

February 2016 Marriott Rewards Email Program Review

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March 6th, 2016

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February 2016 Summary Program Review

Feb 2016 Key Storylines

- ❖ **Program generated the highest monthly bookings since Feb '15 and the highest conversion rate since Jan 2012**
- ❖ **'15 Fall MegaBonus campaign bookings grew 43% YoY and '16 Spring MegaBonus campaign bookings outpaced last year this time February**
- ❖ **PO campaigns achieved the 2nd highest monthly bookings & highest Click to open rate**
- ❖ **PO segments continued to demonstrate different engagements to MegaBonus, propensity modeled Field Offers & new Destinations layout**
- ❖ **Hotel redemptions & Point earning opportunities were content highlights across eNews/Benefits & Hotel Specials/Offer**
- ❖ **A refreshed Incent Redemption launched to combat steadily declining campaign KPIs**

Executive Summary: Feb 2016 YoY overview

		eNews + Program	Benefits	HS + Offers	Solos	Concierge	Lifecycle	MRCC	METT	Dest.
Audience	Audience*	16.3 M +1.2%								
	Total	88.9 M	11.5 M	10.0 M	26.5 M	16.2 M	4.3 M	12.6 M	6.5 M	1.1 M
	Delivered	20.5%	8.6%	-4.4%	-8.7%	218.8%	110.7%	22.6%	5.7%	
	Unsub Rate	0.29% 0.1%	0.25% 0.1%	0.14% 0.1%	0.32% 0.1%	0.30% 0.1%	0.47% -0.1%	0.37% 0.0%	0.15% 0.0%	0.19%
Engagement	Delivery Rate	98% -0.7%	99% 0.0%	97% -2.7%	99% -0.4%	99% -0.5%	96% 0.7%	100% 0.3%	96% -3.5%	100%
	Open Rate	22.6% -4.8 pts	22.5% -4.6 pts	19% 0.5 pts	24.4% -7.9 pts	16.8% -7.4 pts	33.8% -1.0 pts	23.1% -0.3 pts	26% 0.0 pts	26.2%
	Opens	20.1 M -0.5%	2.6 M -9.9%	1.9 M -2.1%	6.5 M -31.1%	2.7 M 121.5%	1.5 M 104.5%	2.9 M 21.0%	1.7 M 5.8%	297.3 K
	Click Rate	2.0% -1.1 pts	4.0% -0.8 pts	1.9% 0.0 pts	1.9% -2.2 pts	0.7% -0.7 pts	6.1% -2.1 pts	0.9% -0.1 pts	1.2% 0.2 pts	1.4%
Financial	Unique Clicks	1.7 M -23.7%	463.4 K -8.4%	187.6 K -1.9%	503.8 K -57.6%	118.0 K 65.9%	261.4 K 56.3%	112.4 K 15.6%	76.0 K 32.8%	16.1 K
	Click to Open Rate	8.7% -2.6 pts	17.9% 0.3 pts	9.7% 0.0 pts	7.8% -4.9 pts	4.3% -1.4 pts	18.0% -5.6 pts	3.8% -0.2 pts	4.5% 0.9 pts	5.4%
	Bookings	192.4 K -10.5%	66.8 K 37.0%	16.0 K 13.0%	52.6 K -53.7%	12.8 K 51.4%	20.9 K 37.4%	13.9 K 46.5%	7.2 K 33.5%	2.2 K
	Revenue	\$71.7 M -9.9%	\$25.3 M 36.7%	\$6.0 M 12.7%	\$19.1 M -53.5%	\$4.5 M 59.9%	\$8.4 M 32.9%	\$4.8 M 38.6%	\$2.6 M 32.6%	\$9 M
	Conversion Rate	11.1% 1.6 pts	14.4% 4.8 pts	8.5% 1.1 pts	10.4% 0.9 pts	10.9% -1.0 pts	8.0% -1.1 pts	12.4% 2.6 pts	9.4% 0.1 pts	13.7%
	Bookings per Delivered(K)	2.2 -25.8%	5.8 26.1%	1.6 18.1%	2.0 -49.3%	0.8 -52.5%	4.9 -34.8%	1.1 19.4%	1.1 26.3%	1.9

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

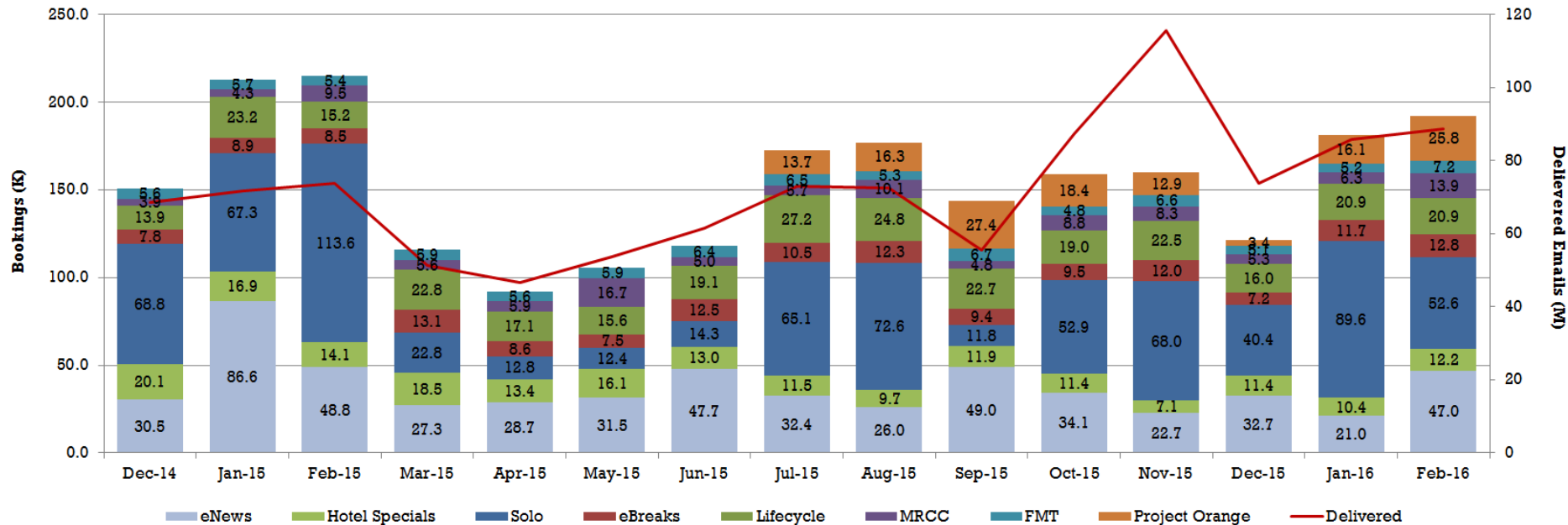
** Total Mailable minus anyone who has not clicked/opened an email in past 15 months

Program Summary

Note: PO mailings have been combined with their respective Base communications for apples-to-apples YoY comparisons

- 2015 Shop Marriott Solo drove 46.8 K bookings, whose absence in 2016 resulted in a 10.5% decrease in YoY program bookings and 25.8% decrease in booking per delivered emails (K)
- Feb eNews/Benefits featured '16 Spring MegaBonus (1st appearance) which drove YoY campaign click engagement & bookings increases
- Overall Lifecycle YoY Click to open rate decreased due to:
 - Incent Redemption batch
 - Anniversary, high volume below avg CTO
 - Hello Again YoY drop

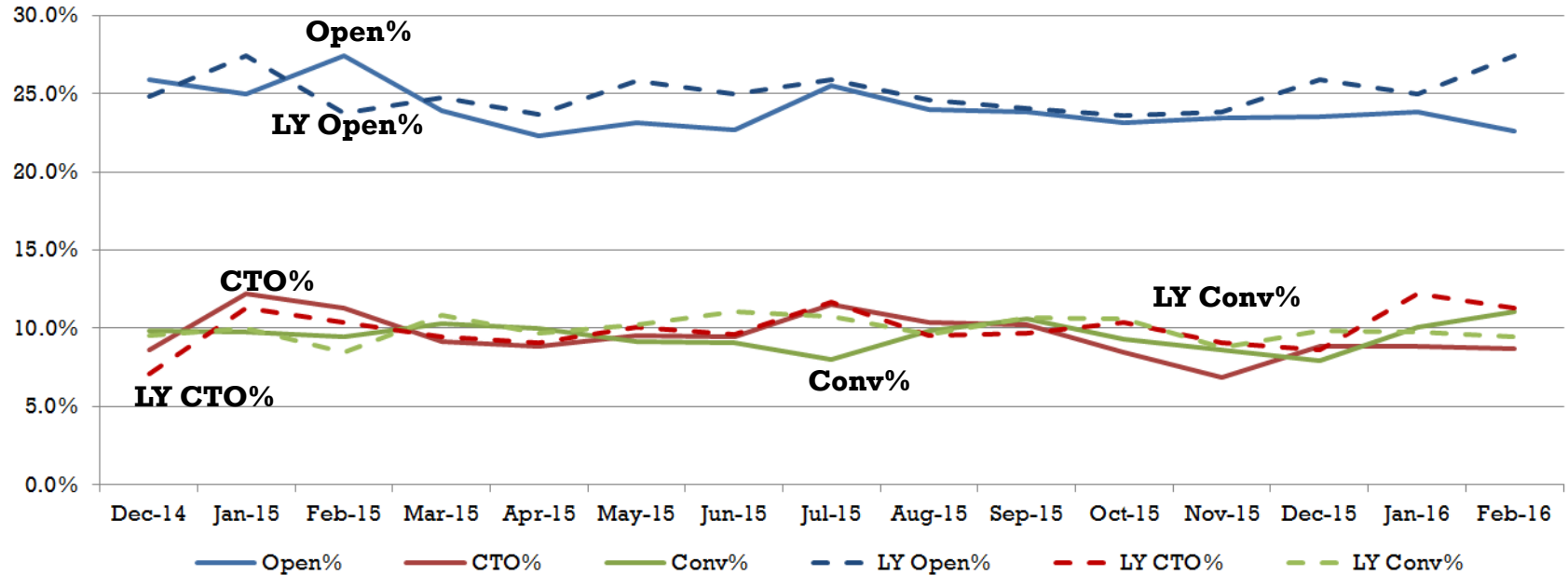
Executive Summary: MoM campaign trends



Observations

- YoY bookings for Solo campaigns decreased by 61.0 K primarily due to 2015 Shop Marriott, which drove 46.8 K bookings
- Feb was the 2nd highest email delivery month since Jan 2012 due to volume increases in MRCC, Lifecycle & Concierge

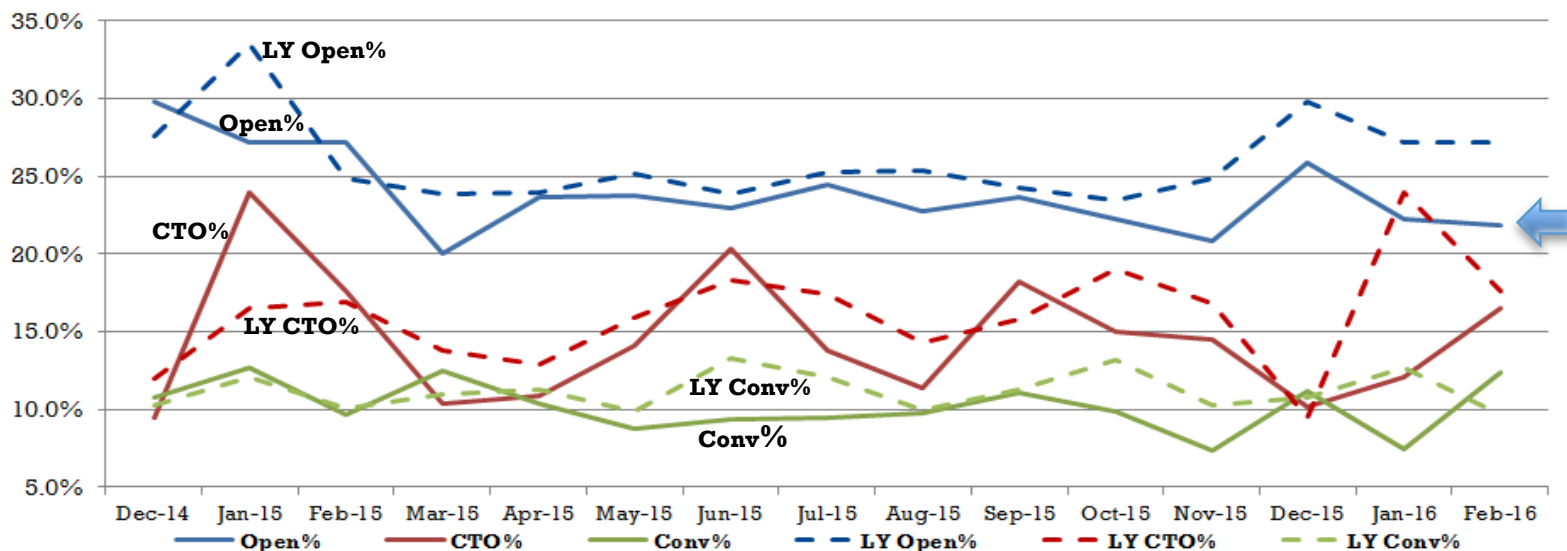
Program MoM & YoY KPI trends: Feb 2016



Observations

- YoY Open rate fell by 17% YoY due to decreases in eNews/Benefits, Concierge & Solos
- YoY Click to open rates fell by 23% due to decreases in Solo & Lifecycle campaigns
- Conv% showed a positive YoY increase for the 2nd month in a row

eNews Open rate declined with an increasing YoY delta



- eNews Open rate fell by 2% MoM & by 20% YoY
- MegaBonus in the subject line did not generate expected lift

2015

Jan: Your Account: Start 2015 with MegaBonus

Feb: Your Account: Save up to 50% at Atlantis

2016

Jan: Your Account: Travel Ideas for 2016

Feb: Your Account: It's MegaBonus Time*

*MegaBonus Announcement (1/27) may have cannibalized Feb

March eNews Open rate 18.9%* based on 14 day report (*skews lower than monthly report)

MegaBonus Summary

- Fall'15 ended generating 159 K bookings & \$51 M
- + • Spring '16 generated as of Feb 126 K bookings & \$40 M

Fall '15 generated the 2nd highest bookings & revenue of any MegaBonus campaign

MegaBonus	Delivered	EIR Bookings	EIR Revenue	Bkngs/ Dlvd
Fall '14	43.3 M	110.9 K	\$28.06 M	2.6
Spring '15	50.2 M	182.2 K	\$51.17 M	3.6
Fall '15	60.4 M	158.8 K	\$49.66 M	2.6

Observations

- Fall'15 campaign bookings grew 43% YoY
- Fall'15 generated 24.4% less bookings and 27.8% lower bookings per delivered (K) than Spring '15
- Despite similar touchpoints there were significant differences between Spring & Fall '15 campaigns

Spring '15

Corrected info Solo

- One-time send (605.2 K)
- High booking driver: 22.3 K bookings
- Highest Booking/delivered (36.9)

Fall '15

Plus Up promotion Solo

- Medium volume (1.3 M)
- 1.8 K bookings
- Below avg Booking/delivered (1.3)

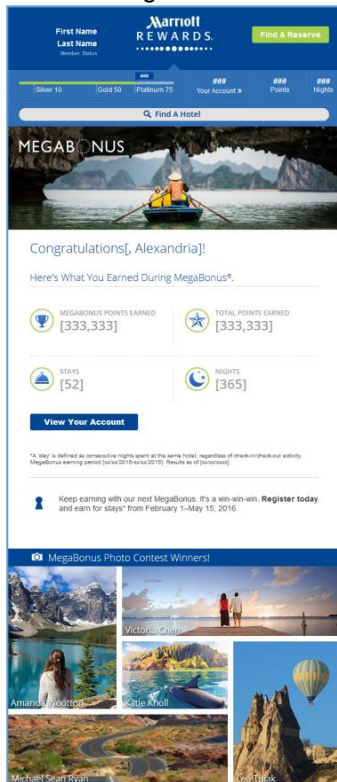
Hotel Specials (Dec) module

- High volume (7.8 M)
- Below the fold placement, low clicks & bookings
- Non-registrants only

The Total Earned mailing Click to open rate doubled from Spring '15

Fall '15

SL: Your MegaBonus results are in!



MB Total Earned	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd
Spring '15	244.0 K	4.2 K	\$1.51 M	68.1%	14.8%	17.3%	17.4
Fall '15	283.7 K	9.6 K	\$3.53 M	65.0%	29.0%	17.9%	33.7

Spring '15

SL: Your MegaBonus Results Are In!



Observations

- Deliveries increased by 16.2%, suggesting greater participation in MegaBonus
- Changes include:
 - Smaller icons, greater focus on “the numbers”
 - Account CTA
 - MegaBonus signage
- Future considerations
 - Direct Booking CTA

By end of Feb, Spring '16 on pace to exceed previous campaign bookings

MegaBonus continues to evolve

- New promotion type
- New touchpoints

Achievement

First Name
Last Name
Member Status

Marriott REWARDS

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » Points Nights

Find A Hotel

MegaBonus

73% Open%, 75% CTO%
127.0 Booking/Delivered (K)

You've Unlocked a New Offer: Up to 5,000 Points

Congratulations, Alexandria! You've achieved MegaBonus® wins #1 and #2. Want more? Go for win #3. Stay again and earn 1,000 bonus points per night, up to 5,000 points.

ACHIEVED
You earned a free night after two stays*.

ACHIEVED
You stayed 20 nights and earned 20,000 bonus points. You stayed 25 nights and earned 30,000 bonus points.

WIN
Now earn 1,000 bonus points per night, up to 5 nights.

Earn up to 5,000 bonus points to use toward future stays, shopping, dining and much more. Thanks for being a loyal guest!

Register Now

*A 'stay' is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

MegaBonus First 2 Months	Delivered	EIR Bookings	EIR Revenue	Bkngs/ Dlvd
Spring '15	35.4 M	125.5 K	\$31.06 M	3.5
Fall '15	36.9 M	121.8 K	\$39.26 M	3.3
Spring '16	37.5 M	126.1 K	\$39.78 M	3.4

* Note: Spring '16 to date results do not include Nonmember welcome or Display media

Benefit dedicated imagery/copy

MegaBonus

MegaBonus® Like a Winner, Alexandria!

There are more ways to win with the new MegaBonus. Register & start earning today.

Register Now

Nonmember Welcome

Free Night. Feel Like a Winner.

Join Marriott Rewards® now, earn a free night with MegaBonus®. Plus, unlock a bonus points offer.

Get A Free Night

Offers modules to non-registrants

MegaBonus

Earn a Free Night, Alexandria

Stay* twice and earn a free night, plus more, when you join Marriott Rewards® and register for MegaBonus® by April 15th.

Join Now

*A 'stay' is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

Display Media: FB/GDN

Stay twice and earn a free night. Plus, unlock more!

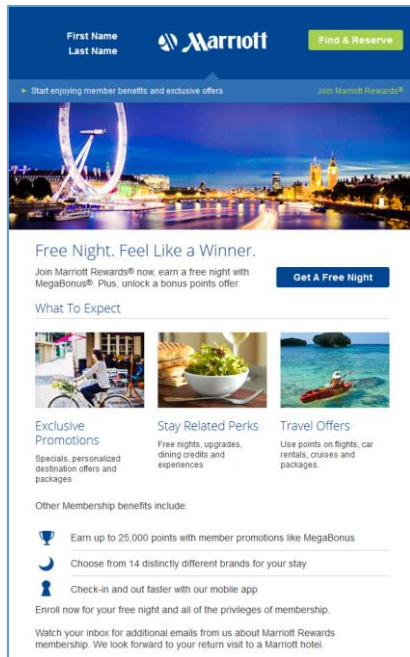
MegaBonus

Register Today

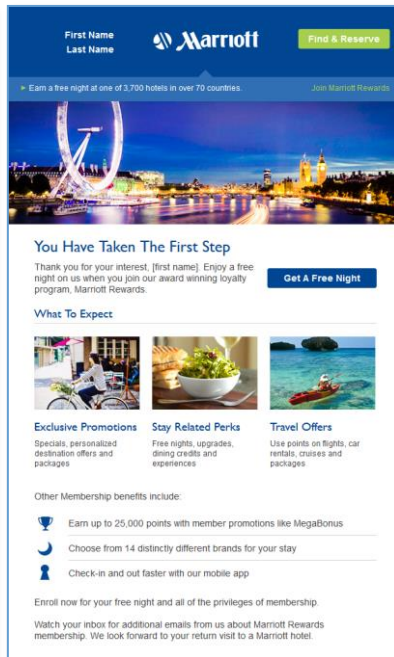
Marriott REWARDS

MegaBonus offer in Nonmember Welcome did not appear to stimulate engagement

Feb '16 Nonmember Welcome
(ft. MegaBonus)



2015 Nonmember Welcome



Nonmember Welcome	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Feb'16	292.4 K	131	\$72.2 K	25.3%	11.9%	1.5%	0.4
2015 Avg	249.7 K	131	\$64.1 K	27.0%	11.8%	1.6%	0.5

Note: 2015 Avg was May-Jan'16, excluding months where tracking may have been an issue

Observations

- **Enrollment tracking was not enabled, the KPI for Nonmember initiatives; enrollment tracking capability is being explored**
- The addition of MegaBonus as incentive did not create higher engagement than the 2015 average, with nearly identical Open, Click to open and Conversion rates
 - Ultimately, the incentive may have been perceived the same
 - Nonmembers may not appreciate MegaBonus offering or bonus points at this stage

Optimization considerations

- Limited time offer language
- Reinforce bonus points with redemption possibilities

PO Campaigns generated the 2nd
+ highest monthly bookings & highest
Click to open rate

PO Click engagement has shown steady growth

Feb Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	21.5 K	\$8.2 M	30.5%	18.5%	27.2%	15.4	0.11%
Benefits	421.7 K	17.1 K	\$6.5 M	36.3%	37.9%	29.5%	40.6	0.1%
Destinations	506.9 K	1.5 K	\$599.5 K	29.0%	4.4%	22.8%	2.9	0.1%
Offers	468.7 K	2.9 K	\$1.1 M	27.0%	11.6%	19.9%	6.3	0.0%
TSAT	1.7 M	4.3 K	\$1.6 M	23.4%	11.9%	9.0%	2.5	0.16%
Benefits	485.5 K	2.7 K	\$1.0 M	26.4%	19.4%	11.0%	5.7	0.1%
Destinations	630.0 K	733	\$300.2 K	23.8%	6.4%	7.6%	1.2	0.2%
Offers	593.0 K	810	\$300.4 K	20.5%	10.9%	6.1%	1.4	0.1%
Total	3.1 M	25.8 K	\$9.8 M	26.6%	15.3%	20.3%	8.3	0.13%

Observations

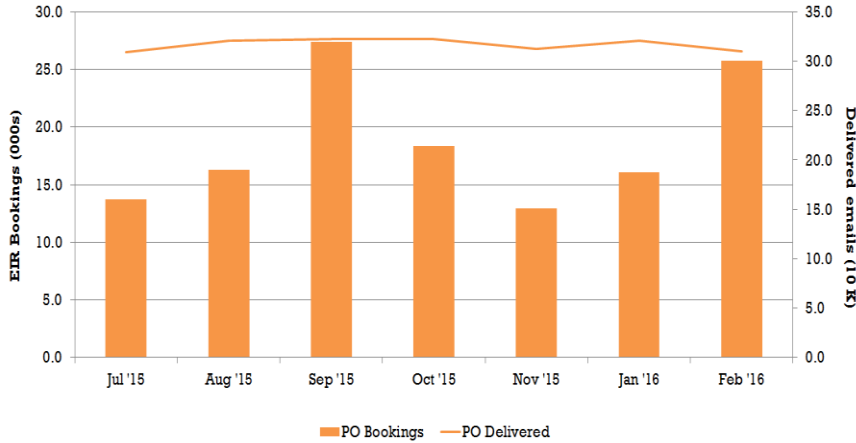
2nd highest monthly bookings driven by MegaBonus featured in Benefits & Offers

- Highest CTO% & 2nd highest Conv%

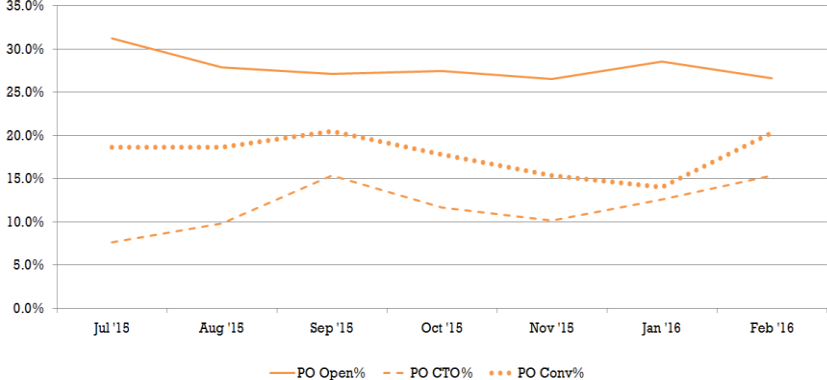
Compared to the base email program, PO-dedicated campaigns:

- Generated 18% Higher Open rate
- 76% higher CTO%
- 83% higher Conv%

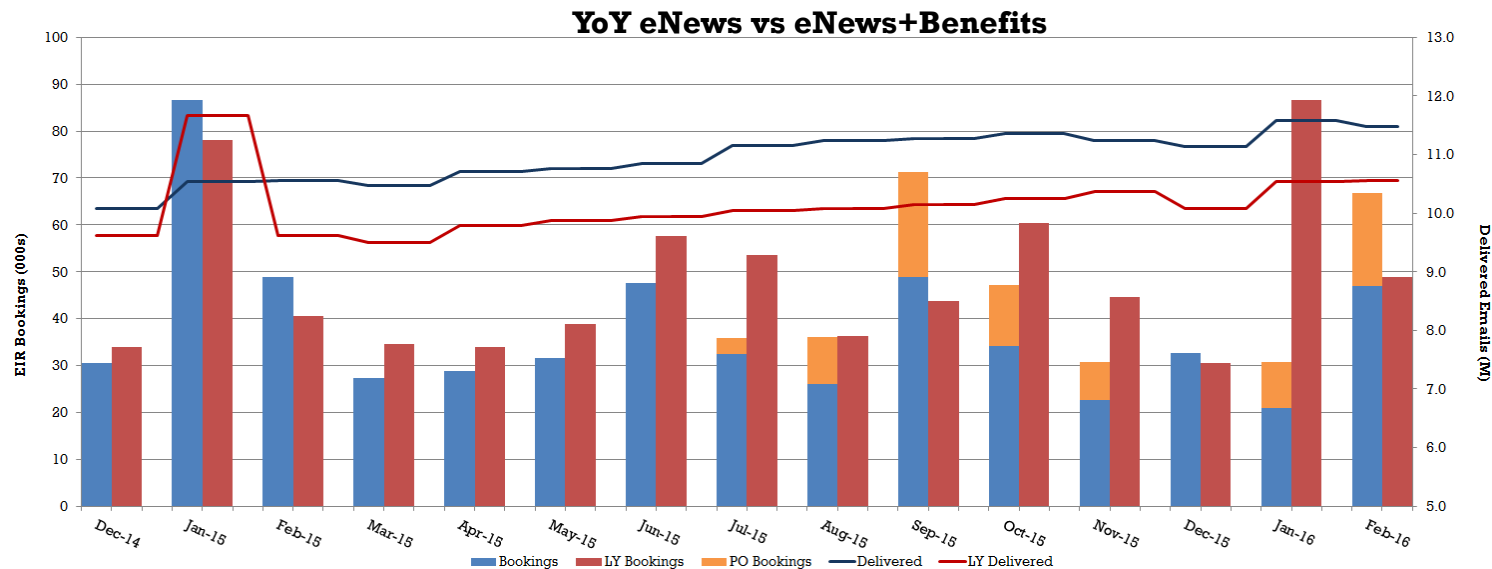
Bookings by Month



Email KPIs by Month



MegaBonus timing was a large factor in determining YoY impact of Benefit with eNews



July '15
Benefits launches end of month

Sept '15
No MidYear promo

Oct-Nov '14
MegaBonus response peaks

Dec '15
PO rolled into YIR eNews

Jan '16
No MegaBonus

Feb '16
Announcement Solo (1/27)
cannibalized response?

Observations

- There were 4 months where LY bookings were higher than eNews+Benefits vs 3 months
- The timing of MegaBonus launch & when it was featured influenced monthly bookings that make a clean read on the impact of PO targeting challenging
- **YoY comparisons are limiting, campaign-level hold out analysis can provide a more accurate assessment**

Hotel Specials/Offers bookings were driven by presence of strong offers & sweepstakes



Observations

- There were 4 months where LY bookings were higher than eNews+Project Orange vs 3 months
- Compelling offers in Featured Brands section of the older template correlated with decreases in YoY bookings:
 - Dec '14 featured a 50 K Sweepstakes in the Featured Brands
 - Jan '15 60% off Atlantis, \$250 airfare credit
- Likewise, sweepstakes in the new template in Sept drove high engagement & bookings

WHPH & TSAT demonstrated
+ different engagement with
MegaBonus, Field Offers &
Destinations

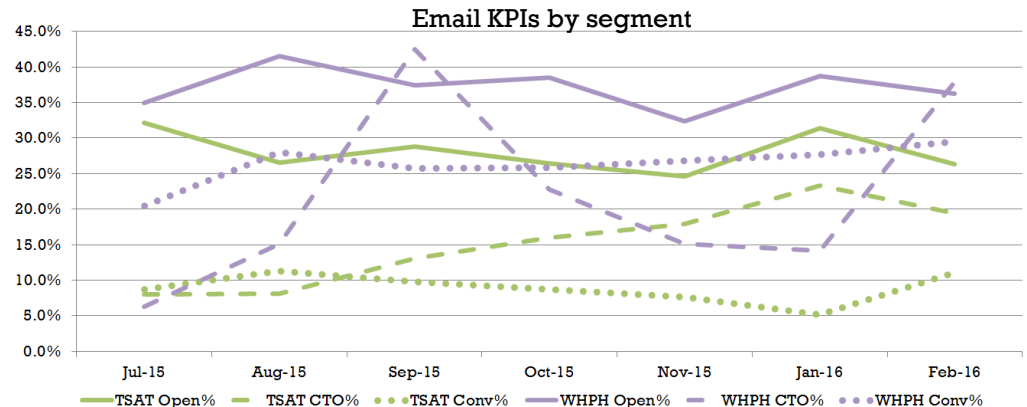
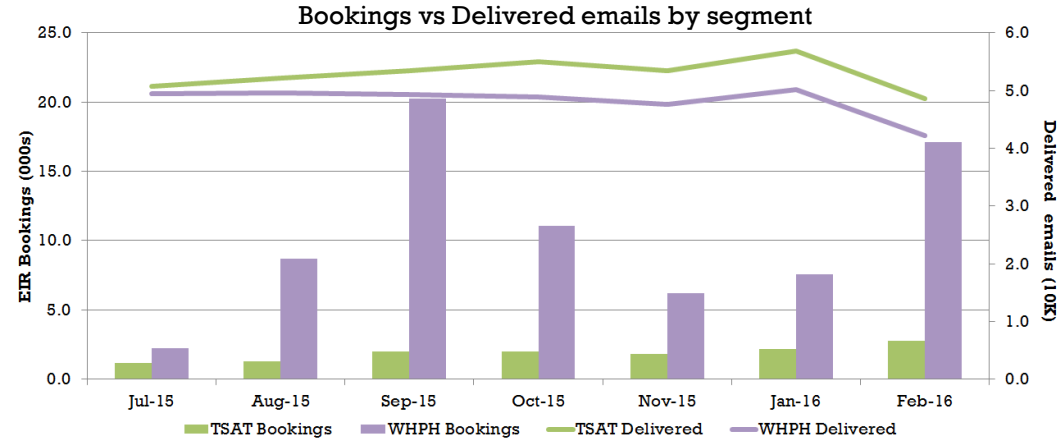
Benefits: Spring MegaBonus created high engagement & bookings with WHPH & TSAT

Observations

MegaBonus offering has evolved & may have helped drive response, particularly for TSAT

- TSAT generated 27.9% more bookings than Jan, which was the previous highest booking month (featured a Hawaiian vacation sweepstakes)
- WHPH continued trend of high engagement with first look at MegaBonus (in Benefits)

MegaBonus should still be primary feature for both segments



Benefits: WHPH engaged heavily with MegaBonus content

Observations

WHPH had strong engagement with MegaBonus, generating 85% of clicks (similar to Sept Benefits feat. MegaBonus)

- 56% of clicks for TSAT Benefits went to MegaBonus Top Offer
- 53% of clicks went to Top Offer for eNews audience

Aside from the Account Box, no other section received more than 2% of clicks

- **Majority of WHPH click engagement is with MegaBonus, consider repeating & reinforcing content sharing space with MegaBonus in other campaigns**

WHPH Benefits

Your Account: MegaBonus® Like a Winner [FNAME]!

The screenshot shows the MegaBonus benefits page with several callout boxes highlighting specific sections and their click-through rates (bks):

- Account Box**: 6%, 903 bks
- Search**: 1%, 146 bks
- Top Offer**: 85%, 15.1 K bks
- Top Offer 2**: 1%, 93 bks
- Rewards**: 2%, 244 bks

The page content includes:

- Account Box**: A box showing the user's account status and a 'Redeem' button.
- Search**: A search bar with a 'Search' button.
- Top Offer**: A large green box with the text 'MegaBonus® Like a Winner, Alexandria! There are more ways to win with the new MegaBonus. Register & start earning today.' and a 'Register Now' button.
- Top Offer 2**: A box with the text 'Show Your Points Some Love. Maximize your points by earning and redeeming to your heart's content. All relationships need a little love & attention.' and a 'Plan Your Next Trip' button.
- Rewards**: A box with the text 'Work Your Points at Delta Hotels and Resorts®. Watch the sunrise across Canada. Enjoy 25% off plus breakfast for two.' and a 'Book Now' button.

The screenshot shows the Autograph Collection Hotels website with various hotel listings and promotional banners. Key elements include:

- Header**: 'Get to Know: Autograph Hotels' and 'See All'.
- Autograph Collection Hotels**: A banner for 'Alexandria, every hotel in the Autograph Collection® is one-of-a-kind, just like you. Make your next trip #ExactlyLikeNothingElse'.
- Redeem 2%, 220 bks**: A blue box with a 'Redeem' button.
- The Press Hotel, Portland, Maine**: A listing for 'The Press Hotel, Portland, Maine. Upgrade to the penthouse suite & get rooftop access with the best view'.
- Cotton House Hotel, Barcelona, Spain**: A listing for 'Cotton House Hotel, Barcelona, Spain. Stay in the heart of the city and swim in the sixth floor pool.'
- Mauna Kea Beach Hotel, Hawaii**: A listing for 'Mauna Kea Beach Hotel, Hawaii. Hit the award-winning greens or dive with Manta Rays.'
- Pursue Your Passions**: A section with 'Shop Now' and '100K POINTS'.
- Products 1%, 68 bks**: A blue box with a 'Products' button.
- Your New Favorite Hotel Just Opened**: A section with 'See New Hotels'.
- Hotel Openings 1%, 155 bks**: A blue box with a 'Hotel Openings' button.
- JW Marriott® Los Cabos Beach Resort & Spa**: A listing for 'JW Marriott® Los Cabos Beach Resort & Spa. Enjoy an unforgettable vacation at the exclusive Griffin Club. Stay Here'.
- The Franklin Hotel at Independence Park**: A listing for 'The Franklin Hotel at Independence Park. Stay in the heart of Philadelphia in a stylish room with park views. Book Now'.
- The Hague Marriott® Hotel**: A listing for 'The Hague Marriott® Hotel. Make this award-winning, state-of-the-art hotel your networking base. Meet Here'.

Benefits: Hotel Openings continued to engage TSATs

Observations

The elevated Hotel Openings continued to generate click engagement for TSATs

- 6% of clicks (vs 4% in Jan)
- Conv% was slightly below average (4.1% vs 4.8% avg)

TSAT continued to find value with Hotel Openings

Benefits

Your Account: Your MegaBonus®

The screenshot displays the Autograph Hotels website interface. At the top, a navigation bar includes 'Get to Know Autograph Hotels' and 'See All'. Below this, a section titled 'Your Account: Your MegaBonus®' features a 'First Name' field with 'REW' and a 'Last Name' field with '*****'. A blue button labeled 'Sign Me Up!' is positioned to the right. The main content area is divided into several promotional boxes: 'Account Box' with '15%, 572 bks', 'Search' with '4%, 158 bks', 'Top Offer' with '56%, 1.6 K bks', and 'Top Offer 2' with '4%, 101 bks'. A 'Rewards' box shows '5%, 90 bks'. Below these, a 'New Benefit: Cash Back' section mentions 'The open road is calling. Save up to 30% on your rental & earn up to 5,000 points.' with 'Book Your Stay' and 'Get Your Car' buttons. The 'Stay Somewhere New' section highlights 'JW Marriott® Los Cabos Beach Resort & Spa' with a 'Find Abhh' button. A 'Hotel Openings' box prominently displays '6%, 72 bks'. At the bottom, a 'The Hague Marriott® Hotel' is featured with a 'Stay Here' button.

This screenshot shows another section of the Autograph Hotels website. It begins with a 'City Scene: Nassau' banner featuring a large image of a tropical beach and a '70%' discount tag. Below the banner, a 'Gateway to the Bahamas' section describes Nassau as a 'babe of the flavors, culture, and beauty of the islands.' with a 'Take Me There' button. Three small images are displayed: 'See: Junkanoo', 'Eat: Conch', and 'Do: Dolphin Swim'. The 'Autograph Collection Hotels' section highlights 'Atlantis, Paradise Island' as 'The iconic island resort is a world of its own, with restaurants, pools and entertainment for all ages.' Below this, a 'Watch This: Head to Dubai' section features 'The Two Bellmen Are Back!' with a 'See the Action' button. A 'Video' box at the bottom right shows '1%, 8 bks'.

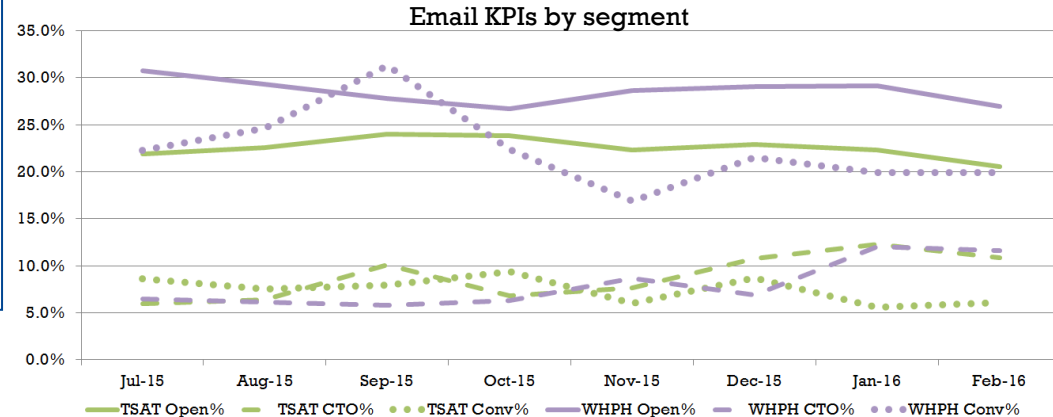
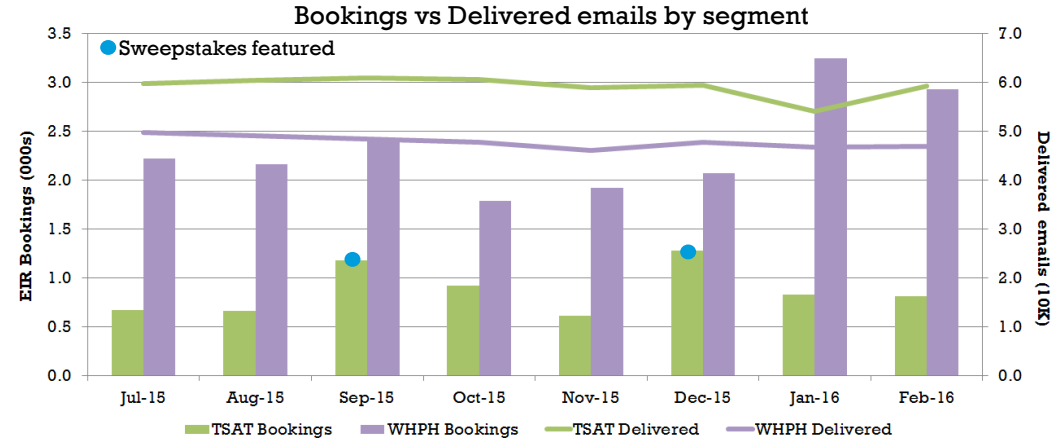
Field Offers generated positive change for both segments

Observations

Offer performance was consistent with Jan when Field Offers were introduced

- WHPH bookings were 40% higher than the 2015 average, mostly due to high CTO%
- TSAT bookings held steady MoM with a high CTO% but similar low Conv% as Jan
 - 2015 avg Conv%: 8.1%
 - 2016 avg Conv%: 5.8%
- When removing months that featured Sweepstakes (Sept & Dec) TSAT bookings are averaging 15% more monthly bookings than 2015

Propensity modeled Field Offers were a significant positive change for WHPH & generated incremental positive change for TSAT



Segments engaged differently to Destinations

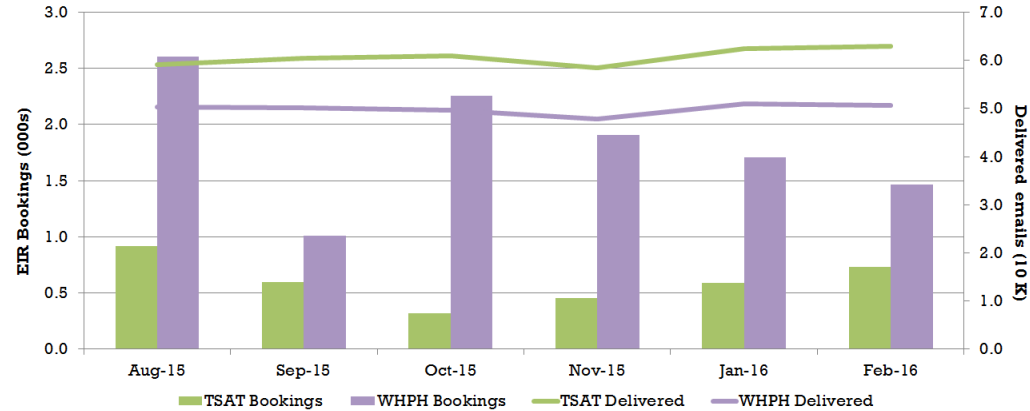
Observations

Since October, Destination bookings have declined MoM for WHPH while increasing for TSAT

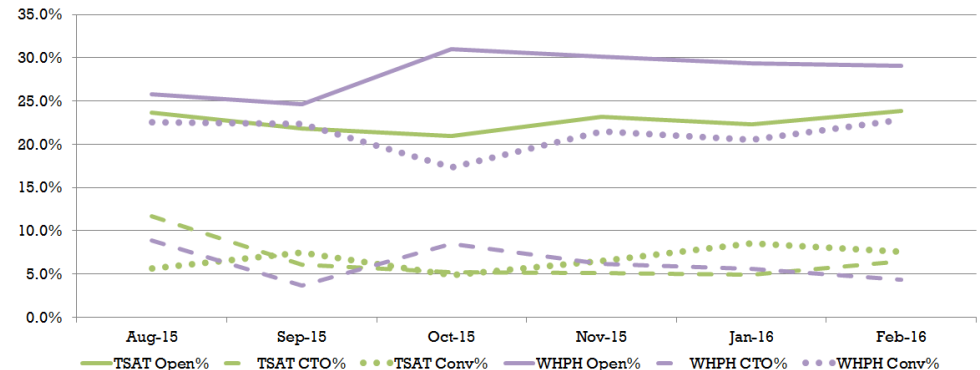
- WHPH did not appear to be engaging with the Top Offer & new minor module format & content
- Conversely, TSAT responded well, generating the highest number of clicks and 2nd highest Click to Open rate; the minor module drove the increase in clicks

March Destinations will move to a new format & travel inspiration content

Bookings vs Delivered emails by segment



Email KPIs by segment



Destinations engagement improved for TSAT

Feb Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	506.9 K	1.5 K	\$599.5 K	29.0%	4.4%	22.8%	2.9	0.1%
TSAT	630.0 K	733	\$300.2 K	23.8%	6.4%	7.6%	1.2	0.2%
Total	\$1.1 M	2.2 K	\$899.7 K	26.2%	5.4%	13.7%	1.9	0.2%

WHPH

Feb continued the lower engagement trend with content:

- 2nd lowest clicks generated by the campaign
- Click% to Account Box and Search increased

Compared to previous 2015 Destination versions:

- Top Offer message did not feature an offer or destination & featured one link
- Minor Offer did not contain CTA buttons

TSAT

Feb generated the highest monthly clicks and Conv%

- Unlike Jan, TSAT engaged well with the Minor Offer section; the percentage of clicks to the Minor Offer section doubled MoM

WHPH

[FNAME,]Take Charge of Your Travel

Account Box
46%, 797 bks

Search
10%, 163 bks

Top Offer
13%, 163 bks

Pursue your favorite destinations
Take charge of your travel and go for the experiences that you'll remember most. [Plan Your Trip](#)

Play & Stay: Where to Sip, Style & See

Sip Some Suds in London
Enjoy a good pint at some of London's best pubs: Camden Town Brewery, The Charles Lamb, & The Cross Keys.

R St. Pancras Renaissance® Hotel London
Stay steps away from London's top attractions and enjoy direct access to the international railway.

Minor Offer
24%, 266 bks

JW Marriott® Chicago
Host a power lunch at The Floriole, a world-class restaurant inside this luxurious, landmark hotel in the Loop.

Go Wild in San Francisco
Hike the urban trails for the best views of the area. Start at Land's End, Hawk Hill or Golden Gate Park.

The Ritz-Carlton® San Francisco
Explore the city by cable car – there's a stop at the hotel – and experience timeless elegance from the top of Fish Hill.

TSAT

[FNAME,]We Found Your Next Escape

Account Box
26%, 359 bks

Search
10%, 125 bks

Top Offer
13%, 60 bks

Let Your Heart Lead
Alexandria. Take your heart to new destinations and experiences that you can share. [Make Your Escape](#)

Play & Stay: Ahhh-mazing Experiences Just for You

Swirl, Sniff & Sip in Napa
Take a behind-the-scenes tour through California wine country and taste wine like a master sommelier.

Napa Valley Marriott® Hotel & Spa
Unwind after a full day of wine tastings with a signature treatment at The Preserve Spa or dinner at Vintages.

Minor Offer
45%, 155 bks

The Ritz-Carlton® Orlando, Grande Lakes
Find your escape on 500 acres of natural beauty that includes a bird sanctuary, spa, golf course, fine dining and more.

Enjoy Jazz in New Orleans
Get schooled in jazz with a show at Preservation Hall, Louis Armstrong Park or the Little Gem Saloon.

AC Hotels New Orleans Bourbon/French Quarter & Roo
Get the inside scoop about Bourbon Street and the French Quarter from the hotel's in-the-know bartenders.

TSAT click engagement with the Minor module increased with each placement

Observations

February featured US destinations where Jan featured International

Focus on US destinations & experiences for TSAT

Other monthly differences in content

- Recognized activities associated with locations
 - Wine – Napa
 - Jazz – New Orleans
- Audience familiarity with content
- Larger Images

Jan

Be a Collector of Experiences

Learn to Meditate in Bali

Find your Zen on a pristine, white-sand beach as you're guided through a meditation.

621 Clicks

The Ritz-Carlton® Bali

Treat yourself with an Instant Redemption and keep your Zen going at the spa.

281 Clicks

Ride the Dunes in Dubai

Crank up your adrenaline while changing over dunes in a 4x4 and carving donuts in the sand.

JW Marriott® Marquis® Dubai

Get a deal in the Al Hibab Desert. Get your fifth night for free when you redeem four nights.

Shop the Floating Markets

In Bangkok, vendors paddle the canals selling snacks and souvenirs. Bring your camera to capture the color.

181 Clicks

Renaissance® Bangkok Ratchaprasong

Each market has its own personality. Your hotel's Navigator can point you to the best one for you.

Feb

Play & Stay: Ahhh-mazing Experiences Just for You

Swirl, Sniff & Sip in Napa

Take a behind-the-scenes tour through California wine country and taste wine like a master sommelier.

2,329 Clicks

Napa Valley Marriott® Hotel & Spa

Unwind after a full day of wine tastings with a signature treatment at The Preserve Spa or dinner at VINEleven.

1,294 Clicks

Find Your Zen in Orlando

Bliss out in the city's most beautiful spots. Stroll through Leu Gardens or visit the Mayan Courtyard.

The Ritz-Carlton® Orlando, Grande Lakes

Find your escape on 500 acres of natural beauty that includes a bird sanctuary, spa, golf course, fine dining and more.

Enjoy Jazz in New Orleans

Get schooled in jazz with a show at Preservation Hall, Louis Armstrong Park or the Little Gem Saloon.

1,476 Clicks

AC Hotels New Orleans Bourbon/French Quarter Area

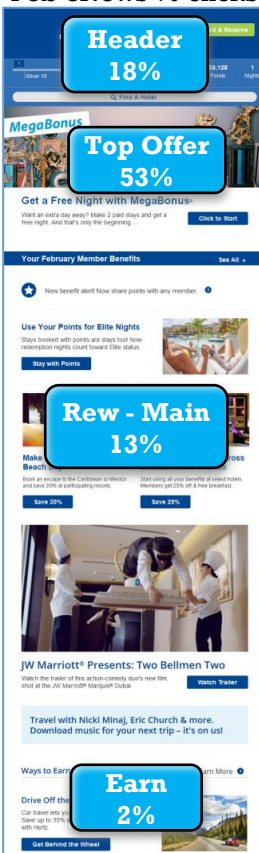
Get the inside scoop about Bourbon Street and the French Quarter from the hotel's in-the-know bartenders.

Feb content focus highlights:

- + • Hotel redemptions were a content focus in eNews/Benefits
- Point earning offers were featured in Hotel Specials/Offer

Hotel redemptions content was expanded in eNews

Feb eNews % clicks



eNews Hotel Redemptions

- 4% of eNews clicks
- Ski destination focus
- ½ US, ½ International

Where to Use Your Points

More Redemptions



Marriott's MountainSide
45,000 Points



The Ritz-Carlton®, Lake Tahoe
60,000 Points



Vail Marriott® Mountain Resort
45,000 Points



Pik Palace, Shahdag, Autograph Collection®
10,000 Points



Sochi Marriott Krasnaya Polyana Hotel
20,000 Points



Tsaghkadzor Marriott Hotel
10,000 Points

Observations

Hotel Redemptions content was expanded

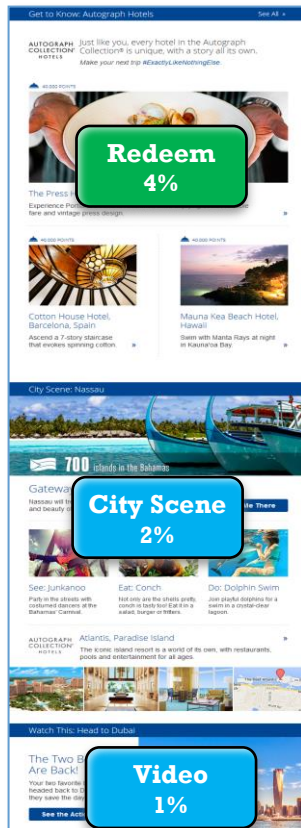
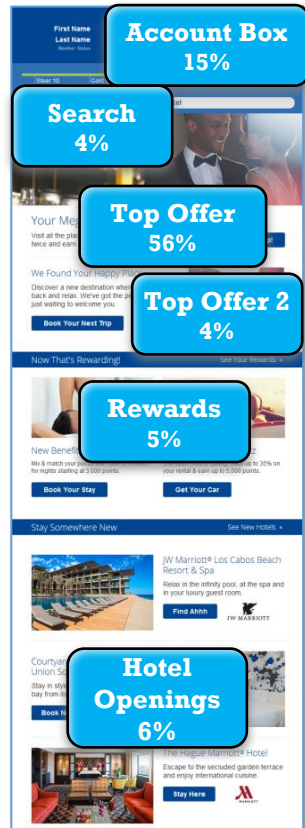
- 3 slots to 6 slots
- Replaced product redemptions

The increase in Hotel Redemption content did not appear to increase click engagement with eNews audience

- 4% of eNews clicks, avg for MegaBonus months
- Destinations may not have been optimal click engagement categories (ski & international destinations), missing a theme

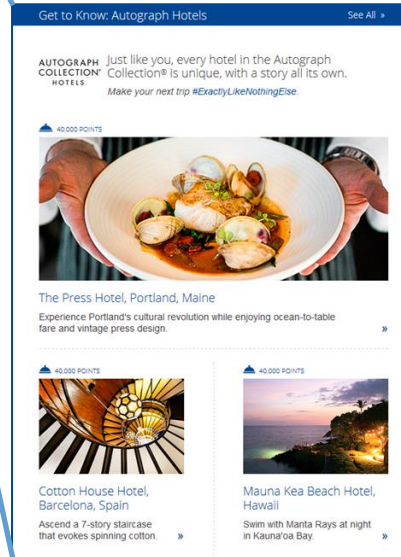
Hotel redemptions content continued to follow a Brand theme in Benefits

TSAT Benefits



TSAT Benefits

- 4% of clicks
- Highlights: Portland (Maine), Barcelona, Mauna Kea



Observations

Hotel Redemptions were aligned by brand for the 2nd month

- Feb: Autograph; Jan: Moxy

Organizing Hotel Redemption by Brand appeared to generate additional clicks for TSAT

- Generated 4% of TSAT Benefits clicks, incremental and above avg for MegaBonus month

Organizing by Brand has benefits

- Drives brand portfolio awareness
- Provides context to recommended location
- Can highlight diverse locations & experiences
 - Hotel Redemptions in eNews focused on mountain destinations
 - Hotel Redemptions in TSAT Benefits highlighted cuisine in Maine, design in Barcelona, Beach in Kauna'oa Bay

* WHPH Benefits: 85% of Benefits clicks were to Top Offer (MegaBonus) & clicks to all other sections were incremental

Bonus point Field Offers were featured in the minor module in Hotel Specials/Offer


Minor section for Hotel Specials & Offers featured point earning offers

- Hotel Specials: 3% of clicks, less than half of average; **consider other offer categories**
- TSAT Offers: 5% of clicks, average to other sections;
- WHPH Offers: 10% of clicks; more clicks than the Major & not due to MRCC; **continue to feature earn opportunities**


Hotel Specials

- 3% of total clicks
- Majority of clicks to MRCC offer


Do This. Earn Points. All Deals




Limited Time Offer!
Earn 80,000 bonus points and an annual free night. [Learn More](#)



Hit the Greens in Arizona
Take your clubs out for some spring training. Earn bonus points on a golf package.
Get 5,000 Points



Celeb-Watch in California
Grab a star map and tour the L.A.-area mansions with 10% savings & points.
Get 1,000 Points




Get Outside in the West
Hike the Oregon coast or ski Colorado. Earn 1,000 nightly bonus points at 40 hotels.
Up to 3,000 Points


TSAT Offers

- 5% of total clicks
- Clicks skewed to MRCC
- MRCC generated 2% Conv%


Pile on the Points, Alexandria! See All




Your Perks, Our Pleasure
Your Marriott Rewards Credit Card® gives you guaranteed Elite Status. [See Status](#)



5,000 Points in Arizona
Golf to your heart's content and earn a sweet stash of points while you're swinging those clubs.
Tea Off



Take California for 1,000
Escape to sunny California for the weekend and we'll give you 10% off plus 1,000 points.
Soak Up the Sun




Go West for 3,000 Points
The longer you stay, the more we'll pay (1,000 points per night up to 3,000) at 40 western locations.
Giddy Up


WHPH Offers

- 10% of total clicks
- Clicks distributed throughout
- MRCC generated 14.2% Conv


Earn Points for Your Next Stay! See All




Your Perks, Our Pleasure
Your Marriott Rewards Credit Card® gives you guaranteed Elite Status. [Learn More](#)



Hit the Links in Arizona
For a limited time, golf to your heart's content and earn bonus points at several Arizona hotels.
Golf for 5,000



Soak Up the Sun in California
Save 10% and get 1,000 bonus points with your weekend escape to sunny California.
Beach for 1,000



Earn Up to 3,000 Points out West
The longer you stay, the more we'll pay (1,000 points per night up to 3,000) at 40 western locations.
Go West for 3,000

WHPH engaged with earning opportunities more than other segments & relative to other content; opportunities include:

- A permanent offer module in Offers
- Increasing earning opps in WHPH Benefits
- WHPH specific MRCC copy

+ Incent Redemption was refreshed
to combat steadily declining
email KPIs since launch

-13% Open rate

-16% CTO

-19% Conv%

-41% Bk / Del (K)

Refresh included a new audience

Incent Redemption

Batch delivery schedule:

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

A refresh launched **Feb '16**:

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

Incent Redem	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Jan '15	750.5 K	8.2 K	\$3.28 M	47.6%	16.9%	13.5%	10.9
Feb '15	21.5 K	331	\$131.7 K	50.2%	23.0%	13.4%	15.4
Mar '15	22.1 K	348	\$170.4 K	52.0%	23.6%	12.8%	15.8
Apr '15	27.5 K	460	\$191.1 K	51.7%	23.6%	13.7%	16.7
May '15	30.3 K	401	\$166.6 K	49.3%	22.5%	12.0%	13.3
Jun '15	22.5 K	319	\$110.3 K	49.3%	23.1%	12.5%	14.2
Jul '15	409.0 K	3.2 K	\$1.32 M	43.8%	15.6%	11.4%	7.8
Aug '15	51.1 K	550	\$201.0 K	48.4%	17.1%	13.0%	10.8
Sep '15	54.1 K	586	\$267.2 K	44.3%	18.9%	12.9%	10.8
Oct '15	77.5 K	828	\$303.8 K	47.7%	17.7%	12.7%	10.7
Nov '15	59.3 K	532	\$205.0 K	46.8%	17.0%	11.3%	9.0
Dec '15	42.7 K	412	\$142.6 K	44.1%	18.2%	12.0%	9.7
Jan '16	75.8 K	1.0 K	\$422.1 K	53.8%	18.3%	13.3%	13.1
Feb '16	560.9 K	3.6 K	\$1.39 M	41.4%	14.2%	10.9%	6.4

Observations

- There was a steady decline in email KPIs, overall & with each batch send
- The lower threshold increased volume & likely included a less engaged audience

Conduct link & point balance segment analysis with March data

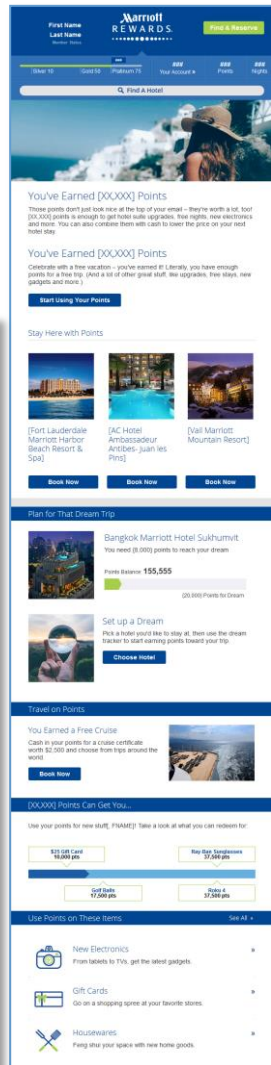
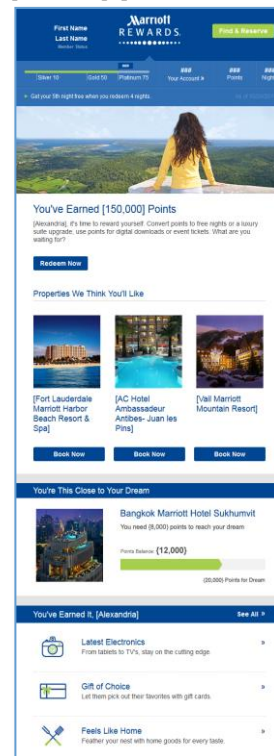
- Incent Redemption may be the 3rd/4th highest email & booking volume Lifecycle campaign so optimizations may be meaningful

Feb'16

Here's What [XX,XXX]
Points Gets You, Jim

2015-Jan'16

Jim, indulge with your
[XX,XXX] points





Key Takeaways

Feb '16 Key Takeaways

- ❖ Spring MegaBonus continued to outperform previous campaigns, potentially due to the new format; **continue to feature prominently for all segments and increase visibility by expanding module support Hotel Specials/Offer to registrants**
 - Track Nonmember welcome enrollments to measure impact of MegaBonus offer as incentive
 - For WHPH repeat & reinforce content sharing space with MegaBonus into other campaigns
- ❖ **Segment affinity** trends based on engagement with Benefits, Destinations & Offers:

<u>TSAT</u>	<u>WHPH</u>
<ul style="list-style-type: none">• Propensity modeled Field Offers• Hotel/Brand content• Prioritize US destinations over Int'l• Jan/Feb versions of Destinations format	<ul style="list-style-type: none">• Propensity modeled Field Offers• Focus on MegaBonus• More emphasis on earning opportunities; MRCC
- ❖ Hotel Redemptions did not appear to resonate with eNews audience but may have for TSAT; **explore potential engagement further by:**
 - Aligning hotel redemption opportunity by brand
 - Featuring more diverse destinations & experiences
- ❖ **Understand the impact of Incent Redemption expanded audience with a deep-dive analysis**



Competitive Insights

Valentines and Spring Break continue to be prevalent themes


Dedicated to Valentine's Day

- 'Romance Package' offers
- For Couples, food & drink lovers, single mixers

DISCOVER MORE

starwood
resorts

Will You Be My Valentine?



Valentine's Day is the perfect excuse to express our love to the most important people in our life.

Bring your loved ones and we'll ask Cupid to shoot his arrows of love. For a blissful end to a hectic day, visit Le Meridien Dubai's Food and Beverage Outlets for our luscious Valentine's Day offers.

• The Valentine's Spirit is Upon Us

LEARN MORE

WHAT IS IN THE AIR

THAI

Thai's Valentine's Set starts with a sparkling pink fizz before ten dishes, all for only AED 250 per person.

LEARN MORE

YALUMBA

Every romantic couple dining at Yalumba on the night of the 14th February will receive a rose on arrival, with our love.

LEARN MORE

THE DUBLINER'S

The lovable Emmanuel serenades the Black Valentine Brunch from 1-4pm on Friday the 12th February for just AED 89 per person.

LEARN MORE

M'S BISTRO'S

M's Bistro has a mouth-watering set menu on Valentine's Day including sea bass and Wagyu striploin steak for only AED 380 per person.

LEARN MORE

CASA MIA

Casa Mia's San Valentino set menu is for people who are passionate about Italian cuisine, attractively priced at only AED 480 per person.

LEARN MORE

WAREHOUSE

Our 3D Tinder Party on Friday 12th February is made for you to mingle and includes supper, unlimited drinks and unlimited fun.

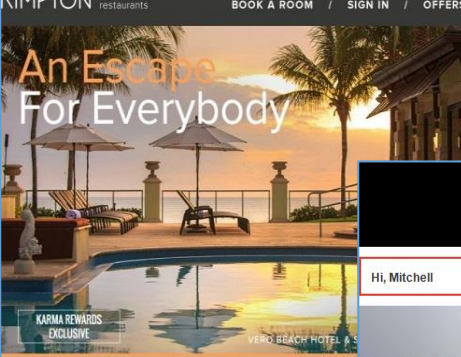
LEARN MORE

Spring Break offers

KIMPTON[®] hotels & restaurants

BOOK A ROOM / SIGN IN / OFFERS

An Escape For Everybody



KARMA REWARDS EXCLUSIVE

Enjoy spring break with your family and friends

GET UP TO 25% OFF STANDARD ROOMS UP TO 30% OFF PREMIUM ROOMS & SUITES.

Escape from February 24 - April 30, 2016 / Prepaid, non-refundable
days of the week vary by hotel / Blackout dates apply / At participating
hotels / Subject to availability

BOOK BY MARCH 4, 2016

Club
CARLSON


Hi, Mitchell

Acct. ending: 4091

Points: 0*

Red Member

TAKE 25% OFF 3 DAYS ONLY



Take 25% Off this Spring Break

Beat the winter blues with Carlson Rezidor and save 25% on sun-filled getaways now through February 29. But hurry, book between February 10 - 12 to save at participating Radisson[®], Park Inn[®] by Radisson[®] and Country Inns & Suites By Carlson[™] hotels.

Book Now

Book Today » Member Offers » Explore Hotels » My Account »

Alerts in Hilton's account newsletter

Hilton Account Statement

- Dedicated real-estate to member activity
- “Account Alerts” positioned as personalized notes

HILTON HHONORS | EXPLORE HHONORS | DOWNLOAD APP | OFFERS

Good Afternoon, MITCHELL
Account# 271594351 | Activity as of 20-FEB-2016

Total Points: 0

Tier Status: **Blue**

VIEW ACCOUNT

Based on your activity so far this year, your 2017 status would be Blue.

Stays Completed: 0 / 4 Stays

Nights Stayed: 0 / 10 Nights

Base Points Earned: 0 Points

Check out your Account Alerts

Introducing **Tru by Hilton** – a new brand that's simplified, spirited & grounded in value. [LEARN MORE](#)

You're **not registered** for the Double Your HHonors promotion. [REGISTER NOW](#)

Offers chosen just for you

2X POINTS OR MILES AT EVERY HOTEL
SIGN UP

PLAY MORE WITH RATES FROM \$99
BOOK NOW

EARN POINTS WITH ONE OF OUR MANY PARTNERS
LEARN MORE

TREAT YOURSELF TO SOMETHING SPECIAL
LEARN MORE

Good Afternoon, MITCHELL
Account# | Activity as of 20-FEB-2016

Total Points: 0

Tier Status: **Blue**

VIEW ACCOUNT

Based on your activity so far this year, your 2017 status would be Blue.

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Check out your Account Alerts

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You're **not registered** for the Double Your HHonors promotion. [REGISTER NOW](#)

Freddie Awards were featured in multiple touchpoints



HYATT® GOLD PASSPORT

you VOTE for us with every stay
Cast your ballot for Hyatt Gold Passport® in this year's Freddie Awards.

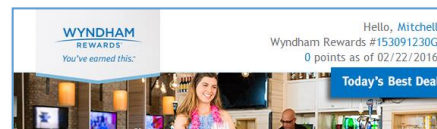
VOTE NOW

Mark Zen
Membership Number: 526631633Y

Make your voice heard and vote for Hyatt Gold Passport® in this year's Freddie Awards – recognizing the best travel loyalty programs in the world.

Year after year, you've helped make us one of the best hotel loyalty programs around. Let's do it again. Cast your vote by March 31, 2016.

VOTE NOW



WYNDHAM REWARDS
You've earned this:

Hello, Mitchell
Wyndham Rewards #153091230G
0 points as of 02/22/2016

Today's Best Deals

WYNDHAM REWARDS
You've earned this:

Hello, Mitchell
Wyndham Rewards #153091230G
0 points as of 02/20/2016

freddieawards

Show your love for THE MOST MAGICAL rewards program in the world.

Vote for Wyndham Rewards in the Freddie Awards now through March 31, 2016

The winners of the Freddie Awards are the best of the best in loyalty travel programs. What makes these awards so exciting and special is that they are voted on by YOU. So, if you love earning free nights fast at amazing hotels across the world, then vote for Wyndham Rewards in the 2016 Freddie Awards.

Vote now

Have another adventure in mind?

Vote now

Vote for Wyndham Rewards

Notable February IHG communications

Post-Stay enrollment message

- May be proof of concept to expand nonmember enrollment following a stay

IHG Rewards Club MAUREEN SCHMIDT | Member # 573139519
Reservations | Earn | Redeem | Enjoy

Welcome

It was great seeing you during your recent stay at InterContinental® Hotels & Resorts New York Times Square, and thanks for joining IHG® Rewards Club. Let's get you set up.

[START HERE](#)

- Includes stay details
- Does not include benefits
- IHG app

Stay connected

The IHG® App is a great tool for making your travel easier. You can keep your member number close and book travel quickly and easily.

Your member number: 573139519

PIN: 5785

- Access your virtual card anytime
- Find a hotel and book a stay
- Manage your reservations

[DOWNLOAD THE APP HERE >](#)

ANDROID APP ON **Google play** **Download on the App Store**

Points for surveys

- Receive 1-2 surveys a month for 500-2,500 points a survey

IHG Rewards Club John Delgado | Member # 241169553 | Login
Reservations | Earn | Redeem | Enjoy

Reservations: 1-888-697-0083 CONNECT IHG® Rewards Club f t DOWNLOAD IHG® App

[JOIN NOW](#)

Dear John,

At IHG®, we are always looking to improve our guests' experiences.

We'd like to extend an exclusive invitation for you to join the IHG® Rewards Club member panel? IHG® Rewards Club Advisors.

As a member of the IHG® Rewards Club Advisors panel, you will receive 1 to 2 survey invitations a month asking for your insights and opinions on a range of topics. These topics will be IHG® specific and the surveys will be very short (approximately 5 to 10 minutes), with all results remaining confidential and for IHG® use only.

If you are selected as an IHG® Rewards Club Advisor, you have the opportunity to receive between 500 and 2,500 IHG® Rewards Club points for each survey you complete. Your responses will help guide and grow IHG® Rewards Club.

If you have any problems accessing the site, please contact us at support@ihgrewardsclubadvisors.com.

[Join Now](#)

OTA Subject line testing

- SL1: *The Top 3 benefits of booking direct with IHG*
- SL2: *Here's why you should always book direct with IHG*

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

The Top 3 benefits to booking direct with IHG

When you're ready to plan your next trip, reserving a room directly through IHG can really pay off for you. Here are the top three reasons why you should always book direct:

- **Always earn points**
- **Best price guarantee**
- **No hidden booking fees**

2. You'll enjoy our Best Price Guarantee

Book direct with IHG and take advantage of our [Best Price Guarantee](#). If you find a lower price on any other site, your first night is on us.

3. No booking fees

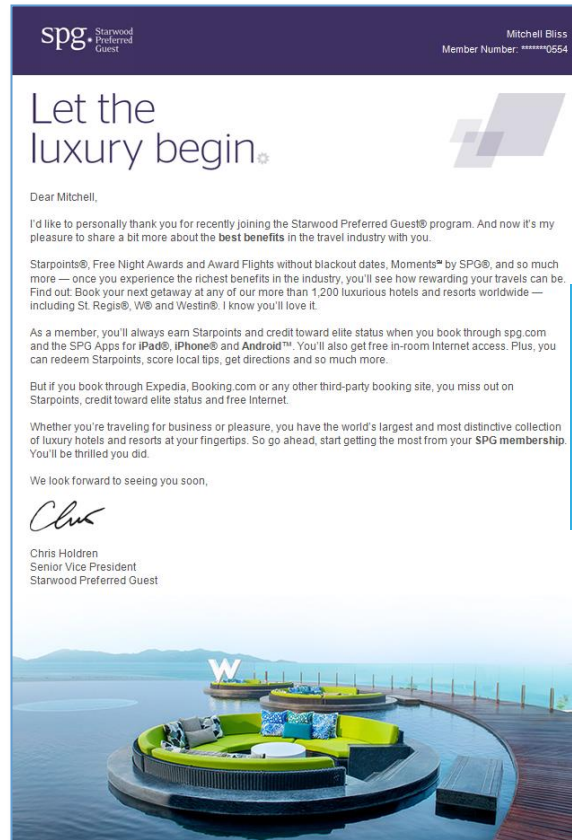
When you book through IHG.com or with the IHG® App, you'll avoid those surprise hidden fees from other travel sites.

Book direct with the IHG® App

Book with us online or through the IHG App and plan your next stay in just a few steps. Find a hotel and quickly manage your reservations from any mobile device.

Your member number: 561055473

SPG may have added a personalized touchpoint to their welcome series



Content highlights

Formal and personal message

- Positions Starpoints as a recognized currency
- Book Direct
- More formal and personal, signed by SVP



February 2016 MR Campaign Reviews

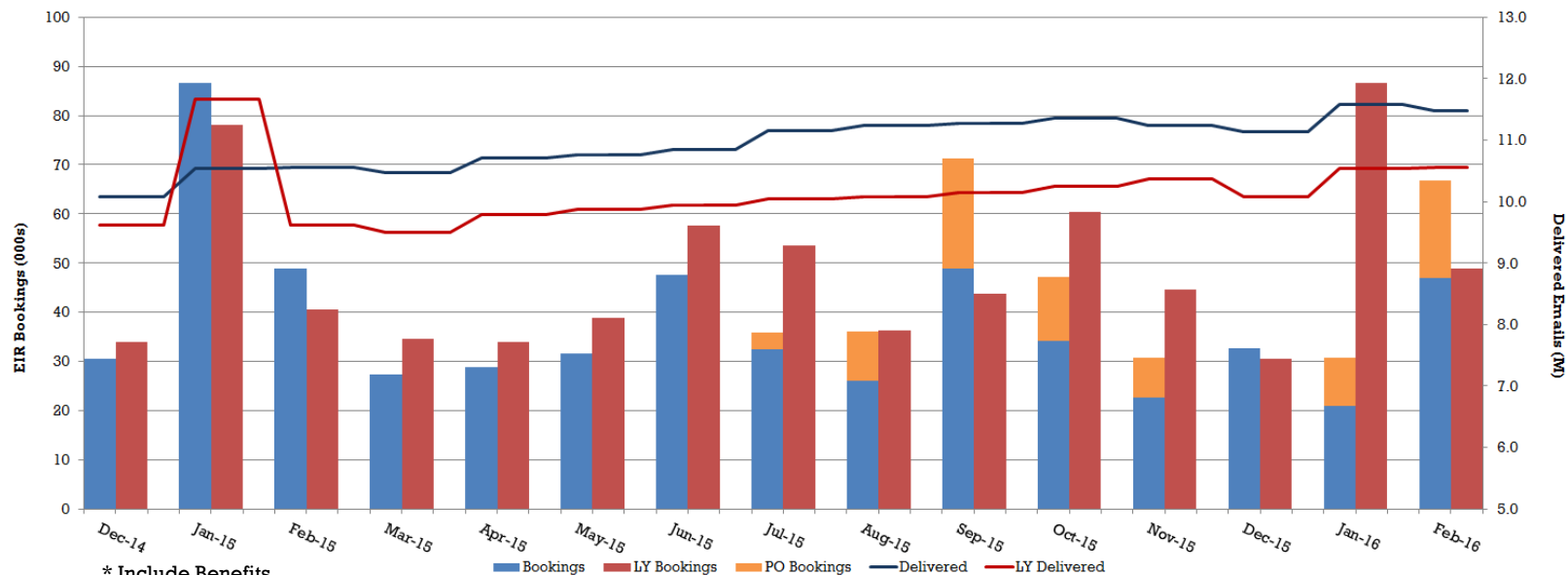
Feb '16 eNews performance summary

		eNews +			
		Program	Benefits	eNews	Benefits
Audience	Total Delivered	88.9 M 20.5%	11.5 M 8.6%	10.6 M	907.2 K
	Unsub Rate	0.29% 0.1%	0.25% 0.1%	0.26%	0.13%
	Delivery Rate	98% -0.7%	99% 0.0%	99%	100%
Engagement	Open Rate	22.6% -4.8 pts	22.5% -4.6 pts	21.8%	31.0%
	Opens	20.1 M -0.5%	2.6 M -9.9%	2.3 M	281.0 K
	Click Rate	2.0% -1.1 pts	4.0% -0.8 pts	3.6%	9.1%
	Unique Clicks	1.7 M -23.7%	463.4 K -8.4%	380.6 K	82.8 K
	Click to Open Rate	8.7% -2.6 pts	17.9% 0.3 pts	16.5%	29.5%
Financial	Bookings	192.4 K -10.5%	66.8 K 37.0%	47.0 K	19.8 K
	Revenue	\$71.7 M -9.9%	\$25.3 M 36.7%	\$17.7 M	\$7.5 M
	Conversion Rate	11.1% 1.6 pts	14.4% 4.8 pts	12.3%	24.0%
	Bookings per Delivered(K)	2.2 -25.8%	5.8 26.1%	4.4	21.9

Observations

- Feb eNews deliveries increased 8.6% YoY and bookings increased by 37.0% YoY, resulting in an 26.1% increase in booking per delivered email (K)
- Feb eNews/Benefits featured '16 Spring MegaBonus for the 1st time, which helped drive a slight increase in Click to open rate and a 14.4% YoY increase in Conversion rate
- Open rate fell by 4.6 percentage points, 2015 featured a 50% offer vs 2016's MegaBonus in the subject line
- New benefit highlights drove click engagement in the Rewards section while increase in Hotel redemption options did not appear to

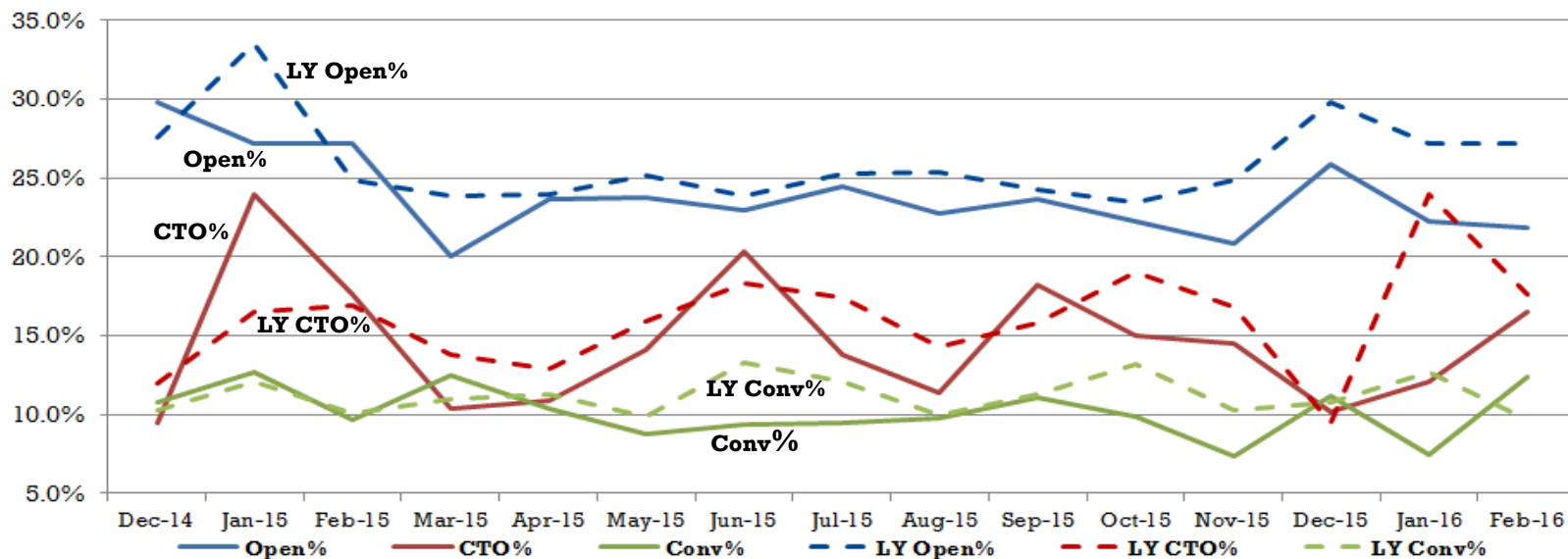
Feb '16 eNews* MoM performance summary



Observations

- YoY differences in MegaBonus campaign touchpoints include:
 - Jan'16 eNews did not feature MegaBonus
 - Jan'15 eNews (1/6) preceded Announcement Solo (1/9) and likely “announced” MegaBonus to the greater audience
 - Spring '16 MegaBonus announcement Solo (1/27) preceded 1st MegaBonus feature in eNews (2/2) which likely cannibalized bookings Feb '16 eNews may have driven

Feb '16 eNews email KPI trends



Observations

- Click to open and Conversion rate increased as expected featuring MegaBonus; however, Open rate decreased 2% MoM & fell by 20% YoY

2015

Jan: Your Account: Start 2015 with MegaBonus
Feb: Your Account – Save up to 50% at Atlantis

2016

Jan: Your Account: Travel Ideas for 2016
Feb: Your Account: It's MegaBonus Time
MegaBonus Announcement Solo (1/27) cannibalization?

Feb '16 eNews sections

Observations

- Top Offer featuring MegaBonus generated 53% of email clicks, the highest click% as well as the highest Conversion rate since Jan '15; factors include:
 - New MegaBonus featured “Free night” vs points
 - CTA & copy alluded to more rewards; **good balance of detail with promise of more**
 - This Spring MegaBonus email lacked the WHPH/TSAT audience, which has shown a greater likelihood to click throughout the email; this **suggests a greater attraction to promotional content for the rest of the PO segments**
 - Single Top Offer; **consider an exclusive Top Offer spot to MegaBonus launch**
- Within the redemption section of Rewards, Hotel redemption opps expanded to six placements, replacing product redemptions; the section generated 4% of email clicks, this historical average in eNews featuring MegaBonus
 - While compelling content always generates clicks, the **increase in Hotel redemption content did not appear to increase click engagement**

This screenshot shows the top portion of a Marriott Rewards email. It features a blue header with a 'Header' badge showing '18%, 8.7 K bks'. Below this is a 'Top Offer' section with a 'Top Offer' badge showing '53%, 29.4 K bks'. The main body includes a 'Your February Member' section, a 'Rew - Head' badge showing '6%, 1.7 K bks', and a 'Rew - Main' badge showing '7%, 1.6 K bks'. The bottom section features a video player for 'JW Marriott® Presents: Two Bellmen Two' and a 'Travel with Nicki Minaj, Eric Church & more' section. A final 'Earn' badge at the bottom right shows '2%, 283 bks'.

This screenshot shows the Marriott Rewards website's redemption section. It features a 'Hotel Rdm' badge showing '4%, 625 bks'. Below this are three hotel cards: 'Marriott's MountainSide', 'The Ritz-Carlton, Lake Tahoe', and 'Vail Marriott Mountain Resort'. A 'Search' badge shows '7%, 1.9 K bks'. The 'City Scene' section shows 'City Scene: Nassau' with a 'City Scene' badge showing '1%, 138 bks'. The 'Gateway to the Bahamas' section features three cards: 'See: Junkanoo', 'Eat: Conch', and 'Do: Swim with Dolphins'. The 'New Hotel Openings' section features a 'Hotel Open' badge showing '2%, 258 bks'. The bottom section features three hotel cards: 'The Franklin Hotel at Independence Park', 'Courtyard® Nizhny Novgorod City Center', and 'The Hague Marriott® Hotel'.

Feb '16 eNews link analysis

Observations

Section click engagement

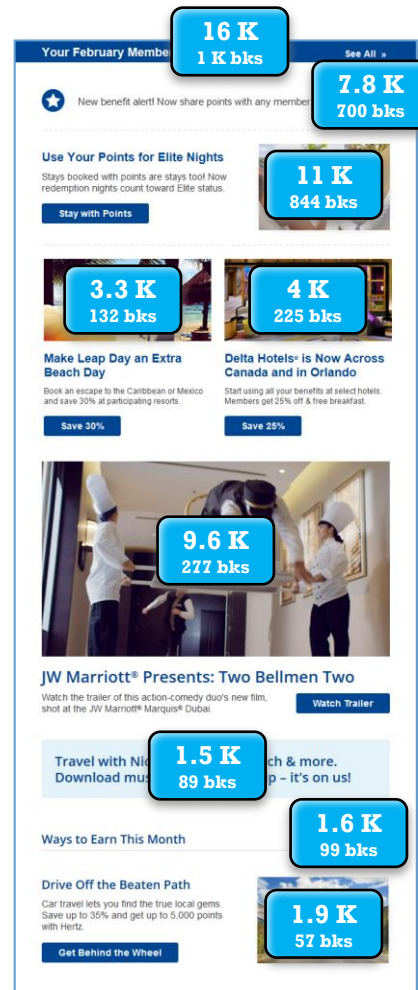
- The Main section of Rewards featured significantly more content than the section average which led to an increase of clicks

Main:	30.4 K
Rewards Header:	23.8 K
Hotel Redemptions:	17.5 K
Earn:	6.7 K

Engaging content

- New benefit details drove click engagement
 - The Milestone message “New benefit alert! Now share points with any member” received the 3rd most clicks of any milestone message since Jan’15
 - New Benefit “Stay with Point offer” generated the 2nd most clicks in the past year for Rewards content

Rewards Header	15.9 K
Stay with Points Offer	11.8 K
Two Bellmen Two Video	9.6 K
Milestone	7.8 K



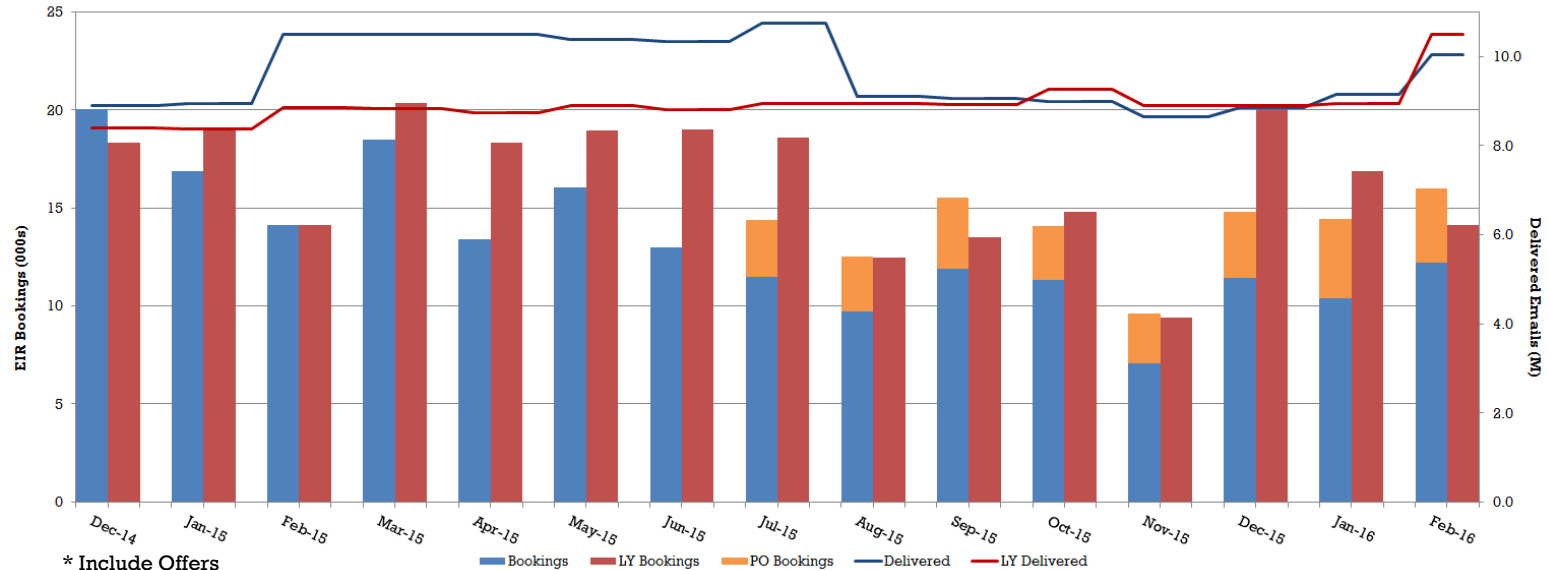
Feb '16 Hotel Specials performance summary

	Program	HS + Offers	Hotel Specials	Offers
Audience	Total Delivered	88.9 M 20.5%	10.0 M -4.4%	9.0 M 1.1 M
	Unsub Rate	0.29% 0.1%	0.14% 0.1%	0.15% 0.08%
	Delivery Rate	98% -0.7%	97% -2.7%	97% 96%
Engagement	Open Rate	22.6% -4.8 pts	19% 0.5 pts	18.8% 23.4%
	Opens	20.1 M -0.5%	1.9 M -2.1%	1.7 M 248.3 K
	Click Rate	2.0% -1.1 pts	1.9% 0.0 pts	1.8% 2.6%
	Unique Clicks	1.7 M -23.7%	187.6 K -1.9%	159.7 K 27.9 K
	Click to Open Rate	8.7% -2.6 pts	9.7% 0.0 pts	9.5% 11.3%
Financial	Bookings	192.4 K -10.5%	16.0 K 13.0%	12.2 K 3.7 K
	Revenue	\$71.7 M -9.9%	\$6.0 M 12.7%	\$4.6 M \$1.4 M
	Conversion Rate	11.1% 1.6 pts	8.5% 1.1 pts	7.7% 13.4%
	Bookings per Delivered(K)	2.2 -25.8%	1.6 18.1%	1.4 3.5

Observations

- YoY deliveries decreased by 4.4% while bookings increased by 13.0%, leading to an overall increase in Bookings per delivered (K) by 18.8%
- All emails kpis showed YoY increases
 - YoY Open rate increased by half a percentage point, the first YoY increase since Dec '14

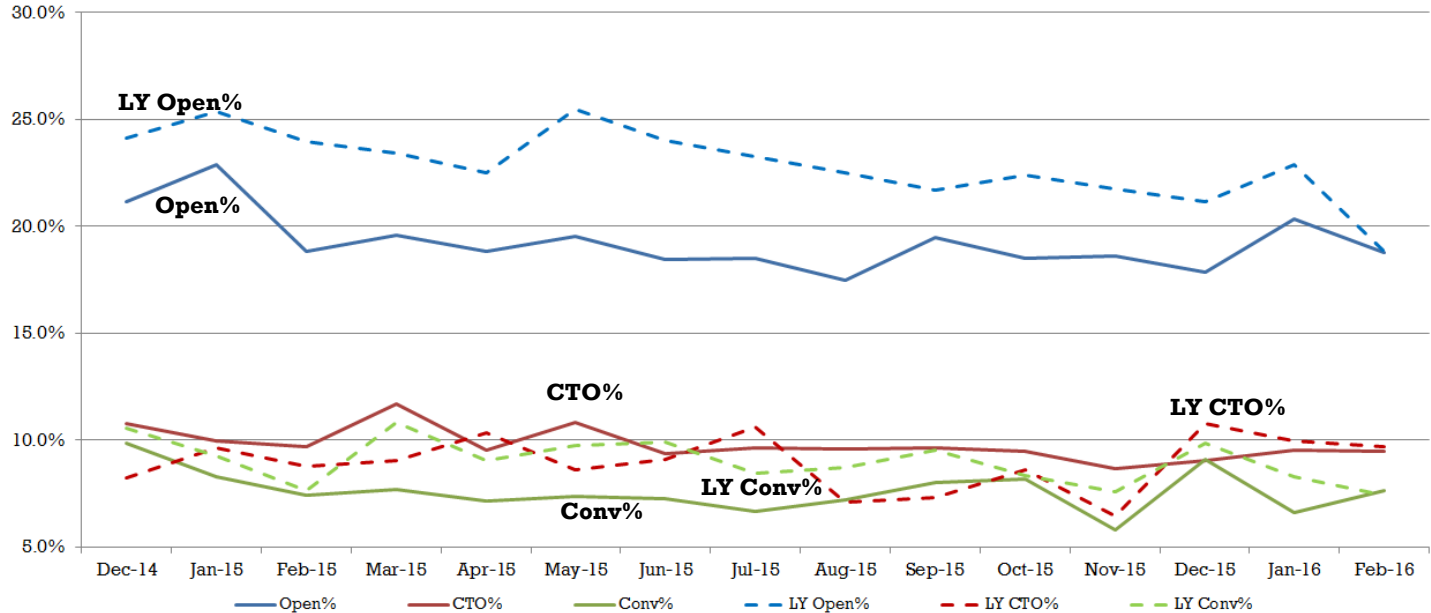
Feb '16 Hotel Specials* performance summary



Observations

- Feb '16 saw a 1.2M jump in deliveries over prior month due to audience expansion (nonmember and global)
- Compelling offers in Featured Brands section of the older template correlated with decreases in YoY bookings:
 - Dec '14 featured a 50 K Sweepstakes in the Featured Brands
 - Jan '15 60% off Atlantis, \$250 airfare credit
- Likewise, sweepstakes in the new template in Sept drove high engagement & bookings

Feb '16 Hotel Specials performance summary

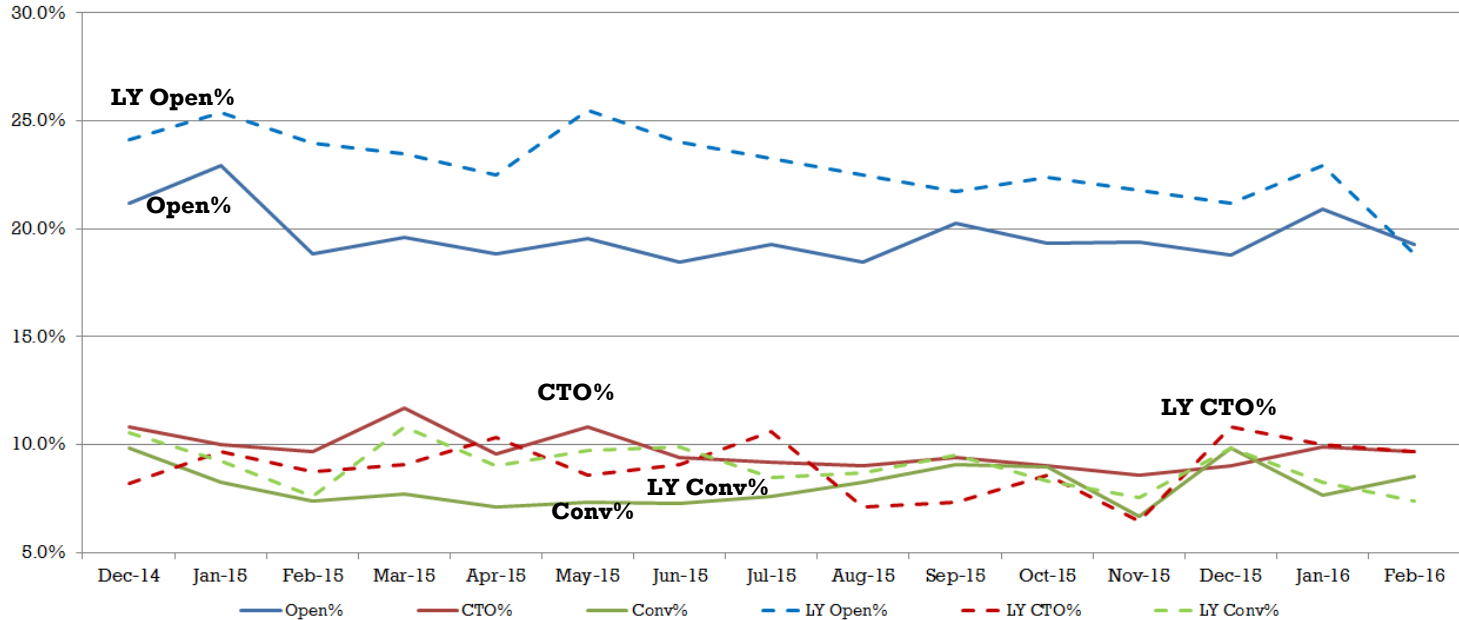


Observations

- YoY Open rate was flat for the first time since Aug '14
- YoY Conversion rate increased for the first time since Mar '14

Feb '16 Hotel Specials* performance summary

*Includes Offers



Observations

- An Open rate delta remained when comparing Hotel Specials+Offers to LY Hotel Specials
- Slight increases in Click to open rate and demonstrable increases in Conv% are responsible for the months where there have been YoY increases

Feb '16 Hotel Specials link analysis

Observations

- Search generated 10% of clicks, nearly double the average
- While Getaways generated a typical 8% of email clicks, the conversion rate was the 3rd highest in the past 13 months
 - MegaBonus content was featured
- The Experiences section featured all point earning offers and generated roughly half the average click% for this section
 - **Continue experimenting which offer categories resonate best with members**
 - **Consider an additional offer category as the pool of offers increase**

Header
22% clicks
5 K bks

Field Offers
49%, 6.5 K bks

Search
10%, 2.1 K bks

Mitchell Bliss Member

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account » 0 Points 0 Nights

Find A Hotel

Mitchell's March Deals

Phoenix from \$149 Two cocktails per night	San Diego Adventure SeaWorld or Zoo
Earn 5,000 bonus points Stay in Times Square	Atlanta from \$124 Breakfast & bubbly for two
SoCal from \$134 Stay for a family breakfast	Earn 2,000 bonus points Save 15% at Gaylord Hotels
Colorado from \$79 Book early, save 20%	See Southern California and save on the coast
Best of NYC Explorer Package	Midwest family getaway \$50 gift card, late checkout

See All

Escape Right Now All Deals

Getaways
8%, 971 bks

Travel Deadline: March 19
Urban escape or beach break? Book 2 weeks out to save in the U.S., Canada, Caribbean & Latin America. **Take 20% Off**

Get a Free Night
Members who stay* twice earn a free night, plus more. Join now to start earning your MegaBonus® **Join Now**

*A "stay" is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

Perfect Weather. Always.
From D.C. to Kissimmee, get resort luxuries inside a soaring glass atrium. **20% Off**

1 Week Left: Caribbean Sale
If "home" is where your beach towel is, act fast to secure your spot in the sand. **30% Off**

Do This. Earn Points. All Deals

Experiences
3%, 310 bks

Limited Time Offer!
Earn 80,000 bonus points and an annual free night. **Learn More**

Hit the Greens in Arizona Take your clubs out for some spring training. Earn bonus points on a golf package. Get 5,000 Points	Celeb-Watch in California Grab a star map and tour the L.A.-area mansions with 10% savings & points. Get 1,000 Points	Get Outside in the West Hike the Oregon coast or ski Colorado. Earn 1,000 nightly bonus points at 40 hotels. Up to 3,000 Points
--	--	--

Feb '16 Hotel Specials link analysis

Observations

- MegaBonus content generated a high conversion rate; however it was dynamically served to non-registrants which limited its exposure
 - **Reminders & achievement content would have likely increased click and booking engagement**
- The “Limited Time Offer, 80K bonus points” in the Experiences/Earn section was the only driver of clicks
 - Due to the limited availability of this type of offer and poor engagement to other earn opps, **other offer categories may be more appealing to the overall audience**

The screenshot displays a hotel website interface with several promotional banners and offers. The top banner features a cityscape and the text "Escape Right Now" with a "1.5 K 82 bkg" badge. Below it, a "Travel Deadline: March 19" banner offers a "20% Off" discount. A "Get a Free Night" banner mentions "Members who stay* twice earn a free night, plus more." and includes a "5.2 K 381 bkg" badge. A "Perfect Weather: Always" banner offers a "20% Off" discount. A "1 Week Left: Caribbean Sale" banner offers a "30% Off" discount. A "Do This. Earn Points" banner features a "1.9 K 85 bkg" badge. A "Limited Time Offer!" banner offers "Earn 80,000 bonus points and an annual free night." and includes a "Learn More" button. At the bottom, three small banners are displayed: "Hit the Greens in Arizona" (116 0 bkg), "Celeb-Watch in California" (92 0 bkg), and "Get Outside in the West" (74 0 bkg).

Escape Right Now 1.5 K 82 bkg All Deals

Travel Deadline: March 19
Urban escape or beach break? Book 2 weeks out to save in the U.S., Canada, Caribbean & Latin America. Take 20% Off

Get a Free Night
Members who stay* twice earn a free night, plus more. Join now to start earning your MegaBonus® 5.2 K 381 bkg
Join Now

*A stay is defined as consecutive nights spent at the same hotel, regardless of check-in/check-out activity.

Perfect Weather: Always: 20% Off
From D.C. to Kissimmee, get resort luxuries inside a soaring glass atrium.

1 Week Left: Caribbean Sale: 30% Off
If "home" is where your beach towel is, act fast to secure your spot in the sand.

Do This. Earn Points 835 31 bkg Deals

Limited Time Offer!
Earn 80,000 bonus points and an annual free night. Learn More

116 0 bkg
Hit the Greens in Arizona
Take your clubs out for some spring training. Earn bonus points on a golf package. Get 5,000 Points

92 0 bkg
Celeb-Watch in California
Grab a star map and tour the L.A.-area mansions with 10% savings & points. Get 1,000 Points

74 0 bkg
Get Outside in the West
Hike the Oregon coast or sit Colorado. Earn 1,000 mighty bonus points at 40 hotels. Up to 3,000 Points

Feb '16 Solo performance summary

		Program	Solos
Audience	Total Delivered	88.9 M 20.5%	26.5 M -8.7%
	Unsub Rate	0.29% 0.1%	0.32% 0.1%
	Delivery Rate	98% -0.7%	99% -0.4%
Engagement	Open Rate	22.6% -4.8 pts	24.4% -7.9 pts
	Opens	20.1 M -0.5%	6.5 M -31.1%
	Click Rate	2.0% -1.1 pts	1.9% -2.2 pts
	Unique Clicks	1.7 M -23.7%	503.8 K -57.6%
	Click to Open Rate	8.7% -2.6 pts	7.8% -4.9 pts
Financial	Bookings	192.4 K -10.5%	52.6 K -53.7%
	Revenue	\$71.7 M -9.9%	\$19.1 M -53.5%
	Conversion Rate	11.1% 1.6 pts	10.4% 0.9 pts
	Bookings per Delivered(K)	2.2 -25.8%	2.0 -49.3%

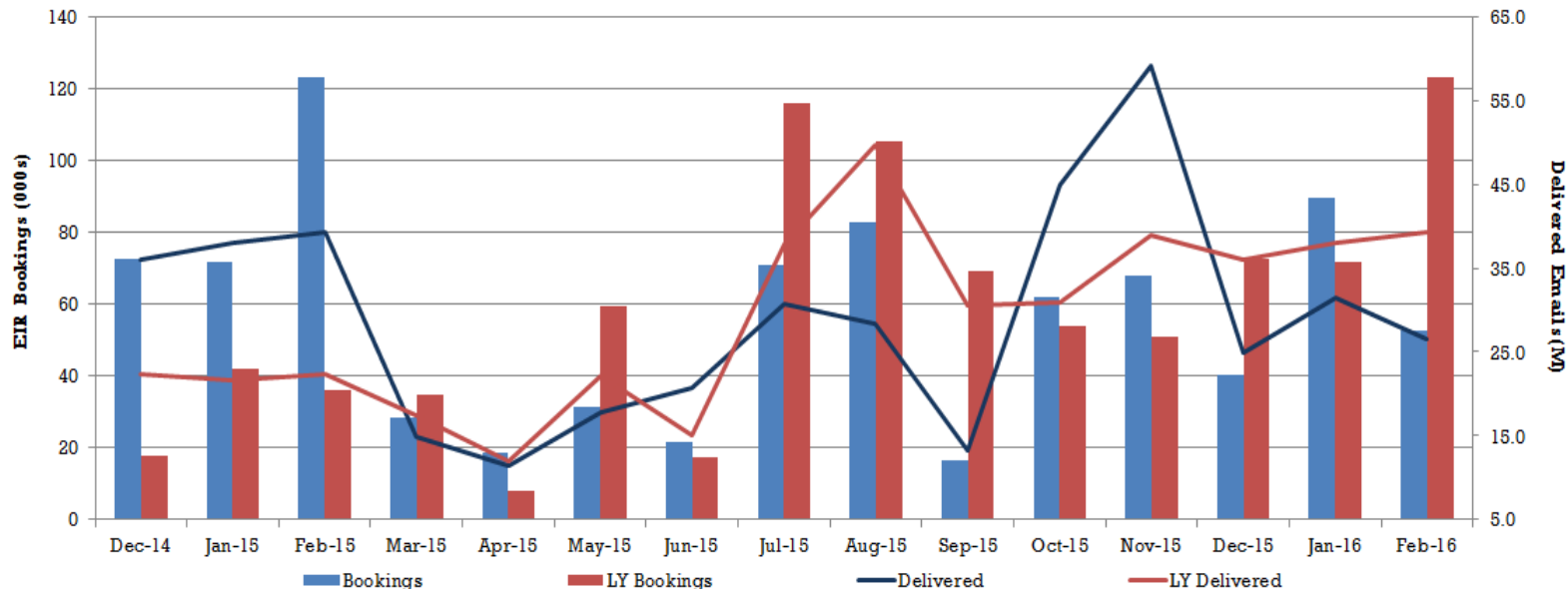
Observations

- Solo deliveries decreased by 8.7% and bookings decreased by 53.7% YoY, resulting in a net decrease in Booking per delivered(K) of 49.3%
 - 2015 Shop Marriott Solo drove 46.8 K bookings, whose absence in 2016 contributed in a 10.5% decrease in YoY program bookings
 - Feb '16 primary Solos were non-booking, non-offer emails

Launches

- NFL 50 to 50 Sweepstakes Winner
- Freddies Award
- Fall Megabonus Total Earned
- Spring Megabonus Achievement

Feb '16 Solo MoM performance summary

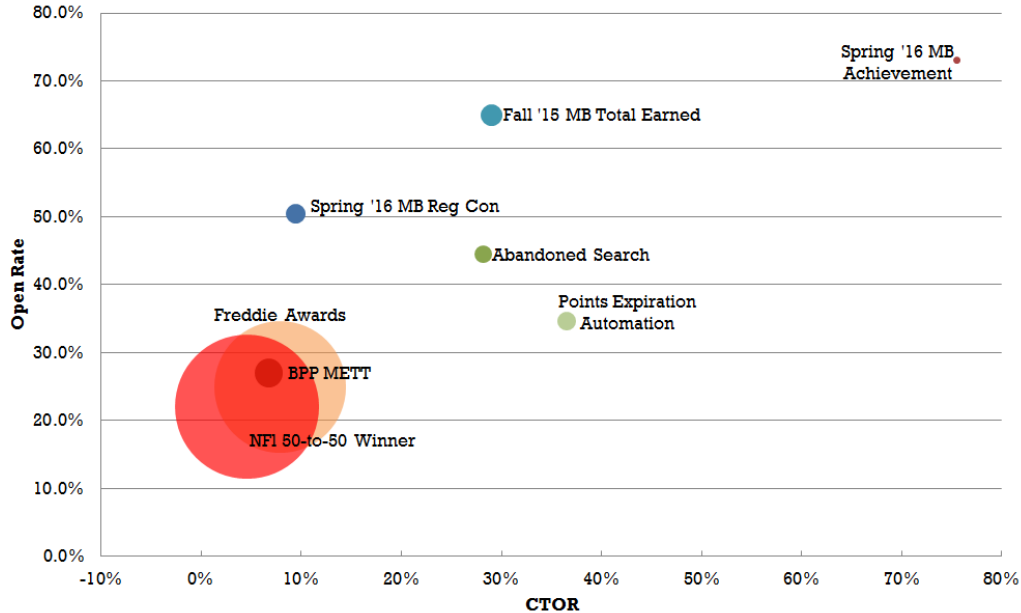


Feb Key Solo mailings

	<u>Delivered / EIR Bookings</u>
Feb'16: NFL 50-to-50	13 M / 10.7 K
Freddies	10.8 M / 16.7 K
MB Announcement	524 K / 812
MB Total Earned	283 K / 9.5 K
MB Reg Con	238 K / 3.2 K

	<u>Delivered / EIR Bookings</u>
Feb '15: Shop Marriott	12.1 M / 46.8 K
Points Expirations	9.9 M / 15.7 K
Freddies	3.2 M / 10.9 K
MB Reminder	2.6 M / 35.8 K

Feb '16 Solo visualization – Email engagement



Observations

- The high volume but lower Open & click engagement of Freddie Awards & NFL 50-to-50 Winner Solos are what drove YoY & MoM decreases in bookings
- The new MegaBonus Achievement touchpoint & Fall '15 Total Earned Solo generated well above average engagement

Feb '16 Solo deep-dive: Freddie Awards

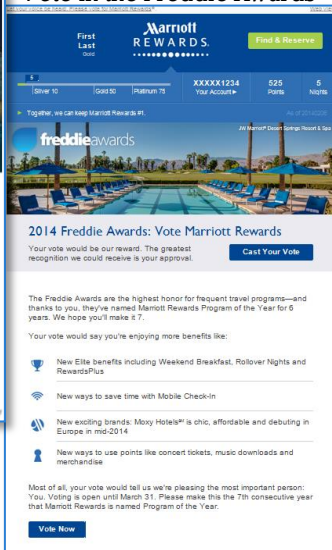
2013

SL: You can Make us #1 – Please Vote in the Freddie Awards



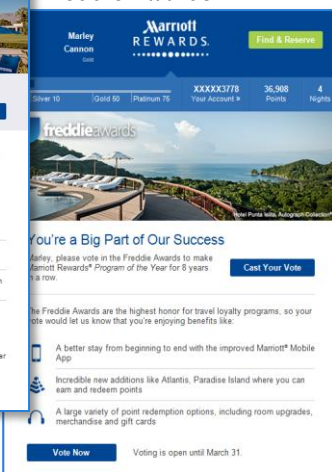
2014

SL: You can Make us #1 – Please Vote in the Freddie Awards



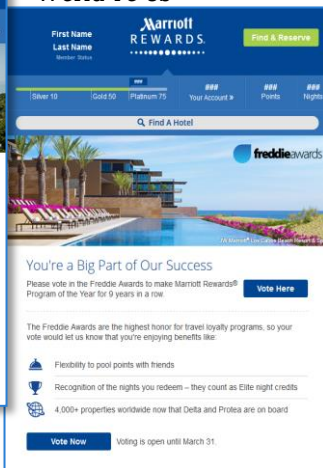
2015

SL: Vote for us in the Freddie Awards



2016

SL: Your Loyalty Means the World To Us



Freddies Solos	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Dlvd	Unsub%
2016	10.8 M	16.7 K	\$6.2 M	25.0%	7.9%	7.8%	1.5	0.28%
2015	3.3 M	10.9 K	\$4.1 M	23.5%	11.8%	12.0%	3.3	0.10%
2014	10.1 M	28.7 K	\$10.5 M	24.3%	13.4%	8.7%	2.8	0.15%
2013	8.6 M	20.0 K	\$7.2 M	26.5%	10.4%	8.5%	2.3	0.14%
2012	8.3 M	12.0 K	\$4.2 M	23.1%	9.2%	6.8%	1.5	0.17%

Observations

2016 generated the lowest CTO% and Conv% in the previous 5 years; factors may include:

- Expectations from subject line
- Audience size & composition
- Benefits called out
- Content length

NFL 50-to-50 Winner announcement

Contest Announcement

SL: Win a Trip to Super Bowl 50

Feodor Kim
Platinum

MARriott REWARDS.

Find & Reserve

43
Silver 10 | Gold 50 | Platinum 75 XXXXXX8598 Your Account 306,389 Points 43 Nights

Find A Hotel

TAKE THEM THERE. NOW THAT'S REWARDING.

NO PURCHASE NECESSARY

Who Will You Bring to Super Bowl 50?

Enter for a chance to win a trip to Super Bowl 50 for your team of 50. With a roster this big, drafting is easy!

Enter Now

Grand Prize Includes

- ✈ Flights to the San Francisco Bay Area
- 🏠 Hotel rooms for your entire team
- 🎫 50 tickets to Super Bowl 50
- 50** An epic weekend for your team of 50

No purchase necessary. [See official rules for details.](#)

NFL 50-to-50	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Dlvd
Contest Announcement	13.0 M	18.1 K	\$6.16 M	21.4%	11.4%	5.7%	1.4
Winner Announcement	13.2 M	10.7 K	\$3.64 M	22.1%	4.6%	8.1%	0.8

Winner Announcement

SL: Better Than Any Ad You'll See This Weekend

Mitchell Bliss
Member

MARriott REWARDS.

Find & Reserve

0
Silver 10 | Gold 50 | Platinum 75 XXXXX0636 Your Account 0 Points 0 Nights

Find A Hotel

TAKE THEM THERE. NOW THAT'S REWARDING.

NO PURCHASE NECESSARY

There's a 3rd Team Going to Super Bowl 50

Meet the Craighles. They just won the Marriott Rewards® 50 to 50 sweepstakes. What happens next will make your heart happy.

Watch Their Story

Observations

Winner announcement generated a higher Open rate then opportunity to win trip to sweepstakes

Intriguing subject line may have stood out from inbox clutter

Points Expiration Solo

Your Points are Expiring Soon

First Name
Last Name
Member Status

**Marriott
REWARDS.**
.....

[Find & Reserve](#)

[First] [Last]
Account Number: [MRX_NUMBER]
Points Balance as of [AS_OF_DATE]: [POINT_BAL] points
Last Qualifying Activity: [mm/dd/yyyy]

Dear [First_Name],

You're a valued member, so we want you to know about some upcoming changes to the Marriott Rewards® program.

[Starting February 1, 2016, members who do not have qualifying activity in the prior 24 months will forfeit all accumulated points. If you have not engaged in qualifying activity since January 31, 2014 you have until January 31, 2016 to do so before the policy is enforced.]

Some examples of qualifying activity to maintain active status in the Marriott Rewards program include:

- Make a paid (or redemption) stay at any of our 3,800+ participating hotels worldwide
- Redeem points
- Make a purchase using a Marriott Rewards credit card
- Earn points with one of our program partners
- Purchase points
- Hold a qualifying meeting or event, including earning points through the Rewarding Events Program

The following activities do not count toward maintaining an active status in the Marriott Rewards program:

- Gifting or transferring points
- Receiving points as a gift or transfer
- Earning points through social media programs, such as #MRPoints

For full details and our updated terms, please visit
[MarriottRewards.com/PointsPolicy](#).

One additional reminder: 2015 hotel category changes have been announced. You can learn more about the changes at [Program News](#).

Finally, our thanks for being a Marriott Rewards member. It is our privilege to serve you worldwide.

Sincerely,

Your Marriott Rewards Team

Your [POINTS TOTAL] Points Expire on [DATE]

First Name
Last Name
Member Status

**Marriott
REWARDS.**
.....

[Find & Reserve](#)

Silver 10 Gold 50 Platinum 75 Your Account > ### Points ### Nights

Don't Lose Your Points!

[FNAME, it's][It's] been a while since you used your Marriott Rewards® account. Your points will expire soon if your account remains inactive.

[Learn More](#)

[200,000] [10/10/2015] [10/10/2015]
Total Points Last Account Activity Date Points Expiration Date

How to Keep Your Points



Take a Trip

Earn points on hotel stays, rental cars, air miles and more



Buy Something Online

Trade in your points for a gift card, electronics and more



Get the Marriott Rewards Credit Card

Your points won't expire as long as you make purchases every 24 months

Points Expiration	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs /Divd
Feb '15 - Announcement	9.9 M	15.7 K	\$5.28 M	36.4%	5.0%	8.7%	1.6
Dec '15 - 90 Day	3.8 M	12.6 K	\$2.49 M	31.4%	34.2%	3.1%	3.3
Jan/Feb '16 Automated	447.4 K	2.7 K	\$626.0 K	36.9%	37.2%	4.4%	6.0
90 Day	252.4 K	1.3 K	\$314.2 K	36.8%	34.1%	4.1%	5.1
60 Day	195.0 K	1.4 K	\$311.8 K	37.0%	41.1%	4.7%	7.2

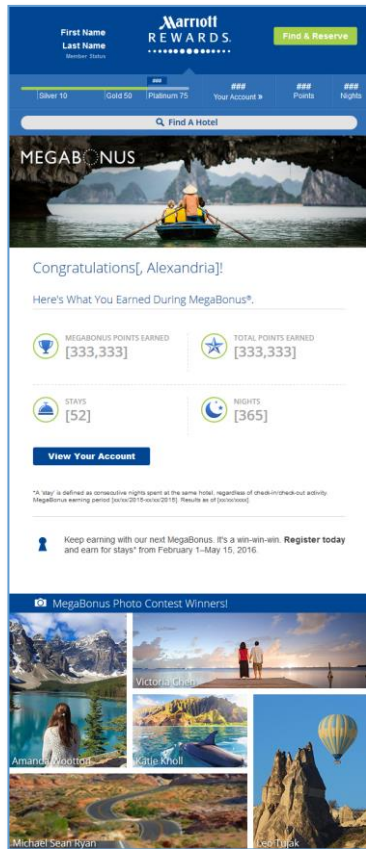
Observations

- February 90 and 60 day had significantly higher booking/delivered than the previous month, generating 6.9 & 7.5 respectively against the 5.1 & 7.2 monthly averages

MegaBonus: Total earned

Spring '15

SL: Your MegaBonus Results Are In!



Fall '15

SL: Your MegaBonus results are in!



MB Total Earned	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd
Spring '15	244.0 K	4.2 K	\$1.51 M	68.1%	14.8%	17.3%	17.4
Fall '15	283.7 K	9.6 K	\$3.53 M	65.0%	29.0%	17.9%	33.7

Observations

- Fall '15 Click to open rate doubled from Spring '15
- Changes include:
 - No MegaBonus signage
 - Larger icons
 - No account CTA
 - Redemption options (vs photo contest winners)
- Future considerations
 - Direct Booking CTA

Feb '16 Lifecycle performance summary

Program Lifecycle

Audience	Total Delivered	88.9 M 20.5%	4.3 M 110.7%
	Unsub Rate	0.29% 0.1%	0.47% -0.1%
	Delivery Rate	98% -0.7%	96% 0.7%
Engagement	Open Rate	22.6% -4.8 pts	33.8% -1.0 pts
	Opens	20.1 M -0.5%	1.5 M 104.5%
	Click Rate	2.0% -1.1 pts	6.1% -2.1 pts
	Unique Clicks	1.7 M -23.7%	261.4 K 56.3%
	Click to Open Rate	8.7% -2.6 pts	18.0% -5.6 pts
Financial	Bookings	192.4 K -10.5%	20.9 K 37.4%
	Revenue	\$71.7 M -9.9%	\$8.4 M 32.9%
	Conversion Rate	11.1% 1.6 pts	8.0% -1.1 pts
	Bookings per Delivered(K)	2.2 -25.8%	4.9 -34.8%

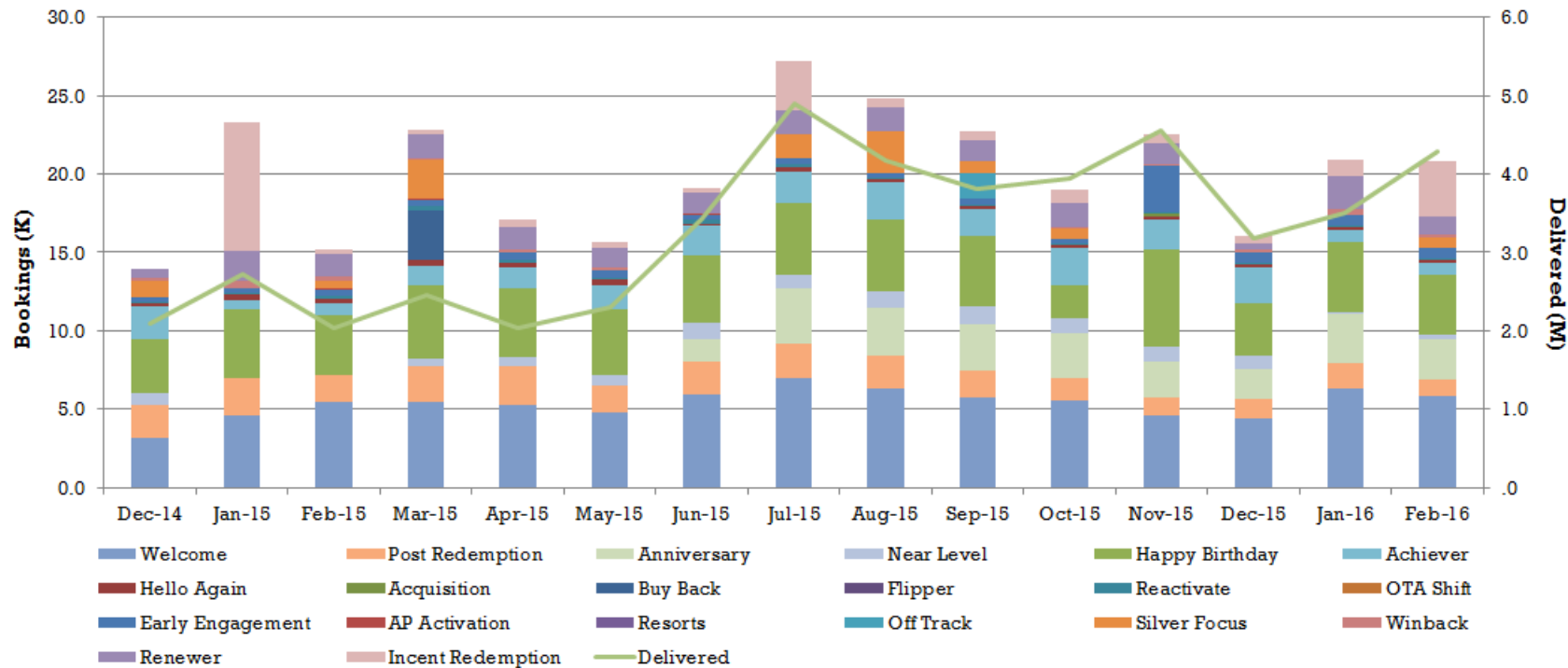
Observations

- Delivery increased YoY by 110.7% and bookings increased by 37.4%, resulting in a decrease in bookings per delivered email of 34.8%
 - Delivery increased due to batch send of Incent Redemption
- Click to open rate decreased 24% YoY due to several campaigns
 - Incent redemption decreased 22% YoY along with a 2,500% increase in delivery to change in batch send scheduling
 - Hello Again CTO% decreased 31 % YoY
 - Anniversary generated high volume and a below average CTOR (13% vs 18% avg)

Launches

- Silver Focus Relationship

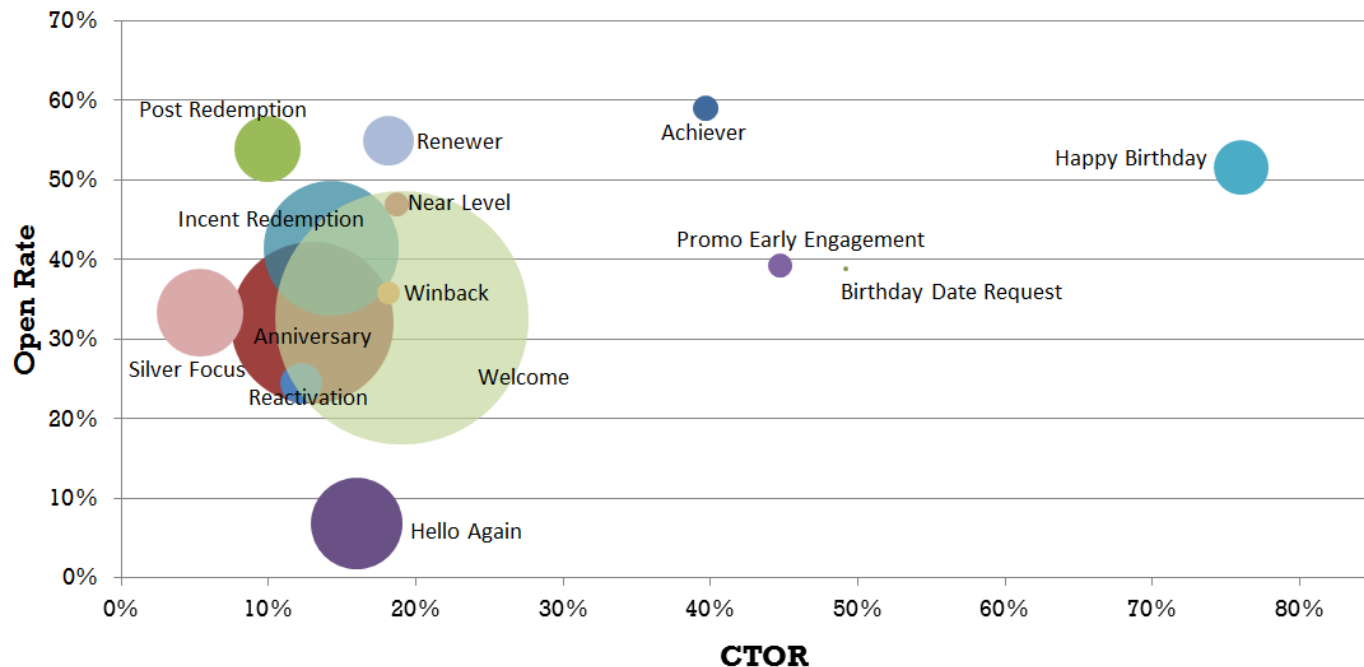
Feb '16 Lifecycle MoM performance summary



Observations

- February's high delivery was due to Incent Redemption batch send scheduling

Feb '16 Lifecycle visualization – Engagement



Observations

- Silver Focus relationship generated a higher Open rate YoY but generated a relatively lower Open & Click to open rate relative to other lifecycle campaigns, as expected

Incent Redemption

Incent Redemption

Batch delivery schedule:

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

A refresh launched Feb '16:

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

Incent Redem	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Jan '15	750.5 K	8.2 K	\$3.28 M	47.6%	16.9%	13.5%	10.9
Feb '15	21.5 K	331	\$131.7 K	50.2%	23.0%	13.4%	15.4
Mar '15	22.1 K	348	\$170.4 K	52.0%	23.6%	12.8%	15.8
Apr '15	27.5 K	460	\$191.1 K	51.7%	23.6%	13.7%	16.7
May '15	30.3 K	401	\$166.6 K	49.3%	22.5%	12.0%	13.3
Jun '15	22.5 K	319	\$110.3 K	49.3%	23.1%	12.5%	14.2
Jul '15	409.0 K	3.2 K	\$1.32 M	43.8%	15.6%	11.4%	7.8
Aug '15	51.1 K	550	\$201.0 K	48.4%	17.1%	13.0%	10.8
Sep '15	54.1 K	586	\$267.2 K	44.3%	18.9%	12.9%	10.8
Oct '15	77.5 K	828	\$303.8 K	47.7%	17.7%	12.7%	10.7
Nov '15	59.3 K	532	\$205.0 K	46.8%	17.0%	11.3%	9.0
Dec '15	42.7 K	412	\$142.6 K	44.1%	18.2%	12.0%	9.7
Jan '16	75.8 K	1.0 K	\$422.1 K	53.8%	18.3%	13.3%	13.1
Feb '16	560.9 K	3.6 K	\$1.39 M	41.4%	14.2%	10.9%	6.4

Observations

- There was a steady decline in email KPIs, overall & with each batch send
- The lower threshold increased volume & likely included a less engaged audience

Conduct link & point balance segment analysis with March data

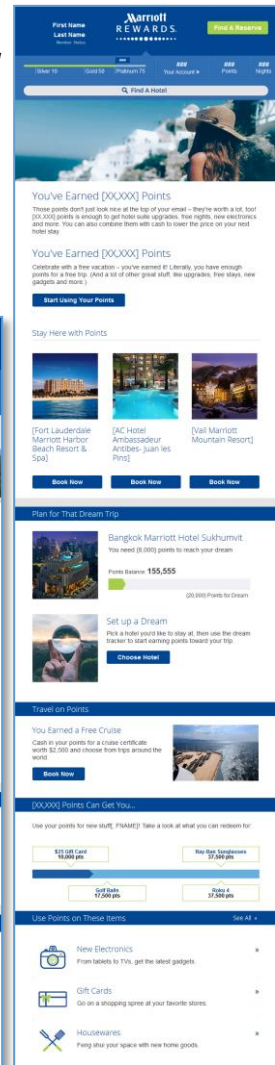
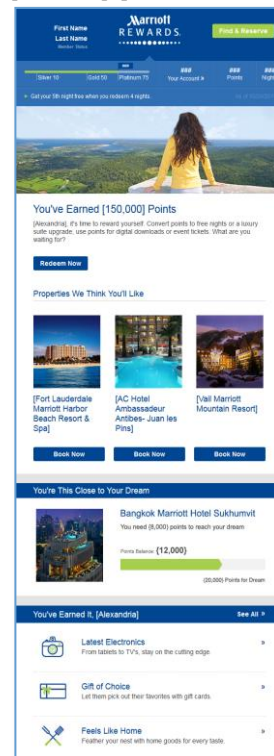
- Incent Redemption may be the 3rd/4th highest email & booking volume Lifecycle campaign so optimizations may be meaningful

Feb'16

Here's What [XX,XXX]
Points Gets You, Jim

2015-Jan'16

Jim, indulge with your
[XX,XXX] points



Silver Focus Relationship

Silver Focus	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)
Feb '15	161.8 K	527	\$249.9 K	29.6%	7.0%	15.6%	3.3
Feb '16	237.9 K	624	\$264.4 K	33.4%	5.3%	14.7%	2.6

SL: Exclusive offers are coming your way in 2015

First Name
Last Name
Member Status

Marriott
REWARDS.
.....

Find & Reserve

Silver 10

Gold 50

Platinum 75

###

###

###

Your Account »

Points

Nights

Exclusive earning opportunities are coming your way.

As of 07/20/2015

The London EDITION® U.K.

THINK YOU'RE SPECIAL? WE DO, TOO.

(Name), you've been good to us; and for that, we think you deserve special treatment. We're granting exclusive earning opportunities in 2015 to a select group of Marriott Rewards members and you are one of them. The details are already taken care of; simply watch for mail and email communications from Marriott Rewards.

Think this year is already off to a good start? Wait until you see what we have in store for you.

Sincerely,
Your Marriott Rewards Team

SL: Exclusive offers are coming your way in 2016

First Name
Last Name
Member Status

Marriott
REWARDS.
.....

Find & Reserve

Silver 10

Gold 50

Platinum 75

###

###

###

Your Account »

Points

Nights

Find A Hotel

THINK YOU'RE SPECIAL? WE DO, TOO.

[FNAME, you've][You've] been good to us; and for that, we think you deserve special treatment. We're granting exclusive earning opportunities in 2016 to a select group of Marriott Rewards members and you are one of them. The details are already taken care of; simply watch for mail and email communications from Marriott Rewards.

Think this year is already off to a good start? Wait until you see what we have in store for you.

Sincerely,
Your Marriott Rewards Team

Observations

- The audience expanded by 47% YoY, the largest it has been
- Open rate increased YoY by 12.8% while Click to open rate dropped 24.3% YoY
- The only material update to content was replacing the Milestone with the header search bar

It is unclear how much the larger audience impacted Click to open rate vs the content update

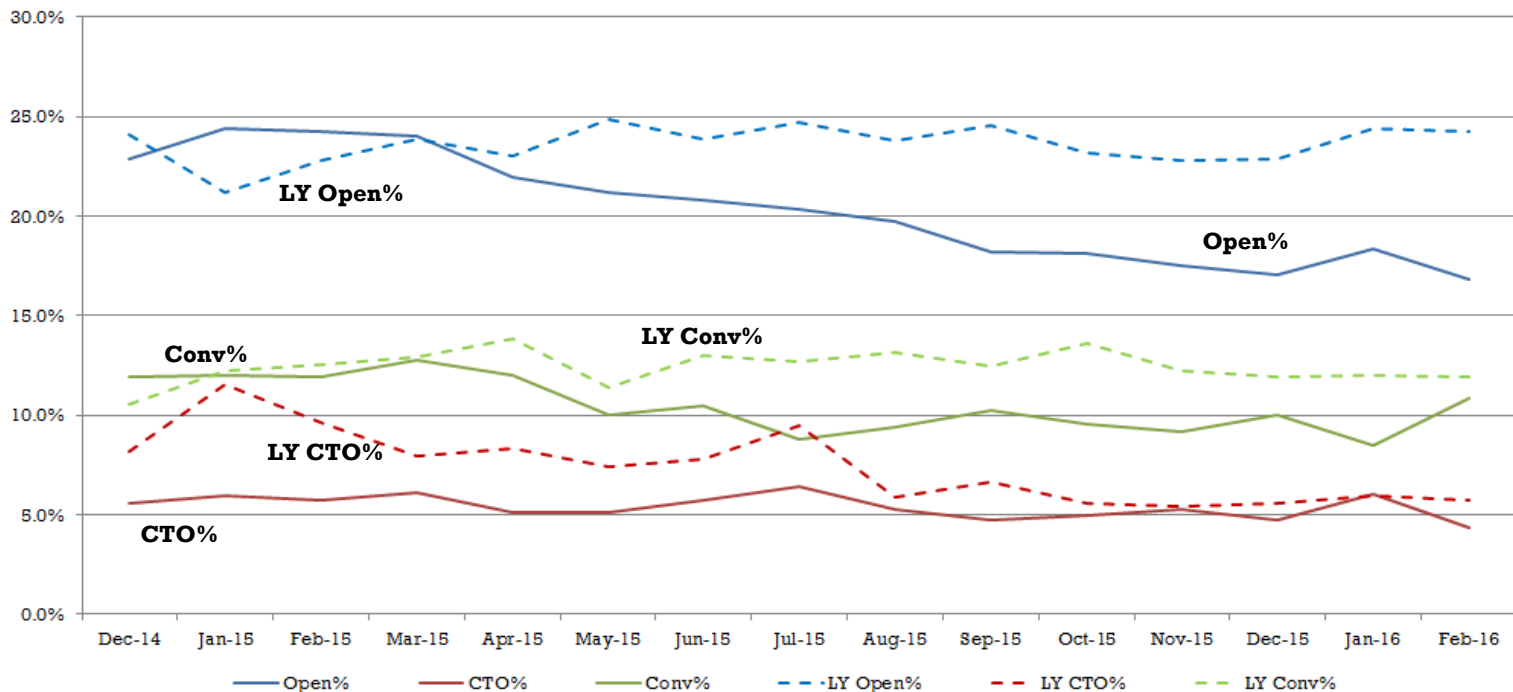
Feb '16 Concierge performance summary

Program Concierge			
Audience	Total	88.9 M	16.2 M
	Delivered	20.5%	218.8%
	Unsub Rate	0.29%	0.30%
		0.1%	0.1%
Engagement	Delivery Rate	98%	99%
		-0.7%	-0.5%
	Open Rate	22.6%	16.8%
		-4.8 pts	-7.4 pts
	Opens	20.1 M	2.7 M
		-0.5%	121.5%
Financial	Click Rate	2.0%	0.7%
		-1.1 pts	-0.7 pts
	Unique Clicks	1.7 M	118.0 K
		-23.7%	65.9%
	Click to Open Rate	8.7%	4.3%
		-2.6 pts	-1.4 pts
	Bookings	192.4 K	12.8 K
		-10.5%	51.4%
	Revenue	\$71.7 M	\$4.5 M
		-9.9%	59.9%
	Conversion Rate	11.1%	10.9%
		1.6 pts	-1.0 pts
	Bookings per Delivered(K)	2.2	0.8
		-25.8%	-52.5%

Observations

- Delivery increased YoY by 218.8% and bookings increased by 51.4%, resulting in a decrease in bookings per delivered email of 52.5%
 - YoY increase in deliveries due to new members opt-in Mar '14
 - New member segment consistently generated lower email KPIs than the existing audience
- **Starting March, weekly Concierge will sunset and travel inspiration content will live with monthly Destinations**

Feb '16 Concierge deep dive analysis



Observations

- Open continued to decrease due to the ongoing addition of new members
- Click to open rate hit an all time low while Conversion rate hit a 10 month high

Feb '16 Concierge message summary

2/1

Which City Has the Most Home Team Pride?

Open rate: 16.8%

CTOR: 3.4%

First Name
Last Name
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account Points Nights

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POWER RANKINGS

Best Cities for Sports Fans: Voted by You!

Ahead of Sunday's big game, here's how members voted in our past ranking sports cities with the most home team pride:

- Boston** • Eat well at a Boston taigale. Fans enjoy New England surf & surf with their beer and ball.
- Chicago** • Take a tour of the city's iconic ballpark and track down hockey's coveted cup.
- San Francisco** • Paddle out to McConkey Cove and try to catch a ball from your kayak.
- New Orleans** • For an old-world style vintage with spicy Mediterranean cuisine and just on the courtyard of Bechamel Wine Bar.
- New York** • Go out for sushi and Asian fusion cuisine at sexy New York City restaurants Cherry and Boudoir.
- San Francisco** • Sample the oysters at Swan Oyster Depot in the country's best food city, according to *Bon Appetit* magazine.

Sports Emails: Are You a Fan?
Click below to share your reaction.

1,561 clicks

eBreaks.®
Get away for less
Save 20% this weekend
Search ebreaks

3 Ways to Experience Toronto in Winter

2/8

Have You Dined Here? 7 Must-Try Places

Open rate: 17.8%

CTOR: 4.4%

First Name
Last Name
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account Points Nights

Find a Hotel

DESTINATION APOPHOSIS

Meals That Will Make You Swoon

Treat your date – or yourself – to a delicious dinner in one of these cities known for food and romance.

- Charleston, SC** • Kick back with a whiskey drink and a plate of shrimp & grits on the rooftop at Henry's Bar and Restaurant.
- Montreal** • Kick back with a whiskey drink and a plate of shrimp & grits on the rooftop at Henry's Bar and Restaurant.
- New Orleans** • For an old-world style vintage with spicy Mediterranean cuisine and just on the courtyard of Bechamel Wine Bar.
- New York** • Go out for sushi and Asian fusion cuisine at sexy New York City restaurants Cherry and Boudoir.
- San Francisco** • Sample the oysters at Swan Oyster Depot in the country's best food city, according to *Bon Appetit* magazine.

Do You Travel for Food?
Click below to share your reaction.

1,804 clicks

eBreaks.®
Get away for less
Save 20% this weekend
Search ebreaks

Paris

2/15

3 Apps to Make Business Travel More Fun

Open rate: 16.2%

CTOR: 4.4%

First Name
Last Name
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account Points Nights

Find a Hotel

TRAVEL HACKS

3 Apps to Make Business Travel More Fun

Squeeze a little leisure time into your next business trip. Download one of these apps to find live music, open tables at hot restaurants and travelers just like you.

- Find the Bands/Town Concerts** • Enjoy live music no matter where or when you travel. Track your favorite artists and discover new ones in the cities you visit.
- Meet Travelers on Hello!el** • Connect with your fellow hotel warriors & adventure seekers in the city you're in with this social network for travelers.
- Book a Table With Resy** • No dinner plans? Make a last-minute reservation for a hard-to-get table at the hottest local restaurant.

Was This Email Helpful?
Click below to share your thoughts.

1,978 clicks

eBreaks.®
Get away for less
Save 20% this weekend
Search ebreaks

2/22

3 Must-Do March Events

Open rate: 17.4%

CTOR: 5.2%

First Name
Last Name
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account Points Nights

Find a Hotel

HAPPENING NEXT MONTH

3 March Events Worth the Trip

Block off the second half of March. Here are three events you won't want to miss.

- March Mayhem** • Root for your basketball brackets from Las Vegas, the party hub for tournament superstars.
- Las Fallas de Valencia** • Enjoy a five-night street party that sets the city ablaze with parades, fireworks and bonfires.
- National Cherry Blossom Festival** • Celebrate the start of spring with cherry blossom-inspired cocktails & cuisine in this booze city.

Want More Events in Your Email?
Choose one of the options below.

2,426 clicks

eBreaks.®
Get away for less
Save 20% this weekend
Search ebreaks

The Best Movies of the Year That Inspire Travel

2/29

Where to Travel This Leap Year

Open rate: 16.2%

CTOR: 4.1%

First Name
Last Name
Member Status

Find & Reserve

Silver 10 Gold 50 Platinum 75 Your Account Points Nights

Find a Hotel

LEAP DAY

3 Countries to Visit in a Leap Year

Irish tradition finds women proposing to men on Leap Day. Other countries have different traditions. Here are three and what you can experience there this year.

- Denmark** • Men who decline leap-year proposals must give their rejected suitor 12 gloves to cover her restless hand. Find the best Danish bakers in Copenhagen.
- France** • Grab a copy or read *La Bougie du Sapeur* online. This satirical paper is only published on Leap Day. Read it with an espresso at your favorite cafe.
- Greece** • Skip the big Greek wedding. It's considered unlucky to get married there in a leap year. Charter a boat on the Aegean Sea and honeymoon there instead.

Are You Inspired to Travel?
Click below to share your thoughts.

936 clicks

eBreaks.®
Get away for less
Save 20% this weekend
Search ebreaks

Leap Day Fun Fact

The adjacent towns of Anthony, which cross the border of Texas & New Mexico, were named the Leap Year Capital of the World & host a festival in contrast.

Feb '16 Project Orange performance summary

Project Program Orange			
Audience	Total Delivered	88.9 M 20.5%	3.1 M
	Unsub Rate	0.29% 0.1%	0.13%
	Delivery Rate	98% -0.7%	99%
Engagement	Open Rate	22.6% -4.8 pts	26.6%
	Opens	20.1 M -0.5%	826.6 K
	Click Rate	2.0% -1.1 pts	4.1%
	Unique Clicks	1.7 M -23.7%	126.9 K
	Click to Open Rate	8.7% -2.6 pts	15.3%
Financial	Bookings	192.4 K -10.5%	25.8 K
	Revenue	\$71.7 M -9.9%	\$9.8 M
	Conversion Rate	11.1% 1.6 pts	20.3%
	Bookings per Delivered(K)	2.2 -25.8%	8.3

Feb Project Orange	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	1.4 M	21.5 K	\$8.2 M	30.5%	18.5%	27.2%	15.4	0.11%
Benefits	421.7 K	17.1 K	\$6.5 M	36.3%	37.9%	29.5%	40.6	0.1%
Destinations	506.9 K	1.5 K	\$599.5 K	29.0%	4.4%	22.8%	2.9	0.1%
Offers	468.7 K	2.9 K	\$1.1 M	27.0%	11.6%	19.9%	6.3	0.0%
TSAT	1.7 M	4.3 K	\$1.6 M	23.4%	11.9%	9.0%	2.5	0.16%
Benefits	485.5 K	2.7 K	\$1.0 M	26.4%	19.4%	11.0%	5.7	0.1%
Destinations	630.0 K	733	\$300.2 K	23.8%	6.4%	7.6%	1.2	0.2%
Offers	593.0 K	810	\$300.4 K	20.5%	10.9%	6.1%	1.4	0.1%
Total	3.1 M	25.8 K	\$9.8 M	26.6%	15.3%	20.3%	8.3	0.13%

Observations

2nd highest bookings driven by MegaBonus featured in Benefits & Offers

- Highest CTO% & 2nd highest Conv%

Compared to the base email program, PO-dedicated campaigns:

- Generated 18% Higher Open rate
- 76% higher CTO%
- 83% higher Conv%

Feb '16 Project Orange: WHPH

WHPH	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
Benefits	421.7 K	17.1 K	\$6.5 M	36.3%	37.9%	29.5%	40.6	0.1%

Observations

WHPH had strong engagement with MegaBonus, generating 85% of clicks (similar to Sept Benefits feat. MegaBonus)

- 56% of clicks for TSAT Benefits went to MegaBonus Top Offer
- 53% of clicks went to Top Offer for eNews audience

Aside from the Account Box, no other section received more than 2% of clicks

Majority of WHPH click engagement is with MegaBonus, consider repeating & reinforcing content sharing space with MegaBonus in other campaigns

Los Cabos link within Hotel Openings generated significant clicks relative to other content (similar to TSAT); **Beach destinations continue to draw click engagement**

Benefits

Your Account: MegaBonus® Like a Winner [FNAME]!

Account Box
6%, 903 bks

Search
1%, 146 bks

Top Offer
85%, 15.1 K bks

Top Offer 2
1%, 93 bks

Rewards
2%, 244 bks

Redeem
2%, 220 bks

Products
1%, 68 bks

Hotel Openings
1%, 155 bks

Feb '16 Project Orange: WHPH

Feb Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	468.7 K	2.9 K	\$1.09 M	27.0%	11.6%	19.9%	6.3	0.0%

Observations

Field Offers continued to attract the majority of clicks & the section conversion rate matched the average of other sections

Propensity Field Offers were a positive change for WHPH

The Minor offer section generated more clicks than the Major

- In Jan, the Major offer section generated nearly 4x the clicks as the Minor
- The Feb Minor offer section featured point earning opportunities (incl. MRCC offer) which generated click engagement
- MRCC offer generated a 14.2% Conv (TSAT offer generated 2%)

WHPH segments may respond better to point earning opportunities

“Up to 30% Off at Destination Resorts” generated the most clicks of any content in the Major Offer section

This offer may have generated even more clicks/bookings as a Top Offer

Offers

[FNAME's] March Travel Deals

Account Box
18% cl, 20% bk

Field Offers
55% cl, 55% bk

Search
6% cl, 7% bk

Major Offer
9% cl, 7% bk

Minor Offer
10% cl, 10% bk

Earn 80,000 Bonus Points

Feb '16 Project Orange: WHPH

Feb Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
WHPH	506.9 K	1.5 K	\$599.5 K	29.0%	4.4%	22.8%	2.9	0.1%

Observations

Feb continued the low engagement trend with content:

- 2nd lowest clicks generated
- Click% to Account Box and Search increased

Compared to previous 2015 Destination versions:

- Top Offer message did not feature an offer or destination & featured one link
- Minor Offer did not contain CTA buttons

March Destinations will move to a new format & travel inspiration content

WHPH

[FNAME,]Take Charge of Your Travel

The screenshot displays the WHPH email interface. At the top, there's a navigation bar with 'Account Box' (46%, 797 bks) and 'Search' (10%, 163 bks). Below this is a 'Top Offer' box (13%, 163 bks) with a background image of a landscape. The main content area features a 'Minor Offer' box (24%, 266 bks) with a background image of a person holding a glass. Below the offer boxes, there are several travel-related sections: 'Sip Some Suds in London' featuring St. Pancras Renaissance Hotel London, 'Go Wild in San Francisco' featuring The Ritz-Carlton, and 'JW Marriott Chicago'.

Feb '16 Project Orange: TSAT

TSAT	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
Benefits	485.5 K	2.7 K	\$1.04 M	26.4%	19.4%	11.0%	5.7	0.1%

Observations

Majority of engagement was with MegaBonus (Top Offer)

- Top Offer generated 56% of clicks, Jan's Hawaii sweepstakes generated 45%
- Highest Conv% for Top Offer at 9.9% (2015 Avg 6.8%)

TSAT engaged well with Spring MegaBonus

The elevated Hotel Openings continued to generate click engagement, generating 6% of clicks (vs 4% in Jan); Conv% was slightly below average (4.1% vs 4.8% avg)

TSAT continued to find value with Hotel Openings

Hotel Redemptions (Spotlight on Autograph) generated 4% of email clicks, above section avg for a MegaBonus month

TSATs seemed to engage well with Hotel-related content

Benefits

Your Account: Your MegaBonus®

Account Box
15%, 572 bks

Search
4%, 158 bks

Top Offer
56%, 1.6 K bks

Top Offer 2
4%, 101 bks

Rewards
5%, 90 bks

Hotel Openings
6%, 72 bks

Video
1%, 8 bks

Get to Know Autograph Hotels See All

AUTOGRAPH COLLECTION® Just like you, every hotel in the Autograph Collection® is unique, with a story all its own. Make your next trip #CrazyLikeNothingElse.

Redeem
4%, 36 bks

The Press Hotel, Portland, Maine
Experience Portland's cultural revolution while enjoying ocean-to-table fare and vintage press design.

City Scene
2%, 17 bks

Gateway to the Bahamas
Nassau will treat you to a taste of the flavors, culture and beauty of the islands.

See Junkanoo
Part in the streets with colorful dancers at the Bahamas Carnival.

Eat: Conch
Not only are the shells pretty, conch is tasty too! Eat it in a salad, burger or fritter.

Do: Dolphin Swim
Join playful dolphins for a swim in a crystal-clear lagoon.

AUTOGRAPH COLLECTION® Hotels
Atlantis, Paradise Island
The iconic island resort is a world of its own, with restaurants, pools and entertainment for all ages.

Watch This: Head to Dubai

The Two Bellmen Are Back!
Your two favorite bellmen are headed back to Dubai. Can they save the day again?

Feb '16 Project Orange: TSAT

Feb Offers	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	593.0 K	810	\$300.4 K	20.5%	10.9%	6.1%	1.4	0.1%

Observations

Field Offers continued to attract the majority of clicks and similar to Jan:

- The Field Offer section generated 55% in Feb and 61% in Jan
- This section had the lowest conversion rate out of all sections

The positive gain in clicks compensated for the negative impact in Conv% as the monthly bookings appeared to increase compared to 2015

A compelling Top Offer (e.g. Sweepstakes or “Up to 30% Off at Destinations Resorts” from WHPH Offers) may further increase clicks & bookings

Offers

We've Picked These Deals Just for You

Account Box
18% cl, 29% bk

Field Offers
55% cl, 39% bk

Search
11% cl, 19% bk

Major Offer
6% cl, 6% bk

Minor Offer
5% cl, 4% bk

Feb '16 Project Orange: TSAT

Feb Destinations	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bk/Del (K)	Unsub%
TSAT	630.0 K	733	\$300.2 K	23.8%	6.4%	7.6%	1.2	0.2%

Observations

Whereas Jan Minor Offer section did not create click engagement, Feb generated the most clicks and highest Conv% historically

- The percentage of clicks to the Minor Offer section doubled MoM

March Destinations will move to a new format & travel inspiration content

TSAT

[FNAME,]We Found Your Next Escape

The screenshot displays the TSAT email campaign interface. At the top, it shows the campaign name 'TSAT' and the tagline '[FNAME,]We Found Your Next Escape'. Below this, there are several promotional banners and statistics:

- Account Box:** 26%, 359 bks
- Search:** 10%, 125 bks
- Top Offer:** 13%, 60 bks
- Minor Offer:** 45%, 155 bks

The interface also features several travel-related articles and offers, including:

- Swirl, Sniff & Sip in Napa:** Take a behind-the-scenes tour through California wine country and taste wine like a master sommelier.
- Napa Valley Marriott Hotel & Spa:** Unwind after a full day of wine tastings with a signature treatment at The Preserve Spa or dinner at Olivewood.
- The Ritz-Carlton Orlando, Grande Lakes:** Find your escape on 550 acres of natural beauty that includes a bird sanctuary, spa, golf course, fine dining and more.
- Enjoy Jazz in New Orleans:** Get schooled in jazz with a show at Preservation Hall, Louis Armstrong Park or the Little Gem Saloon.
- AC Hotels New Orleans Bourbon/French Quarter Area:** Get the inside scoop about Bourbon Street and the French Quarter from the hotel's in-the-know bartenders.

+ Thank You!



Appendix

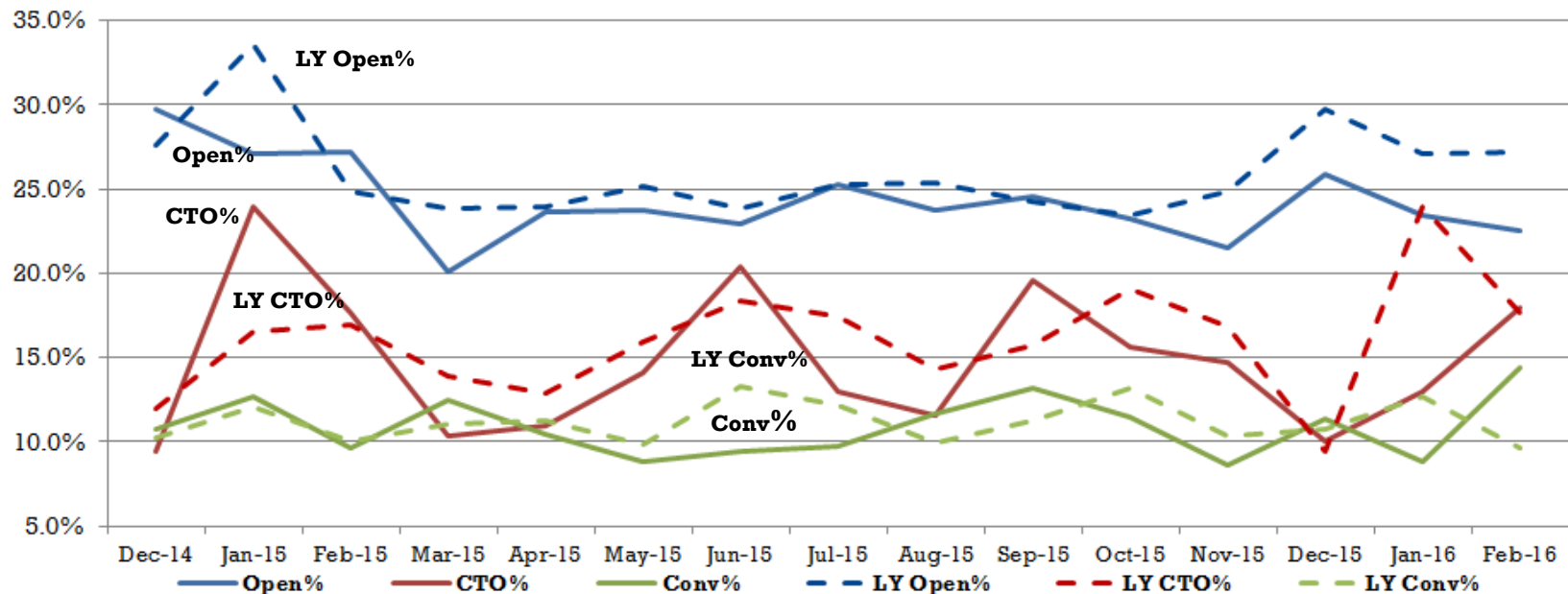
MegaBonus results to date

MB Solos To Date	Delivered	EIR Bookings	EIR Revenue	Open%	CTO%	Conv%	Bkngs/ Dlvd
Spring '15	14.5 M	54.0 K	\$19.9 M	26.3%	15.7%	9.1%	3.0
Preview	6.0 M	9.8 K	\$3.38 M	24.1%	9.7%	7.0%	1.6
Announcement	7.8 M	35.6 K	\$13.54 M	25.4%	21.1%	8.5%	4.5
Reg Con	662.3 K	8.5 K	\$3.02 M	56.2%	9.9%	23.1%	12.9
Fall '15	18.0 M	78.2 K	\$28.5 M	27.9%	14.4%	10.8%	4.3
Preview	6.7 M	15.2 K	\$5.57 M	24.2%	9.5%	9.9%	2.3
Announcement	8.7 M	50.0 K	\$18.09 M	26.1%	20.9%	10.5%	5.7
Reg Reminder	1.9 M	4.3 K	\$1.58 M	40.0%	7.4%	7.8%	2.3
Reg Con	697.8 K	8.6 K	\$3.21 M	54.6%	10.3%	22.0%	12.4
Spring '16	16.0 M	79.7 K	\$28.9 M	27.3%	13.2%	13.7%	5.0
Preview	7.9 M	25.6 K	\$9.85 M	28.7%	8.6%	13.1%	3.3
Announcement	7.8 M	45.9 K	\$16.21 M	24.8%	18.3%	13.0%	5.9
Reg Con	296.2 K	4.4 K	\$1.62 M	52.2%	9.2%	30.7%	14.8
Achievement	29.5 K	3.7 K	\$1.24 M	73.1%	75.5%	23.0%	127.0

Prior MegaBonus results

MegaBonus	Delivered	EIR Bookings	EIR Revenue	Bkngs/ Divd
Fall '14	33.2 M	93.4 K	\$21.5 M	2.8
Announcement	6.3 M	22.2 K	\$7.16 M	3.5
Reminder	6.3 M	17.0 K	\$5.68 M	2.7
eNews Oct '14	10.2 M	36.4 K	\$5.87 M	3.6
eNews Nov '14	10.4 M	17.8 K	\$2.75 M	1.7
Spring '15	50.2 M	182.2 K	\$51.2 M	3.6
Preview	6.0 M	9.8 K	\$3.38 M	1.6
Announcement	7.8 M	35.6 K	\$13.54 M	4.5
Corrected Info	605.2 K	22.3 K	\$8.20 M	36.9
Reg Con	662.3 K	8.5 K	\$3.02 M	12.9
Reg Reminder	1.7 M	6.5 K	\$2.46 M	3.9
Last Chance Reg Reminder	908.5 K	4.1 K	\$1.40 M	4.5
No Stays Progress Check In	470.3 K	7.4 K	\$2.37 M	15.6
First Hurdle Progress Check In	233.3 K	7.3 K	\$2.78 M	31.2
Total Earned	244.0 K	4.2 K	\$1.51 M	17.4
eNews Jan '15	10.5 M	56.2 K	\$9.30 M	5.3
eNews Feb '15	10.6 M	18.1 K	\$2.80 M	1.7
eNews Mar '15	10.5 M	2.1 K	\$400.7 K	0.2
Fall '15	60.4 M	158.8 K	\$49.7 M	2.6
Preview	6.7 M	15.2 K	\$5.57 M	2.3
Announcement	8.7 M	50.0 K	\$18.09 M	5.7
Reg Con	697.8 K	8.6 K	\$3.21 M	12.4
Reg Reminder	1.9 M	4.3 K	\$1.58 M	2.3
Last Chance Reg Reminder	681.6 K	1.8 K	\$591.0 K	2.6
Plus Up Promotion	1.3 M	1.8 K	\$526.6 K	1.3
No Stays Progress Check In	196.2 K	1.6 K	\$580.3 K	8.3
First Hurdle Progress Check In	276.7 K	6.8 K	\$2.41 M	24.5
Total Earned	283.7 K	9.6 K	\$3.53 M	33.7
eNews Sep '15	10.2 M	27.2 K	\$4.50 M	2.7
eNews Oct '15	10.3 M	12.9 K	\$1.96 M	1.2
eNews Nov '15	10.2 M	822	\$120.9 K	0.1
Hotel Specials Dec '15	7.8 M	95	\$34.4 K	0.0
PO-Benefits Sep '15	1.0 M	18.1 K	\$6.96 M	17.6

Feb '16 eNews+Benefits email KPI trends



Observations

- Project Orange segments did not demonstrably impact overall account newsletter Open and Click to open rates; however, Conversion rates increased