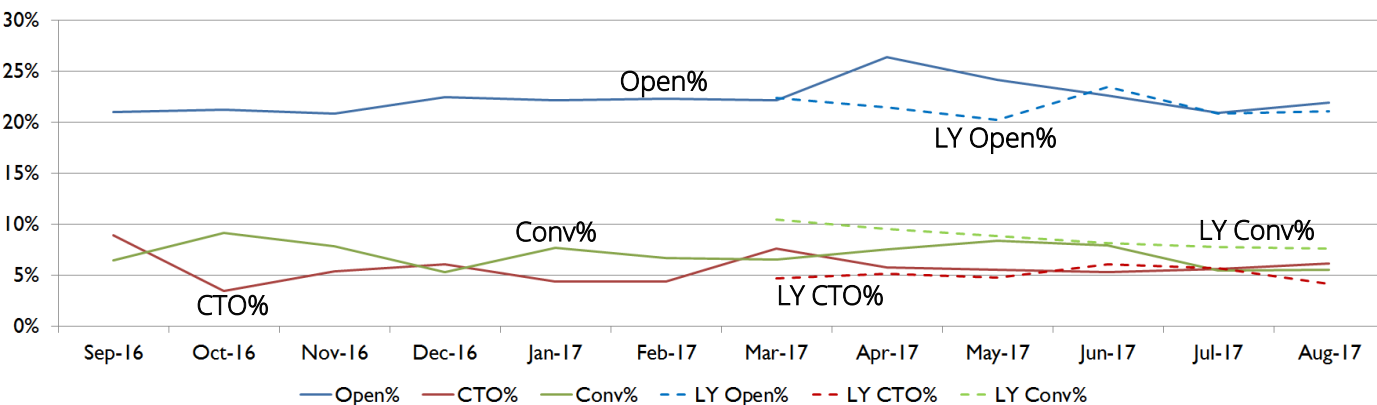
SAVE 20% WITH eBREAKS®.

FIND YOUR NEXT WEEKEND ADVENTURE.

Discover last-minute deals across North America.

Save 20%

AUG '17 DESTINATIONS EMAIL KPI TRENDS



August was the 3rd month of the Destinations Road Trip theme

Open% was 2% below the 12-month avg and the 2nd lowest in 2017 thus far

- Subject lines were geo-targeted and personalized

CTO% was the 3rd highest since Destinations launch and increased 11% MoM

- Engagement with road trip content continued to increase MoM

Conv% was down 28% YoY and was 22% below 12-month avg

AUGUST '17 DESTINATIONS LINK ANALYSIS

August generated 10.6K more clicks MoM and 14.2K more clicks than the 12-month avg; all sections generated more clicks and a higher % of clicks than the respective 12-month section avgs except the header

- Top Offer content was geo-targeted and generated 1.5K more clicks than the 12-month section avg, but 26.7K fewer clicks MoM
 - Both July Top Offer tested formats (2-across/Carousel) attracted a higher % of overall clicks than August's geo-targeted effort, however, overall campaign CTO% increased 11% MoM
- Middle Offer section generated the highest % of overall clicks since Nov '16 and 8.5K additional clicks MoM
 - 'Upgrade road trip' and 'Podcast fix' received ~50% of Middle Offer clicks
- Upcoming Trip module generated the most clicks since first being featured in Feb '16; 2X more clicks than the 2nd highest click volume month (May '16)
- Trip Planner drew more clicks than the Middle Offer section
 - 'Ride the Rails' offer generated 73% of section clicks; more clicks than the entire Trip Planner section has ever attracted since Destination launch (Apr '16)
 - 'Biker Nirvana' and 'Rise to the Challenge' offers generated 17% & 10% of section clicks respectively

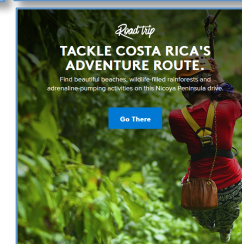
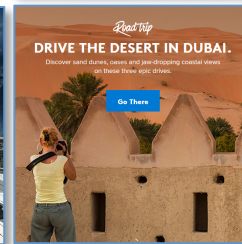
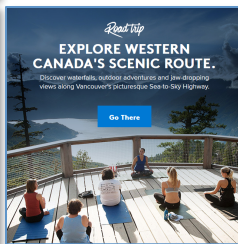
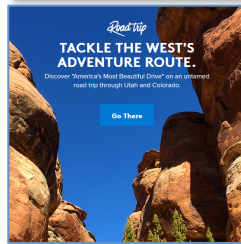
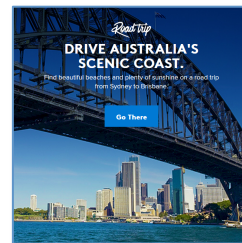
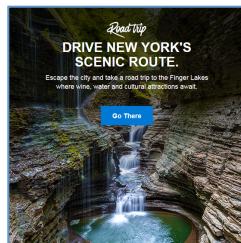
Header generated an 18% lower % of clicks MoM and a 60% lower % of clicks than the Account Box/Header + Search average

The screenshot displays a vertical stack of promotional banners and sections on a travel website:

- HEADER:** 13% clks, 27% bks
- DRIVE NEW YORK'S SCENIC ROUTE:** A banner featuring a scenic view of a waterfall.
- TOP OFFER:** 50% clks, 42% bks. Below the text is a location pin icon and the text "HIT THE ROAD, MITCHELL."
- YOUR UPCOMING TRIP TO ATLANTA:** A banner with a scenic view of a road.
- UPCOMING TRIP:** 2% clks, 4% bks
- MIDDLE OFFER:** 14% clks, 11% bks. Below this are two sub-offers:
 - Upgrade your road trip.** Go luxe with this specialty packing list. Button: What to Pack
 - Get your podcast fix.** These 7 podcasts are perfect for a long drive. Button: Tune In
- NOT YOUR AVERAGE ROAD TRIP.** A banner with a location pin icon.
- TRIP PLANNER:** 18% clks, 12% bks. Below this are three sub-offers:
 - Ride the Rails in Canada.** Button: 5 Train Trips
 - Find biker nirvana.** Button: Top Bike Trips
 - Rise to the challenge.** Button: Do the Mongol Rally

AUGUST '17 TOP OFFER GEO-TARGETING

Aug '17 Destinations Geo-Targeted Top Offer	% of Clicks	% of Bookings
East Coast	55.6%	49.3%
West Coast	53.1%	47.6%
Europe	52.2%	40.2%
Canada	37.4%	30.8%
Asia Pacific	38.1%	45.4%
Middle East & Africa	46.3%	34.3%
Caribbean & Latin America	50.8%	26.7%



Subject lines and Top Offer content was geo-targeted:

- US East Coast = New York
- US West Coast = Utah to Colorado
- Europe = Italy
- Canada = Western Canada
- Asia Pacific = Australia
- Middle East/Africa = Dubai
- Caribbean/Latin America = Costa Rica

NFL MOMENTS AND DRIVE BOOKINGS CTO% & CONV% WAS BELOW SOLO AVG

		Program	Solos
Audience	Total	94.6 M	27.5 M
	Delivered	6.6%	9.5%
	Unsub Rate	0.16% -0.0 pts	0.16% 0.0 pts
	Delivery Rate	99% 0.1 pts	99% 0.5 pts
Engagement	Open Rate	23.3% 0.3 pts	24.8% 1.1 pts
	Opens	22.0 M 7.8%	6.8 M 14.8%
	Click Rate	2.0% -0.0 pts	2.0% -0.4 pts
	Unique Clicks	1.9 M 4.3%	542.1 K -8.9%
	Click to Open Rate	8.6% -0.3 pts	8.0% -2.1 pts
Financial	Bookings	144.1 K -13.3%	45.8 K -23.1%
	RoomNights	329.8 K -15.2%	105.7 K -23.9%
	Revenue	\$49.6 M -16.1%	\$16.3 M -23.1%
	Conversion Rate	7.6% -1.5 pts	8.5% -1.6 pts
	Bookings per Delivered(K)	1.5 -18.7%	1.7 -29.7%

BPK was down MoM (-14%), YoY (-16%), and was 30% below the 12-month avg

Open% was up MoM, YoY, and above the 12-month avg

- Drive Bookings solo Open% was 2% above solo 12-month avg
 - SL: We've found your next vacation, [FNAME].
- METT's Open% was 15% above solo 12-month avg

CTO% was the 2nd lowest since Aug '16

- Drive Bookings (-7%) and NFL Moments (-46%) CTO%'s were below the Solo 12-month avg

Conv% was the 3rd lowest since Dec '15

- Drive Bookings (-16%) and NFL Moments (-46%) Conv%'s were below the Solo 12-month avg
- METT's Conv% was down 8% YoY

August '17 Launches of Note:

- NFL Moments (47% of Solos Aug Del.)
- Drive Bookings (35% of Solos Aug Del.)


Mitchell Marriott REWARDS Find & Reserve

SCORE AMAZING MOMENT


Discover members-only experiences you'll remember for a life! from VIP sporting events to Michelin-starred dining.

[Find Your Moment](#)

MARSHALL
REWARDS | moments



NFL MOMENTS



One-on-one calls with Adam Schefter




Take your fantasy football to the next level in weekly call the NFL Insider.


[Bid Points](#)

See the season opener.


Land suite seats to watch the Washington Redskins take on the Philadelphia Eagles at FedEx Field.

[Bid Points](#)




CULINARY MOMENTS



Savor Michelin-starred cuisine.

Go behind the scenes with Chef Daniel Boulud.

[Use Points](#)





Cook alongside Don Cren.

Get in the kitchen with executive chef at Alester

[Use Points](#)

This section is titled "ENTERTAINMENT MOMENTS" with a location pin icon. It features two main items. The first is for the musical "Hamilton", showing a photo of the "HAMILTON RICHARD RODGERS" marquee. Below it, the text reads: "Meet the cast of Hamilton. Enjoy a private performance, dinner and tickets to Broadway's most talked-about show." There is a "Use Points" button. The second item is for a performance by Jay-Z, Muse, and Chance the Rapper. It shows a photo of the performers on stage. Below it, the text reads: "See Jay-Z, Muse, Chance the Rapper. Hear more at The Meadows Music and Arts Festival and Life is Beautiful." There is also a "Use Points" button. At the bottom of the section is a link: "See all Entertainment Moments >".

LIFESTYLE MOMENTS

Exclusive shopping experience at Kleinfield.

First the ring, now find your dream dress at Kleinfield, as featured in TLC's Say Yes to the Dress.

[Use Points](#)

alice + olivia by Stacey Bendet.

Attend the invite-only Spring 2018 New York Fashion Week presentation as they unveil their latest collection.

[Use Points](#)

[See all Lifestyle Moments >](#)

NFL Moments solo generated a higher Open% than any previous Moments or NFL solos

- SL: [FNAME], Take a Look at These Members-Only Moments

CTO% is in line with other Moments solos, but higher than the NFL solos that did not involve sweepstakes entry

MRCC QUARTERLY NEWSLETTER

Engagement

30.0%

Open Rate

8.3%

CTO Rate

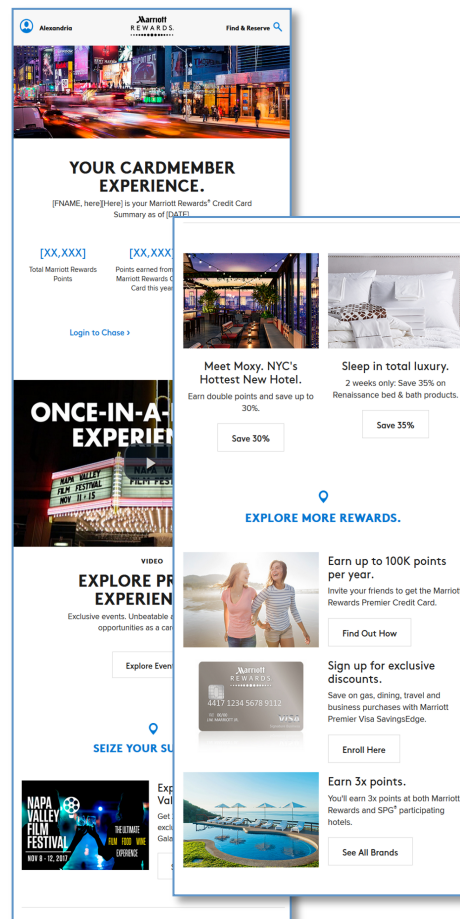
13.6%

Conversion Rate

3.4

BPK

MRCC Quarterly Newsletter	Delivered	Bookings	Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Aug '17	842.9 K	2.9 K	\$964.9 K	30.0%	8.3%	13.6%	3.4
May '17	921.2 K	10.4 K	\$3.0 M	43.3%	23.6%	11.0%	11.3
Feb '17	914.6 K	5.5 K	\$1.8 M	40.7%	9.5%	15.5%	6.0
Aug '16	894.2 K	4.7 K	\$1.5 M	40.4%	8.7%	14.9%	5.2
May '16	862.6 K	4.9 K	\$1.5 M	40.9%	12.4%	11.2%	5.7
Feb '16	856.3 K	5.7 K	\$2.0 M	42.6%	8.6%	18.2%	6.6



In spite of using the new template, the campaign generated the lowest CTO% since Feb '13

- Lack of sweepstakes content resulted in lower engagement metrics
 - Sweeps content was located under cardholder report card

Open% was the lowest since before Feb '16

- 3 subject lines were tested; an error prevented subject line personalization
 - SL: Exclusive Offer! Book New Moxy Times Square up to 30% Off (40.6%)*
 - SL: Exclusive Offer! Napa Valley Festival is Now 20% Off (37.4%)
- Subject line in previous campaigns included sweeps offer

*Statistically Significant

SUMMER MEGABONUS PERFORMANCE



- 10 Campaigns featured in
- 83.4 M Reach
- 2.7 M Clicks
- 963.6 K Registration Confirmation Emails Sent
- \$45.7 M Revenue (EIR)
- 134.7 K Bookings
- 5% Conversion Rate



SUMMER '17 MEGABONUS TO-DATE

MegaBonus Total Performance	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Summer Promo '16	120.2 M	165.9 K	\$57.8 M	1.4
Fall '16	101.6 M	130.4 K	\$45.3 M	1.3
Spring '17	69.0 M	147.9 K	\$53.3 M	2.1
Summer '17	100.6 M	134.7 K	\$45.7 M	1.3

MegaBonus Total Performance	Delivered	EIR Bookings	EIR Revenue	Bk/ Del (K)
Announcement	9.8 M	45.6 K	\$16.1 M	4.7
Registration Confirmation	1.4 M	20.2 K	\$6.7 M	14.2
Registration Reminder	8.5 M	15.6 K	\$5.7 M	1.8
Hotel Specials May '16	9.0 M	815	\$261.9 K	0.1
PO-Offers May '16	1.1 M	424	\$157.7 K	0.4
Destinations Jun '16	10.1 M	611	\$203.8 K	0.1
PO-Destinations Jun '16	1.2 M	313	\$102.1 K	0.3
Hotel Specials Jun '16	9.3 M	1.7 K	\$580.5 K	0.2
PO-Offers Jun '16	1.1 M	678	\$219.0 K	0.6
eNews Jun '16	11.0 M	10.1 K	\$3.5 M	0.9
PO-Benefits Jun '16	1.2 M	5.1 K	\$1.8 M	4.4
eNews Jul '16	11.1 M	26.4 K	\$8.7 M	2.4
Hotel Specials Jul '16	9.3 M	1.5 K	\$491.9 K	0.2
PO-Benefits Jul '16	1.2 M	16.8 K	\$6.1 M	14.4
PO-Offers Jul '16	1.1 M	641	\$244.0 K	0.6
eNews Aug '16	10.9 M	3.1 K	\$1.0 M	0.3
Hotel Specials Aug '16	9.3 M	1.4 K	\$478.5 K	0.2
PO-Benefits Aug '16	1.2 M	14.3 K	\$5.3 M	12.1
PO-Offers Aug '16	1.1 M	584	\$217.0 K	0.6
Destinations Sep '16	10.4 M	37	\$5.9 K	0.0
PO-Destinations Sep '16	1.2 M	14	\$2.9 K	0.0
Summer Promo '16	120.2 M	165.9 K	\$57.8 M	1.4
Preview	7.7 M	19.4 K	\$6.6 M	2.5
Registration Confirmation	616.0 K	8.2 K	\$2.8 M	13.2
Registration Reminder	7.9 M	27.1 K	\$9.4 M	3.4
Achievement	140.3 K	17.4 K	\$5.3 M	124.2
eNews Sep '16	11.5 M	30.8 K	\$10.9 M	2.7
Hotel Specials Sep '16	9.3 M	882	\$354.3 K	0.1
PO-Benefits Sep '16	1.2 M	17.8 K	\$6.7 M	14.9
PO-Offers Sep '16	1.1 M	509	\$162.0 K	0.5
eNews Oct '16	12.0 M	1.8 K	\$655.7 K	0.2
Hotel Specials Oct '16	9.3 M	659	\$206.9 K	0.1
PO-Benefits Oct '16	1.2 M	844	\$318.2 K	0.7
PO-Offers Oct '16	1.1 M	289	\$108.7 K	0.3
eNews Nov '16	11.9 M	2.1 K	\$822.3 K	0.2
PO-Benefits Nov '16	1.3 M	1.1 K	\$397.0 K	0.9
PO-Destinations Nov '16	1.2 M	37	\$13.4 K	0.0
Destinations Nov '16	10.6 M	127	\$38.5 K	0.0
eNews Dec '16	12.5 M	825	\$282.4 K	0.1
PO-Benefits Dec '16	1.2 M	559	\$176.8 K	0.5
Fall '16	101.6 M	130.4 K	\$45.3 M	1.3
Announcement	8.5 M	55.0 K	\$20.4 M	6.4
Registration Confirmation	909.3 K	9.4 K	\$3.4 M	10.4
Achievement	258.0 K	6.1 K	\$2.2 M	23.5
Registration Reminder	8.0 M	19.9 K	\$7.1 M	2.5
Last Chance Registration	7.7 M	13.9 K	\$4.8 M	1.8
Last Chance Booking	645.5 K	5.5 K	\$1.8 M	8.5
eNews Jan '17	13.7 M	13.1 K	\$4.5 M	1.0
eNews Feb '17	15.0 M	23.8 K	\$8.6 M	1.6
eNews Mar '17	14.4 M	1.2 K	\$450.4 K	0.1
Spring '17	69.0 M	147.9 K	\$53.3 M	2.1
Announcement	12.1 M	52.6 K	\$18.0 M	4.4
Registration Confirmation	963.6 K	9.0 K	\$2.9 M	9.3
Registration Reminder	9.4 M	13.6 K	\$4.6 M	1.4
Booking Reminder	801.6 K	10.6 K	\$3.3 M	13.2
eNews Jun '17	14.5 M	19.7 K	\$6.9 M	1.4
Hotel Specials Jun '17	10.3 M	424	\$145.4 K	0.0
Destinations Jun '17	11.7 M	1.3 K	\$341.2 K	0.1
eNews Jul '17	15.4 M	26.0 K	\$9.1 M	1.7
Hotel Specials Jul '17	10.3 M	482	\$154.8 K	0.0
eNews Aug '17	15.2 M	1.0 K	\$322.6 K	0.1
Summer '17	100.6 M	134.7 K	\$45.7 M	1.3



A SPIKE IN WELCOME POINTS SERIES VOLUME CAUSED OPEN% & CONV% LOWS

		Program	Lifecycle
Audience	Total	94.6 M	6.4 M
	Delivered	6.6%	16.2%
	Unsub Rate	0.16% -0.0 pts	0.31% 0.0 pts
	Delivery Rate	99% 0.1 pts	97% 0.0 pts
Engagement	Open Rate	23.3% 0.3 pts	29.0% -3.7 pts
	Opens	22.0 M 7.8%	1.9 M 3.2%
	Click Rate	2.0% -0.0 pts	6.8% 1.3 pts
	Unique Clicks	1.9 M 4.3%	438.8 K 43.6%
	Click to Open Rate	8.6% -0.3 pts	23.5% 6.6 pts
Financial	Bookings	144.1 K -13.3%	25.9 K 8.1%
	RoomNights	329.8 K -15.2%	61.8 K 4.3%
	Revenue	\$49.6 M -16.1%	\$9.2 M 2.4%
	Conversion Rate	7.6% -1.5 pts	5.9% -1.9 pts
	Bookings per Delivered(K)	1.5 -18.7%	4.0 -7.0%

3rd highest delivery volume since Jan '12

- Welcome Points series delivery volume was the highest since Jan '12; up 48% MoM

Lowest **Open%** since May '14

- Welcome Point series Open% was the lowest since Jan '16 and decrease 29% MoM
 - All Welcome Point educational Emails generated their lowest Open%'s since Jan '16 and decreased over 24% MoM
- Onboarding series generated the 2nd lowest Open% since launch (Mar '16) and decreased 8.2% MoM

Highest **CTO%** since May '15

- Achiever, Anniversary, Flipper, Post Redemption, & Welcome Emails generated the highest CTO%'s since Jan '16
- Lifetime Achiever, Reactivation, & Renewer Emails generated 2nd highest CTO% since Jan '16

Lowest **Conv%** since Feb '14

- Welcome Emails generated lowest Conv% since launch
- Onboarding Series generated lowest Conv% since launch (Mar '16)
- Achiever, Anniversary, Hello Again, Near Level, Reactivation 2nd lowest Conv% since Jan '16

NEAR LEVEL

*Near Level

Open%: -1%
CTO%: **+1%**
Conv%: -99%
BPK: -99%

Silver

HEADER
8% clks, 5% bks

BENEFITS AHEAD.
Keep going, FNAME! - you're just [X] night(s) away from Silver Elite status.

TOP OFFER
20% clks, 18% bks

Book now and discover the next level of member benefits. Plus, you'll also be eligible for Preferred status at SPG®.

MEMBER MODULE
32% clks, 31% bks

SEARCH
4% clks, 5% bks

SILVER ELITE BENEFITS

BENEFITS
32% clks, 40% bks

per stay per stay Redemption Rewards

Explore More Benefits

DISCOVER MORE REWARDS.

Get guaranteed Elite status.
Enjoy 15 Elite Night Credits every year on your account anniversary with the Marriott Rewards® Credit Card.

BOTTOM OFFERS
2% clks, 2% bks

Get the lowest Member Rates when you book on Marriott.com. »

Gold

HEADER
7% clks, 10% bks

BENEFITS AHEAD.
Keep going, FNAME! - you're just [X] night(s) away from Gold Elite status.

TOP OFFER
21% clks, 25% bks

Book now and discover the next level of member benefits. Plus, you'll also be eligible for Gold status at SPG®.

MEMBER MODULE
27% clks, 17% bks

SEARCH
3% clks, 3% bks

GOLD ELITE BENEFITS

BENEFITS
29% clks, 36% bks

per stay Room upgrade Late checkout

Explore More Benefits

DISCOVER MORE REWARDS.

Your cardholder perks.
As a Marriott Rewards® cardmember, you'll get 15 Elite Night Credits every year and one Elite Night Credit for every \$3,000 spent.

BOTTOM OFFERS
10% clks, 7% bks

Platinum

HEADER
6% clks, 2% bks

AHEAD.
Keep going, FNAME! - you're just [X] night(s) away from Platinum Elite status.

TOP OFFER
15% clks, 15% bks

Book now and discover the next level of member benefits. Plus, you'll also be eligible for Platinum status at SPG®.

MEMBER MODULE
17% clks, 13% bks

SEARCH
2% clks, 1% bks

PLATINUM ELITE BENEFITS

BENEFITS
44% clks, 52% bks

per stay per stay Gift Late checkout

Explore More Benefits

DISCOVER MORE REWARDS.

Reach Platinum Elite status faster.
Enjoy 15 Elite Night Credits every year on your account anniversary with the Marriott Rewards® Credit Card.

BOTTOM OFFERS
14% clks, 14% bks

Platinum Elite members are eligible to receive United MileagePlus® Premier® Silver status. »

1% increase in overall campaign CTR

- Deeper dive into versions is underway

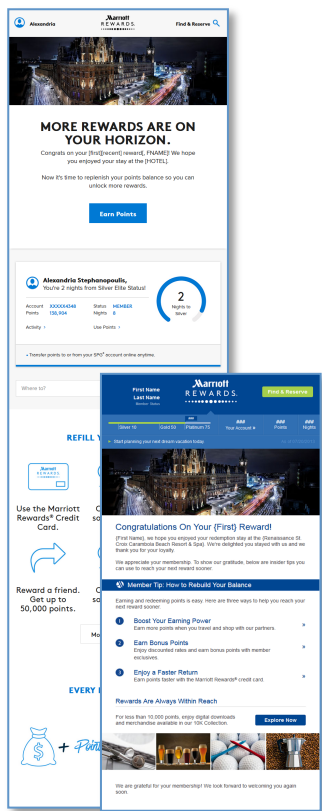
*Comparison of 12-Month Avg. (June '16 – May '17) vs. 8/16/17-8/31/17

85% LIFT IN CTOR WITH POST-REDEMPTION CAMPAIGN

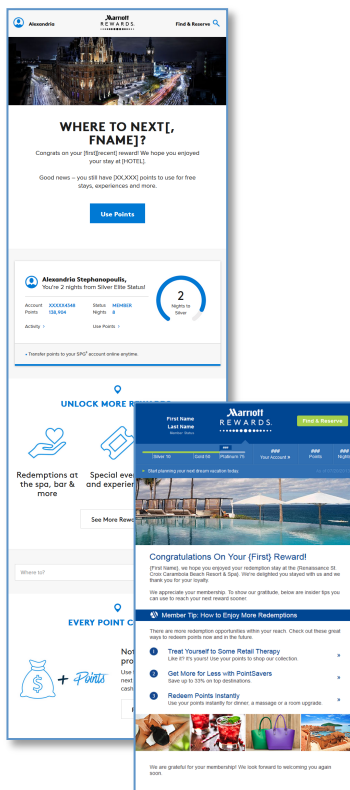
*Post Redemption

Open%: -12%
CTO%: +85%
 Conv%: -99%
 BPK: -99%

Restarters



Leftovers



Surplusers version was retired and consolidated into Leftovers

Update point thresholds

- Restart = 0-79,999K
- Leftover = 80K+

Open rate decreased 12%

- Previous SL: Thank You for Redeeming Your Points
- New SL: Thanks for Using Your Points [FNAME]

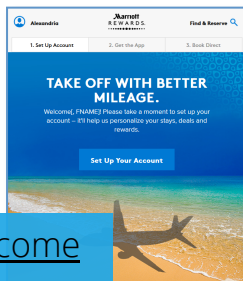
Continue to monitor SL performance and run segment analysis to pinpoint declines

*Comparison of 12-Month Avg. (June '16 – May '17) vs. 8/16/17-8/31/17

43% LIFT IN CTOR WITH WELCOME MILES SERIES

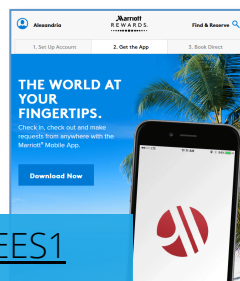
Series

Open%: -1%
CTO%: +43%
 Conv%: -25%
 BPK: +6%



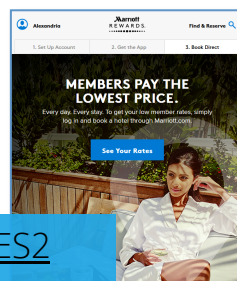
Welcome

Open%: -6%
CTO%: +75%
 Conv%: -25%
 BPK: +25%



EES1

Open%: -4%
CTO%: -7%
 Conv%: -61%
 BPK: -65%



EES2

Open%: +9%
CTO%: +44%
 Conv%: +1%
 BPK: +58%

Miles campaign showed similar overall and EES1 engagement results as the Points version

Primary change:

Create Account content shifted to Welcome from EES1

- Mobile App now the primary focus for EES1 (Updates pending)

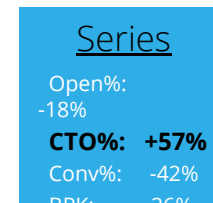
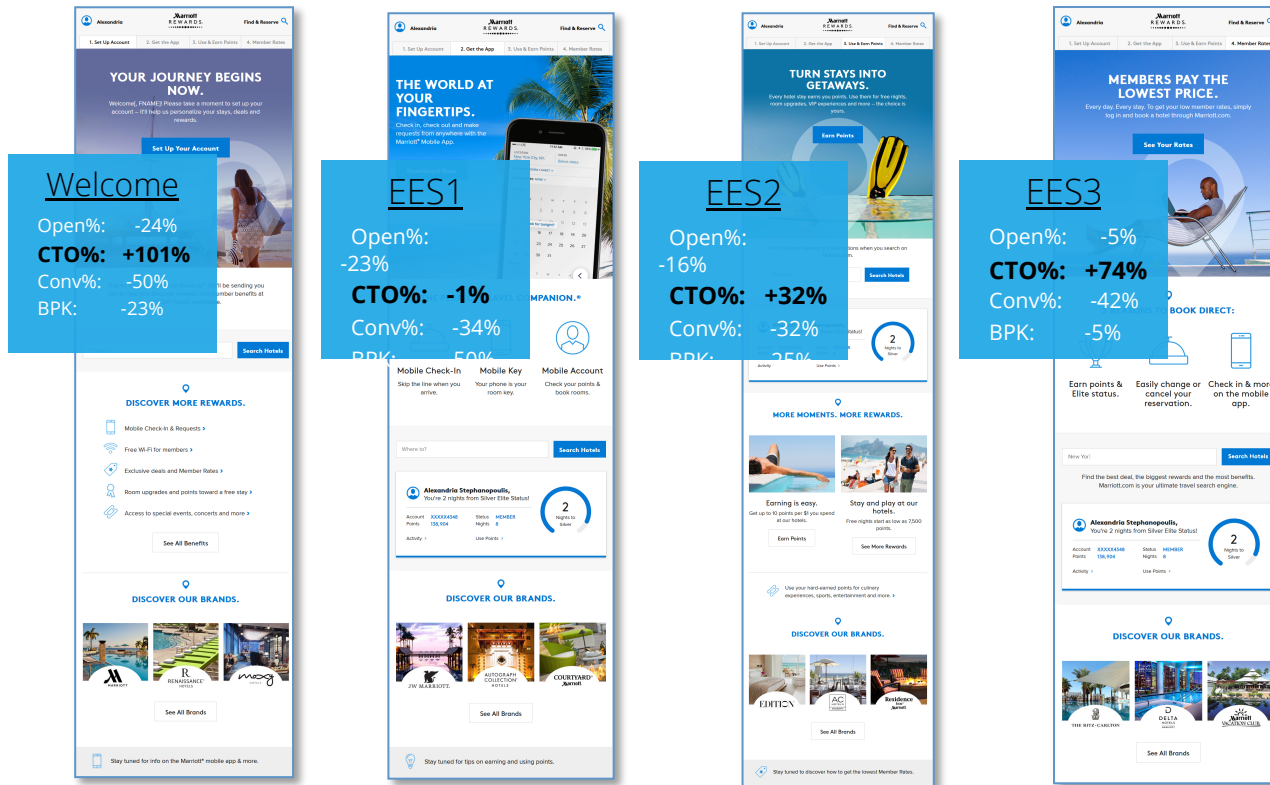
Future content updates are planned for EES1 (Mobile App)

*Comparison of 12-Month Avg. (June '16 - May '17) vs. 6/28/17-8/31/17

57% LIFT IN CTOR WITH WELCOME POINTS SERIES

Shifting account creation content from EES1 to Welcome is showing positive results for Welcome

Future content updates are planned for EES1 (Mobile App)



*Comparison of 12-Month Avg. (June '16 – May '17) vs. 6/28/17-8/31/17

ABANDONED SEARCH

Abandoned Search

Open%: -6%
CTO%: -31%
 Conv%: +0.3%
 BPK: -35%

Property

HEADER
7% clks, 4% bks

TOP OFFER
62% clks, 69% bks

MEMBERS ALSO BOOKED:

FEAT. HOTELS
27% clks, 23% bks

[The Bohemian Hotel Savannah Riverfront] [The Brown Palace Hotel and Spa] [El Mangroove]

From [\$175] From [\$175] From [\$175]

SEARCH
1% clks, 1% bks

MEMBER RATES
2% clks, 2% bks

Destinations

HEADER
5% clks, 3% bks

TOP OFFER
39% clks, 44% bks

YOU RECENTLY VIEWED:

FEAT. HOTELS
52% clks, 49% bks

[The Bohemian Hotel Savannah Riverfront] [The Brown Palace Hotel and Spa] [El Mangroove]

From [\$175] From [\$175] From [\$175]

SEARCH
1% clks, 1% bks

MEMBER RATES
2% clks, 2% bks

31% decline in CTO for overall campaign

- Deep dive underway to pinpoint declines in the 2 versions
- Future SL test and post-click tests are in planning stages

ACHIEVERS

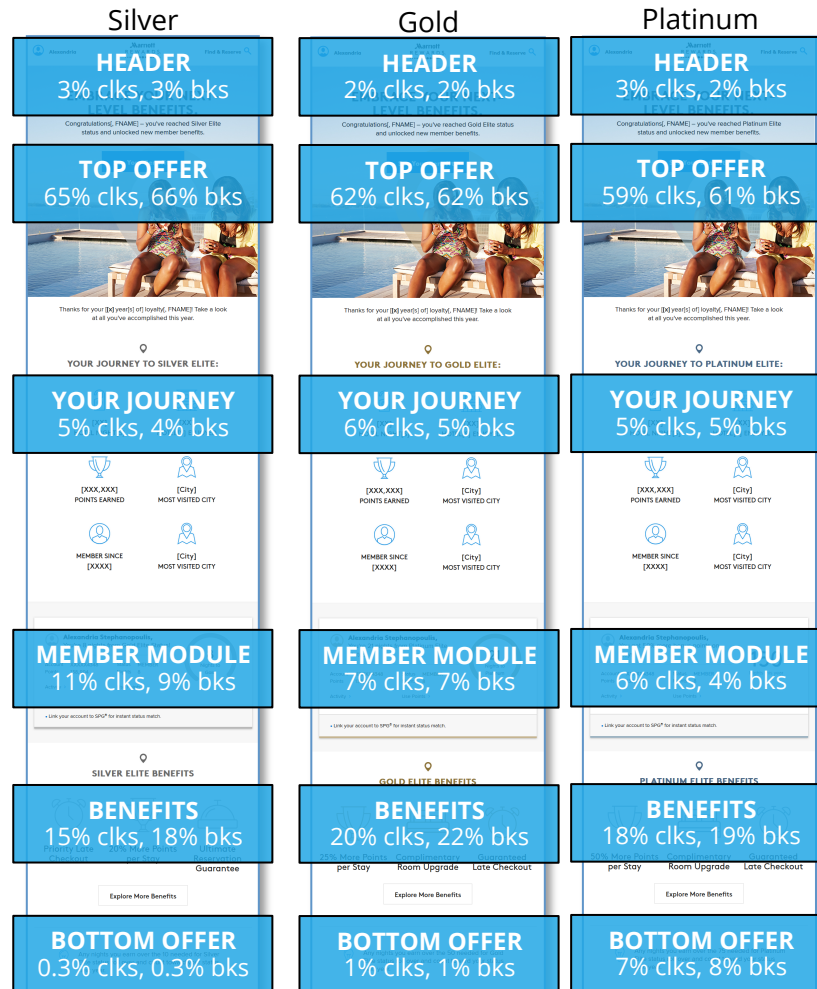
Achievers

Open%: -12%

CTO%: +36%

Conv%: -28%

BPK: -14%



36% increase in campaign level CTO

- Deep dive underway for each version

LIFETIME ACHIEVER

Lifetime Achievers

Open%: +7%
CTO%: +28%
 Conv%: +65%
 BPK: +126%

Silver	Gold	Platinum
HEADER 0% clks, 0% bks	HEADER 3% clks, 7% bks	HEADER 5% clks, 4% bks
TOP OFFER 64% clks, 100% bks	TOP OFFER 55% clks, 70% bks	TOP OFFER 51% clks, 44% bks
ACCOMPLISH 17% clks, 0% bks	ACCOMPLISH 14% clks, 7% bks	ACCOMPLISH 16% clks, 22% bks
MEMBER MODULE 6% clks, 0% bks	MEMBER MODULE 6% clks, 3% bks	MEMBER MODULE 5% clks, 3% bks
BENEFITS 11% clks, 0% bks	BENEFITS 19% clks, 13% bks	BENEFITS 21% clks, 23% bks
BOTTOM OFFER 3% clks, 0% bks	BOTTOM OFFER 1% clks, 0% bks	BOTTOM OFFER 1% clks, 1% bks

28% increase in campaign level CTO

- Deep dive underway for each version

RENEWER

Renewer

Open%: -2%
CTO%: +25%
 Conv%: -11%
 BPK: +8%

Silver

HEADER
4% clks, 5% bks

Congratulations - you've earned enough rights to keep your Silver Elite status through February (2019).

TOP OFFER
57% clks, 57% bks

Thanks for your {0} year(s) of loyalty, {NAME}! Take a look at all you've accomplished this year.

YOUR JOURNEY
11% clks, 9% bks

{0} HOTEL NIGHT(S)
{0} HOTEL(S) ENJOYED

{0,000,000} POINTS EARNED
{City} MOST VISITED CITY

MEMBER SINCE {0000}
{City} MOST VISITED CITY

MEMBER MODULE
12% clks, 10% bks

Link your account to SHOP for instant status needs.

SILVER ELITE BENEFITS
13% clks, 15% bks

Checkout per stay Reservation Guarantee

Explore More Benefits

BOTTOM OFFER
0.3% clks, 0.2% bks

Gold

HEADER
4% clks, 4% bks

Congratulations - you've earned enough rights to keep your Gold Elite status through February (2019).

TOP OFFER
47% clks, 53% bks

Thanks for your {0} year(s) of loyalty, {NAME}! Take a look at all you've accomplished this year.

YOUR JOURNEY
14% clks, 12% bks

{0} HOTEL NIGHT(S)
{0} HOTEL(S) ENJOYED

{0,000,000} POINTS EARNED
{City} MOST VISITED CITY

MEMBER SINCE {0000}
{City} MOST VISITED CITY

MEMBER MODULE
13% clks, 12% bks

Link your account to SHOP for instant status needs.

GOLD ELITE BENEFITS
18% clks, 15% bks

per stay Room Upgrade Late Checkout

Explore More Benefits

BOTTOM OFFER
1% clks, 2% bks

Platinum

HEADER
3% clks, 3% bks

Congratulations - you've earned enough rights to keep your Platinum Elite status through February (2019).

TOP OFFER
52% clks, 53% bks

Thanks for your {0} year(s) of loyalty, {NAME}! Take a look at all you've accomplished this year.

YOUR JOURNEY
14% clks, 16% bks

{0} HOTEL NIGHT(S)
{0} HOTEL(S) ENJOYED

{0,000,000} POINTS EARNED
{City} MOST VISITED CITY

MEMBER SINCE {0000}
{City} MOST VISITED CITY

MEMBER MODULE
9% clks, 7% bks

Link your account to SHOP for instant status needs.

PLATINUM ELITE BENEFITS
13% clks, 11% bks

per stay Room Upgrade Late Checkout

Explore More Benefits

BOTTOM OFFER
1% clks, 1% bks

25% increase in campaign level CTOR

- Deep dive underway for each version

ASSORTED

account login

where to next?

choose your travel destination

Miami

explore

Bora Bora

explore

Santa Barbara

explore

Key West

explore

view offers

Watch your earning take off.

Keep your SPG® membership going strong. Register for Crossover Rewards™ with Delta SkyMiles®.

SPG Gold members earn bonus Starpoints® on top of the miles earned on eligible Delta flights.1

Delta SkyMiles elite members earn bonus miles for eligible SPG stays in addition to the Starpoints already earned.

REGISTER NOW

Featured property: The Westin Shimei Bay Resort, Wanning, Hainan, China

Starwood Preferred Guest

Introducing our 150th Design Hotels™ Property.

MEET KENOA EXCLUSIVE BEACH SPA & RESORT >

Explore Kenoa Exclusive Beach Spa & Resort, Barra de Sao Miguel, a Member of Design Hotels™ — and the latest member of Design Hotels™ to join SPG®. Neighbouring a nature reserve in Brazil, 23 villas and suites offer serenity and luxury in stunning ecological surroundings.

ORIGINAL EXPERIENCES AROUND THE WORLD.

Discover what makes Design Hotels™ unique. This hand-selected collection of hotels offers genuine hospitality, cultural authenticity, thought-provoking design and architecture, and now select SPG® benefits around the globe.

EXPLORE MORE DESIGN HOTELS™

MEMMO PRINCIPLE REAL
LISBON, PORTUGAL

EREMITO
PARRANO, ITALY

CHANDOLIN BOUTIQUE HOTEL
CHANDOLIN, SWITZERLAND

THE WAREHOUSE HOTEL
SINGAPORE

Featured property: Kenoa Exclusive Beach Spa & Resort, Barra de Sao Miguel, Wanning, Brazil, a Member of Design Hotels™

Starwood Preferred Guest

Newsletters

You haven't linked your SPG and Marriott Rewards® accounts. [Link accounts >](#)

- SPG still features link status alert
- Targeted SPG.Pro content

pro

You are Preferred.

SEE YOUR BENEFITS >

NIGHTS | STAYS | STARPOINTS

This information is current as of 31-Jul-17

Good Afternoon, Mitchell

Activity as of 28 Aug 2017 08:00:00 PM EDT

Your fan is a Member. Track your progress to Silver below

view account

check out your account alerts

- Starpoints will no longer be able to be earned on your nights with Star and Europe as of 31 July 2017 or Asia and Middle East as of 30 August 2017. [learn more >](#)
- Use many ANY combination of Points and money to pay for your stay. [learn more >](#)
- MEMO: Free Points with your family and friends so you can travel together more often. (20 have selected) [learn more >](#)

offers chosen just for you

get off to the races with a special Santitas stay

learn more

get the VIP treatment at Hilton Westchester

learn more

10 theft protection for peace of mind

learn more

earn 50k bonus points

learn more

double points on your first and every stay

book now

Meet. Earn. Repeat.

SAVE ON YOUR NEXT GROUP BOOKING WHEN YOU RETURN TO THE SAME HOTEL.

BOOK NOW

SHERATON BILAU BEACH RESORT, SANTA CLARA, PANAMA

EXPERIENCE THE SPG LIFE.

Find more options on the [SPG Dashboard >](#)

Get SPG Member Exclusive Rates. >

Turn learning into earning.

>

ASSORTED (CONT...)

spg Starwood Preferred Guest

Dreams do come true.



LOCK IN MORE STARPOINTS WITH YOUR NEXT STAY.

Earn your dreams with SPG®. Now when you stay at select hotels and resorts in Europe, Africa and the Middle East, you'll earn double or triple Starpoints® — or up to 3,000 bonus Starpoints. Choose your destination. Pick out your room. Stop dreaming and start earning.


[BOOK NOW](#)



Featured property: The St. Regis Mauritius Resort, Le Morne, Mauritius

spg Starwood Preferred Guest


Stay another day and save.



ENJOY 40% OFF EVERY SECOND NIGHT WITH SPG®.

With Better Tomorrows™, for every night you pay the regular rate at participating hotels, you'll enjoy the next night at 40% off. So whether you stay for two nights, four nights, or more, each of your tomorrows will be better.


[BOOK NOW](#)



Featured property: Le Méridien New Orleans, Louisiana, USA

spg Starwood Preferred Guest

KICK OFF FOOTBALL SEASON




Don't miss a second of the action this fall when college football season returns. Revel in rivalries and cheer on your favorite teams in Texas, Maryland and Iowa.

[WATCH NOW](#)

PARTICIPATING PROPERTIES

WORLD OF HYATT

Hyatt Regency hotels are dedicated to bringing groups of people together to foster connections and new ideas.



50 years ago, one hotel opened its doors to civil rights leaders when others turned them away. To those men and women, Hyatt Regency Atlanta would become a hotel of hope. That moment still inspires us today. See what happens in a world rooted in hope and love - a world of understanding.

[WATCH NOW](#)

HYATT

A story of hope, love and understanding

Hyatt Regency hotels are dedicated to bringing groups of people together to foster connections and new ideas.

50 years ago, one hotel opened its doors to civil rights leaders when others turned them away. To those men and women, Hyatt Regency Atlanta would become a hotel of hope. That moment still inspires us today, because when people come together, they do brilliant things.

[WATCH NOW](#)

Hyatt continues to highlight community focus in Solo & Newsletter Top Content [Dynamic]

Hilton HONORS account login

what's your travel style?

take our quiz to find out which of our 14 hotel brands is your perfect match.

[meet the brands](#)

[get in the know.](#)

In our next email, we'll show you how to join our online community of travel fanatics.

Hilton emulates Travel Style Quiz content

Hilton HONORS account login

join Thanks Again

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