

December 2016 Marriott Rewards Email Program Review

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February 2nd, 2017



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Table of contents

- ❖ Dec '16 Summary Program Review
 - Key Storyline Summary
 - Program Summary & Trends
 - Key Storylines
 - Testing Summary
 - Key Takeaways

- ❖ Dec '16 Email Campaign Reviews
 - eNews
 - Hotel Specials
 - Destinations
 - Solos
 - Lifecycle
 - Project Orange



December 2016 Summary Program Review

December 2016 Key Storylines

- ❖ High monthly delivery generated low bookings due to non-booking focus of **Solos & eNews, & MRCC**
- ❖ **30 Days of Members Get it** campaign concluded & overall cohesively integrated **17 independent initiatives** & featured in nearly **half of emails delivered**
- ❖ **eNews Year in Review** generated **high Open%** & **low CTO%** consistent with previous YIRs
- ❖ **Destinations** generated the **3rd highest CTO%** leveraging the successful Sept format
- ❖ **Hotel Specials** underperformed due to **seasonality, amount of content, & day of deployment**
- ❖ **Test Summary:** eBreaks creative, MRCC CTA button & offer, Hotel Specials/Offer no body copy, subject line optimization

Program & campaign performance overview

eNews + HS +

Program Benefits Offers Dest. Solos Lifecycle MRCC METT

Audience	Audience*	19.0 M +1.3%						
	Total	99.5 M	13.7 M	10.4 M	12.2 M	25.4 M	4.8 M	27.7 M
	Delivered	34.6%	23.4%	17.4%	37.2%	2.0%	50.0%	158.3%
	Unsub Rate	0.19% -0.1 pts	0.14% 0.1 pts	0.17% -0.1 pts	0.16% -0.2 pts	0.17% -0.3 pts	0.28% -0.3 pts	0.24% -0.1 pts
Engagement	Delivery Rate	99% N/A	99% N/A	100% 2.9 pts	99% 0.3 pts	99% 2.0 pts	97% 1.9 pts	95% 0.4 pts
	Open Rate	23.3% -0.2 pts	25.3% -0.7 pts	17.9% -0.9 pts	22.4% 5.3 pts	26.3% -0.1 pts	31.4% -1.8 pts	21.2% 0.8 pts
	Opens	23.2 M 33.7%	3.5 M 19.9%	1.9 M 11.6%	2.7 M 80.0%	6.7 M 1.7%	1.5 M 41.7%	5.9 M 168.4%
	Click Rate	1.4% -0.7 pts	2.2% -0.4 pts	1.1% -0.6 pts	1.4% 0.5 pts	1.6% -1.2 pts	5.0% -1.6 pts	0.5% -0.0 pts
Financial	Unique Clicks	1.4 M -8.8%	307.8 K 3.5%	116.4 K -22.5%	164.9 K 129.5%	414.7 K -41.4%	239.9 K 14.1%	129.4 K 134.4%
	Click to Open Rate	6.1% -2.8 pts	8.9% -1.4 pts	6.3% -2.8 pts	6.0% 1.3 pts	6.2% -4.6 pts	16.0% -3.9 pts	2.2% -0.3 pts
	Bookings	109.0 K -11.5%	27.9 K -18.8%	8.6 K -42.1%	8.7 K 21.3%	30.4 K -24.8%	17.6 K 10.0%	12.7 K 138.8%
	Revenue	\$37.8 M -9.5%	\$9.3 M -23.6%	\$3.0 M -41.7%	\$3.3 M 46.6%	\$10.9 M -12.1%	\$6.4 M 2.8%	\$3.8 M 113.2%
	Conversion Rate	7.7% -0.2 pts	9.1% -2.5 pts	7.4% -2.5 pts	5.3% -4.7 pts	7.3% 1.6 pts	7.3% -0.3 pts	9.8% 0.2 pts
	Bookings per Delivered(K)	1.1 -34.3%	2.0 -34.2%	0.8 -50.7%	0.7 -11.6%	1.2 -26.3%	3.7 -26.7%	0.5 -7.5%

YoY bookings fell 11% & booking per delivered fell 35%

eNews/Benefits Year in Review theme generated CTO% & Conv% lows (excluding WHPH)

Hotel Specials/Offers CTO% and Conv% were negatively impacted by seasonality & overall less content

Destinations generated 3rd highest CTO% YTD leveraging Sept's successful layout

The highest volume **Solos** were focused on Account linkage & MRCC acquisition which decreased CTO%

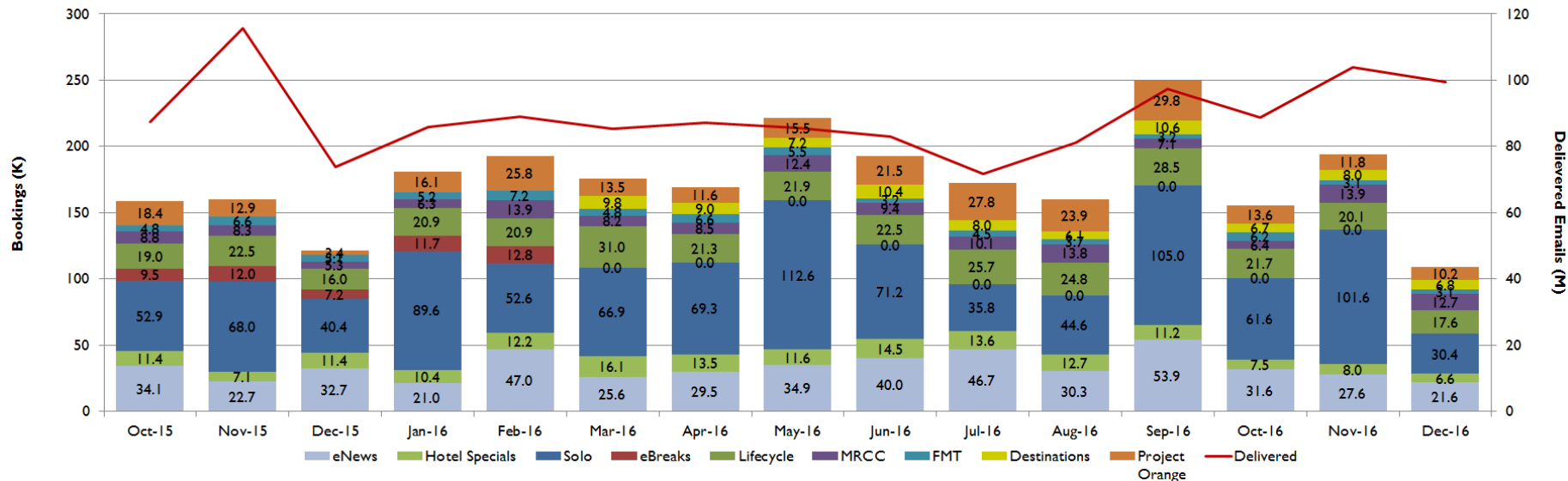
Lifecycle YoY KPI decreases consistent with Onboarding launch and due to attrition in Anniversary & Hello Again

MRCC acquisition email was sent twice with little decrease in KPIs between mailings

* 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

High MRCC volume & Link Account Reminder did not translate into bookings

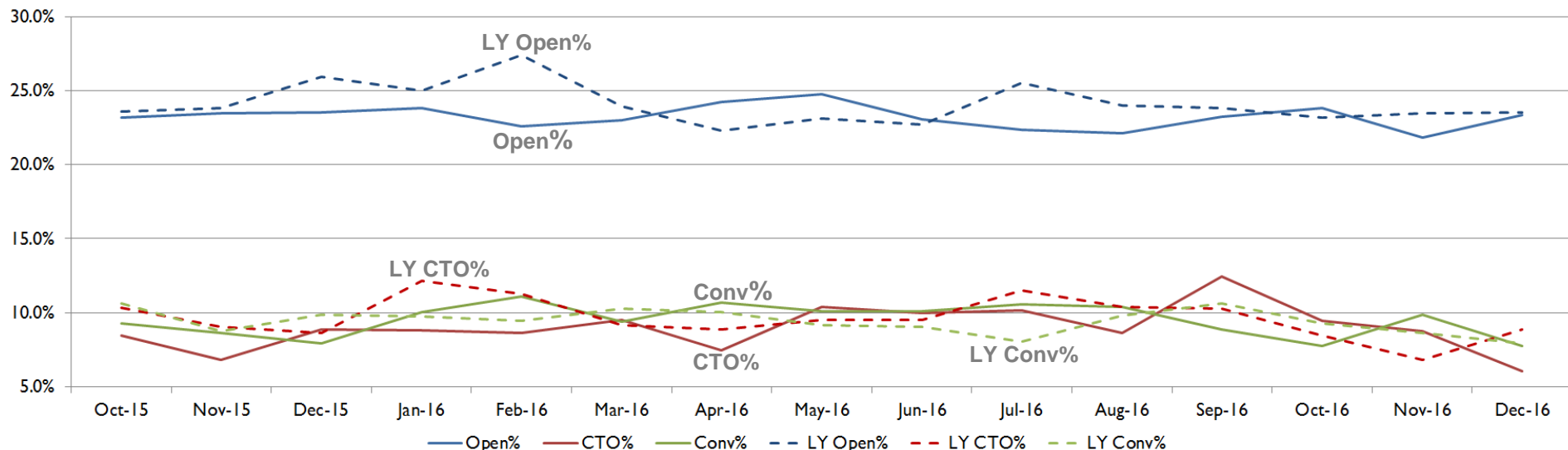


December Key Solo mailings

		<u>Delivered / Bk/Del</u>
Dec '16:	MRCC (2 mailings)	27.6 M / 0.5
	SPG Link Reminder	11.3 M / 1.3
	MR Marriott	9.4 M / 0.1
	Abandoned Search	318.2 K / 16.0

		<u>Delivered / Bk/Del</u>
Dec '15:	Year in Review	9.9 M / 1.3
	Points Expiration	3.8 M / 3.3
	Mr. Marriott Holiday	8.0 M / 0.7
	Abandoned Search	200.2 K / 20.2

CTO% and Conv% were low even with seasonality considered



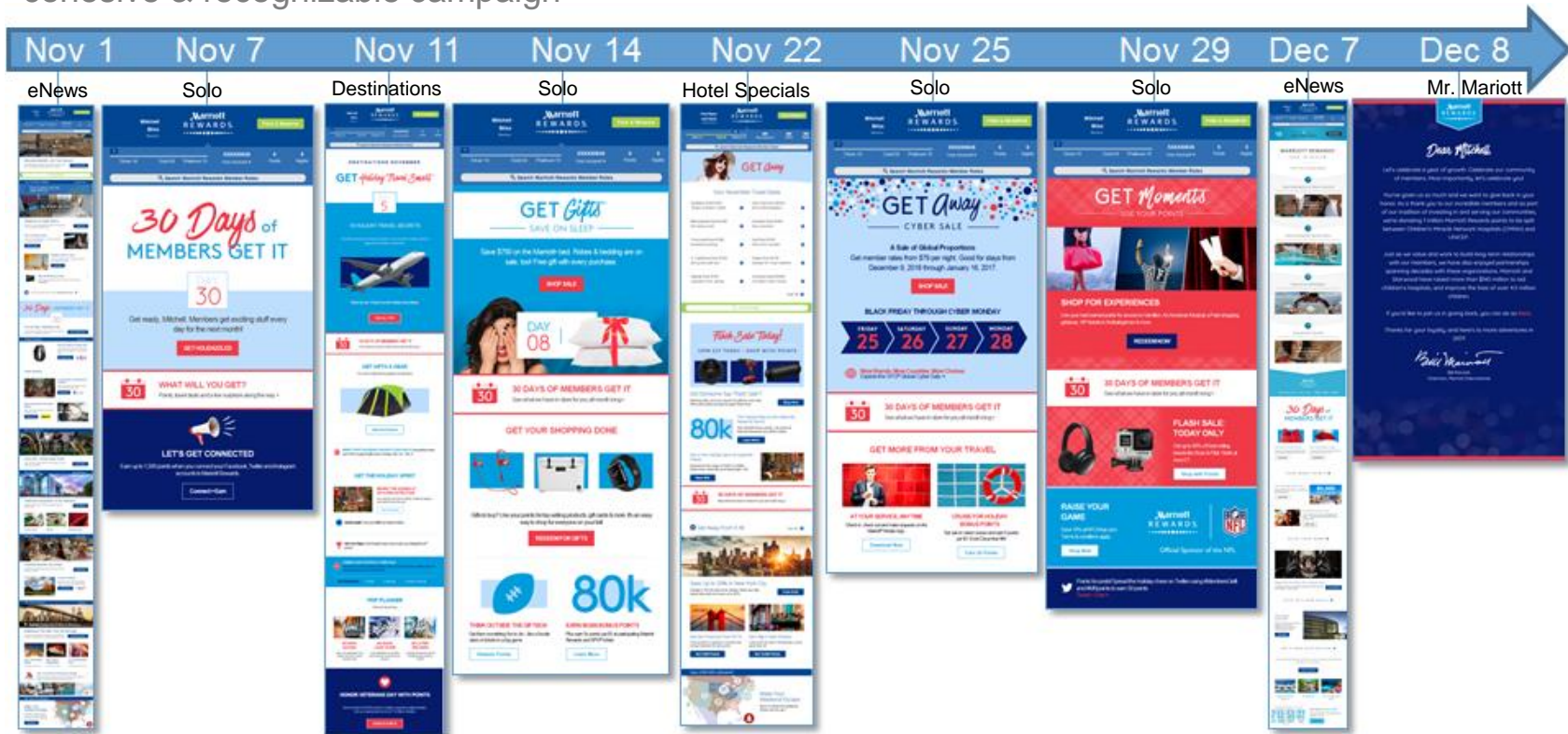
Observations:

- **Open%** was 1% above YTD average, driven by increases in Destinations Open% YoY
- **Overall CTO% was the lowest since Jan'12** with lows from all campaign categories except Destinations
- **Overall Conv% was the lowest since Jan'12** with below avg Conv% across nearly all campaigns

+ Key Storylines

30 Days of Members Get It overview

Increased consumer awareness & engagement to specific initiatives thru a member-centric, cohesive & recognizable campaign



30 Days Holiday Campaign

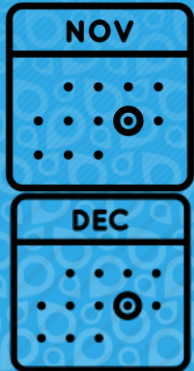
Increased consumer awareness & engagement to specific initiatives thru a member-centric, cohesive & recognizable campaign



45% Bookings



**9% Booking/
Delivered**



**Supported
~17 initiatives**



14% Opens



**22% Email
Volume**

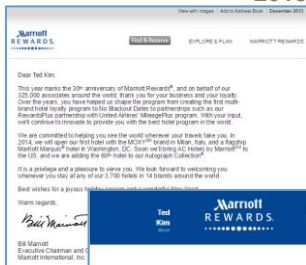
Note: Lift estimates based on similar mailings in Nov/Dec '15

2016 Mr. Marriott significantly increased donations

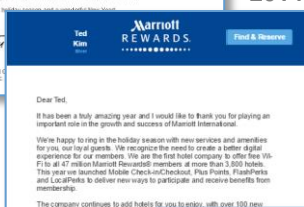
2016

SL: 30 Days: Thank You, [FNAME]

2013



2014



2015



Observations

2016 version focused on charitable donations

- 384 total donations to 190 charities
- Mailing increased Week over week donations by 1820%

Year in Review eNews

High Open% & low CTO% consistent with previous years

- Overall, 2nd highest Open% in 2016
- Lowest CTO% since 2012

Lowest engagement of previous YIRs

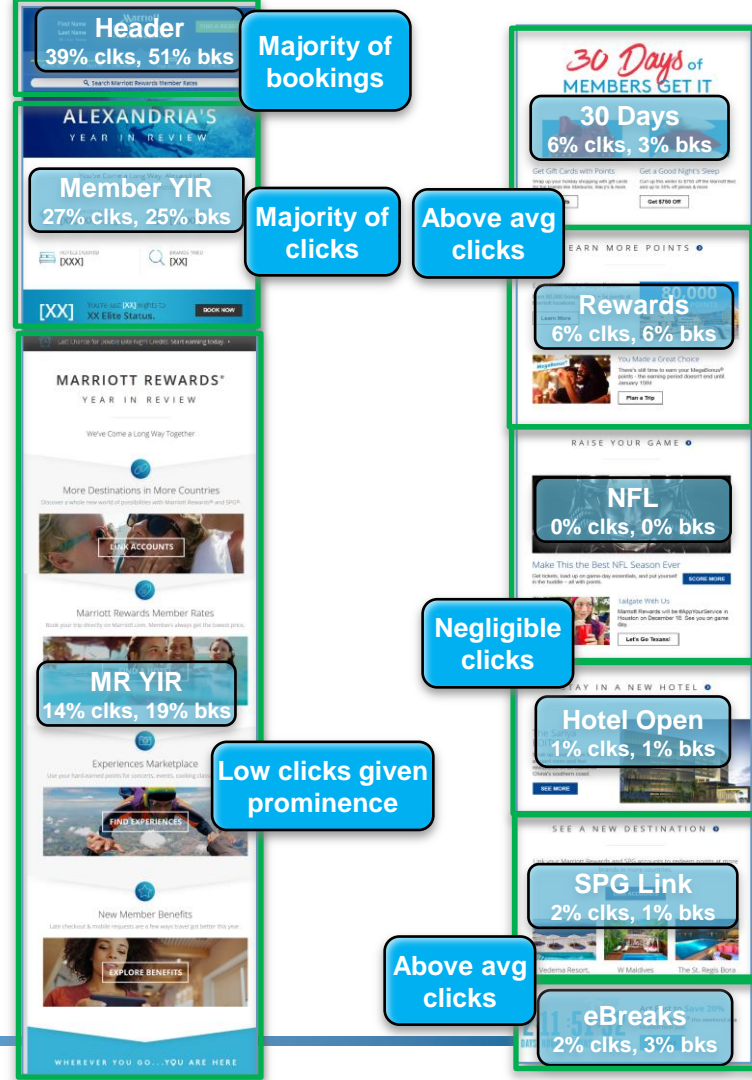
- Slightly lower Open rates
- Lowest CTO & Conv%

Different elements:

- MR Year in Review feature content, prominence, positioning
- CTA over image
- Rendering issue below Near level bar to some Gmail users
- Delayed launch

Year in Review is still a compelling theme

- “Your Year in Review” SL has generated among the highest Open%
- Member 2016 activity box attracted the most section clicks by two-fold*
* excluding account box/header



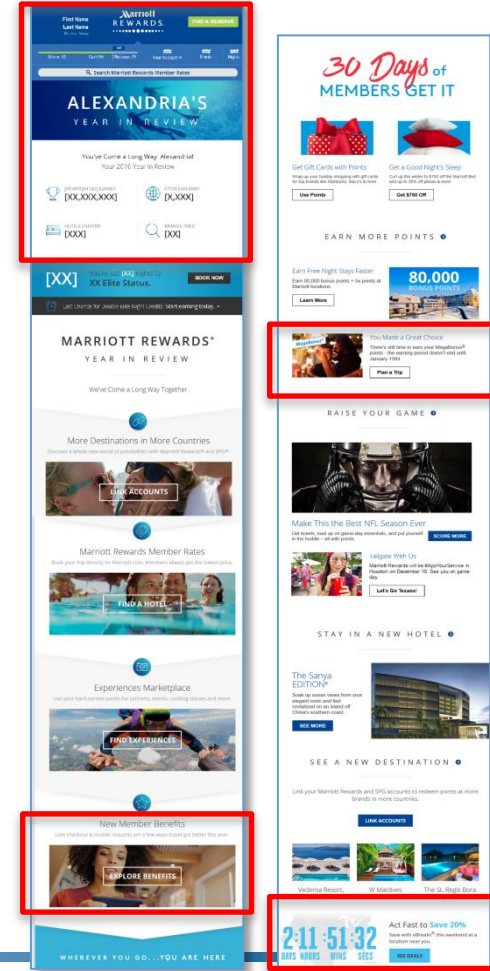
WHPH responded favorably to YIR

Content resonated with WHPH more than Core & TSAT (Fig 1)

- WHPH CTO% was 13% higher than non-promotional month avgs
- More content was relevant to WHPH
 - Account Box & Member activity
 - Explore New Benefits
 - MegaBonus

Would we benefit by giving WHPH one experience & Core/TSAT another?

Fig 1: WHPH above avg engagement

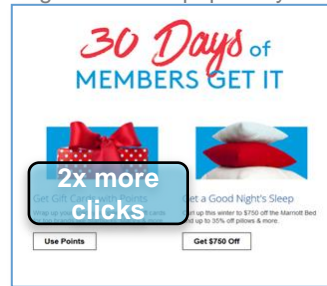


Year in Review content highlights

Gift cards & holiday shopping season continued to be a strong match (Fig 2)

- Generated 2x the clicks as Shop Marriott
- In top 5 of overall clicked content (excluding member activity stats & header)

Fig 2: Gift card popularity



Low engagement with Experiences & Moments (Fig 3)

- Experiences Marketplace generated lowest clicks out of the four YIR features
- NFL redemptions – among lowest clicked content (even less to the Tailgate feature)

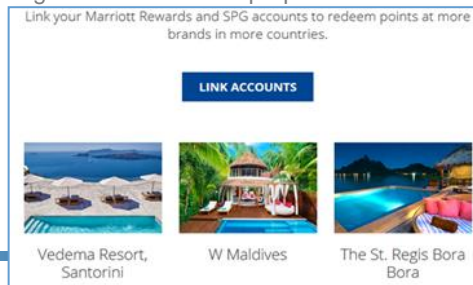
Fig 3: Low engagement with Moments & Experiences



Interested in SPG properties (Fig 4)

- As 2nd to last content generated more clicks than Hotel Openings & NFL redemptions

Fig 4: Interest in SPG properties



eBreaks generated high clicks

- eBreaks generated more clicks than NFL Redemption, Hotel Openings, and SPG content combined
 - eBreaks clicks were 12% higher than Q4 avg when most content clicks fell
- Was eBreaks the most attractive content available or does eBreaks have a loyal following?"*

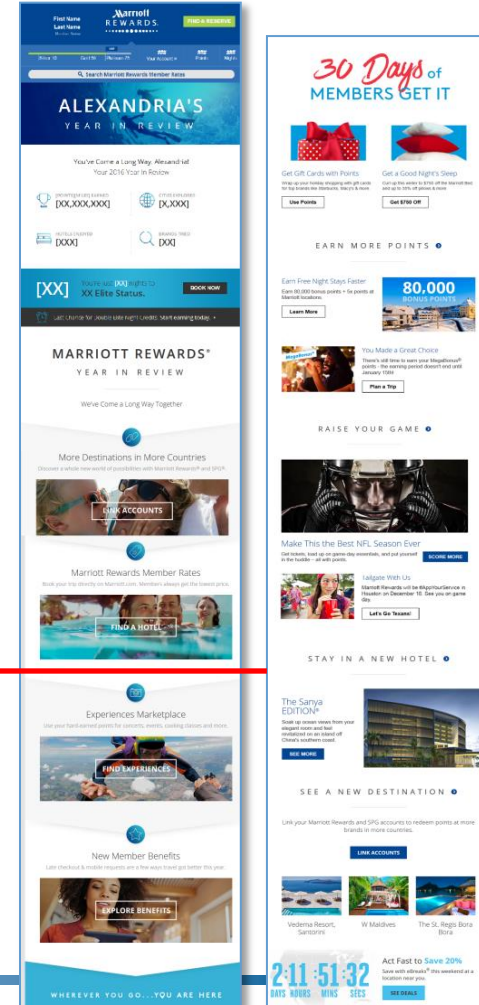
eBreaks should be leveraged as MVP eligible eNews content vs evergreen placement

- Only shows eBreaks to those that value it
- To those that value it, it is given higher visibility

Other potential content for MVP to consider

- Countdown eBreaks may appeal more to a specific audience
- New member benefits (for WHPH)
- Popular evergreen benefits (Breakfast offer)
- Florida destinations in Q4 (slide 15)
- Gift Cards

Fig 5: eBreaks generated the most clicks of any content below the red line



High engagement to Destinations following Sept layout

December Destinations Performance highlights:

- 2nd most clicks YTD
 - “6 Must See Cities for 2017” generated 2nd most section clicks since launch
- High number of featured items appeared to be a successful layout**

Top clicked destinations:

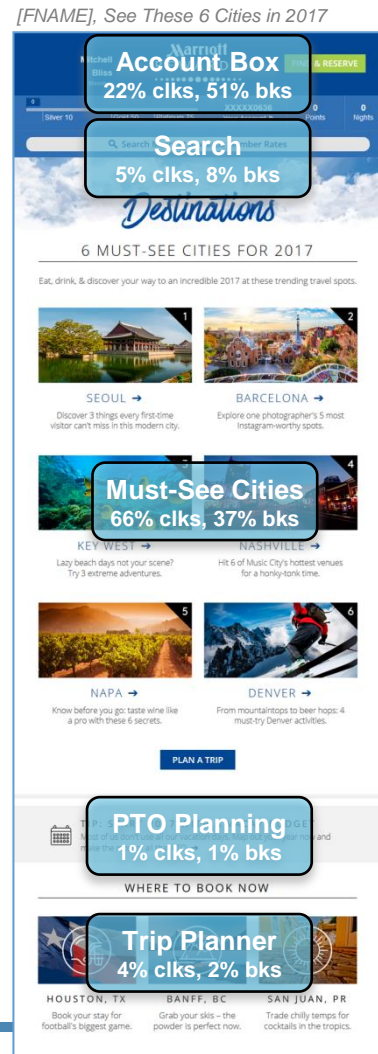
- Key West (24.6% of section clicks)
- Barcelona (17.6%)
- Nashville (16.2%)

Florida destinations may be particularly attractive in Q4

- Orlando was the most clicked destination in Nov

“PTO Planning” did not generate the kind of click engagement as other Travel tip content in previous months

These features can be the most engaging content & should be continued



Subject line testing validated PO segment trends

TSAT continued to prefer authoritative tones; WHPH preferred recommendations without an imperative

Destinations Core

- **See These 6 Cities in 2017**
- 6 Must-See Cities for 2017
- The Hottest cities for 2017 are...

Descriptors of winning subject line

Recommendation, CTA

Destinations TSAT

- **6 Must-See Cities for 2017***
- See These 6 Cities in 2017
- The Hottest cities for 2017 are...

Lists, Authoritative, Imperative

Destinations WHPH

- **See These 6 Cities in 2017***
- 6 Must-See Cities for 2017
- The Hottest cities for 2017 are

More recommendation than imperative

*Statistically Significant Results

Sends around Christmas holidays may impact performance

Hotel Specials performance may have been impacted by Christmas Eve; YoY decreases:
 -5% Open% -31% CTO% -25% Conv% -52% bk/del

This also may have been a factor to Nov Hotel Specials performance & other instances

Marriott Rewards & Ritz-Carlton Rewards Email Launch Calendar

December 2016

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Blue is MR/M Green is RCR/RC Orange is METT				1	2	3
4	5 RC NYE Solo Engage People Solo (600K)	6 eNews (11 Million) RCRCC (800K)	7 MI NALO METT RC METT	8 Mr. Marriott Holiday Card (14 Million)	9	10
11	12 RC eNews (1.3M) eNews Chinese + Japanese (683K)	13 MRCC (11 Million) eNews In-Language (1-Million)	14 MI ILO METT RC METT	15	16 SPG Link Account Solo (10 Million)	17
18	19 RC Holiday Solo (1.3M)	20 Hotel Specials (11 Million)	21 BPP	22	23	24 Christmas Eve
25 Christmas Day Chanukah	26 Kwanzaa begins	27	28	29 Destinations (11 Million)	30	31 New Year's Eve

Marriott Rewards & Ritz-Carlton Rewards Email Launch Calendar

December 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 eNews	2 RCRCC	3	4 Mr. Marriott's Solo	5
6	7 Chanukkah Concierge	8 MRCC Holiday Flash Sale Solo	9 MI ILO & BPP RC METT	10	11	12
13	14 Concierge RCR/RCR eNews (1.2M)	15 Hotel Specials eNews-In Lang (CN, JP, ES) Project Orange Offers	16 MI NALO & BPP METT RC METT eNews - In Lang, German	17	18	19
20	21	22	23	24 Christmas Eve	25 Christmas Day	26 Kwanzaa begins
27	28 Concierge	29 Year in Review Solo	30	31 New Year's Eve		

Confirming this trend can guide timing of touchpoints to maximize engagement

December testing summary

- ✓ Subject line optimization
- +
 - eBreaks creative in Hotel Specials
 - Hotel Specials/Offer no body copy
 - MRCC CTA button

Like Oct, eBreaks “Map” received more clicks & offer body copy did not increase clicks

Control: Offer body copy & Map eBreaks Test: No body copy & Countdown eBreaks

Getaways & Experiences offers with **no body copy** generated **higher click engagement**

eBreaks Map generated significantly higher clicks than eBreaks Countdown

Both results are consistent with **Sept – Nov** trends despite muddled results

Takeaways

Likely little to no impact from removing Offer body copy in Hotel Specials

Use eBreaks Map over Countdown

CTA in Top Offer body copy attracted more clicks

12/13 SUPERT

1.15% Section CTO%

12/13 SUPER

0.75% Section CTO%

12/22 NONT

0.41% Section CTO%

12/22 NON

0.32% Section CTO%

Hypothesis:

- CTA in main body copy will add more click engagement

Results:

- CTA in body helped attract more clicks to the Top Offer section
- While there was no incremental increase in campaign clicks, there were slightly more clicks to Apply Now links in the test version

Takeaways:

- There was a slight increase in Apply Now clicks with the CTA inclusion in Top Offer copy
- A retest may result in stronger results as the test version had unique CTAs

Notes:

- Red CTA in body copy for 2 MRCC mailings, 12/13 & 12/22
- Results consistent in both segments, Super & Non



Key Takeaways

December '16 Key Takeaways

Content Highlights

- Continue Year in Review theme in Dec: prominently feature member activity & explore opps to improve engagement through compelling offers or content
- Gift Cards are potent content during the holidays
- Members continue to engage poorly with Experiences & Moments redemptions
- Members are interested in SPG properties
- Continue to leverage Listicle layout for Destinations
- Apply learnings from PO subject lines to inform copy & positioning
 - WHPH: Non-authoritative TSAT: Authoritative, strong recommendations

MVP offer considerations

- eBreaks
- New member benefits
- Popular evergreen benefits

Testing learnings:

- Map version of eBreaks is the current champion
- Removing offer body copy did not impact clicks in Hotel Specials
- Testing day of deployment around key holidays may help optimize performance



Competitive Insights

Holiday Activity

Hilton Winter & Flash Sales

HILTON HONORS ACCOUNT LOGIN

THE HILTON SALE

SAVE ON ALL WEEKENDS IN 2017

UP TO 30% OFF

BOOK NOW >

HILTON HONORS ACCOUNT LOGIN

WINTER SALE

WRAP UP 2016 IN STYLE

SAVE ON ALL WEEKENDS THIS WINTER AND IN 2017

UP TO 30% OFF

BOOK NOW >

Hilton HOTELS & RESORTS VIEW OFFERS

Hilton Anatole

72 Hour Sale

Hurry! Experience the Holidays at the Anatole!

LEARN MORE

Hilton HOTELS & RESORTS VIEW OFFERS

Hilton Manhattan East

Cyber Week Sale

Breakfast for two, Wi-Fi plus \$10 MTA gift card - all from \$116

GET SPECIAL OFFER

Wyndham Top offer positioning

WYNDHAM REWARDS My Wyndham Rewards

Hello, Mitchell
Member #1530912363
BLUE Member 1.8 points

Today's Best Deals

Sharing our best rates this holiday season

Explore now

Deals (RR and under*)	Steals (RR and under*)	Unreal (RR and under*)
Goodwin, NH \$83	Adams, NH \$83	Goodwin, NH \$83
Goodwin, NH \$83	Adams, NH \$83	Goodwin, NH \$83
Goodwin, NH \$83	Adams, NH \$83	Goodwin, NH \$83

Enter for a chance to win \$50,000 Wyndham Rewards points!

Go from HOLIDAY to GOODWILL GETAWAY. Tell us where you would go with \$50,000 points for the chance to win a Wyndham Rewards getaway at one of 25,000 hotels, homes and condos around the world.

Learn more >

Every stay earns points toward FREE NIGHTS

Microtel Inn & Suites by Wyndham West Falls, West Falls, NJ
Super 8 Niagara Falls Niagara Falls, NY
Saratoga Plaza Suites, Saratoga Springs, NY

Have another adventure in mind? **Explore**

Holiday rates

FOUR POINTS BY SHERATON

Four Points by Sheraton San Francisco Bay Bridge

HOLIDAY RATES

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It's the season for holiday rates at Four Points. No matter what brings you, your friends, or family home, we have a little magic for everyone. Book your next stay today and enjoy exclusive holiday rates.

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Chinese New Year

starwood Hotels & Resorts

NEW YEAR DEALS - SAVE UP TO 30%

IN SINGAPORE, BALI AND BEIJING

With Chinese New Year approaching, make the most of your break at Starwood properties in Singapore, Bali and Beijing. Hurry, book early and lock in the lowest rates with savings of up to 30%.

PARTICIPATING PROPERTIES

SHERATON TOWERS SINGAPORE

Located in the heart of the city, just a 10-minute walk from Orchard Road - Asia's most famous shopping belt. The transit station next door makes the North South and East West Lines easy to reach. The hotel is easily accessible to major places of interest.

- Book 14 days in advance and save 10%
- SPG members enjoy an extra 5% off on weekdays and 2% off on weekends

Rates start from S\$218++ per room per night.

Not an SPG member? Free trial: Sign up **here**.

RESERVE NOW

WESTIN HOTELS & RESORTS

THE WESTIN RESORT NUSA DUA, BALI

This 5 star resort in Nusa Dua is set to provide travelers with modern luxury comfort which blends in the soft touches of Balinese hospitality.

Besides the beach, there is so much more to experience while staying at our award-winning family-friendly hotel. From 3 large swimming pools to heavenly Spa by Westin™, Bali is truly a holiday destination.

Enjoy

- 10% off savings. SPG members enjoy an extra 5%.

New Years

Sheraton

CELEBRATE THE SPARKLING 2017

New Year's Best Offer

Ring in the New Year with spectacular celebrations at all Sheraton resorts in Beijing, Jakarta & London - Indonesia.

Experience an overnight in a luxurious room completed with New Year's Eve dinner.

FEATURED HOTELS

SHERATON BANDUNG HOTEL & TOWERS

Experience the excitement of New Year's Eve in the heart of Bandung surrounded by mountains yet only five minutes away from Bandung's central business district. Reserve our New Year's Package and elevate yourself to being part of the elite.

Rates start from IDR 2,460,000++ (room only). Offer includes:

- Breakfast
- New Year's Eve Dinner (Candlelit Dinner)
- Unlimited Free Wi-Fi

BOOK NOW

SHERATON BANDANG HOTEL & TOWERS

Hotel C. H. Jendral Sudirman
Bandung, West Java 40133 Indonesia
Phone: (022) 2501 951
Fax: (022) 2501 951

SHERATON BANDARA HOTEL

Spent the New Year's Eve in Singapore 2017 together with your family and loved ones. Drop us an activity such as Red Bull, Boring, Airplane, King of the Hill, Lanes, The Duck Tank & don't miss the Acrobatic Show.

Rates start from IDR 1,800,000 net per room per night inclusive of tax.

- Daily buffet breakfast for 2
- One View Buffet Dinner at Samudra Tapes area for 2 on the December 31st 2016 including WFE event entrance
- Free airport transfer with shuttle
- Free in-room internet access

BOOK NOW

Increase in Partner Solos with holiday focus

Wyndham & Shutterfly

\$20 off holiday cards + free shipping
Supporting copy ties in holiday theme, partner offer, and travel

WYNDHAM REWARDS
You've earned this:

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

ENJOY \$20 OFF HOLIDAY CARDS + FREE SHIPPING*

Get started

Shutterfly

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

Redeem your offers by December 29, 2016.

\$20 off holiday cards:
WD42-016D-ZY8Z-94Z1CA

Free shipping:
WD43-137Z-1KZY-YHXP33

Get started >

BEST TRAVEL REWARDS
Ranked the #1 Best Travel Rewards Hotel Program by U.S. News and World Report.

HILTON HONORS
ACCOUNT LOGIN

GIVE THE GIFT OF FLOWERS

Spread holiday cheer with gifts from FTD and earn 3,000 Bonus Points on every purchase.*

BUY NOW

MAKE THE MOST OF YOUR WEEKEND
STOP GLASSING AROUND. BOOK THE LOWEST PRICE HERE.

CONTINUE

Hilton partner offers
FTD feature with holiday theme

HILTON HONORS
ACCOUNT LOGIN

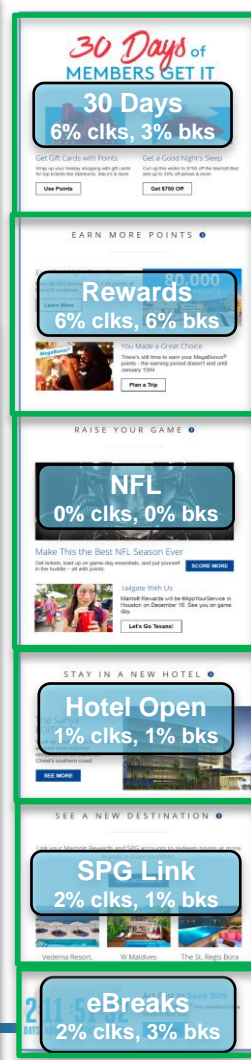
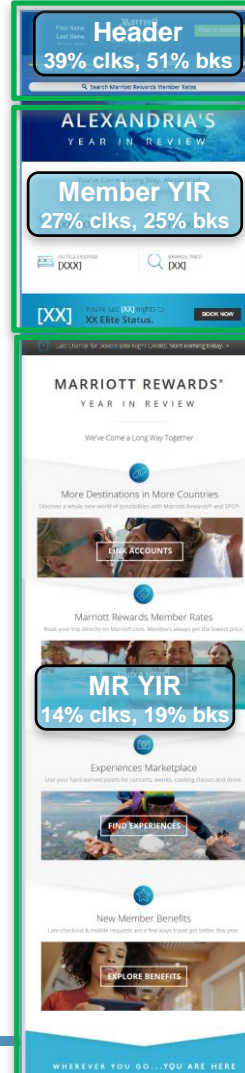
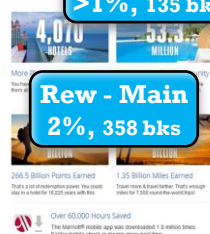
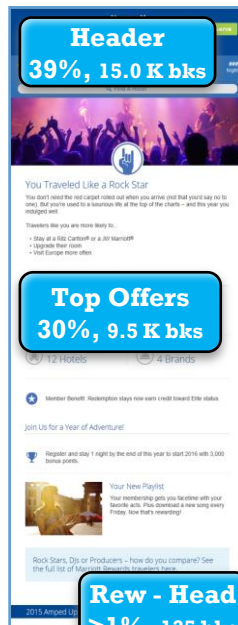
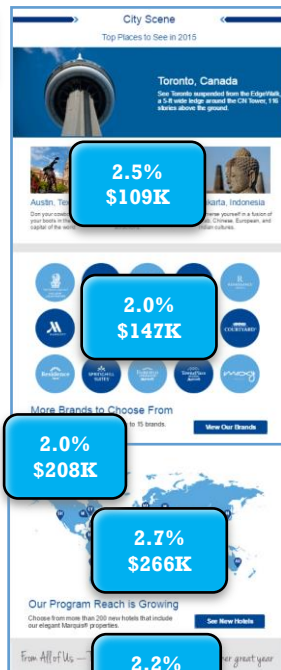
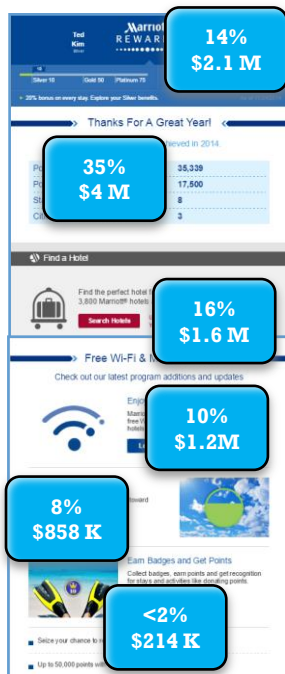
JUST FOR YOU
check out our partner offers

3,000 Bonus Points on Every Purchase	1,500 Points + up to 25% off base rates
LEARN MORE	LEARN MORE
Earn 2,000 Points for Dining Out	Earn 50,000 Bonus Points
LEARN MORE	LEARN MORE

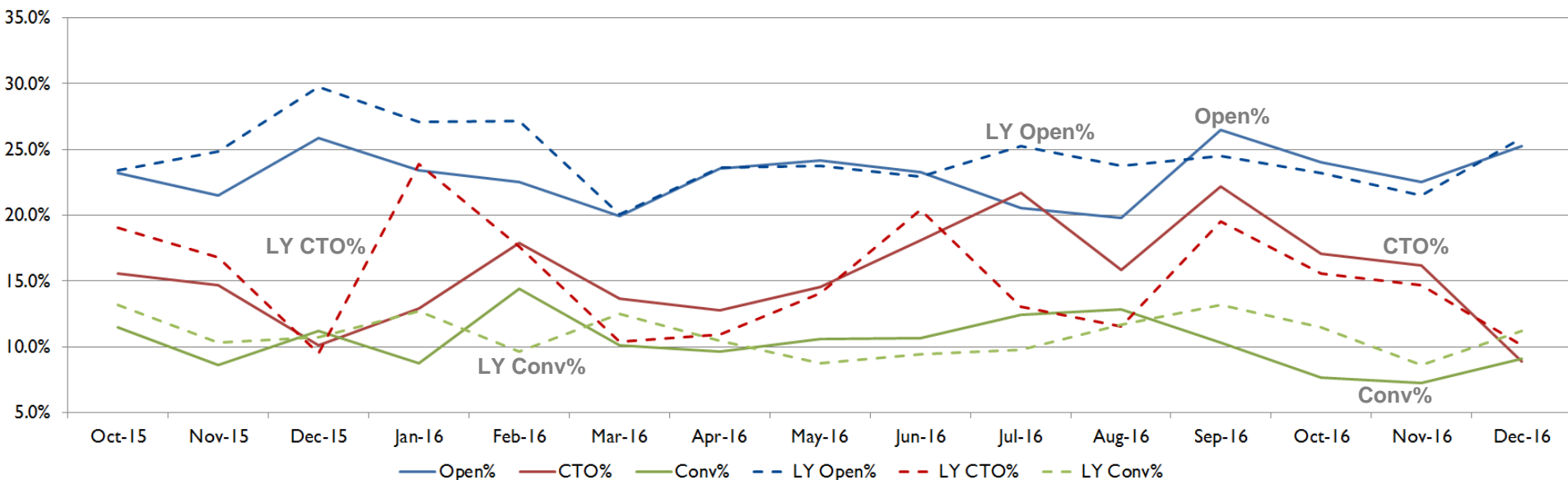


Appendix

Year in Review eNews



Dec '16 eNews & Benefits Email KPI trends



Observations

- 2nd highest Open% YTD continued to validate member interest in Year in Review theme, as well as, MR communications during Christmas
- Lowest CTO% to date suggesting disconnect to member's expectations to Year in Review & content
- Conv% was slightly below YTD average, consistent with Q4 trends

December Non-Member eNews

Non-Member eNews
Now is a Great Time to Join, [FNAME]

Account Box
24% clks, 19 bks
MARRIOTT REWARDS™
YEAR IN REVIEW

December Non-Member	Delivered	Enrollments	Clicks	EIR Revenue	Open%	CTO%	Conv%	Enroll/ Del (K)	Unsub%
eNews	1.1 M	474	3.4 K	\$15.2 K	19.2%	1.6%	13.8%	43.5%	0.57%

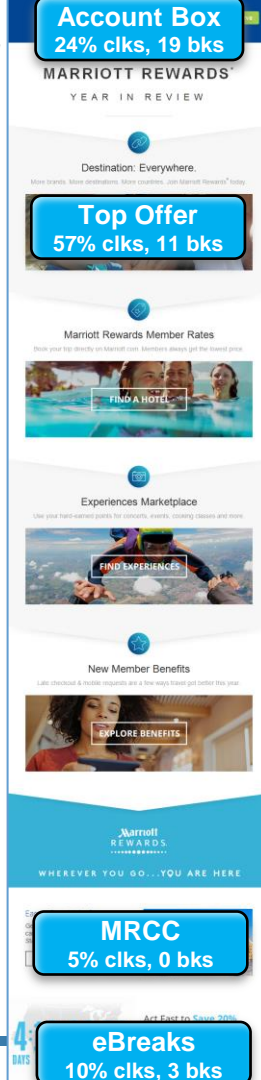
Observations

Non-Member acquisition efforts were expanded from 76 K Non-Members (PO WHPH & TSAT only) to 1.1 M selected Non-Members

While Open & Click to open rates were on the lower end of what WHPH & TSAT efforts have generated, the enrollment rate was roughly the same at 13%

MR YIR section received the majority of clicks:

- Join + Link Accounts = 57.2% of section clicks
- Find a Hotel = 23.0% of section clicks
- Explore Benefits = 13.0% of section clicks
- Find Experiences = 4.3% of section clicks
- You Are Here = 2.6% of section clicks



Dec '16 Hotel Specials Core link analysis

Observations

Hotel Specials generated the least amount of clicks since 2013 & 2nd lowest Conv% YTD

- In addition to expected seasonality, Dec featured the least amount of content in the past 5 months

Overall click engagement to template elements hit near lows

- Account Box generated the lowest click volume since Jan '15
- Clicks to Search were the lowest since Nov '15
- Field Offers generated 37.4% fewer clicks than 2016 avgs; **there have been less cluster offers in 2016 than in previous years**

Getaways generated below average clicks partially due to only 2 offer features

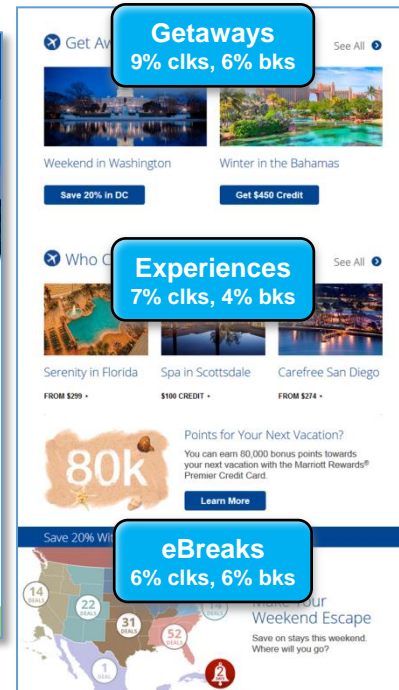
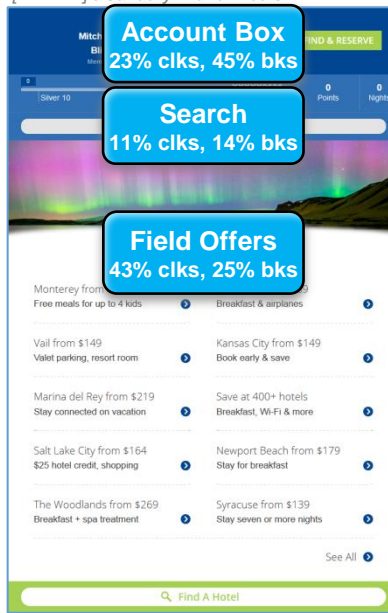
Experiences click volume was 21.2% above 2016 avg with most clicks going to Florida & Scottsdale offers (42% & 27% of clicks respectively)

- Featured MRCC click engagement was low (0.4% of total clicks)

eBreaks generated the most clicks since August

Hotel Specials

[FNAME]'s January Travel Deals



SPG Reminder # 2

SPG Account Linkage Solos	Delivered	Clicks	EIR Bookings	Open%	CTO%	Conv%
Dec Reminder	11.3 M	247.4 K	14.2 K	25.3%	8.7%	5.7%
Oct Reminder	13.4 M	529.8 K	25.6 K	27.0%	14.7%	4.8%
Sep Launch	18.2 M	493.7 K	36.2 K	24.4%	11.2%	7.3%

Observations

- While CTO% was the lowest out of all mailings, the audience may be increasingly less likely to link accounts
- 7 targeted versions were sent, leveraging dynamic subject lines and copy to the following segments
 - Opened 1st Email
 - Members with MRCC
 - Didn't Open 1st Email (Silver status & US Only)
 - All other Members (US Only)
 - Gold Members:
 - Platinum Members:
 - ROTW Members

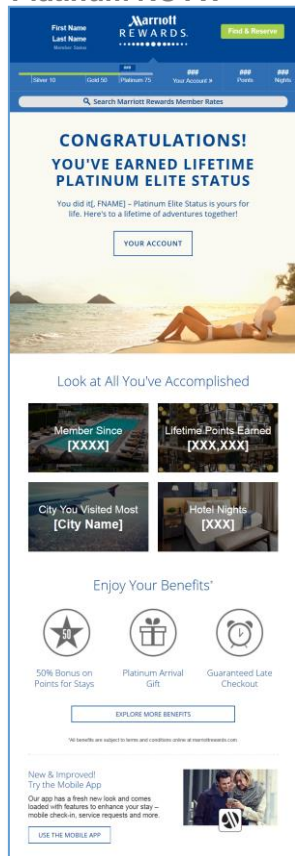
Sep Launch
Marriott + Starwood is
Here, [FNAME]

Oct Reminder
Link to SPG, [FNAME]

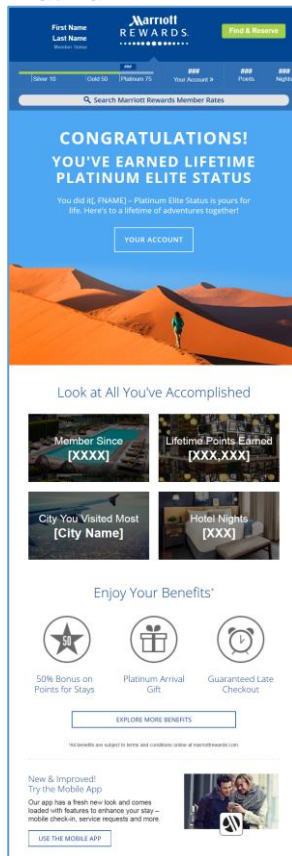
Dec Reminder (Platinum)
Your Status Match Offer:
Platinum at SPG®

Lifetime Achiever generated the highest Open%

Platinum ROTW



Platinum MEA



Elite Status	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/ Del (K)
Lifetime Achiever	286	22	\$8.4 K	81.5%	37.8%	25.0%	76.9
Achiever	68.7 K	2.5 K	\$996.9 K	66.5%	41.6%	13.4%	37.0
Renewer	11.7 K	255	\$88.3 K	63.6%	22.0%	15.5%	21.7

Observations

Generated 23% higher Open rates than Achiever & Renewers

- Highly qualified audience
- Highest recognition: *Congrats! You've Earned Lifetime Status*

Capitalize on similar recognitions as reasons to reach out, make members feel special & increase opportunities to promote program initiatives

- First Stay, redemption, upgrade....increase awareness to program features that facilitate further activity & growth
- Recognize Milestone achievements: 1000th Stay....

Bookings are low in December

M.com booking trends indicate bookings below monthly average

Average m.com Homepage % Change in Bookings & Revenue

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

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